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**TONBRIDGE & MALLING**  
**BOROUGH COUNCIL**

**EXECUTIVE SERVICES**

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**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.**

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[committee.services@tmbc.gov.uk](mailto:committee.services@tmbc.gov.uk)

30 December 2013

To: MEMBERS OF THE FINANCE, INNOVATION AND PROPERTY ADVISORY BOARD

(Copies to all Members of the Council)

Dear Sir/Madam

Your attendance is requested at a meeting of the Finance, Innovation and Property Advisory Board to be held in the Civic Suite, Gibson Building, Kings Hill, West Malling on Wednesday, 8th January, 2014 commencing at 7.30 pm

Yours faithfully

JULIE BEILBY

Chief Executive

**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 Notes of the meeting of the Finance, Innovation and Property Advisory Board held on Wednesday, 2 October 2013

**Matters for recommendation to the Cabinet**

4.	Revenue Estimates 2014/15	5 - 138
5.	Capital Plan Review	139 - 220
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7.	Review of Fees and Charges 2014/15	241 - 246
8.	Review of Fees for Street Naming and Numbering Services	247 - 256
9.	Council Tax and Business Rates Update Report	257 - 260
10.	Extension of Insurance Arrangements	261 - 262

**Matters submitted for Information**

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13.	Information Technology Update Report	289 - 292
14.	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.

15.	Exclusion of Press and Public	
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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**

**Matters for Recommendation to the Cabinet**

16.	Debts for Write Off (Reason: LGA 1972 Sch 12A Para 2 - Information likely to reveal information about an individual)	293 - 298
17.	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)	299 - 302
18.	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)	303 - 306

19. Proposals for the Future of Two Disused Public Conveniences 307 - 314  
(Reason: LGA 1972 Sch 12A Para 3 - Financial or business  
affairs of any particular person)
20. 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**

Cllr A K Sullivan (Chairman)  
Cllr R Taylor (Vice-Chairman)

Cllr J Atkins  
Cllr T Bishop  
Cllr P F Bolt  
Cllr M O Davis  
Cllr D A S Davis

Cllr P J Homewood  
Cllr S R J Jessel  
Cllr Mrs F A Kemp  
Cllr Miss A Moloney  
Cllr C P Smith

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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)
<b>Settlement Funding Assessment</b>	<b>5,033,255</b>	<b>4,356,517</b>	<b>(676,738)</b>	<b>(13.4)</b>
New Homes Bonus	1,636,217	2,395,874	759,657	46.4
<b>Total Grant Funding</b>	<b>6,669,472</b>	<b>6,752,391</b>	<b>82,919</b>	<b>1.2</b>

- 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)
<b>Settlement Funding Assessment</b>	<b>4,356,517</b>	<b>3,684,595</b>	<b>(671,922)</b>	<b>(15.4)</b>
New Homes Bonus	2,395,874	2,943,073	547,199	22.8
<b>Total Grant Funding</b>	<b>6,752,391</b>	<b>6,627,668</b>	<b>(124,723)</b>	<b>(1.8)</b>



## 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 Poulton 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	<b>CR</b>
<b>Total</b>	<b>568,250</b>	<b>851,100</b>	<b>282,850</b>

## 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	<b>CR</b>
<b>Total</b>	<b>1,410,550</b>	<b>1,768,500</b>	<b>357,950</b>

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

<b>Screening for equality impacts:</b>		
<b>Question</b>	<b>Answer</b>	<b>Explanation of impacts</b>
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 £
<b>Corporate Services</b>	2,840,150	2,693,000	2,915,350
<b>Chief Executive</b>	1,183,150	1,084,800	1,102,450
<b>Director of Central Services</b>	(15,550)	(47,700)	(102,700)
<b>Director of Finance &amp; Transformation</b>	1,782,000	1,936,100	1,972,250
<b>Director of Planning, Housing &amp; Environmental Health</b>	4,389,650	4,095,550	4,156,750
<b>Director of Street Scene &amp; Leisure</b>	8,908,700	8,705,050	8,327,450
Sub Total	19,088,100	18,466,800	18,371,550
<b>Capital Accounting Reversals</b>			
Non-Current Asset Depreciation	(2,480,850)	(2,539,750)	(2,502,550)
<b>Contributions to / (from) Reserves</b>			
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
<b>Capital Expenditure Charged to General Fund</b>	1,122,750	1,275,750 #	1,227,750 #
<b>International Accounting Standard 19</b>			
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)
<b>New Homes Bonus</b>	(1,636,200)	(1,636,200)	(2,395,850)
<b>New Burdens Grants</b>	(13,400)	(16,400)	(16,400)
<b>Council Tax Reduction Transition Grant</b>	(25,550)	(25,550)	-
<b>New Homes Bonus Returned In-Year</b>	-	(17,000)	-
<b>Contributions from KCC</b>	(146,000)	(122,000)	(122,000)
Sub Total	13,777,150	13,494,300	13,419,200
<b>Contribution to / (from) General Revenue Reserve</b>	(695,700)	(412,850)	<b>To Be Determined</b>
<b>Budget Requirement</b>	<b>13,081,450</b>	<b>13,081,450</b>	<b>13,419,200</b>

# 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**

	<b>2013/14</b>	<b>2014/15</b>	
	<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
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
	<b>1,183,150</b>	<b>1,084,800</b>	<b>1,102,450</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	13.46	13.70	13.49



**CHIEF EXECUTIVE**

	2013/14		2014/15
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
<b>1 <u>COMMUNITY SAFETY</u></b>			
<b>Employees</b>			
Salaries	64,950	65,350	65,000
<b>Supplies &amp; Services</b>			
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
<b>Less Income</b>			
Contribution to Community Safety Staffing	(34,850)	(34,850)	(34,850)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	82,300	82,700	82,350
<b>Central, Departmental &amp; Technical Support Services</b>			
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/>
<b><u>TO SUMMARY</u></b>	<b>170,050</b>	<b>204,550</b>	<b>200,050</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	3.31	3.84	3.65
<b>2 <u>COMMUNITY DEVELOPMENT</u></b>			
<b>Employees</b>			
Salaries	53,750	45,400 b)	43,600 b)
<b>Supplies &amp; Services</b>			
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/>
<b><u>Sub-total</u></b>	94,750	89,400	63,600
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	12,700	12,900	13,250
Departmental Administrative Expenses	19,650	16,250	16,500
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>127,100</b>	<b>118,550</b>	<b>93,350</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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**

	<b>2013/14</b>		<b>2014/15</b>
	<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>3 <u>ELECTIONS</u></b>			
<b>(a) <u>ELECTORAL REGISTRATION</u></b>			
<b>Employees</b>			
Salaries	45,150	59,350 a)	64,900 a)
<b>Supplies &amp; Services</b>			
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	-	-
Postages	20,500	28,500 c)	35,900 b)
Advertising	200	-	-
	<hr/>	<hr/>	<hr/>
	96,350	93,900	120,450
<b>Less Income</b>			
Government Grant	-	(6,950) d)	(25,000) d)
Sale of Registers	(1,500)	(1,500)	(1,000)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	94,850	85,450	94,450
<b>Central, Departmental &amp; Technical Support Services</b>			
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)
	<hr/>	<hr/>	<hr/>
	<b>204,750</b>	<b>205,700</b>	<b>228,000</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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>(b) <u>CONDUCT OF ELECTIONS</u></b>			
<b>Employees</b>			
Salaries	11,750	15,350 a)	16,700
<b>Premises Related Expenses</b>			
Rent	1,600	- b)	- d)
<b>Supplies &amp; Services</b>			
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)
	<hr/>	<hr/>	<hr/>
	24,650	28,350	16,700
<b>Less Income</b>			
Fees & Charges	-	(800) e)	-
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	24,650	27,550	16,700
<b>Central, Departmental &amp; Technical Support Services</b>			
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
	<hr/>	<hr/>	<hr/>
	<b>109,500</b>	<b>113,200</b>	<b>106,400</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.61	1.70	1.79
 <b><u>ELECTIONS</u></b>			
<b><u>SUMMARY</u></b>			
(a) ELECTORAL REGISTRATION	204,750	205,700	228,000
(b) CONDUCT OF ELECTIONS	109,500	113,200	106,400
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>314,250</b>	<b>318,900</b>	<b>334,400</b>
	<hr/>	<hr/>	<hr/>

## 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
	£	£	£
<b>4 <u>INFORMATION &amp; PUBLICITY</u></b>			
<b>Employees</b>			
Salaries	80,750	77,100	77,650
<b>Supplies &amp; Services</b>			
Information and Publicity	2,000	2,000	12,000 a)
Publication Costs - Here and Now	60,000	60,000	- a)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	142,750	139,100	89,650
<b>Central, Departmental &amp; Technical Support Services</b>			
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
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>192,450</b>	<b>185,650</b>	<b>139,300</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	2.33	2.19	2.20
<b>5 <u>GRANTS &amp; PAYMENTS</u></b>			
<b>Supplies &amp; Services</b>			
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)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	251,500	153,850	251,000
<b>Central, Departmental and Technical Support Services</b>			
Central Salaries & Administration	36,450	27,950 d)	11,250 d)
Information Technology Expenses	250	200	200
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>288,200</b>	<b>182,000</b>	<b>262,450</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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
	£	£	£
<b>6 CLIMATE CHANGE</b>			
<b>Employees</b>			
Salaries	32,500	24,800 a)	12,500 a)
<b>Supplies &amp; Services</b>			
LA21 Initiatives	6,000	6,000	1,500 b)
	<hr/>	<hr/>	<hr/>
<b>Sub-total</b>	38,500	30,800	14,000
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	500	550	550
Departmental Administrative Expenses	11,950	9,200 a)	5,000 a)
	<hr/>	<hr/>	<hr/>
<b>TO SUMMARY</b>	<b>50,950</b>	<b>40,550</b>	<b>19,550</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.79	0.60	0.32
<b>7 ECONOMIC DEVELOPMENT &amp; REGENERATION</b>			
<b>Employees</b>			
Salaries	15,300	11,050 a)	24,400 a)
<b>Supplies &amp; Services</b>			
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/>
<b>Sub-total</b>	32,500	28,250	41,600
<b>Central, Departmental &amp; Technical Support Services</b>			
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/>
<b>TO SUMMARY</b>	<b>40,150</b>	<b>34,600</b>	<b>53,350</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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**

	<b>2013/14</b>		<b>2014/15</b>
	<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
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
	<b>(15,550)</b>	<b>(47,700)</b>	<b>(102,700)</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	11.10	11.41	11.61

**DIRECTOR OF CENTRAL SERVICES**

	<b>2013/14</b>		<b>2014/15</b>
	<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>1 TONBRIDGE CASTLE GATEHOUSE</b>			
<b>Employees</b>			
Salaries	9,900	7,550	7,350
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	19,950	4,900 a)	18,200
Rates	300	200	200
Premises Insurance	4,350	4,300	5,300
<b>Supplies &amp; Services</b>			
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
<b>Less Income</b>			
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/>
<b><u>Sub-total</u></b>	15,300	(4,250)	7,850
<b>Central, Departmental &amp; Technical Support Services</b>			
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
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	1,750	2,300	2,000
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>32,500</b>	<b>10,600</b>	<b>22,900</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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 £
<b>2 LOCAL LAND CHARGES</b>			
<b>Employees</b>			
Salaries	130,850	129,600	131,500
<b>Supplies &amp; Services</b>			
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/>
<b>Less Income</b>			
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/>
<b><u>Sub-total</u></b>	(128,750)	(139,500)	(137,900)
<b>Central, Departmental &amp; Technical Support Services</b>			
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/>
<b><u>TO SUMMARY</u></b>	<b>(30,550)</b>	<b>(48,900)</b>	<b>(41,900)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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 £
<b>3 <u>PUBLIC RIGHTS OF WAY</u></b>			
<b>Employees</b>			
Salaries	250	250	200
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	500	500	550
Departmental Administrative Expenses	100	100	100
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>850</b>	<b>850</b>	<b>850</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.02	0.02	0.02
<b>4 <u>INDUSTRIAL ESTATE</u></b>			
<b>Employees</b>			
Salaries	1,600	1,650	1,650
	<hr/>	<hr/>	<hr/>
	1,600	1,650	1,650
<b>Less Income</b>			
Rents	(61,400)	(94,200) a)	(71,850) a)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	<b>(59,800)</b>	<b>(92,550)</b>	<b>(70,200)</b>
<b>Central, Departmental and Technical Support Services</b>			
Central Salaries & Administration	3,200	2,900	3,100
Information Technology Expenses	100	100	100
Departmental Administrative Expenses	750	850	900
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>(55,750)</b>	<b>(88,700)</b>	<b>(66,100)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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
	£	£	£
<b>5 <u>COMMERCIAL PROPERTY</u></b>			
<b>Employees</b>			
Salaries	5,000	5,150	5,200
<b>Premises Related Expenses</b>			
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/>
<b>Less Income</b>			
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/>
<b><u>Sub-total</u></b>	(191,900)	(149,500)	(258,600)
<b>Central, Departmental and Technical Support Services</b>			
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/>
<b><u>TO SUMMARY</u></b>	<b>(184,050)</b>	<b>(142,000)</b>	<b>(250,750)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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
	£	£	£
<b>6 VALE RISE DEPOT</b>			
<b>Employees</b>			
Salaries	2,700	6,150 a)	6,250
<b>Premises Related Expenses</b>			
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
<b>Less Recharges to Other Services</b>	(26,900)	(33,000)	(33,650)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(10,400)	(11,150)	(11,300)
<b>Central, Departmental and Technical Support Services</b>			
Central Salaries & Administration	950	750	800
Departmental Administrative Expenses	1,150	2,100	2,200
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	8,300	8,300	8,300
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	-	-	-
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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
	£	£	£
<b>7 LAND REVIEW</b>			
<b>Employees</b>			
Salaries	35,500	36,600	36,800
<b>Premises Related Expenses</b>			
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
<b>Supplies &amp; Services</b>			
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
<b>Less Income</b>			
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/>
<b><u>Sub-total</u></b>	130,400	131,250	114,850
<b>Central, Departmental and Technical Support Services</b>			
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/>
<b><u>TO SUMMARY</u></b>	151,300	154,250	138,900
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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
	£	£	£
<b>8 <u>ITINERANTS</u></b>			
<b>Employees</b>			
Salaries	2,350	2,250	2,350
<b>Central, Departmental &amp; Technical     Support Services</b>			
Central Salaries & Administration	350	350	350
Departmental Administrative Expenses	850	800	900
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>3,550</b>	<b>3,400</b>	<b>3,600</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.07	0.07	0.07
<b>9 <u>BOROUGH CHRISTMAS LIGHTING</u></b>			
<b>Supplies &amp; Services</b>			
Borough Christmas Lighting	16,000	16,000	16,000
Capital Grants and Contributions (RECS)	-	5,000 a)	-
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	<b>16,000</b>	<b>21,000</b>	<b>16,000</b>
<b>Central, Departmental &amp; Technical     Support Services</b>			
Central Salaries & Administration	1,050	1,000	1,050
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>17,050</b>	<b>22,000</b>	<b>17,050</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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
	£	£	£
<b>10 LICENCES</b>			
<b>(a) FEE PAYING</b>			
<b>Employees</b>			
Salaries	142,800	146,100 a)	152,000 a)
<b>Premises Related Expenses</b>			
Rents	50	50	50
<b>Supplies &amp; Services</b>			
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/>
<b>Less Income</b>			
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)	-
	<hr/>	<hr/>	<hr/>
	(218,950)	(244,050)	(221,100)
	<hr/>	<hr/>	<hr/>
<b>Sub-total</b>	(67,700)	(86,650)	(62,750)
<b>Central, Departmental &amp; Technical Support Services</b>			
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/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	4.47	4.54	4.72

**DIRECTOR OF CENTRAL SERVICES**

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

	<b>2013/14</b>		<b>2014/15</b>
	<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
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/>
	<b>1,782,000</b>	<b>1,936,100</b>	<b>1,972,250</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	48.45	49.77	50.47

**DIRECTOR OF FINANCE & TRANSFORMATION**

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

DIRECTOR OF FINANCE & TRANSFORMATION



**DIRECTOR OF FINANCE & TRANSFORMATION**

	2013/14		2014/15
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
<b>2 <u>HOUSING BENEFITS &amp; COUNTER FRAUD</u></b>			
<b>(a) <u>HOUSING BENEFITS</u></b>			
<b>Employees</b>			
Salaries	266,750	360,550 a)	336,900 a)
<b>Supplies &amp; Services</b>			
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)	-
Postages	11,050	10,250	10,250
Subscriptions	250	250	250
Other Expenses	-	19,100 d)	-
<b>Housing Benefits</b>			
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
	<hr/>	<hr/>	<hr/>
	32,201,400	34,393,700	34,301,700
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
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)
	<hr/>	<hr/>	<hr/>
	(32,276,600)	(34,457,400)	(34,355,050)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(75,200)	(63,700)	(53,350)
<b>Central, Departmental &amp; Technical Support Services</b>			
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)
	<hr/>	<hr/>	<hr/>
	284,650	296,650	323,700
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	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**

	2013/14		2014/15
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
<b>2 HOUSING BENEFITS &amp; COUNTER FRAUD (continued)</b>			
<b>(b) FRAUD PREVENTION</b>			
<b>Employees</b>			
Salaries	86,900	68,700 a)	71,850
<b>Supplies &amp; Services</b>			
Other Expenses	3,000	3,000	3,000
	<hr/>	<hr/>	<hr/>
	89,900	71,700	74,850
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Administration Grant	(92,000)	(74,500 b)	(70,900 c)
Administrative Penalty	(1,000)	(1,000)	(1,000)
	<hr/>	<hr/>	<hr/>
	(93,000)	(75,500)	(71,900)
	<hr/>	<hr/>	<hr/>
<b>Sub-total</b>	(3,100)	(3,800)	2,950
<b>Central, Departmental &amp; Technical Support Services</b>			
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)
	<hr/>	<hr/>	<hr/>
	<b>109,900</b>	<b>91,100</b>	<b>105,500</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	4.31	3.73	3.83
 <b><u>SUMMARY</u></b>			
(a) HOUSING BENEFITS	284,650	296,650	323,700
(b) FRAUD PREVENTION	109,900	91,100	105,500
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>394,550</b>	<b>387,750</b>	<b>429,200</b>
	<hr/>	<hr/>	<hr/>

## 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 £
<b>3 LOCAL REVENUE &amp; NNDR COLLECTION</b>			
<b>Employees</b>			
Salaries	389,950	450,350 a)	411,150 a)
<b>Supplies &amp; Services</b>			
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/>
<b>Less Income</b>			
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/>
<b><u>Sub-total</u></b>	100,000	178,050	110,100
<b>Central, Departmental &amp; Technical Support Services</b>			
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/>
<b><u>TO SUMMARY</u></b>	<b>542,900</b>	<b>618,250</b>	<b>569,650</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	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 £
<b>4 COUNCIL TAX SUPPORT</b>			
<b>(a) ADMINISTRATION</b>			
<b>Employees</b>			
Salaries	202,550	272,200 a)	254,700 a)
<b>Supplies &amp; Services</b>			
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/>
<b>Less Income</b>			
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/>
<b><u>Sub-total</u></b>	<b>(81,750)</b>	<b>(74,400)</b>	<b>(36,450)</b>
<b>Central, Departmental &amp; Technical Support Services</b>			
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/>
<b><u>TO SUMMARY</u></b>	<b>95,300</b>	<b>113,700</b>	<b>156,350</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	8.90	9.65	9.52
<b>(b) PAYMENTS TO PARISH COUNCILS</b>			
Parish Council Allocation	177,750	177,750	171,750 i)
	<hr/>	<hr/>	<hr/>
	<b>177,750</b>	<b>177,750</b>	<b>171,750</b>
	<hr/>	<hr/>	<hr/>
<b><u>SUMMARY</u></b>			
(a) ADMINISTRATION	95,300	113,700	156,350
(b) PAYMENTS TO PARISH COUNCILS	177,750	177,750	171,750
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>273,050</b>	<b>291,450</b>	<b>328,100</b>
	<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
	£	£	£
<b>5 <u>INTEREST &amp; TRANSFERS</u></b>			
<b>Employees</b>			
Salaries	25,150	26,050	27,000
<b>Supplies &amp; Services</b>			
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/>
<b>Less Income</b>			
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/>
<b><u>Sub-total</u></b>	(126,800)	(52,400)	(55,400)
<b>Central, Departmental &amp; Technical Support Services</b>			
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/>
<b><u>TO SUMMARY</u></b>	(107,250)	(32,600)	(34,050)
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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
	£	£	£
<b>6 <u>DRAINAGE BOARDS SPECIAL LEVIES</u></b>			
<b>Payments to Drainage Boards</b>	373,600	373,600	380,700 a)
<b>Central, Departmental &amp; Technical     Support Services</b>			
Central Salaries & Administration	350	350	350
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>373,950</b>	<b>373,950</b>	<b>381,050</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.01	0.01	0.01
<b>7 <u>FINANCIAL ARRANGEMENTS WITH PARISH COUNCILS</u></b>			
<b>Payments to Parish Councils</b>	221,550	221,550	219,700 b)
<b>Central, Departmental &amp; Technical     Support Services</b>			
Central Salaries & Administration	5,950	5,950	6,300
Information Technology Expenses	100	100	100
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>227,600</b>	<b>227,600</b>	<b>226,100</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.10	0.10	0.11
<b>8 <u>GENERAL ADVICE TO PARISH COUNCILS</u></b>			
<b>Employees</b>			
Salaries	36,650	31,300 c)	31,900
<b>Central, Departmental &amp; Technical     Support Services</b>			
Central Salaries & Administration	14,200	14,850	15,450
Departmental Administrative Expenses	13,550	11,250	12,150
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>64,400</b>	<b>57,400</b>	<b>59,500</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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/>
<b>5,000</b>	<b>5,000</b>		<b>5,000</b>
<hr/>	<hr/>		<hr/>

**DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**

**SUMMARY**

	2013/14 ESTIMATE		2014/15
	ORIGINAL £	REVISED £	ESTIMATE £
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
	<b>4,389,650</b>	<b>4,095,550</b>	<b>4,156,750</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	114.93	116.38	116.10

**DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**

	2013/14 ESTIMATE		2014/15
	ORIGINAL £	REVISED £	ESTIMATE £
<b>1. <u>DEVELOPMENT CONTROL</u></b>			
<b>Employees</b>			
Salaries	1,127,000	1,082,000 a)	1,120,850
Temporary Staff	19,400	16,400	-
<b>Supplies &amp; Services</b>			
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
	<hr/>	<hr/>	<hr/>
	1,198,900	1,178,000	1,185,450
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
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)	-
	<hr/>	<hr/>	<hr/>
	(592,000)	(657,050)	(637,000)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	606,900	520,950	548,450
<b>Central, Departmental &amp; Technical Support Services</b>			
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)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>1,312,100</b>	<b>1,196,550</b>	<b>1,233,500</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	35.41	35.11	34.41

**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  
 Microfilming & Storage Facilities                      5,500  
 Professional Fees                      7,000  
 Advertising - Promotional Expenses                      1,000  
 Subscriptions                      -  
 Discretionary Services                      1,500  
 Other Expenses                      1,000

400  
 4,000  
 6,250  
 500  
 750  
 1,000  
 1,400

324,950                      318,250                      334,100

**Less Income**

Fees & Charges

Building Regulations  
 Discretionary Services

(325,000)                      (330,000) **c)**                      (330,000) **c)**  
 (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  
 Information Technology Expenses  
 Departmental Administrative Expenses

16,550                      16,900                      18,100  
 28,200                      24,850 **d)**                      23,900 **d)**  
 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.

**DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**

**4. PLANNING POLICY**

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

**Employees**

Salaries

	2013/14 ESTIMATE ORIGINAL £	REVISED £	2014/15 ESTIMATE £
Salaries	189,500	165,900 a)	172,900 a)
<b>Local Development Framework Expenses</b>			
Other LDF Expenses	30,000	30,000	30,000
	<hr/>	<hr/>	<hr/>
	219,500	195,900	202,900
<b>Less Income</b>			
Sales - Publications - Local Plan	(100)	(100)	(100)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	219,400	195,800	202,800
<b>Central, Departmental &amp; Technical Support Services</b>			
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)
	<hr/>	<hr/>	<hr/>
	<b>288,700</b>	<b>257,150</b>	<b>268,600</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	4.88	4.34	4.35

**Local Development Framework Expenses**

Other LDF Expenses

**Less Income**

Sales - Publications - Local Plan

**Sub-total**

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

Information Technology Expenses

Departmental Administrative Expenses

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

a) Savings from vacant Technical Assistant post.

**DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**

**4. PLANNING POLICY**  
**(continued)**

**(b) PLANNING POLICY**

**Employees**

Salaries

2013/14 ESTIMATE		2014/15 ESTIMATE
ORIGINAL	REVISED	ESTIMATE
£	£	£
160,750	137,150 a)	143,100 a)

**Supplies & Services**

AONB Management

4,750	4,500	4,500
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Local Wildlife Sites Register Update

2,500	2,800	2,900
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**Sub-total**

168,000	144,450	150,500
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**Central, Departmental & Technical Support Services**

Central Salaries & Administration

3,100	1,900	2,000
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Information Technology Expenses

3,400	3,000	2,900
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Departmental Administrative Expenses

52,750	45,400 a)	49,250 a)
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<b>227,250</b>	<b>194,750</b>	<b>204,650</b>
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**Full Time Equivalent Number of Staff**  
(including Support Service Staff)

4.18	3.63	3.64
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**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**

<b>515,950</b>	<b>451,900</b>	<b>473,250</b>
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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)

	<hr/>	<hr/>	<hr/>
	1,344,850	1,287,450	1,336,450

**Less Income**

<b>Fees &amp; Charges</b>			
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)

	<hr/>	<hr/>	<hr/>
	(2,271,200)	(2,297,600)	(2,421,800)

**Sub-total Carried Forward**

	<hr/>	<hr/>	<hr/>
	(926,350)	(1,010,150)	(1,085,350)

**DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**

**5. PARKING SERVICES (continued)**

**(a) OFF-STREET (continued)**

	2013/14 ESTIMATE		2014/15
	ORIGINAL £	REVISED £	ESTIMATE £
<b><u>Sub-total Brought Forward</u></b>	(926,350)	(1,010,150)	(1,085,350)
<b>Central, Departmental &amp; Technical Support Services</b>			
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
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	105,850	91,650 n)	86,300 n)
	<b>(666,050)</b>	<b>(768,800)</b>	<b>(843,600)</b>
<b>Full Time Equivalent Number of Staff</b> (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)
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**Premises Related Expenses**

Repairs & Maintenance	10,000	10,000	10,000
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**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)

<hr/>	339,950	<hr/>	323,450	<hr/>	353,300
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**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)

<hr/>	(239,000)	<hr/>	(239,000)	<hr/>	(239,000)
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**Sub-total Carried Forward**

<hr/>	100,950	<hr/>	84,450	<hr/>	114,300
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**DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**

**5. PARKING SERVICES (continued)**

**(b) ON-STREET (continued)**

**Sub-total Brought Forward**

**Central, Departmental & Technical Support Services**

Central Salaries & Administration  
Information Technology Expenses  
Departmental Administrative Expenses  
Capital Programme Revenue Expenses

**Depreciation & Impairment**

Non-Current Asset Depreciation

	2013/14 ESTIMATE		2014/15 ESTIMATE
	ORIGINAL £	REVISED £	£
<b>Sub-total Brought Forward</b>	100,950	84,450	114,300
<b>Central, Departmental &amp; Technical Support Services</b>			
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 <b>d)</b>
Capital Programme Revenue Expenses	58,650	58,000	60,800
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	11,250	8,550 <b>e)</b>	6,350 <b>e)</b>
	<hr/>	<hr/>	<hr/>
	<b>309,950</b>	<b>287,650</b>	<b>326,950</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	12.50	12.20	12.24

**PARKING SERVICES**

**(a) OFF-STREET**

**(b) ON-STREET**

**TO SUMMARY**

	<b>(666,050)</b>	<b>(768,800)</b>	<b>(843,600)</b>
	<b>309,950</b>	<b>287,650</b>	<b>326,950</b>
	<hr/>	<hr/>	<hr/>
	<b>(356,100)</b>	<b>(481,150)</b>	<b>(516,650)</b>
	<hr/>	<hr/>	<hr/>

- 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) Re-profiling 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
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Employees</b>			
Salaries	81,150	86,050 a)	87,900 a)
<b>Premises Related Expenses</b>			
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
<b>Supplies &amp; Services</b>			
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
<b>Less Income</b>			
Fees & Charges			
Street / House Naming & Numbering	(10,000)	(25,000) d)	(20,000) e)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	144,400	95,900	148,550
<b>Central, Departmental &amp; Technical Support Services</b>			
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
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	10,550	10,550	7,000
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>213,300</b>	<b>165,750</b>	<b>216,150</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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**

**Employees**

Salaries	48,450	50,250	52,150
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**Premises Related Expenses**

Electricity	1,200	1,200	1,200
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**Supplies & Services**

Purchases - Equipment & Materials	700	700	700
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Maintenance - General	22,000	22,000	22,000
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Stationery	150	150	150
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Miscellaneous Insurance	4,100	4,050	4,050
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Emergency Arrangements	50	50	50
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**Third Party Payments**

CCTV Monitoring Station	194,000	184,000 a)	166,000 a)
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	270,650	262,400	246,300
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**Less Income**

Recharge to Parking Services	(273,950)	(268,150)	(258,150)
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	(3,300)	(5,750)	(11,850)
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**Sub-total**

**Central, Departmental & Technical Support Services**

Central Salaries & Administration	4,500	4,950	5,200
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Information Technology Expenses	1,700	1,500	1,450
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Departmental Administrative Expenses	21,250	23,850	25,400
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Capital Programme Revenue Expenses	11,850	11,250	11,850
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**Depreciation & Impairment**

Non-Current Asset Depreciation	65,300	63,400	63,400
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	<b>101,300</b>	<b>99,200</b>	<b>95,450</b>
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**TO SUMMARY**

**Full Time Equivalent Number of Staff**

(including Support Service Staff)	1.62	1.72	1.73
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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
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**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
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**Sub-total**

79,950	75,650	69,300
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**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**

<b>107,950</b>	<b>103,800</b>	<b>98,350</b>
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**Full Time Equivalent Number of Staff**  
(including Support Service Staff)

1.03	1.01	1.02
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- 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
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**Premises Related Expenses**

Fuel Oil	100	-	-
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**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
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**Less Income**

Recharge to Other Accounts	(6,700)	(6,700)	(6,700)
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	64,850	59,350	60,050
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**Sub-total**

**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

	100,750	94,700	97,100
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**TO SUMMARY**

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

1.22	1.14	1.16
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**DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**

**10. HOUSING STRATEGY  
& ENABLING ROLE**

**(a) HOUSING STRATEGY**

**Employees**

Salaries	55,900	55,450	54,450
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**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
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**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

<b>101,600</b>	<b>135,650</b>	<b>100,350</b>
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**Full Time Equivalent Number of Staff  
(including Support Service Staff)**

1.80	1.79	1.80
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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

	2013/14 ESTIMATE ORIGINAL £	2013/14 ESTIMATE REVISED £	2014/15 ESTIMATE £
Salaries	110,600	128,750 a)	127,500 a)
Third Party Payments			
Choice Based Lettings	7,000	7,000	7,000
	<hr/>	<hr/>	<hr/>
<b>Sub-total</b>	117,600	135,750	134,500
<b>Central, Departmental &amp; Technical Support Services</b>			
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)
	<hr/>	<hr/>	<hr/>
	<b>161,800</b>	<b>195,450</b>	<b>197,550</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	3.54	4.32	4.34

**Third Party Payments**

Choice Based Lettings

**HOUSING STRATEGY & ENABLING ROLE**

**(a) HOUSING STRATEGY**

**(b) HOUSING REGISTER**

**TO SUMMARY**

**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

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281,000                              345,250                              364,550

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**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)

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(103,550)                              (163,550)                              (183,550)

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**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**

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266,900                              277,200                              279,900

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**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.

**DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**

**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
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**Supplies & Services**

Professional Fees	100	300	300
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Capital Grants & Contributions (RECS)	758,000	762,000	758,000
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No Use Empty Loan Scheme	1,000	1,000	1,000
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	907,950	912,800	908,900
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**Less Income**

Fees & Charges	(100)	(100)	(100)
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Contribution from Other Bodies	(1,000)	(1,000)	(1,000)
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Capital Grants Received (RECS)	(410,000)	(410,000)	(410,000)
--------------------------------	-----------	-----------	-----------

	(411,100)	(411,100)	(411,100)
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**Sub-total**

496,850	501,700	497,800
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**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration	4,850	4,500	4,700
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Information Technology Expenses	9,900	8,700	8,400
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Departmental Administrative Expenses	51,400	48,900	51,700
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	<b>563,000</b>	<b>563,800</b>	<b>562,600</b>
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**Full Time Equivalent Number of Staff**  
(including Support Service Staff)

4.11	4.04	4.04
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**DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**

	2013/14 ESTIMATE		2014/15
	ORIGINAL £	REVISED £	ESTIMATE £
<b>15. PRIVATE SECTOR HOUSING STANDARDS</b>			
<b>Employees</b>			
Salaries	55,850	59,400	59,000
<b>Supplies &amp; Services</b>			
Private Sector House Condition Survey	20,000	17,900 a)	3,000 a)
	<hr/>	<hr/>	<hr/>
	75,850	77,300	62,000
<b>Less Income</b>			
Houses in Multiple Occupation Licences	(400)	(400)	(400)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	75,450	76,900	61,600
<b>Central, Departmental &amp; Technical Support Services</b>			
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
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>100,300</b>	<b>100,300</b>	<b>86,000</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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.

**DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**

**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	176,450	188,250 a)	187,250 a)
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**Supplies & Services**

Purchases - Equipment & Materials	500	500	500
Maintenance - Calibration of Instruments	2,500	1,500	1,000
Miscellaneous Insurance	400	400	400
Emergency Arrangements	3,700	3,800	3,800
Capital Grants & Contributions (RECS)	-	150,000 b)	-

**Third Party Payments**

Water Sampling	1,500	550	550
General	750	750	750
Drainage Investigations	500	-	-
Landfill & Pollution Monitoring	2,000	2,000	2,000
Air Quality	12,750	68,750 b)	12,750
Contaminated Land - Site Inspections	1,000	500	500

<hr/>	<hr/>	<hr/>
202,050	417,000	209,500
<hr/>	<hr/>	<hr/>

**Less Income**

Fees & Charges			
Water Sampling	(1,500)	(1,100)	(1,100)
Provision of Information	(750)	(1,000)	(1,000)
Contribution from Other Bodies	-	(56,000) b)	-
Capital Grants Received (RECS)	-	(150,000) b)	-

<hr/>	<hr/>	<hr/>
(2,250)	(208,100)	(2,100)
<hr/>	<hr/>	<hr/>

**Sub-total**

199,800	208,900	207,400
---------	---------	---------

**Central, Departmental & Technical Support Services**

Central Salaries & Administration	8,750	9,800	9,600
Information Technology Expenses	11,600	10,200	9,800
Departmental Administrative Expenses	63,600	67,500 a)	72,800

**Depreciation & Impairment**

Non-Current Asset Depreciation	3,250	2,900	2,900
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**TO SUMMARY**

<hr/>	<hr/>	<hr/>
287,000	299,300	302,500
<hr/>	<hr/>	<hr/>

**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		2014/15 ESTIMATE
ORIGINAL	REVISED	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)
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**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 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
	<b>8,908,700</b>	<b>8,705,050</b>	<b>8,327,450</b>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	37.19	35.76	34.60

**DIRECTOR OF STREET SCENE AND LEISURE**

	2013/14 ESTIMATE		2014/15
	ORIGINAL £	REVISED £	ESTIMATE £
<b>1. <u>REFUSE COLLECTION</u></b>			
<b>Employees</b>			
Salaries	115,350	115,000	117,800
<b>Premises Related Expenses</b>			
Vale Rise Depot Recharge	24,200	30,300 a)	30,950 a)
<b>Supplies &amp; Services</b>			
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
<b>Third Party Payments</b>			
Refuse Collection Contract	1,065,900	1,022,750 b)	1,065,950 c)
Bulky Household Refuse Collection	36,050	36,050	36,050
	<hr/>	<hr/>	<hr/>
	1,251,700	1,212,400	1,259,050
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Fees & Charges			
Bulky Household Refuse Collection	(42,200)	(39,000) d)	(40,700) e)
Contributions from Other Bodies	(22,900)	(22,900)	(22,900)
	<hr/>	<hr/>	<hr/>
	(65,100)	(61,900)	(63,600)
	<hr/>	<hr/>	<hr/>
	1,186,600	1,150,500	1,195,450
	<hr/>	<hr/>	<hr/>
<b>Central, Departmental &amp; Technical Support Services</b>			
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
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	36,150	35,050	38,500
	<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>1,251,150</b>	<b>1,304,200</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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**

**Employees**

Salaries

2013/14 ESTIMATE ORIGINAL £	2013/14 ESTIMATE REVISED £	2014/15 ESTIMATE £
113,050	114,200	116,500
<b>Premises Related Expenses</b>		
Recycling Centres - Servicing		
3,000	3,000	3,000
Rates		
900	900	1,000
<b>Transport Related Expenses</b>		
Vehicle Maintenance / Fuel etc		
60,000	60,000	60,000
Vehicle Driver / Insurance / Licence		
78,300	78,300	80,650 a)
<b>Supplies &amp; Services</b>		
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
<b>Third Party Payments</b>		
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
<b><u>Carried Forward</u></b>	<b><u>1,672,700</u></b>	<b><u>1,645,350</u></b>
	<b><u>1,645,350</u></b>	<b><u>1,682,500</u></b>

**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

**Carried Forward**

**1,672,700** **1,645,350** **1,682,500**

- 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
	ORIGINAL £	REVISED £	ESTIMATE £
<b><u>Brought Forward</u></b>	1,672,700	1,645,350	1,682,500
<b>Less Income</b>			
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/>
<b><u>Sub-total</u></b>	732,800	753,650	799,200
<b>Central, Departmental &amp; Technical Support Services</b>			
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
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	77,900	72,850 k)	77,750
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>898,650</b>	<b>909,300</b>	<b>960,800</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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)
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**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)
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1,426,950	1,428,100	1,482,600
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**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)
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**Sub-total**

1,288,900	1,279,550	1,329,950
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**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

<b>1,353,600</b>	<b>1,344,250</b>	<b>1,399,400</b>
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**TO SUMMARY**

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

4.17	4.29	4.33
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## 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**

	2013/14 ESTIMATE		2014/15
	ORIGINAL £	REVISED £	ESTIMATE £
<b>4. <u>PUBLIC CONVENIENCES</u></b>			
<b>Employees</b>			
Salaries	14,550	14,050	14,350
<b>Premises Related Expenses</b>			
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
<b>Third Party Payments</b>			
Public Convenience Cleansing Contract	99,500	68,400 d)	62,800 e)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	187,500	147,200	149,800
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	6,650	5,700	6,000
Information Technology Expenses	300	250	250
Departmental Administrative Expenses	6,550	6,450	7,000
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	62,000	62,000	62,000
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>263,000</b>	<b>221,600</b>	<b>225,050</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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**

	2013/14 ESTIMATE		2014/15
	ORIGINAL £	REVISED £	ESTIMATE £
<b>5. <u>PEST CONTROL</u></b>			
<b>Employees</b>			
Salaries	20,800	17,950 a)	13,800 a)
<b>Supplies &amp; Services</b>			
Emergency Arrangements	400	450	450
<b>Third Party Payments</b>			
Pest Control Contract	42,200	26,100 b)	4,500 b)
<b>Financial Hardship Subsidy</b>	10,300	5,500 b)	- b)
	<hr/>	<hr/>	<hr/>
	73,700	50,000	18,750
<b>Less Income</b>			
Rats & Mice Treatment	(8,600)	(3,700) c)	- c)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	65,100	46,300	18,750
<b>Central, Departmental &amp; Technical Support Services</b>			
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
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>88,550</b>	<b>66,350</b>	<b>36,250</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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
	ORIGINAL £	REVISED £	ESTIMATE £
<b>6. <u>TONBRIDGE &amp; MALLING LEISURE TRUST</u></b>			
<b>Third Party Payments</b>			
Service Fee	-	341,500 a)	178,650 a)
General Payments	-	150,000 b)	-
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>-</b>	<b>491,500</b>	<b>178,650</b>
	<hr/>	<hr/>	<hr/>
<b>7. <u>LARKFIELD LEISURE CENTRE</u></b>			
<b>Employees</b>			
Salaries	11,850	6,950 a)	8,100 a)
<b>Premises Related Expenses</b>			
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
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	5,000	- e)	- e)
Miscellaneous Insurance	2,850	3,900	550
<b>LSBU Operating Costs (from LSBU 3)</b>	159,500	15,650	-
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	<b>480,800</b>	<b>281,500</b>	<b>122,150</b>
<b>Central, Departmental &amp; Technical Support Services</b>			
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
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	551,300	657,950 f)	654,250 f)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>1,171,100</b>	<b>1,063,650</b>	<b>891,450</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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**

	2013/14 ESTIMATE		2014/15
	ORIGINAL £	REVISED £	ESTIMATE £
<b>8. <u>ANGEL CENTRE</u></b>			
<b>Employees</b>			
Salaries	8,500	6,400 a)	7,550 a)
<b>Premises Related Expenses</b>			
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
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	5,000	5,000	-
Miscellaneous Insurance	1,000	1,400	200
<b>LSBU Operating Costs (from LSBU 6)</b>	317,200	134,600	-
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	433,050	226,900	53,150
<b>Central, Departmental &amp; Technical Support Services</b>			
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)
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	310,950	216,050 f)	213,750 f)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	810,950	513,300	338,500
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Employees</b>			
Salaries	7,200	3,950 a)	5,100 a)
<b>Premises Related Expenses</b>			
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
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	3,400	- e)	- e)
Miscellaneous Insurance	1,400	1,950	300
<b>LSBU Operating Costs (from LSBU 9)</b>	245,400	73,650	-
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	432,750	248,800	103,850
<b>Central, Departmental &amp; Technical Support Services</b>			
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
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	263,000	355,550 f)	350,550 f)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>755,650</b>	<b>657,950</b>	<b>509,150</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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**

	2013/14 ESTIMATE ORIGINAL £	REVISED £		2014/15 ESTIMATE £
Salaries	58,700	50,350	a)	51,050
<b>Premises Related Expenses</b>				
Building Repairs Expenditure	22,700	22,500	b)	18,000
Maintenance of Grounds	3,500	200		-
Fuel Oil	6,000	3,300		-
Electricity	18,000	9,000		-
Rates	43,200	19,200	d)	-
Water Charges (Metered)	1,450	1,000		-
Sewerage & Environmental Services	400	450		-
Premises Insurance	4,200	4,100		4,250
<b>Transport Related Expenses</b>				
Transport Insurance	-	-		3,800
<b>Supplies &amp; Services</b>				
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		-
<b>Third Party Payments</b>				
Golf Professional	44,100	25,300		-
<b>LSBU Operating Costs (from LSBU 10)</b>	247,500	143,100		-
<b><u>Carried Forward</u></b>	<u>486,150</u>	<u>303,300</u>		<u>77,100</u>

**Premises Related Expenses**

**Transport Related Expenses**

**Supplies & Services**

**Third Party Payments**

**LSBU Operating Costs (from LSBU 10)**

**Carried Forward**

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**

	2013/14 ESTIMATE		2014/15
	ORIGINAL £	REVISED £	ESTIMATE £
<b>10. <u>POULT WOOD GOLF CENTRE</u></b>			
<b><u>(continued)</u></b>			
<b><u>Brought Forward</u></b>	486,150	303,300	77,100
<b>Less Income</b>			
Fees & Charges			
Registration Fees	(13,000)	(8,000)	-
Green Fees	(605,800)	(371,000) <b>g)</b>	-
Season Tickets	(600)	(300)	-
Rents - Catering Concession	(65,000)	(29,200) <b>h)</b>	-
	<hr/>	<hr/>	<hr/>
	(684,400)	(408,500)	-
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(198,250)	(105,200)	77,100
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	29,650	23,300 <b>i)</b>	22,450 <b>i)</b>
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
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	129,900	103,450 <b>j)</b>	105,900 <b>k)</b>
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>800</b>	<b>55,100</b>	<b>240,650</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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**

	2013/14 ESTIMATE ORIGINAL £	REVISED £	2014/15 ESTIMATE £
Salaries	39,950	37,150	36,950
<b>Premises Related Expenses</b>			
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
<b>Transport Related Expenses</b>			
Repairs & Maintenance	100	350	350
Licences	150	100	100
Petrol / Oil	250	250	250
Car Allowances	150	150	150
Transport Insurance	400	550	600
<b>Supplies &amp; Services</b>			
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
<b>Third Party Payments</b>			
Ground Maintenance Contract	244,500	244,500	251,850 a)
	<hr/>	<hr/>	<hr/>
	330,700	323,200	330,450
<b>Less Income</b>			
Rents - Land	(9,500)	(11,100) b)	(9,600) c)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	321,200	312,100	320,850
<b>Central, Departmental &amp; Technical Support Services</b>			
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
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	111,800	111,800	107,950
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	471,850	459,350	464,550
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b>	1.54	1.38	1.44

**DIRECTOR OF STREET SCENE AND LEISURE**

**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**

	2013/14 ESTIMATE		2014/15
	ORIGINAL £	REVISED £	ESTIMATE £
<b>12. <u>PLEASURE GROUNDS &amp; OPEN SPACES</u></b>			
<b>(a) <u>TONBRIDGE CASTLE GROUNDS</u></b>			
<b>Employees</b>			
Salaries	17,450	16,600	16,550
<b>Premises Related Expenses</b>			
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
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	10,000	10,000	10,000
Licences	300	300	300
<b>Third Party Payments</b>			
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/>
<b>Less Income</b>			
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/>
<b><u>Sub-total</u></b>	139,550	138,350	141,300
<b>Central, Departmental &amp; Technical Support Services</b>			
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	-	-
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	14,850	15,550	14,250
	<hr/>	<hr/>	<hr/>
	<b>168,700</b>	<b>162,400</b>	<b>164,950</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	0.63	0.48	0.51

**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**

	2013/14 ESTIMATE ORIGINAL £	REVISED £	2014/15 ESTIMATE £
Salaries	34,050	35,150	34,500

**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

	<hr/> 104,000	<hr/> 103,600	<hr/> 111,300
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**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)

	<hr/> (37,150)	<hr/> (37,650)	<hr/> (40,350)
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**Sub-total Carried Forward**

	<hr/> 66,850	<hr/> 65,950	<hr/> 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 £
<b><u>Sub-total Brought Forward</u></b>	66,850	65,950	70,950
<b>Central, Departmental &amp; Technical Support Services</b>			
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	-
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	15,700	16,150	16,250
	<hr/>	<hr/>	<hr/>
	<b>102,800</b>	<b>100,800</b>	<b>105,550</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	1.20	1.14	1.17

a) Includes renewal of roof covering (£6,000).

**DIRECTOR OF STREET SCENE AND LEISURE**

	2013/14 ESTIMATE		2014/15
	ORIGINAL £	REVISED £	ESTIMATE £
<b>12. <u>PLEASURE GROUNDS &amp; OPEN SPACES</u></b>			
<b><u>(continued)</u></b>			
<b>(c) <u>OPEN SPACES</u></b>			
<b><u>&amp; AMENITY AREAS BOROUGH - WIDE</u></b>			
<b>Employees</b>			
Salaries	55,800	51,850 a)	51,000 a)
<b>Premises Related Expenses</b>			
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
<b>Supplies &amp; Services</b>			
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)
<b>Third Party Payments</b>			
Ground Maintenance Contracts	150,000	149,750	154,250 c)
	<hr/>	<hr/>	<hr/>
	1,090,650	291,050	1,048,500
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
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/>
<b><u>Sub-total Carried Forward</u></b>	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**

	2013/14 ESTIMATE		2014/15
	ORIGINAL £	REVISED £	ESTIMATE £
<b>12. <u>PLEASURE GROUNDS &amp; OPEN SPACES</u></b> <b><u>(continued)</u></b>			
<b>(c) <u>OPEN SPACES</u></b> <b><u>&amp; AMENITY AREAS BOROUGH - WIDE</u></b> <b><u>(continued)</u></b>			
<u>Sub-total Brought Forward</u>	578,000	270,850	537,050
<b>Central, Departmental &amp; Technical Support Services</b>			
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
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	45,200	46,600	46,400
	<hr/>	<hr/>	<hr/>
	<b>713,800</b>	<b>409,300</b>	<b>676,200</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	2.98	2.77	2.87

**DIRECTOR OF STREET SCENE AND LEISURE**

	2013/14 ESTIMATE		2014/15
	ORIGINAL £	REVISED £	ESTIMATE £
<b>12. <u>PLEASURE GROUNDS &amp; OPEN SPACES</u></b>			
<b><u>(continued)</u></b>			
<b>(d) <u>PATROLLING</u></b>			
<b>Employees</b>			
Salaries	5,100	4,700	4,650
<b>Transport Related Expenses</b>			
Repairs & Maintenance	150	400	400
Licences	100	150	150
Petrol / Oil	250	250	250
Transport Insurance	400	500	600
<b>Supplies &amp; Services</b>			
Clothing, Uniform & Laundry	150	150	150
Gates / Security	2,500	2,500	2,500
Telephones	150	100	100
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	8,800	8,750	8,800
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	1,200	1,250	1,350
Information Technology Expenses	100	100	100
Departmental Administrative Expenses	2,000	1,700	1,900
	<hr/>	<hr/>	<hr/>
	<b>12,100</b>	<b>11,800</b>	<b>12,150</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	0.18	0.16	0.17

**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
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**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

<b>55,900</b>	<b>54,250</b>	<b>55,050</b>
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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

<hr/>	<hr/>	<hr/>
107,500	116,000	111,050

**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)

<hr/>	<hr/>	<hr/>
(68,550)	(61,250)	(66,650)

**Sub-total Carried Forward**

<hr/>	<hr/>	<hr/>
38,950	54,750	44,400

**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 £
<b><u>Sub-total Brought Forward</u></b>	38,950	54,750	44,400
<b>Central, Departmental &amp; Technical Support Services</b>			
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
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	21,350	21,550	22,150
	<b>90,750</b>	<b>108,600</b>	<b>98,000</b>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	2.69	3.25	2.78

**PLEASURE GROUNDS & OPEN SPACES**

<b>(a) TONBRIDGE CASTLE GROUNDS</b>	<b>168,700</b>	<b>162,400</b>	<b>164,950</b>
<b>(b) HAYSDEN COUNTRY PARK</b>	<b>102,800</b>	<b>100,800</b>	<b>105,550</b>
<b>(c) OPEN SPACES &amp; AMENITY AREAS</b>	<b>713,800</b>	<b>409,300</b>	<b>676,200</b>
<b>(d) PATROLLING</b>	<b>12,100</b>	<b>11,800</b>	<b>12,150</b>
<b>(e) COUNTRYSIDE / WOODLAND MANAGE'T</b>	<b>55,900</b>	<b>54,250</b>	<b>55,050</b>
<b>(f) LEYBOURNE LAKES COUNTRY PARK</b>	<b>90,750</b>	<b>108,600</b>	<b>98,000</b>
	<b>1,144,050</b>	<b>847,150</b>	<b>1,111,900</b>
<b><u>TO SUMMARY</u></b>			

- 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

2013/14 ESTIMATE		2014/15 ESTIMATE
ORIGINAL	REVISED	£
£	£	£
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
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**DIRECTOR OF STREET SCENE AND LEISURE**

**15. CEMETERY**

**Employees**

	2013/14 ESTIMATE ORIGINAL £	REVISED £	2014/15 ESTIMATE £
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
-----------------------------	--------	--------	--------

	<hr/> 111,400	<hr/> 122,050	<hr/> 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)

	<hr/> (54,000)	<hr/> (53,700)	<hr/> (55,300) c)
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**Sub-total Carried Forward**

	<hr/> 57,400	<hr/> 68,350	<hr/> 61,600
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- 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
	ORIGINAL £	REVISED £	ESTIMATE £
<b><u>Sub-total Brought Forward</u></b>	57,400	68,350	61,600
<b>Central, Departmental &amp; Technical Support Services</b>			
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
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	19,650	27,800 d)	27,800 d)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>101,050</b>	<b>118,500</b>	<b>111,850</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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**

	2013/14 ESTIMATE		2014/15
	ORIGINAL £	REVISED £	ESTIMATE £
<b>17. <u>SPORTS DEVELOPMENT</u></b>			
<b>Employees</b>			
Salaries	36,100	36,450	38,300
<b>Supplies &amp; Services</b>			
Sports Development Programme	5,000	8,000 a)	5,000
	<hr/>	<hr/>	<hr/>
	41,100	44,450	43,300
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Fees & Charges	-	(200)	-
Contributions from Other Bodies	(500)	(3,450) a)	(500)
	<hr/>	<hr/>	<hr/>
	(500)	(3,650)	(500)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	40,600	40,800	42,800
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	1,650	1,600	1,750
Information Technology Expenses	550	500	450
Departmental Administrative Expenses	14,150	14,400	15,700
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>56,950</b>	<b>57,300</b>	<b>60,700</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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**

	2013/14 ESTIMATE ORIGINAL £	2013/14 ESTIMATE REVISED £	2014/15 ESTIMATE £
Salaries	28,300	30,750	30,900
<b>Supplies &amp; Services</b>			
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
<b>Third Party Payments</b>			
Festival of Music	5,000	5,000	5,000
	<hr/>	<hr/>	<hr/>
	54,000	66,950	64,700
<b>Less Income</b>			
Contributions from Other Bodies	-	(2,000) a)	-
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	54,000	64,950	64,700
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	3,900	2,950	3,150
Information Technology Expenses	450	400	400
Departmental Administrative Expenses	14,450	14,050	15,100
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	72,800	82,350	83,350
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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**

	2013/14 ESTIMATE		2014/15
	ORIGINAL £	REVISED £	ESTIMATE £
<b>19. <u>TONBRIDGE CHRISTMAS LIGHTING</u></b>			
<b>Employees</b>			
Salaries	2,500	2,950	3,000
<b>Supplies &amp; Services</b>			
Tonbridge Christmas Lighting	11,000	16,000 a)	16,000 a)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	13,500	18,950	19,000
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	600	650	650
Departmental Administrative Expenses	1,350	1,250	1,350
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	5,300	5,300	5,300
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>20,750</b>	<b>26,150</b>	<b>26,300</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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**

	2013/14 ESTIMATE ORIGINAL £	REVISED £	2014/15 ESTIMATE £
Salaries	87,500	86,700	86,900
<b>Supplies &amp; Services</b>			
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
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	129,050	261,850	131,650
<b>Central, Departmental &amp; Technical Support Services</b>			
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
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	4,300	4,300	2,900
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>204,350</b>	<b>331,350</b>	<b>201,350</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	2.79	2.85	2.83

**Supplies & Services**

**Sub-total**

**Central, Departmental & Technical Support Services**

**Depreciation & Impairment**

**TO SUMMARY**

**Full Time Equivalent Number of Staff**

(Including Support Service Staff)

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
	<hr/>	<hr/>	<hr/>
	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**

	<b>2013/14 ESTIMATE</b>		<b>2014/15</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
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/>
	<b>969,600</b>	<b>367,000</b>	<b>-</b>
	<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**

	2013/14 ESTIMATE ORIGINAL £	REVISED £	2014/15 ESTIMATE £
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 £
<b>1. <u>LARKFIELD LEISURE CENTRE (continued)</u></b>			
<u>Brought Forward</u>	2,431,250	1,416,700	-
<b>Less Income</b>			
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	-
<b>Central, Departmental &amp; Technical Support Services</b>			
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/>
<b><u>TO LEISURE SERVICES (see page LS 3)</u></b>	<b>159,500</b>	<b>15,650</b>	<b>-</b>
	<hr/>	<hr/>	<hr/>

**LEISURE SERVICES BUSINESS UNIT**

**2. ANGEL CENTRE**

**(a) ANGEL CENTRE**

**Employees**

	2013/14 ESTIMATE ORIGINAL £	REVISED £	2014/15 ESTIMATE £
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
	ORIGINAL £	REVISED £	ESTIMATE £
<b><u>Brought Forward</u></b>	938,400	545,100	-
<b>Less Income</b>			
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/>	<hr/>
	(730,300)	(476,500)	-
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	208,100	68,600	-
<b>Central, Departmental &amp; Technical Support Services</b>			
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/>	<hr/>
	<b>322,500</b>	<b>135,250</b>	<b>-</b>
	<hr/>	<hr/>	<hr/>



**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**

	2013/14 ESTIMATE		2014/15
	ORIGINAL £	REVISED £	ESTIMATE £
<b>3. <u>TONBRIDGE SWIMMING POOL (continued)</u></b>			
<b>(a) <u>TONBRIDGE SWIMMING POOL (continued)</u></b>			
<u>Brought Forward</u>	1,107,100	689,000	-
<b>Less Income</b>			
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	-
<b>Central, Departmental &amp; Technical Support Services</b>			
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/>
	<b>270,050</b>	<b>102,850</b>	-
	<hr/>	<hr/>	<hr/>

**LEISURE SERVICES BUSINESS UNIT**

	2013/14 ESTIMATE		2014/15
	ORIGINAL £	REVISED £	ESTIMATE £
<b>3. <u>TONBRIDGE SWIMMING POOL (continued)</u></b>			
<b>(b) <u>CATERING &amp; VENDING</u></b>			
<b>Employees</b>			
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	-
<b>Supplies &amp; Services</b>			
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/>
<b>Less Income</b>			
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/>
	<b>(24,650)</b>	<b>(29,200)</b>	<b>-</b>
	<hr/>	<hr/>	<hr/>
<b><u>TONBRIDGE SWIMMING POOL</u></b>			
(a) TONBRIDGE SWIMMING POOL	270,050	102,850	-
(b) CATERING & VENDING	(24,650)	(29,200)	-
	<hr/>	<hr/>	<hr/>
<b><u>TO LEISURE SERVICES (see page LS 4)</u></b>	245,400	73,650	-
	<hr/>	<hr/>	<hr/>



**LEISURE SERVICES BUSINESS UNIT**

**4. POULT WOOD GOLF CENTRE**

	2013/14 ESTIMATE		2014/15
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Employees</b>			
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	-
<b>Premises Related Expenses</b>			
General Maintenance	200	0	-
Water Charges (Metered) (metered)	5,250	3,600	-
Sewerage & Environmental Services	1,000	850	-
Cleaning & Domestic Supplies	250	150	-
<b>Transport Related Expenses</b>			
Repair & Maintenance	6,000	2,500	-
Licences	300	200	-
Petrol & Oil	6,500	3,450	-
Tyres	500	650	-
Vehicle Insurance	2,500	3,600	-
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	36,750	20,150	-
Maintenance - General	500	150	-
Protective Clothing	500	250	-
Skip Services	500	550	-
Telephones	300	250	-
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	225,750	130,400	-
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Services	650	400	-
Financial Services	5,000	2,900	-
Personnel Services	1,400	800	-
LSBU Central Management	14,700	8,600	-
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	0	0	-
	<hr/>	<hr/>	<hr/>
<b><u>TO LEISURE SERVICES (see page LS 10)</u></b>	247,500	143,100	-
	<hr/>	<hr/>	<hr/>

**LEISURE SERVICES BUSINESS UNIT**

**EMPLOYEES - SALARIES**

	Basic Salaries £	General £	Overtime Training £	Temporary Staff £	Total Salaries £	Council Contributions Nat. Ins. £	Supern. £	Salaries & Oncosts £
<b>2012/13</b>								
Actuals	1,821,078	89,107	15,997	838,560	2,764,742	147,378	178,795	3,090,915
<b>2013/14 ESTIMATE</b>								
Original Estimate	1,009,000	29,950	11,750	414,400	1,465,100	61,400	123,050	1,649,550
Larkfield Leisure Centre	372,150	25,000	-	175,200	572,350	20,850	35,050	628,250
Angel Centre	412,500	31,000	5,200	157,150	605,850	22,950	45,250	674,050
Tonbridge Swimming Pool	81,850	2,650	-	41,800	126,300	3,450	13,450	143,200
Tonbridge Swimming Pool Catering	122,750	-	-	1,000	123,750	9,050	14,400	147,200
Poult Wood Golf Centre								
	1,998,250	88,600	16,950	789,550	2,893,350	117,700	231,200	3,242,250
Revised Estimate	551,900	22,500	6,750	281,950	863,100	43,750	65,350	972,200
Larkfield Leisure Centre	215,250	22,800	-	116,950	355,000	18,750	16,000	389,750
Angel Centre	217,100	23,050	2,750	137,900	380,800	18,400	20,350	419,550
Tonbridge Swimming Pool	41,150	6,500	50	37,300	85,000	3,350	5,650	94,000
Tonbridge Swimming Pool Catering	71,200	-	-	-	71,200	5,150	8,350	84,700
Poult Wood Golf Centre								
	1,096,600	74,850	9,550	574,100	1,755,100	89,400	115,700	1,960,200
<b>2014/15 ESTIMATE</b>								
Larkfield Leisure Centre	-	-	-	-	-	-	-	-
Angel Centre	-	-	-	-	-	-	-	-
Tonbridge Swimming Pool	-	-	-	-	-	-	-	-
Tonbridge Swimming Pool Catering	-	-	-	-	-	-	-	-
Poult Wood Golf Centre	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-

## 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><b>NOTE: ANNEXES 1 to 4 TO THIS REPORT ARE CONTAINED IN A SEPARATE BOOKLET CIRCULATED WITH THE AGENDA</b></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.

<b>Capital Plan (List A) recurring expenditure</b>		
	<b>2019/20 £000</b>	<b>Annex 2 Page</b>
<b>Planning, Housing and Environmental Health</b>		
Improvements to existing car parks rolling programme	30	CP 12
Housing disabled facilities grants (net)	201	CP 16
Housing assistance	106	CP 16
<b>Street Scene and Leisure</b>		
Green waste bins growth / replacement	52	CP 21
Refuse bins growth / replacement	52	CP 21
Leisure community group funding	8	CP 27
<b>Corporate</b>		
General IT developments	30	CP 32
<b>Total</b>	<b>479</b>	

- 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.

<b>List C additions and deletions</b>		<b>Annex 3 Page</b>
<b>Schemes to be added to List C</b>		
<b>Planning, Housing and Environmental Health</b>		
Car Parking Action Plan Phase 9		CP 36
<b>Street Scene and Leisure</b>		
Tonbridge Racecourse Sportsground Improvements Phase 3		CP 44
Tonbridge Farm Sportsground Provision of Toilets		CP 44
Tonbridge to Penshurst Cycle Route Refurbishment		CP 47
<b>Schemes to be deleted from List C</b>		
<b>Street Scene and Leisure</b>		
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.



<b>Schemes selected for evaluation from List C</b>		<b>Annex 3 Page</b>
<b>Planning, Housing and Environmental Health</b>		
Car Parking Action Plan Phase 9		CP 36
<b>Street Scene and Leisure</b>		
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.

<b>Capital / revenue consequences of evaluated schemes</b>			
	<b>Capital Cost</b>	<b>Estimated annual revenue / renewals cost</b>	<b>Annex 4 Page</b>
	<b>£'000</b>	<b>£'000</b>	
<b>Planning, Housing and Environmental Health</b>			
Wouldham River Wall	700	35	CP 50
<b>Street Scene and Leisure</b>			
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
<b>Total</b>	<b>980</b>	<b>40</b>	

- 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

<b>Screening for equality impacts:</b>		
<b>Question</b>	<b>Answer</b>	<b>Explanation of impacts</b>
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 &amp; 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
<b>Corporate affairs and planning</b>			
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
	<b>1c (Key)</b>	<b>Manage the Council's financial resources and performance to meet the challenges of the national budget strategy and its impact on public finances.</b>	<b>2010/11</b>
<b>Public access and involvement</b>			
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
<b>Planning and development</b>			
To protect and enhance the built and natural environment.	3a	Progress preparation of the Local Development Framework.	2003/11
	<b>3b (Key)</b>	<b>Promote and support the sustainable regeneration and economic development of Tonbridge town centre.</b>	<b>2004/11</b>
	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
<b>Transport and land drainage</b> To provide good parking management. To achieve better management of local land drainage. To promote improvements in transportation.	4a	Improve local parking to meet the needs of drivers such as residents, businesses, shoppers and visitors.	2004/11
	4b	Reduce the risk of flooding of residential and commercial premises.	2008/11
	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
<b>Housing</b> To improve the availability and quality of housing for those most in need.	<b>5a (Key)</b>	<b>Secure a continuing supply of affordable housing across all tenures and work to prevent homelessness.</b>	<b>2004/11</b>
	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
<b>Housing – benefit payments</b> 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
<b>Leisure, arts and young people</b> To develop leisure and arts services for local people and visitors.  To involve, safeguard and meet the needs of children and young people.	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
	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
	<b>7g (Key)</b>	<b>Involve, safeguard and meet the needs of children and young people.</b>	<b>2003/11</b>

## Corporate Aims and Priorities 2011/12

Overall aim(s)	Ref	Improvement Priority	Period
<b>8</b>			
<b>Street scene and open space environment</b>			
To protect and enhance the built and natural environment.	8a (Key)	<b>Achieve a cleaner, smarter and better maintained street scene and open space environment.</b>	2003/11
	8b	Enhance the amenity and appearance of locations borough-wide.	2006/10
<b>9</b>			
<b>Recycling and waste collection</b>			
To protect and enhance the built and natural environment.	9a	Recycle a larger proportion of household waste.	1999/2011
<b>10</b>			
<b>Community safety</b>			
To deliver, with others, benefits beyond those possible from the Council's resources.	<b>10a (Key)</b>	<b>Work with partners to increase community safety by tackling:</b>	<b>2009/10</b>
To reduce crime and disorder and the fear of crime.		▶ Acquisitive crime	
To promote and improve public safety.		▶ Anti-social behaviour	
		▶ Perception of crime	
		▶ Substance misuse	
		▶ Violent crime.	
	10b	Reduce the fear of crime.	2003/10
	10c	Increase activity programmes for young people in areas of highest social deprivation.	2004/10
	<b>10d (Key)</b>	<b>Work with partners to reduce crime, anti-social behaviour and the fear of crime.</b>	<b>2005/11</b>
<b>11</b>			
<b>Public and environmental health</b>			
To deliver, with others, benefits beyond those possible from the Council's resources.	<b>11a (Key)</b>	<b>Work with partners to promote, encourage and provide opportunities for healthy living.</b>	<b>2004/11</b>
	11b	Work with other agencies to improve people's health in the poorest areas of our borough.	2003/10
	11c	Work with other agencies to ensure businesses comply with food and safety legislation.	2007/10
	11d	Improve air quality:	
		▶ In the area of the M20 between New Hythe Lane, Larkfield and Hall Road, Aylesford.	2002/10
		▶ From 2005, at Tonbridge High Street, Wateringbury crossroads and London Road/Station Road, Ditton.	
		▶ From 2008, areas adjacent to the A20 in Larkfield, Ditton and Aylesford.	

## Corporate Aims and Priorities 2011/12

Overall aim(s)	Ref	Improvement Priority	Period
<b>Climate Change</b>			
To deliver, with others, benefits beyond those possible from the Council's resources. To provide leadership on community issues that are beyond the remit of a single agency. To improve the well-being of communities in Tonbridge and Malling.	12a (Key)	Work with partners to make a positive local contribution to tackling the causes and effects of climate change.	2007/11
<b>Community leadership</b>			
To deliver, with others, benefits beyond those possible from the Council's resources. To provide leadership on community issues that are beyond the remit of a single agency. To improve the well-being of communities in Tonbridge and Malling.	13a	Achieve with our partners the priorities set out: <ul style="list-style-type: none"> <li>▶ in the Sustainable Community Strategy for Tonbridge and Malling (2009/12)</li> <li>▶ in the Local Area Agreement</li> <li>▶ arising from work of the borough's Local Strategic Partnership.</li> </ul>	2009/10
	13b (Key)	Work with partners to: <ul style="list-style-type: none"> <li>▶ reduce crime, anti-social behaviour and fear of crime.</li> <li>▶ promote, encourage and provide opportunities for healthy living.</li> <li>▶ make a positive local contribution to tackling the causes and effects of climate change.</li> <li>▶ achieve further shared priorities to improve residents' quality of life in Tonbridge and Malling.</li> </ul>	2010/11
	13c	Better represent the community's interests in respect of services provided by agencies or organisations separate from the Council.	2005/10
<b>Local economy</b>			
To promote the well-being of the local economy and enhance the viability and vitality of population centres.	14a	Contribute to improving the West Kent economy.	2003/11
	14b	Increase tourism within the borough.	2000/11

12

13

14

## Corporate Aims and Priorities 2011/12

Overall aim(s)	Ref	Improvement Priority	Period	
<b>15</b>				
<b>Resources – Personnel and Organisational Development</b>				
<p>To recruit, develop and retain well-informed, qualified staff who also take responsibility for developing themselves.</p> <p>To improve the Council's ability to achieve its strategic and operational objectives through its:</p> <ul style="list-style-type: none"> <li>▶ Organisational structure.</li> <li>▶ Performance Management System.</li> </ul> <p>To improve health and safety in Council premises and activities.</p>	Personnel	15a	Better align and equip the Council's workforce to ensure that we have the skills and capacity to meet business needs.	2009/11
	Health and safety	15b	Improve our corporate Health and Safety Management System and practices.	2009/11
<b>16</b>				
<b>Resources – Finance</b>				
<p>To manage the Council's financial affairs to support its service delivery objectives.</p> <p>To maintain the Council's high standards of financial management and probity.</p> <p>To identify and exploit cost-effective opportunities for external funding.</p>	Revenue	16a	Further improve on the prompt collection of monies due to the Council.	2003/11
<b>17</b>				
<b>Resources – Information technology</b>				
<p>To improve management of information within the Council.</p>	Information technology	17a	Improve the Council's own use and cost effectiveness of technology.	2001/11
	Kent Connects	17b	Improve the management and cost effectiveness of technology via shared use of resources within Kent.	2003/11
<b>18</b>				
<b>Resources – Property</b>				
<p>To continue improving the match between the Council's property holdings and its service delivery, organisational and financial needs.</p>	Property	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	
<b>Capital Plan Schemes</b>										
<b>Service</b>										
Planning, Housing & Environmental Health	712	538	820	378	378	378	337	337	3,878	
Street Scene & Leisure	548	318	313	112	112	112	127	112	1,754	
Corporate	121	96	90	30	30	30	30	30	457	
Sub-total	1,381	952	1,223	520	520	520	494	479	6,089	
<b>Capital Renewals</b>										
<b>Service</b>										
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	
<b>Grand Total</b>	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 £'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
<b>Car Parking</b>										
(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
<b>Car Parking</b>		
(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. <b>Budget reduced by £2,000.</b>
(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. <b>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>
(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 £'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
<b>Transportation</b>										
(a) Local Transport Plan Partnership Programme Less Grants & Contributions	P01ED	186 (9)	18	31						235 (9)
(b) Community Partnership Initiatives	P06FE	170	4							174
Total Transportation to Summary		347	22	31	0	0	0	0	0	400
<b>Environmental Improvements</b>										
(a) Tonbridge Town Centre Enhancements - Ph 1	P01FH	57	33	10						100
(b) Tonbridge Town Lock Less Developer Contributions Environment Agency Other Grants and Contributions	P01LD			792 (260) (230) (2)						792 (260) (230) (2)
Total Environmental Improvements to Summary		0	0	300	0	0	0	0	0	300
Total Environmental Improvements to Summary		57	33	310	0	0	0	0	0	400
<b>Land Drainage / Flood Defence</b>										
(a) Drainage Improvement Programme Less DEFRA Grant	P01HR	57 (28)	10	33						100 (28)
(b) Flood defence - East Peckham Flood Alleviation	P01HP	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
<b>Transportation</b>		
(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. <b>Budget increased by £9,000 met from a contribution from KCC towards street scene improvements in Tonbridge High Street.</b>
(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. <b>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.</b>
<b>Environmental Improvements</b>		
(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.
<b>Land Drainage / Flood Defence</b>		
(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
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Housing Investment Programme</b>										
(a) House Renovation Grants										
(i) Disabled Facilities Grants - Mandatory Less Government Grant	P03AC	n/a n/a	620 (415)	616 (415)	616 (415)	616 (415)	616 (415)	616 (415)	616 (415)	4,316 (2,905)
(ii) Housing Assistance	P03AD	n/a	205	201	201	201	201	201	201	1,411
(b) Sustainable Communities Programme										
(i) Renewable Energy Schemes	P03AM	74	147	147	147	147	147	106	106	947
Total Housing Investment Programme to Summary		74	388	348	348	348	348	307	307	2,468
<b>Environmental Health</b>										
(a) Air Quality Impact Study Less Government Grant & Other Contributions	P02BE	0 0	150 (150)							150 (150)
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 ICA & PI	
<p><b>Housing Investment Programme</b></p> <p>(a) House Renovation Grants</p> <p>(i) Disabled Facilities Grants - Mandatory</p>	[CA&P: 5c]	<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><b>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.</b></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>(ii) Housing Assistance</p> <p>(b) Sustainable Communities Programme</p> <p>(i) Renewable energy schemes.</p>	[CA&P: 5c]	<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. <b>The 2012/13 underspend of £141,000 has been retained in the Reserve for Capital Schemes.</b></p> <p>Unspent provision for renewable energy schemes slipped to 2013/14.</p>
<p><b>Environmental Health</b></p> <p>(a) Air Quality Impact Study</p>	3(Key), 3h	<p>Joint scheme with KCC and Maidstone Borough Council to evaluate the air quality impacts of retro-fitting buses along the A20 corridor.</p>

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
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Capital Renewals</b>										
(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)
<b>Total Capital Renewals to Summary</b>		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
<p><b>Capital Renewals</b></p> <p>(a) CCTV Capital Renewals</p> <p>(b) Car Parking</p> <p>(c) Environmental Protection</p>	<p>2(Key), 2e, 5(Key), 5a,</p> <p>2(Key), 2e, 2f</p> <p>[CA&amp;P: 10a (key)]</p>	<p>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.</p> <p>Anticipated replacement of ticket machines delayed to 2015/16 to coincide with the redevelopment of Tonbridge town centre.</p> <p>Renewal of sound and gas analysers.</p>



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
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Street Scene</b>										
(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
<b>Bradford Street Leisure &amp; Community Centre</b>										
(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
<b>Tonbridge Swimming Pool</b>										
(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
<b>Street Scene</b>		
(a) Green Waste Bins Growth / Replacement	[CA&P: 9a]	Provision for future growth / replacement of collection bins following completion of all phases of the Green Waste Collection and Composting Scheme. Provisions assume growth of 250 properties per year.
(b) Refuse Bins Growth / Replacement	[CA&P: 9a]	Provision for the growth / replacement of refuse collection wheeled bins. Provisions assume growth of 250 properties per year.
<b>Bradford Street Leisure &amp; Community Centre</b>		
(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.
<b>Tonbridge Swimming Pool</b>		
(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. <b>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).</b>

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	
<b>Sports Grounds</b>											
(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	
<b>Total Sports Grounds to Summary</b>		19	20	106	0	0	0	0	0	145	

CAPITAL PLAN: LIST A STREET SCENE AND LEISURE		
	Key Priorities & Improvement Themes or ICA & PI	Notes
<b>Sports Grounds</b>		
(a) Tonbridge Racecourse Sportsground (i) Bridge Renewal / Repair	[CA&P: 7a, 7d, 7e, 8a(key), 8b]	Replacement of existing steel bridge serving the Sportsground from Avebury Avenue with a timber bridge. Original budget increased by £20,000 by way of a virement from the underspend on the PWGC Maintenance Building Refurbishment scheme to meet additional costs relating to structural works to the bridge abutments. <b>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.</b> 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), 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
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Open Space</b>										
(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
<b>Total Open Space to Summary</b>		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
<p><b>Open Space</b></p> <p>(a) Purchase of Quarry Hill Wood</p>	[CA&P: 7e, 8a(key)]	Purchase of land from KCC completed. Works to trees, fences and other health and safety issues progressing. <b>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>
(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
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Capital Grants</b>										
(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
<b>Other Schemes</b>										
(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
<p><b>Capital Grants</b></p> <p>(a) Capital Grants to Organisations</p>	<p>[CA&amp;P: 7b, 7d, 7e, 8a(key), 10a (key), 11a(key), 14a]</p>	<p>To enable the provision of local community leisure facilities and opportunities, including schemes identified by parish councils, in the Leisure &amp; 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.</p>
<p><b>Other Schemes</b></p> <p>(a) Tonbridge Cemetery</p> <p>(i) Memorial Safety</p>	<p>[CA&amp;P: 7d]</p>	<p>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.</p>
<p>(ii) Path Improvements</p>	<p>[CA&amp;P: 7c, 7d, 7e, 8a(key), 8b]</p>	<p>To improve the condition of paths at Tonbridge Cemetery and prevent future health and safety issues. <b>Gross scheme budget increased by £3,000 to £15,000 by way of a virement under delegated authority from Quarry Hill Woods Scheme.</b></p>
<p>(iii) Memorial Garden Vaults</p>	<p>1j</p>	<p>Provision of additional vaults within the Memorial Garden. Scheme completed.</p>
<p>(iv) Memorial Garden Improvement</p>	<p>[CA&amp;P 3b(key), 8a(key), 10a(key)]</p>	<p>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&amp;AAB and due to be completed by summer 2014.</p>
<p>(b) Community Group Funding</p>	<p>[CA&amp;P: 7b, 7c, 7d, 8a(key)]</p>	<p>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.</p>

**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
<b>Capital Renewals</b>										
(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) Poulit 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		n/a	(91)	12	21	30	60	58	39	220
Savings Target (assumes 20%)		n/a		(101)	(100)	(97)	(147)	(118)	(67)	(721)
<b>Total Capital Renewals to Summary</b>		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
<p><b>Capital Renewals</b></p> <p>(a) Recycling Initiatives</p> <p>(b) Sports Grounds &amp; Open Spaces</p> <p>(c) Angel Centre</p> <p>(d) Larkfield Leisure Centre</p> <p>(e) Tonbridge Swimming Pool</p> <p>(f) Poulit Wood Golf Course</p>	<p>[CA&amp;P: 9a]</p> <p>[CA&amp;P: 7b, 7d, 18a]</p>	<p>Ongoing replacement / renewal of recycling modules. 2015/16 and 2016/17 provisions includes replacement of recycling vehicles..</p> <p>} } } Provision for the renewal of life-expired or obsolete assets used at leisure facilities. Subject to annual review. } }</p>

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		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000		
Land and Property	10	0	60	0	0	0	0	0	70		
Information Technology Initiatives	112	71	30	30	30	30	30	30	363		
Other Schemes	(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
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Land and Property</b>										
(a) Tonbridge Castle Offices : Re-tile roof	P06AA	10		60						70
Total Land and Property to Summary		10	0	60	0	0	0	0	0	70
<b>Information Technology Initiatives</b>										
(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 Receiving 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
<b>Other</b>										
(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)	25	0	0	0	0	0	0	24


CAPITAL PLAN: LIST A CORPORATE		Notes
	Key Priorities & Improvement Themes or [CA & P]	
<b>Land and Property</b>		
(a) Tonbridge Castle Offices : Re-tile roof	[CA&P: 18a]	Retailing 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.
<b>Information Technology Initiatives</b>		
(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 Receiving System	[CA&P: 2c]	Replacement of the existing cash receiving 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. <b>Budget increased by £15,000 by way of a virement from the Finance Document Management system to upgrade interfaces with other IT systems.</b>
(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.
<b>Other</b>		
(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
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Capital Renewals</b>										
(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)
<b>Total Capital Renewals to Summary</b>		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		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		
Planning, Housing & Environmental Health <b>New Scheme</b> 	<b>Car Parking: Car Parking Action Plan Phase 9</b> Latest phase of the programme supporting local parking plans at a range of locations. <b>Recommended for evaluation</b> – Addresses Member expectation. <b>Revenue budget needed for evaluation:</b> Nil		Band A  <b>2(Key) 2e</b>
Planning, Housing & Environmental Health Existing Scheme	<b>Car Parking: East Malling Car Park - Access and Security Improvements</b> The car park is owned by East Malling & Larkfield Parish Council and the proposal would be to enhance it through a partnership project involving the Borough and Parish Council. This scheme was selected for evaluation in the 2010/11 Capital Plan Review. A Local Parking Plan for East Malling was adopted and implemented in 2011. However, no parallel initiative has yet emerged for physical changes to the village car park and the approach road to it. As a result, it has not been possible to proceed with the evaluation. This position may alter if the Parish Council develops ideas for the car park to a more detailed level. Capital Plan Review 2011/12 recommended the scheme be retained on List C and the evaluation progressed when firmer proposals emerge. <b>Retain on List C.</b>		Band A  [CA&P: 2e, 5a]

## 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		
Planning, Housing & Environmental Health Existing Scheme	<b>Car Parking: Resident's Car Parking - Eccles</b> Demoted from List A as part of the 2008/09 Capital Plan Review. <b>Retain on List C.</b>	<b>X</b>	Band D [CA&P: 2e]
Planning, Housing & Environmental Health Existing Scheme	<b>Traffic Management - Local Transport Plan Partnership Programme</b> Contributions to Kent Highways schemes aimed at securing higher priority or influence in KCC's highway investment decisions. <b>Retain on List C.</b>	<b>X</b>	Band B [CA&P: 7g]
Planning, Housing & Environmental Health Existing Scheme	<b>Environmental Improvements: Larkfield (A20) Local Shopping Area</b> Enhancement to improve amenity, access and parking at local shopping area. <b>Retain on List C.</b>	<b>X</b>	Band B [CA&P: 7c, 7d]
Planning, Housing & Environmental Health Existing Scheme	<b>Environmental Improvements: Shopping Parade Enhancement Programme - Woodlands Road, Ditton.</b> Demoted from List A as part of the 2008/09 Capital Plan Review. <b>Retain on List C.</b>	<b>X</b>	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		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			
Planning, Housing & Environmental Health Existing Scheme	<p><b>Environmental Improvements: Conservation Area Enhancement Programme</b></p> <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"> <li>Environmental Improvements - Hildenborough Conservation Area (2008/09);</li> <li>Environmental Improvements - Wrotham Square / High Street (2008/09);</li> <li>Environmental Improvements - West Malling Conservation Area (2008/09);</li> <li>Environmental Improvements - Mereworth Village Entry Enhancements / Lighting and Street Furniture (2012/13) and;</li> <li>Environmental Improvements - Wateringbury Conservation Area (2012/13).</li> </ul> <p><b>Retain on List C.</b></p> <p><b>Environmental Improvements: The Fosse / Lansdowne neighbourhood.</b></p> <p>Partnership funding to facilitate enabling works at Lansdowne Road in conjunction with development proposals.</p> <p><b>Retain on List C.</b></p>	<p><b>X</b></p> <p>Band E</p> <p>[CA&amp;P: 2d, 7c]</p>		
Planning, Housing & Environmental Health Existing Scheme		<p><b>X</b></p>	<p>Band C</p> <p>[CA&amp;P: 7c, 7f]</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		Recommended for Evaluation ✓ = Yes X = No A/S = Already Selected	Cost Band Key Priorities & Improvement Themes [Corporate Aims & Priorities]
Service	Scheme Title		
<b>New / Existing Scheme</b>	<b>Details of Scheme / Comments</b>		
Planning, Housing & Environmental Health Existing Scheme	<p><b>Environmental Improvements: Twisden Road Shopping Parade</b></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><b>Retain on List C.</b></p>	<b>X</b>	Band B [CA&P: 7c, 7d, 7e]
Planning, Housing & Environmental Health Existing Scheme	<p><b>Environmental Improvements: Tonbridge Town Centre Enhancements - Phase 2</b></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><b>Retain on List C.</b></p>	<b>X</b>	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		
<b>New / Existing Scheme</b>	<b>Details of Scheme / Comments</b>		
Planning, Housing & Environmental Health Existing Scheme	<p><b>Land Drainage &amp; Flood Defence: Wouldham River Wall</b></p> <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><b>Selected for evaluation in the 2012/13 Capital Plan Review – see Annex 4.</b></p>	<b>A/S</b>	Band D [CA&P: 2g, 2h, 2ij]
Planning, Housing & Environmental Health Existing Scheme	<p><b>Land Drainage &amp; Flood Defence: Drainage Improvement Programme</b></p> <p>2011/12 and subsequent years provisions demoted from List A as part of the 2008/09 Capital Plan Review.</p> <p><b>Retain on List C.</b></p>	<b>X</b>	Band A [CA&P: 3h, 7e]

## Schedule of List C Schemes

Service		Scheme Title		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	
New / Existing Scheme	Details of Scheme / Comments	Recommended for Evaluation ✓ = Yes X = No A/S = Already Selected	Cost Band Key Priorities & Improvement Themes [Corporate Aims & Priorities]		
Street Scene & Leisure Existing scheme	<b>Larkfield Leisure Centre: Refurbishment of Lifestyles Health Suite</b>  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.  <b>Selected for evaluation in the 2012/13 Capital Plan Review – see Annex 4.</b>	<b>A/S</b>	Band C  <b>1(Key), 1g, 3(Key), 3a</b>		

## 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	<p><b>Larkfield Leisure Centre – Installation of UV Pool disinfectant and auto backwashing plant to all pools</b></p> <p>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:</p> <ul style="list-style-type: none"> <li>• Improve reliability and efficiency of pool disinfection system</li> <li>• Address potential failure and ongoing breakdown of existing plant</li> <li>• Improve quality of pool water particularly in relation to Chloramine levels at Larkfield Leisure Centre</li> <li>• Improve pool hall air quality for staff and customers by reducing chemical usage and subsequent by-products</li> <li>• Meet recommended best practice in terms of backwashing based upon the HPOA and PWTAG guidance.</li> <li>• Produce energy and/or financial savings on running costs from increased plant efficiency</li> </ul> <p><b>Recommended for evaluation – Reduction in running costs.</b></p> <p><b>Revenue budget needed for evaluation:</b> Nil</p>	✓	Band D  <b>1(Key), 1a, 2h, 2j</b>



## 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	<p><b>Leisure Centres: Energy Saving Measures Phase 3</b></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><b>Selected for evaluation in the 2012/13 Capital Plan Review – see Annex 4.</b></p>	<b>A/S</b>	Band C <b>1(Key), 1c, 2j,4e</b>
Street Scene & Leisure Existing Scheme	<p><b>Poult Wood Golf Centre: Drainage</b></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><b>Evaluation deferred in the 2012/13 Capital Plan Review pending further consideration.</b></p>	<b>A/S</b>	Band C  [CA&P: 4b]



## Schedule of List C Schemes

Service		Scheme Title		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	
New / Existing Scheme		Details of Scheme / Comments		Recommended for Evaluation ✓ = Yes X = No A/S = Already Selected	Cost Band Key Priorities & Improvement Themes [Corporate Aims & Priorities]
Street Scene & Leisure	<b>New Scheme</b>	<p><b>Sports Grounds: Tonbridge Racecourse Sportsground – Improvement Works Phase 3</b></p> <p>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&amp;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.</p> <p><b>Retain on List C – To be funded from external resources.</b></p>		<b>X</b>	Band C 2h, 3(Key), 4 (Key)
Street Scene & Leisure	<b>New Scheme</b>	<p><b>Sports Grounds: Tonbridge Farm Sportsground – Provision of Toilets</b></p> <p>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.</p> <p><b>Recommended for evaluation – To be funded from external resources.</b></p>		✓	Band C 4(Key), 4e, 4g
		<b>Revenue budget needed for evaluation:</b>			
		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	<p><b>Open Spaces: Haysden Country Park – De-silting of Haysden Water Lake</b></p> <p>The incumbent Sailing Club identified that potentially increasing silt levels in the lake that could prevent/restrict its future activities at the site. It was proposed to evaluate the scheme with the assistance of external consultants, and in liaison with the Sailing Club/Tonbridge Sports Association.</p> <p>This scheme was selected for evaluation in the 2011/12 Capital Plan Review.</p> <p>The study of the lake has recently been progressed with external assistance which concluded that the silt levels were not the cause of problems being experienced. In agreement with the Sailing Club and Tonbridge Sports Association, it was concluded that no further works needed to be progressed.</p> <p><b>Delete from List C – Works no longer required.</b></p>	<b>A/S</b>	Band B  [CA&P: <b>10a(Key)]</b>
Street Scene & Leisure  Existing Scheme	<p><b>Open Spaces: Haysden Country Park – Extension of Play Area</b></p> <p>Extension of the existing children's play area. Potential for external funding/developer contribution.</p> <p><b>Retain on List C.</b></p>	<b>X</b>	Band C  [CA&P: 2d,7a, 7c, 7f, <b>7g(Key)</b> , <b>10a(Key)</b> , 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		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	<p><b>Open Spaces: Leybourne Lakes Country Park – Facility Improvements</b></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><b>Evaluation deferred pending further consideration of partnership opportunity.</b></p>	<b>A/S</b>	Band D  [CA&P: 7a, 7c, 7e, 7g(Key), 8a, 11a(Key), 18a]

## Schedule of List C Schemes

Service		Scheme Title		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	
New / Existing Scheme	Details of Scheme / Comments	Recommended for Evaluation ✓ = Yes X = No A/S = Already Selected	Cost Band	Key Priorities & Improvement Themes [Corporate Aims & Priorities]	
Street Scene & Leisure  <b>New Scheme</b>  	<p><b>Open Space: Tonbridge to Penshurst Cycle Route – Refurbishment</b></p> <p>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.</p> <p><b>Recommended for evaluation –</b> To be funded from external resources.</p> <p><b>Revenue budget needed for evaluation:</b> Nil</p>	✓	Band C	4(Key), 4e, 4g	

## Schedule of List C Schemes

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	<p><b>Other Schemes: Tonbridge Athletics Track Improvements</b></p> <p>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.</p> <p><b>Recommend for evaluation</b> – To be funded from external resources.</p> <p><b>Revenue budget needed for evaluation:</b> Nil</p>		✓	Band C 4e, 1g, 2h
Corporate	Existing Scheme	<p><b>IT Initiatives: Public Access to Online Personal Data</b></p> <p>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.</p> <p>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.</p> <p><b>Evaluation deferred to 2014/15.</b></p>		A/S	Band A [CA&P: 17a, 2c]

## Schedule of List C Schemes

Service		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	<p><b>Other Schemes: Community Partnership Initiatives</b></p> <p>Enabling funding to support a wide range of community partnerships.</p> <p>Selected for evaluation in 2007/08 Capital Plan Review. Evaluation reported as part of 2008/09 Capital Plan Review recommended retention on List C.</p> <p><b>Retain on List C.</b></p>	<b>X</b>	Band C [CA&P: 4a, 4b, 4c, <b>8a(key)</b> ]

## 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 &amp; 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		Description of Project / Design Issues	<p>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 &amp; 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	<b>Profiling of Expenditure</b>				
	<b>2014/15 (£'000)</b>	<b>2015/16 (£'000)</b>	<b>2016/17 (£'000)</b>	<b>2017/18 (£'000)</b>	<b>2018/19 (£'000)</b>
		700			<b>2019/20 (£'000)</b>
6	<b>Capital Renewals Impact:</b> None.				
7	<b>Revenue Impact:</b> Loss of investment income on capital cost at 5% = £35,000 p.a.				
8	<b>Partnership Funding:</b> Environment Agency approached, but as the wall has no flood defence function, no funding is available.				
9	<b>Post Implementation Review:</b> 12 months after completion of construction.				
10	<b>Screening for equality impacts:</b>				
	<b>Question</b>	<b>Answer</b>	<b>Explanation of impacts</b>		
	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	<b>Recommendation:</b> Transfer from List C to List B.				



## Capital Plan List C – Evaluations

2		Street Scene and Leisure : Larkfield Leisure Centre – Refurbishment of Lifestyles Health Suite	
1		Specification:	
	(i)	<b>Purpose of the scheme</b>	Refurbishment of existing health suite including re-design and re-provision of spa facilities to complement upgraded fitness facilities. Income maintaining / generating scheme.
	(ii)	<b>Relevance to National / Council's Strategic Objectives</b>	National: None. Council: <b>1(Key)</b> Continued delivery of priority services and a financially viable Council; <b>1g</b> Increasing usage levels at, and revenue from, our leisure facilities; <b>3(Key)</b> Healthy living opportunities and community well-being; <b>3a</b> Encouraging physical activity and exercise and reducing obesity.
	(iii)	<b>Targets for judging success</b>	(a) Maintain Lifestyles membership and income levels. (b) Reduced maintenance costs. (c) Increased customer satisfaction.
	2	<b>Description of Project / Design Issues:</b>	<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><b>Consultation:</b></p> <p>Due to the level of building works involved and the estimated cost of the basic scheme, the Council's Building &amp; 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 &amp; Malling Leisure Trust has been closely involved in the proposed design options and the calculation of additional income.</p>
4	<p><b>Capital Cost:</b></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

Profiling of Expenditure:																										
2014/15 (£'000)	2015/16 (£'000)	2016/17 (£'000)	2017/18 (£'000)	2018/19 (£'000)	2019/20 (£'000)																					
240																										
<b>Capital Renewals Impact:</b>																										
Estimated replacement of features every 15 years - £75,000 based upon existing facilities (Option1), £100,000 if enhanced facilities are incorporated (Option 2).																										
5	<p><b>Revenue Impact:</b></p> <p>Loss of investment income: Option 1 at £10,000 per annum or Option 2 at £12,000 per annum.</p> <p>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.</p> <p>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.</p> <table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 60%;"></th> <th style="text-align: right; width: 20%;">Option 1 (as existing) £</th> <th style="text-align: right; width: 20%;">Option 2 (enhanced) £</th> </tr> </thead> <tbody> <tr> <td>Capital cost</td> <td style="text-align: right;">200,000</td> <td style="text-align: right;">240,000</td> </tr> <tr> <td>Revenue costs (saving) per annum</td> <td></td> <td></td> </tr> <tr> <td>Loss of investment income</td> <td style="text-align: right;">10,000</td> <td style="text-align: right;">12,000</td> </tr> <tr> <td>Annual cost of capital renewals</td> <td style="text-align: right;">5,000</td> <td style="text-align: right;">6,700</td> </tr> <tr> <td>Additional income</td> <td style="text-align: right;">0</td> <td style="text-align: right;">(15,000)</td> </tr> <tr> <td>Total cost per annum</td> <td style="text-align: right;">15,000</td> <td style="text-align: right;">3,700</td> </tr> </tbody> </table>						Option 1 (as existing) £	Option 2 (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
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6																										
7																										

## Capital Plan List C – Evaluations

8	<p><b>Partnership Funding:</b></p> <p>None.</p>			
9	<p><b>Post Implementation Review:</b></p> <p>12 months after installation.</p>			
10	<p><b>Screening for equality impacts:</b></p> <p><b>Question</b></p> <p>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?</p> <p>b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?</p> <p>c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?</p> <p><b>Recommendation:</b></p> <p>It is clear from the evaluation undertaken by the Building &amp; 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 <b>recommended that the enhanced scheme (Option 2) at a capital cost of £240,000 be transferred from List C to List B.</b></p>	<p><b>Answer</b></p> <p>No</p> <p>No</p> <p>N/A</p>	<p><b>Explanation of impacts</b></p> <p>N/A</p> <p>N/A</p> <p>N/A</p>	
11				

## Capital Plan List C – Evaluations

3 Street Scene and Leisure : Leisure Centres – Energy Saving Measures Phase 3	
1 Specification:	
	<p><b>(i) Purpose of the scheme</b></p> <p>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.</p>
	<p><b>(ii) Relevance to National / Council's Strategic Objectives</b></p> <p>(a) National: None.            (b) Council: <b>1(Key)</b> 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</p>
	<p><b>(iii) Targets for judging success</b></p> <p>(a) Reduced energy consumption            (b) Reduced energy costs            (c) Reduced maintenance costs</p>
2	<p><b>Description of Project / Design Issues:</b></p> <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	<p><b>Consultation:</b></p> <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 &amp; Malling Leisure Trust is supportive of the scheme.</p>

## Capital Plan List C – Evaluations

4	<p><b>Capital Cost:</b></p> <p>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.</p> <p>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.</p>																																							
5	<p><b>Profiling of Expenditure</b></p> <table border="1" data-bbox="491 143 568 1935"> <thead> <tr> <th data-bbox="491 1615 533 1935">2014/15 (£'000)</th> <th data-bbox="491 1312 533 1615">2015/16 (£'000)</th> <th data-bbox="491 987 533 1312">2016/17 (£'000)</th> <th data-bbox="491 663 533 987">2017/18 (£'000)</th> <th data-bbox="491 338 533 663">2018/19 (£'000)</th> <th data-bbox="491 143 533 338">2019/20 (£'000)</th> </tr> </thead> <tbody> <tr> <td data-bbox="533 1615 568 1935" style="text-align: center;">40</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	2014/15 (£'000)	2015/16 (£'000)	2016/17 (£'000)	2017/18 (£'000)	2018/19 (£'000)	2019/20 (£'000)	40																																
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6	<p><b>Capital Renewals Impact:</b></p> <p>Option 1 (as existing) replacement of fittings every 20 years at £12,000.</p> <p>Option 2 (LED Lamps) replacement fittings every 20 years at £15,000.</p>																																							
7	<p><b>Revenue Impact:</b></p> <p>Loss of investment income - £1,450 per annum to replace fittings Option 1 (as existing) or £2,000 per annum Option 2 (LED Lamps).</p> <p>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).</p> <p>Estimated energy efficiency saving of £2,500 per annum Option 2 (LED Lamps).</p> <table border="0" data-bbox="877 470 1324 1635"> <tr> <td></td> <td style="text-align: right;"><b>Option 1</b></td> <td style="text-align: right;"><b>Option 2</b></td> </tr> <tr> <td></td> <td style="text-align: right;">(as existing)</td> <td style="text-align: right;">(enhanced)</td> </tr> <tr> <td></td> <td style="text-align: right;"><b>£</b></td> <td style="text-align: right;"><b>£</b></td> </tr> <tr> <td>Capital cost</td> <td style="text-align: right;">29,000</td> <td style="text-align: right;">40,000</td> </tr> <tr> <td></td> <td style="text-align: right;">=====</td> <td style="text-align: right;">=====</td> </tr> <tr> <td>Revenue costs (saving) per annum</td> <td></td> <td></td> </tr> <tr> <td>Loss of investment income</td> <td style="text-align: right;">1,450</td> <td style="text-align: right;">2,000</td> </tr> <tr> <td>Replacement lamps</td> <td style="text-align: right;">1,000</td> <td style="text-align: right;">1,000</td> </tr> <tr> <td>Replacement fittings</td> <td style="text-align: right;">600</td> <td style="text-align: right;">750</td> </tr> <tr> <td>Energy saving per annum</td> <td style="text-align: right;">0</td> <td style="text-align: right;">(2,500)</td> </tr> <tr> <td></td> <td style="text-align: right;">-----</td> <td style="text-align: right;">-----</td> </tr> <tr> <td>Total cost per annum</td> <td style="text-align: right;">3,050</td> <td style="text-align: right;">1,250</td> </tr> <tr> <td></td> <td style="text-align: right;">=====</td> <td style="text-align: right;">=====</td> </tr> </table> <p>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.</p>		<b>Option 1</b>	<b>Option 2</b>		(as existing)	(enhanced)		<b>£</b>	<b>£</b>	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		=====	=====
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## Capital Plan List C – Evaluations

8	<b>Partnership Funding:</b> None.			
9	<b>Post Implementation Review:</b> 12 months after installation.			
10	<b>Screening for equality impacts:</b>			
	<b>Question</b>	<b>Answer</b>	<b>Explanation of impacts</b>	
	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	<b>Recommendation:</b> 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 <b>Option 2 (LED lamps) at a capital cost of £40,000 is transferred from List C to List B.</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 <b>2013/14</b>	<b>£13.08</b> million
Government Grant / Business rates <b>2013/14</b>	<b>£5.03</b> million
Borough Council Band D Charge <b>2013/14</b>	<b>£180.26</b>
Capital Plan <b>2013/14 to 2018/19</b> (Gross expenditure)	<b>£12.03</b> million
Fixed Assets at 31 March <b>2013</b>	<b>£62.34</b> million
Debt Outstanding at 31 March <b>2013</b>	Nil
Revenue Reserve for Capital Schemes at 31 March <b>2013</b>	<b>£8.34</b> 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

### FINANCE and PROPERTY ADVISORY BOARD

08 January 2014

#### Report of the Director of Finance & Transformation and the Cabinet Member for Finance, Innovation & Property

#### Part 1- Public

#### Matters for Recommendation to Cabinet - Non-Key Decision (Decision may be taken by the Cabinet Member)

#### 1 APPLICATIONS FOR DISCRETIONARY RATE RELIEF

A report giving details, at Paragraph 1.1, of renewal applications for discretionary rate relief. Details of new applications for discretionary rate relief and rural rate relief are shown at Paragraph 1.2.

The previously agreed criteria for determining applications for discretionary rate relief are attached at [ANNEX 1].

#### 1.1 Renewal applications for discretionary rate relief

- 1.1.1 Members will be aware that discretionary rate relief can be granted (as shown at [ANNEX 1]) either as a top-up to mandatory rate relief (in respect of charitable organisations and community amateur sports clubs) or, on its own, to non profit-making organisations that are not charities etc. (and do not therefore qualify for mandatory rate relief).
- 1.1.2 Organisations that had awards of discretionary rate relief time-limited to 31 March 2013 have been invited to re-apply, and we have listed, at [ANNEX 2], the applications that have been received since the last meeting of this Board.
- 1.1.3 The annex details the level of discretionary rate relief awarded in 2012/13 and the amount of relief the organisation would receive in 2013/14 if the same level were awarded.
- 1.1.4 With the introduction of the business rate retention scheme from 1 April 2013, there is no longer a need to hold a budget within the revenue estimates for the cost of relief awarded. However, Members should note that all awards of relief (whether mandatory or discretionary) affect the Council's business rate yield; for 2013-14, it was estimated that £132,000 discretionary relief would be awarded. That figure excludes any relief that members might grant this evening.
- 1.1.5 In respect of the organisations shown at [ANNEX 2], we have considered the applications and believe they meet at least two of the main criteria identified by

Members, and are of particular benefit to the needs of the residents of the Borough. To remind Members, the main criteria are:

The organisation:

- 1) is a registered community amateur sports club;
- 2) has members;
- 3) gives discounts to members;
- 4) meets one or more of this Council's key priorities;
- 5) is the sole facility in its area.

Therefore, there appear to be good grounds for continuing the current level of discretionary rate relief in each case. Further details on the organisations (so far as we have them) can be provided, at the meeting, if requested by Members.

1.1.6 Members are **REQUESTED** to **RECOMMEND** to Cabinet that:

in respect of the re-applications for relief as shown at **[ANNEX 2]**, 20% discretionary rate relief be awarded with effect from 1 April 2013, time-limited to 31 March 2015.

1.1.7 Members might wish to note that, although the Council has been affected by ongoing cuts in Government grant (excluding New Homes Bonus), we have not put forward the suggestion that there should be any reduction in the level of relief awarded to these organisations. Having said that, Members might consider that they would wish to advise the organisations that there could be a reduction in the level of relief awarded by the Council at such time as they make a further application for relief.

## **1.2 New applications for discretionary rate relief**

1.2.1 Since the last meeting of the Board, we have received two new applications for rate relief that have reached a stage where they are ready for Members' consideration. We give below further details of these applications.

### **1.2.2 Tonbridge & Malling Leisure Trust**

1.2.3 The applicant is a registered charity and we have therefore granted 80% mandatory rate relief. It is for Members to decide whether discretionary relief should be granted as well.

1.2.4 Members' attention is again drawn to the 'main criteria' as shown at para 1.1.5.

1.2.5 From 1 November 2013, the applicant became liable for the leisure facilities as shown at **[ANNEX 3]** that were previously operated by the Borough Council.

- 1.2.6 The Trust has been established for public benefit to provide both indoor and outdoor facilities in the interests of social welfare; promote community participation in healthy recreational activities and develop the capacity and skills for those members of the community who are socially and/or economically disadvantaged. The Trust operates solely within the Tonbridge & Malling area.
- 1.2.7 The application is in respect of the following properties:
- 1-5 Martin Square, Larkfield (Head Office)
  - Larkfield Leisure Centre
  - Angel Centre, Tonbridge
  - Tonbridge Swimming Pool
  - Poulton Wood Golf Centre
- 1.2.8 Having considered the application, we believe the organisation meets at least two of the main criteria and therefore, Members might be inclined to grant a maximum award of 100% relief (80% mandatory relief plus 20% discretionary relief) for each property.
- 1.2.9 Members are **REQUESTED** to consider the application and make an appropriate **RECOMMENDATION** to Cabinet regarding discretionary rate relief.

### **1.3 Think Twice Ltd**

- 1.3.1 The applicant is a registered charity and we have therefore granted 80% mandatory rate relief. It is for Members to decide whether discretionary relief should be granted as well.
- 1.3.2 Members' attention is again drawn to the 'main criteria' as shown at para 1.1.5.
- 1.3.3 The application is in respect of the following properties:
- 17 Kings Hill Avenue, Kings Hill, West Malling, Kent, ME19 4UL (Rateable Value £520,000) for the period 2 August 2012 to 22 November 2013
  - Suite 1, At 35, Kings Hill Avenue, Kings Hill, West Malling, Kent, ME19 4RR (Rateable Value £176,000) for the period from 22 November 2013
- 1.3.4 The charity is established for the advancement of education, relief of poverty and the promotion of good health of vulnerable children. It operates in Central America (Guatemala, El Salvador and Nicaragua) and throughout London.
- 1.3.5 The applicant has advised that the following activities were carried out at 17 Kings Hill Avenue during their period of occupation:

- Art /Photographic exhibition that was open to the public.
- Development of the UK vocational training arm of the charity (known as Constructing Futures) and for associated meetings with Ascentis
- Courses to local youths on various subjects eg
  - Environmental awareness (supplemented by external delivery at Kings Hill youth club)
  - IT workshops
- Community events working with local youths and community groups including
  - ROC (Redeeming our communities)
  - Kent Police (crime awareness)
  - Local church groups
  - Kent Youth Development Forum

1.3.6 Although the applicant appears to meet at least two of the main criteria identified by Members, use of the premises (17 Kings Hill Avenue) appears to be limited. The art exhibition was open, free of charge, for six days per week; however, the environmental awareness courses were only delivered over a period of two weeks, and meetings with ROC and local church groups were only held on three or four occasions.

1.3.7 As the first floor remained unused throughout their period of occupation, it was decided to move to 35 Kings Hill Avenue, as it is a smaller site with fewer overheads.

1.3.8 In respect of 35 Kings Hill Avenue, the applicant has advised that they have received training accreditations from Ascentis to provide vocational courses to all age groups to improve employability, particularly unemployed youth (NEETS). It is unclear, as yet, whether the significant benefit of these courses would be for T&M residents. The courses will cover 44 different vocational areas including:

- Personal advancement and development
- IT skills
- Food hygiene/safety
- Health and safety
- Functional skills
- Access courses into teaching and mentoring

1.3.9 These courses will be delivered, free of cost, commencing mid January 2014 helped by funding contributions from the Skills Funding Agency and other donations. The applicant will also continue to promote the Art/Photographic exhibition for the enjoyment of the local community and will use the building as a hub for the purpose of co-ordinating all programmes, day-to-day administration and for the engagement with other, similar charitable vocational training providers that are local to the area.



- 1.3.10 The applicant has advised that these activities will use approximately two thirds of the space available and have requested an exemption from rates for the part that will remain unoccupied.
- 1.3.11 Members may also wish to note the 'Restrictions on the granting of relief' that are contained in the criteria (Bodies occupying premises with high rateable values) when considering whether relief should be awarded. As can be seen at Paragraph 1.2.13, both properties have very high rateable values with large areas remaining unused.
- 1.3.12 Since 1 April 2013, any award of relief has the effect of reducing the Council's net business rate yield. Part 3 of the criteria states 'In determining the level of relief to be granted, the Council must have regard to its budgetary position.'
- 1.3.13 The applicant's website [www.thinktwiceplease.org](http://www.thinktwiceplease.org) also concentrates mainly on their work in Central America, with no mention of their Kings Hill premises. The criteria also state 'the Council is unlikely to grant relief to national charities located within the Council's area unless there is some specific benefit to the residents of Tonbridge and Malling over and above the benefit to the residents of other areas in which the charity operates.'
- 1.3.14 In light of the above, Members may therefore be inclined to not award relief on this basis in respect of both properties. However, should Members wish to treat the application as a 'special case', and grant a maximum award of 20% discretionary relief, the applicant will receive £45,235.28 relief in respect of 17 Kings Hill Avenue and £5,904.92 in respect of 35 Kings Hill Avenue.
- 1.3.15 Members are **REQUESTED** to consider the application and make an appropriate **RECOMMENDATION** to Cabinet regarding discretionary rate relief. If relief is awarded, Members might wish, in view of the uncertainty surrounding Government funding for future financial years, to consider time-limiting any awards of relief, initially, to 31 March 2015.
- 1.3.16 **New application for rural rate relief**
- 1.3.17 Members will be aware that discretionary rural rate relief can be granted either as a top-up to mandatory rural rate relief or, on its own, in cases where mandatory rural rate relief may not be granted (as shown at **[ANNEX 4]**). Members will also be aware that it is the Council's policy to seek the views of the appropriate parish councils in respect of applications for rural rate relief regarding properties in their areas. However, we have not consulted the parish in respect of this case as the previous ratepayer was awarded relief and the business has not changed since it changed hands.
- 1.3.18 The application is for the post office at 30 Swan Street, West Malling (Rateable value £15,000). Before we comment on the merits of the application that Members have before them, we think it worthwhile to draw Members' attention to

the following aspects of the rural rate relief policy (as previously agreed by Members).

- The legislation underpinning the rural rate relief scheme recognises the importance of small rural businesses. As such, a rural business (post offices, general stores, public houses etc) occupying premises with a rateable value under a specified level, may qualify for mandatory rural rate relief. This gives a business an automatic entitlement to 50% rate relief. Up to a further 50% discretionary relief may be awarded by the Council, to top up the mandatory relief.
- If a rural business has no entitlement to mandatory rural rate relief, because it occupies premises with a rateable value over a specified level, or there is more than one such similar business in the settlement area, then the Council may grant discretionary relief (this may not be awarded if the rateable value of the premises exceeds £16,500).
- The policy states, as general considerations, that the 'Council wishes to target relief primarily at properties that are providing essential facilities for the local community ... where the number of such facilities in any settlement is limited **and mandatory rural rate relief has been awarded**'. The policy goes on to state that, 'as a general rule, the Council takes the view that the amount of relief that it would grant should decrease as the number of shops in a rural settlement increases'.

1.3.19 Notwithstanding the foregoing, the policy does give Members the scope to grant relief to businesses that would not otherwise qualify for relief under the terms of the policy but are 'demonstrably important to the life of the community'.

1.3.20 As stated at previous meetings of your Board, we do not think that consideration of the applicants' accounts will greatly assist Members. In some cases losses will be shown and in others profits. Should Members support the loss-making businesses in preference to those that are showing a profit or vice versa? In the case of those that are showing a loss, this might be because of various factors, e.g. the expenses incurred by the business or drawings by the owners. What is reasonable? Is the business occupying premises that are too large; is its stock appropriate; is it maximising income?

1.3.21 Bearing in mind the comments in the foregoing paragraph, we would suggest that Members focus on the nature of the business; its location; its intrinsic value to the local community; and the impact on the community were it to be lost, rather than whether the business is being run in a way that Members consider appropriate.

1.3.22 As mentioned at Paragraph 1.2.23, the previous ratepayer, Mr Madan, was awarded 40% discretionary relief at the 22 May 2013 meeting of this Board (Decision Notice D130061MEM refers).

1.3.23 In light of this previous decision, Members might therefore be inclined to grant a similar award of 40%. Should this amount be awarded, the applicant will receive £1,146.77 relief for the period 1 November 2013 to 31 March 2014.

1.3.24 Members are **REQUESTED** to consider the application and make an appropriate **RECOMMENDATION** to Cabinet regarding discretionary rate relief. If relief is awarded, Members might wish, in view of the uncertainty surrounding Government funding for future financial years, to consider time-limiting any awards of relief, initially, to 31 March 2015.

## 1.4 Legal Implications

1.4.1 As the granting of relief is a discretionary action, the only implication would be a challenge by way of judicial review if an organisation were unhappy with a decision. Such a challenge can succeed only when the Council behaves unreasonably.

## 1.5 Financial and Value for Money Considerations

1.5.1 In respect of all applications for rate relief, the financial considerations of granting relief are as set out in the body of the report. If relief is not granted, there is a beneficial impact on the Council's finances. This should not prevent each application being considered on its own merits however, as there must be some degree of consistency to prevent a legal challenge.

## 1.6 Risk Assessment

1.6.1 The only risk that we are aware of is a legal challenge to the Council's decisions (see above). This is unlikely.

## 1.7 Equality Impact Assessment

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

The Director of Finance and Transformation confirms that the proposals contained in the recommendation(s), if approved, will fall within the Council's Budget and policy Framework.

Background papers:

contact: Glen Pritchard  
01732 876146

Applications for relief from the organisations referred to in the main body of the report received between 9 September 2013 and 17 December 2013, and held in Financial Services.

Sharon Shelton  
Director of Finance and Transformation

Martin Coffin  
Cabinet Member for Finance,  
Innovation & Property

<b>Screening for equality impacts:</b>		
<b>Question</b>	<b>Answer</b>	<b>Explanation of impacts</b>
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	Where a grant of relief is not being recommended, the decisions could affect the viability of a business within the community thereby affecting all persons within the community rather than particular groups.
b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	No	The decisions being recommended affect businesses rather than individuals.
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.*

## CRITERIA TO BE USED IN DETERMINING APPLICATIONS FOR DISCRETIONARY RATE RELIEF

### Part 1 - Non profit-making bodies

#### Previous awards of discretionary rate relief

The Council wishes to promote equality between organisations when granting discretionary rate relief. Therefore, when considering an application for discretionary rate relief, it will have regard to previous awards of relief to bodies of a similar nature to the applicant body. Unless specific considerations apply, the Council is likely to award relief to the same value as previously awarded to such similar bodies. Previous grants of relief for properties occupied by charities or non profit-making organisations include as follows:

#### 100% discretionary rate relief granted to:

- Sports clubs where community amateur sports club status has been refused

#### 20% top-up relief granted to:

- Sports clubs if registered as community amateur sports clubs
- Recreational facilities, sports grounds and playing fields occupied by charities

#### Applications where special considerations may apply

Where the applicant body does not fall into one of the categories where relief has been awarded in the past (see above), relief may be granted only if the applicant body:

- caters for special needs (see below for an explanation of this term); or
- supplies facilities that would not otherwise be available in the area; or
- provides a service that supports the Council's key priorities. For the year 2012/15 these priorities are:

- § Continued delivery of priority services and a financially viable Council.
- § Sustainable regeneration of Tonbridge town centre and economic development in communities across the Borough.
- § A continuing supply of homes, including affordable housing to buy and rent, and prevention of homelessness.
- § Children and young people who are safe, involved, with access to positive activities.
- § A clean, smart, well maintained and sustainable Borough.
- § Low levels of crime, anti-social behaviour and fear of crime.

## § Healthy living opportunities and community well-being

### **Meaning of ‘special needs’**

Does the organisation cater for a section of the community which the Council considers particularly deserving of support, e.g. persons with disabilities, persons with learning difficulties, the very young or the very old?

Where the applicant body provides such special needs or supplies facilities that would not otherwise be available in the area or supports the Council’s key priorities, the maximum amount of relief will generally be awarded, subject to the following.

### **Other considerations**

In determining awards of relief, the Council will bear in mind all the facts of each case. In particular, the Council may consider the following factors:

- **Membership**  
Does the organisation operate a membership scheme?
- **Membership discounts**  
Are discounts available for members (for example elderly/disabled etc.)?
- **Key priorities**  
Do the organisation’s objectives meet at least one of the Council’s key priorities?
- **Sole facility**  
Is the organisation’s property the sole facility in its area of operation?
- **Fees, charges etc**  
Is the cost of membership such that it would exclude a large section of the community?
- **Access to facilities**  
Are the organisation’s facilities available generally or at certain times to non-members?
- **Provision of facilities**  
Have the facilities been provided by self-help or grant aid from the Borough Council, local or public authorities or others?
- **Development of skills**  
Does the organisation provide training or education for its members? Are there schemes for particular groups, e.g. young people, the disabled, the retired, the unemployed etc?

### **Restrictions on the granting of relief**

In determining whether relief should be awarded, the Council will be inclined not to grant relief or to limit the amount of relief awarded in the following cases.

- **National charities**  
As a general rule, the Council is unlikely to grant relief to national charities located within the Council’s area unless there is some specific benefit to the residents of Tonbridge and Malling over and above the benefit to the residents of other areas in which the charity operates.

- **Charity shops and other premises operated by trading arms of charities**  
The Council is unlikely to grant relief to charity shops and other premises operated by the trading arms of charities.
- **Bodies operating in only part of the Council's area**  
Where an applicant body is a national organisation but operates only in part of the Council's area, any relief that may be awarded will generally be reduced pro rata the population of the area of the Borough that receives benefit from that organisation. This restriction will not generally apply if the body is not a national body and has been established to benefit only a part of the Council's area.
- **Bodies operating a restrictive membership policy**  
It is not the Council's general policy to grant relief to bodies that operate a restrictive membership policy unless such restrictions are necessary because of the size of the property occupied by the body or in order to ensure a pre-determined level of ability or required standard of achievement for a particular sport or activity.
- **Bodies occupying premises with high rateable values**  
The Council, when determining an application for relief will consider the rateable value and location of the applicant's premises. Are the premises of a size, and their location, appropriate to the organisation?

### **Special cases**

The Council recognises that there will be occasions when an applicant body does not satisfy the above criteria. Nothing in these criteria shall be taken as restricting the Council's ability to depart from its general policy as to the granting of relief if it sees fit to do so bearing in mind the facts of the case.

### **Affordability**

Applicants for discretionary rate relief should note that the cost of discretionary relief falls partly on the Council. As such, in determining the level of relief to be granted, the Council must have regard to its budgetary position.

## **Part 2 – Applications not falling within Part 1**

From 1 April 2012, the Council may also award relief to any local ratepayer to encourage new business and investment as well as to support local shops or community services.

Businesses located in rural settlements can currently apply for relief and these applications are considered using the criteria listed in the Council's policy in respect of Rural Rate Relief.

For all other applications (either not falling within Part 1 of these criteria or within the criteria for rural businesses), a decision on whether relief should be granted in any particular case should only be considered once the Borough Council has sought the views of the appropriate parish council, local members and the county council. Members should also consider if the other precepting authorities are willing to fund (partly or otherwise) the cost of relief awarded.

**Affordability**

Applicants for discretionary rate relief should note that the cost of awards of such relief is borne by the Council. For awards of discretionary relief falling within Part 2 of these criteria (and excluding rural businesses), the Council is liable to fund 100% of the amount awarded.

**Part 3 - General**

In determining the level of relief to be granted, the Council must have regard to its budgetary position. Although the Council will aim to achieve equality between applicants in terms of the level of relief that it grants, this might not always be possible. The Council has the right, subject to giving the requisite notice required by law, to vary or terminate the level of relief that it has previously granted either in respect of a particular organisation/business or in respect of a class of organisation/business or to all organisations/businesses in receipt of relief.



<b>CASC Organisations</b>			
<b>Organisation</b>	<b>Address</b>	<b>Relief awarded 2012/13</b>	<b>Benefit to organisation if same relief awarded 2013/14</b>
Aylesford Bulls Rugby Football Club	Ferryfield, Hall Road, Aylesford	20% Top Up	£1,954.65
Hugh Christie Sports Association	Hugh Christie School, Norwich Avenue, Tonbridge	20% Top Up	£423.90
			<b>£2,378.55</b>

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Organisation	Address	Proposed Relief	Benefit to organisation if relief awarded 2013/14
Tonbridge & Malling Leisure Trust	Angel Centre	20% Discretionary Relief	£4,754.39
Tonbridge & Malling Leisure Trust	Larkfield Leisure Centre	20% Discretionary Relief	£17,536.68
Tonbridge & Malling Leisure Trust	Tonbridge Swimming Pool	20% Discretionary Relief	£7,833.05
Tonbridge & Malling Leisure Trust	Poult Wood Golf Course	20% Discretionary Relief	£2,797.93
Tonbridge & Malling Leisure Trust	1-5 Martin Square	20% Discretionary Relief	£1,022.97
			<b>£33,945.02</b>

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## Policy in Respect of Rural Rate Relief

### Introduction

Tonbridge & Malling Borough Council recognises the importance of local facilities to the life of rural communities. To this end the Council supports the legislation that allows the Council to:

- Grant rate relief to village shops, post offices, petrol filling stations and public houses (mandatory rural rate relief).
- Allows the Council, at its discretion, to top up any mandatory rural rate relief that has been granted (discretionary rural rate relief).
- Permits the Council, at its discretion, to grant relief to other businesses in rural areas where the use of premises occupied by the businesses is of benefit to the local community but where the business does not qualify for mandatory rural rate relief (discretionary rural rate relief).

### The legislative background

Rural rate relief – whether mandatory or discretionary – may be granted only if a property is located within a rural settlement. Rural settlements are defined by reference to the Council's Rural Settlement List. The List is available for inspection at the Council's office at Kings Hill.

### The rural settlements

As at September 2013, the following are defined as rural settlements:

Addington	Golden Green/Barnes St	Plaxtol
Addington Clearway	Hadlow Village	Ryarsh
Aylesford Village	Hale Street	Shipbourne
Basted	Herne Pound	Snoll Hatch
Birling	Hildenborough Village	Stansted
Blue Bell Hill	Ightham	Trottiscliffe
Burham	Ivy Hatch	Wateringbury
Crouch	Little Mill	West Malling
Dunks Green	Mereworth Village	West Peckham
Eccles	Offham	Wouldham
East Malling Village	Oldbury	Wrotham
East Peckham Village	Peckham Bush	Wrotham Heath
Fairseat	Platt	

### Mandatory rural rate relief

Mandatory rural rate relief can be granted to the following types of property:

Type of property	Rateable value limit £
General stores	8,500
Post offices	8,500
Public houses	12,500
Petrol filling stations	12,500
Food shops	8,500

Where a property qualifies for mandatory rural rate relief, then the relief is given at the rate of 50% of the rates liability for the property.

If the rateable value of a property exceeds the rateable value limit, then no mandatory rural rate relief may be granted.

### **Discretionary rural rate relief**

Discretionary rural rate relief may be granted either to top up an award of mandatory rural rate relief or where the property does not qualify for mandatory rural rate relief. Where the discretionary relief tops up mandatory relief, the discretionary relief added to the mandatory relief cannot exceed the total rates due for the property. Discretionary relief on its own cannot be granted for a property where the rateable value for the property exceeds £16,500.

This following policy sets out the guidelines that the Council will follow in considering whether to grant discretionary rural rate relief.

## **The policy**

### **Policy objectives**

In formulating this policy, the Council wishes to maintain the diversity of local shops available to the residents of Tonbridge & Malling who live in rural areas by building on the provisions of the mandatory rural rate relief scheme.

### **General considerations**

Although all applications will be entertained, the Council wishes to target relief primarily at properties that are providing essential facilities for the local community, e.g. general stores, post offices and food shops (eg butchers and bakers), where the number of such facilities in any settlement is limited and mandatory rural rate relief has been awarded. Further references to shops in this policy should be read accordingly.

The Council will consider granting relief to other businesses that are demonstrably important to the life of the community, such as a sole public house or petrol filling station, primarily serving the local catchment area.

As a general rule, the Council takes the view that the amount of relief that it would grant should decrease as the number of shops in a rural settlement increases.

The Council recognises that a number of rural settlements have already lost all of their shops. In recognition of this fact, the Council might be willing to consider granting discretionary rate relief of 50%, on top of mandatory rate relief of 50%, or 100% discretionary rate relief, in respect of businesses opening in such settlements. The Council would be willing to grant such relief for the first two calendar years from the date the business commences trading.

### **Discretionary relief (top-up relief) in cases where mandatory rural rate relief applies**

In respect of shops (general stores and food shops) and post offices, the Council will generally be willing to grant discretionary relief of 30% (in addition to 50% mandatory rural rate relief) where the shop or post office is the only such property within the rural settlement and it has already qualified for mandatory relief.

In respect of public houses and petrol filling stations, the Council will consider granting discretionary relief of 30% (in addition to 50% mandatory rural rate relief) where the public house or petrol filling station is the only such property within the rural settlement and it has already qualified for mandatory relief.

**Discretionary rate relief in cases where mandatory rural rate relief does not apply**

Where the property would, but for its rateable value, qualify for mandatory rural rate relief, the Council will consider granting discretionary relief of 80%.

Where the property is not the only property of its type within the rural settlement, and is therefore excluded from gaining mandatory rural rate relief, the Council will consider granting 60% relief where there are two such properties and 40% relief where there are three such properties (i.e. each property would receive either 60% or 40% relief). The Council will not normally grant relief where there are more than three such properties.

**Limitations**

As a general rule, the Council will not normally consider granting relief for a particular property where the total of the mandatory and discretionary relief sought by the applicant would exceed 80% of the rates bill.

**Procedure**

The Council will give consideration to any application for discretionary rate relief from a business operating in a settlement within a rural area.

**Consultation**

It is the Council's intention that parish councils should play a role in the decision making process on applications for relief. Therefore, before making a decision on whether relief should be granted in any particular case, the Borough Council will seek the views of the appropriate parish council.

**Financial considerations**

The Council, in formulating this policy, also bears in mind the cost of any relief granted to the residents of the Borough as a whole.

Applicants for discretionary rural rate relief should note that the cost of relief falls partly on the Council. As such, in determining the level of relief to be granted, the Council must have regard to its budgetary position. Although the Council will aim to achieve equality between organisations in terms of the level of relief that it grants, this might not always be possible. The Council has the right, subject to giving the requisite notice required by law, to vary the level of relief that it has previously granted either in respect of a particular organisation or in respect of a class of organisation or to all organisations in receipt of relief.

**Interaction with other reliefs**

Where a property is eligible for mandatory rural rate relief and small business rate relief, it shall receive rural rate relief.

Where a property is eligible for mandatory rural rate relief, mandatory charitable rate relief and small business rate relief, it shall receive charitable rate relief.

**Period of relief**

Any grant of relief shall normally be given for a fixed period not exceeding three years.

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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

<b>Screening for equality impacts:</b>		
<b>Question</b>	<b>Answer</b>	<b>Explanation of impacts</b>
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

<b>Screening for equality impacts:</b>		
<b>Question</b>	<b>Answer</b>	<b>Explanation of impacts</b>
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

### FINANCE and PROPERTY ADVISORY BOARD

08 January 2014

#### Report of 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 COUNCIL TAX AND BUSINESS RATES UPDATE REPORT**

A report detailing recent developments in respect of council tax and business rates and requesting Members to approve a change to the options available for the payment of council tax.

#### **1.1 Collection of council tax and business rates**

- 1.1.1 As at 30 November 2013, the collection rate for council tax stood at 74.57%. For the same period in the year 2012/13, the collection rate was 74.88%.
- 1.1.2 As at 30 November 2013, the collection rate for business rates stood at 80.97%. For the same period in the year 2012/13, the collection rate was 81.01%.
- 1.1.3 I shall update Members, as to the collection rates for 2013/14, as at 31 December 2013, for both council tax and business rates, on the evening of the meeting.
- 1.1.4 In respect of the customers receiving a council tax reduction (CTR), approximately 69% of the council tax due has been paid, which has already surpassed our original estimate at the start of the financial year.
- 1.1.5 I am pleased that the council tax collection rate is still only marginally below last year's level; nationally, collection rates were 0.45% down at the end of the second quarter of the financial year. I am also hopeful that more income will be received during the months of February and March compared to previous years due to more taxpayers paying their council tax over twelve monthly instalments.
- 1.1.6 Although the amount of council tax paid by the 'new' payers is currently exceeding our expectations, Members may wish to bear in mind that the collection rate may suffer slightly in 2014/15 when the council tax reduction available decreases from a maximum of 91.5% to a maximum of 81.5%.

## **1.2 Autumn Statement**

1.2.1 The Chancellor announced a package of business rate measures that will take effect in the next financial year:

- the Retail Price Index increase in 2014-15 (in respect of the multiplier) will be capped at 2% instead of 3.2%;
- the doubling of the Small Business Rate Relief will be extended for a further 12 months until 31 March 2015;
- ratepayers receiving Small Business Rate Relief that take on an additional property which would currently disqualify them from receiving relief will continue to receive their existing relief for 12 months;
- shops, pubs and restaurants with a rateable value below £50,000 will receive a discount of £1000 for two years up to the state aid limits, from 1 April 2014;
- a 50% reoccupation relief will be awarded for 18 months - between 1 April 2014 and 31 March 2016 - for businesses that move into retail premises that have been empty for a year or more;
- ratepayers will be allowed to elect to pay bills over 12 instalments instead of ten (this is in line with council tax); and
- 95% of the September 2013 backlog in business rates appeals will be cleared before July 2015.

1.2.2 The £1000 discount and 50% reoccupation relief will be delivered through the local authority's discretionary powers (under s47 of the Local Government Finance Act 1988). The other measures will require legislative changes.

1.2.3 Local authorities will be refunded for the loss in rate yield as a result of these measures. Refunds will be made through s31 New Burden grants.

## **1.3 Payment of council tax**

1.3.1 As Members will aware, we offer a variety of methods for payment of council tax: direct debit; internet banking; telephone payments; payment cards (for payment at post offices etc.); payment by cheque; payment by standing order; and payment in cash at Kings Hill and Tonbridge Castle.

1.3.2 In addition to the above, we have, for many years, provided payment books to council tax payers. These books contain payment slips that can be used if someone wishes to make a payment at a bank. These books are expensive to produce and cost more to post than if we were merely sending a council tax bill. The use of these books has diminished over the years and, of the 50,000 plus council tax bills that are sent out each March, only about 1,500 are sent with payment books. Of the 1,500 that are sent out, not all are used in the way that

they are intended to be used. For example, some council tax payers will use the slips for some of their payments but on other occasions pay over the telephone by credit card or send in a cheque accompanied by a payment slip.

- 1.3.3 With the ever-increasing pressure to keep costs down and promote the 'digital agenda', I feel that the time is now right to cease to offer payment books to customers. Bearing in mind the relatively low numbers involved and the array of alternative payment methods available, I do not consider that council tax payers would suffer any inconvenience if Members were to agree with my proposal.

## **1.4 E-billing**

- 1.4.1 We are working towards being able to give council taxpayers and business ratepayers the option to receive their bills electronically. The development of the MyAccount facility on the Council's website will enable us to progress this.
- 1.4.2 For further details, please refer to the report of the Chief Executive elsewhere on this evening's agenda.

## **1.5 Legal Implications**

- 1.5.1 Nil.

## **1.6 Financial and Value for Money Considerations**

- 1.6.1 The percentage of council tax and business rates collected during the year impacts on the Council's finances and, consequently, on the level of council tax for future years.

## **1.7 Risk Assessment**

- 1.7.1 Nil.

## **1.8 Recommendation**

- 1.8.1 Members are **REQUESTED** to **RECOMMEND** to Cabinet that we no longer produce payment books for council tax payments.

The Director of Finance and Transformation confirms that the proposals contained in the recommendation(s), if approved, will fall within the Council's Budget and Policy Framework.

Background papers:

Nil

contact: Glen Pritchard  
01732 876146

Sharon Shelton  
Director of Finance & Transformation

<b>Screening for equality impacts:</b>		
<b>Question</b>	<b>Answer</b>	<b>Explanation of impacts</b>
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	There should be no adverse impact because of the variety of other payment methods that are available.
b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	No	The recommendation would remove a method of payment, whilst leaving in place many other methods.
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.*

## TONBRIDGE & MALLING BOROUGH COUNCIL

### FINANCE, INNOVATION and PROPERTY ADVISORY BOARD

08 January 2014

#### Report of the Director of Finance & Transformation

#### Part 1- Public

#### Matters for Recommendation to Cabinet - Non-Key Decision (Decision may be taken by the Cabinet Member)

#### 1 EXTENSION OF INSURANCE ARRANGEMENTS

**This report informs Members of considerations pertinent to a recommendation to extend the Council's current insurance contract for a further three years.**

#### 1.1 Introduction

- 1.1.1 The Council's existing insurance arrangement was entered into following a Negotiated Tender Procedure which was concluded in April 2007. A contract was entered into with the successful insurer, Zurich Municipal, which commenced in June 2007 for an initial period of seven years (to June 2014) with an option to extend for up to a further three years (to June 2017).
- 1.1.2 The initial contract period of seven years will expire in June next year and the Council's existing insurer has reaffirmed the agreement, should the Council so desire, to extend the arrangement for a further three years.
- 1.1.3 There are no issues that have arisen during the initial contract period to suggest that the contract should not be extended.
- 1.1.4 In terms of renewal business our existing insurer has successfully retained all of its local authority business in London and the South East with the exception of just one policy and has acquired new business in Surrey. Four of our neighbouring Councils in Kent have also opted to extend their insurance contracts this year rather than test the market via a Tender exercise.

#### 1.2 Legal Implications

- 1.2.1 The existing contract includes a provision for an extension of services for up to three years subject to the agreement of both parties.

### 1.3 Financial and Value for Money Considerations

- 1.3.1 Based on the success of the current insurer in retaining existing Local Authority business it is unlikely that any premium savings would be realised from a Tender exercise at this time.

### 1.4 Risk Assessment

- 1.4.1 The existing insurer has a proven track record in providing specialist insurance covers for local authorities.

### 1.5 Recommendations

- 1.5.1 I **RECOMMEND** that Members agree to extend the existing insurance arrangements with Zurich Municipal for a period of three years (to June 2017).

The Director of Finance & Transformation confirms that the proposals contained in the recommendation(s), if approved, will fall within the Council's Budget and Policy Framework.

Background papers:

contact: Brian Courtney

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	Extension of existing arrangement
b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	No	Extension of existing arrangement
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.*

## 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 Information

#### 1 BENEFITS UPDATE

**A report advising Members of current issues arising in the benefits field.**

#### 1.1 Performance and Workload of the Benefits Section

- 1.1.1 Over the course of the past year I have kept Members informed of the difficulties faced by my officers in both the Revenues and Benefits Sections and the impact of changes we have had to introduce because of the welfare reform agenda. Undoubtedly this has been a year of many challenges and, given recent announcements by Government, which I will come on to, these look set to continue for some time to come.
- 1.1.2 The year has seen a continuous effort to balance staffing levels against demands; introduce significant changes to benefits; meet customer needs and all whilst keeping a keen eye on budgets and anticipated future developments. Despite the battle to maintain our usually high level of performance, it has been in steady decline and that has been the message that I have had to deliver to Members at several Board meetings.
- 1.1.3 However, in my last update to Members, I said that there were early signs of improvement, with less outstanding work in the Section. I am very pleased to be able to end the year on a positive note. The number of days to process new claims for housing benefit has significantly dropped from around 40 to 30 days and, perhaps more importantly, the backlog of work outstanding has been further reduced to below 10 days (previously 20 at the time of our last meeting). This turnaround has not taken place overnight but is the result of a culmination of measures introduced to this end. I believe we will be entering the new year with a much more manageable workload, allowing me to focus resources on still further improvements in service delivery.
- 1.1.4 The two key factors that have enabled the improvement are the use of reliable, high calibre agency staff to cover the vacancies in the Section and an arrangement for East Kent Services (Dover DC, Thanet DC & Canterbury CC in

partnership) to process our new claims at their offices. The agreement with East Kent Services is due to continue into the new year.

## **1.2 Local Council Tax Reduction**

- 1.2.1 To-date, the schemes (working-age and pension-age) introduced by the Council from April have been successful. Financial support is available to pension-age households at the same level as with the previous council tax benefit scheme and support is available to working-age households at a rate 8.5% lower than that to which they previously would have been entitled.
- 1.2.2 I have provided information on the impact on council tax collection rates, particularly for households entitled to the new reduction, in my Council Tax and Business Rates Update elsewhere on this agenda.
- 1.2.3 Members will recall that the scheme for 2013/14 is subsidised by a 'transition grant' from central Government, allowing a decrease to the reduction in 'benefit' from the 18.5% that we initially proposed, consulted on and agreed.
- 1.2.4 There does not appear to be any such grant forthcoming for 2014/15, meaning the scheme from April 2014 will operate in the same way as the current scheme but apply a reduction to entitlement of 18.5% instead of 8.5% for working-age households. Pension-age households will remain fully protected.
- 1.2.5 As Members will recall, our Scheme will reflect, for 2014/15, the general uprating of allowances etc used by the government for other state benefits. The refreshed Scheme will be made available on our website in due course as and when we are advised of the uprated amounts by the government. If Members would like any more information in the meantime, please contact Paul Griffin, the Revenue and Benefits Manager.
- 1.2.6 In monetary terms, an average working age household in the Borough in receipt of full council tax benefit in 2012/13 will have been faced with a council tax bill of approximately £85 this year, rising to around £185 from April 2014.

## **1.3 Universal Credit**

- 1.3.1 As members know, the roll-out of universal credit to local authorities did not take place in October, as anticipated. In early December revised plans were announced. I have attached a letter from Lord Freud to the Chief Executive at **[ANNEX 1]**.
- 1.3.2 The letter sets out the new timetable for the introduction of universal credit, stating that it will be available across the country during 2016, with the conversion of most existing benefit claims taking place in 2016 and 2017.
- 1.3.3 The letter also refers to the planned transfer of housing benefit claims to nationally administered pension credit; the transfer originally planned to run concurrently



with the introduction of universal credit. This plan is now on hold and it is unlikely to commence until at least 2018.

- 1.3.4 The letter was accompanied by an updated document regarding the local support services framework. The document can be found at:

<https://www.gov.uk/government/publications/universal-credit-local-support-services-update-and-trialling-plan>

- 1.3.5 The document contains a lot of information about the Government's vision for the formation of locally commissioned partnerships to support the implementation and maintenance of universal credit, as well as 'learning outcomes' from trial sites.

#### **1.4 Discretionary Housing Payments (DHP)**

- 1.4.1 The annual fund provided to us by Government is £129,610, of which £30,000 remains unallocated.

- 1.4.2 Previously I have reported a relatively large number of outstanding applications. I am pleased to say there is currently just a handful.

- 1.4.3 In total, to-date, 247 claims have been awarded and 127 declined. We are just about on track to fully use the fund by the end of the year. Although the budget has been monitored and managed to some extent (in general, claims are awarded for three months), all applications have been decided based on the financial circumstances of the claimant without having to consider any constraints of potential overspends on the fund.

- 1.4.4 In September, the Department for Work & Pensions announced a 'DHP reserve fund for the removal of the spare room subsidy (RSRS) of £20m'. Councils are invited to bid for allocations from the fund until 3 February 2014.

- 1.4.5 Bids will be allocated to Councils facing the greatest challenges, with exceptionally high volumes of DHP applications due to RSRS. There are also several points the DWP will consider when making allocations from the fund.

- 1.4.6 Any underspend at 31 March 2014 of DHP / Reserve Fund allocation must be returned to the DWP.

- 1.4.7 I have attached the Housing Benefit Circular which sets out details of the scheme at **[ANNEX 2]**. I will be happy to take any comments or suggestions from Members on this subject.

- 1.4.8 My officers, together with officers from Housing, have discussed the possibility of making a bid for additional funding. At this point in time we have decided not to bid for additional funding, for two main reasons: We are not convinced that we can show an 'exceptional demand' in DHP applications; and, if successful, we would not be able to use the fund in time before having to return any underspend.

1.4.9 Should the fund be made available during 2014/15. then my officers will endeavour to bid and attract additional funding for the Borough.

**1.5 Legal Implications**

1.5.1 None

**1.6 Financial and Value for Money Considerations**

1.6.1 None

**1.7 Risk Assessment**

1.7.1 Nil

Background papers:

contact: Andrew Rosevear

Nil

Sharon Shelton  
Director of Finance and Transformation



Department  
for Work &  
Pensions

Minister for Welfare Reform  
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Caxton House  
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0207 340 4000

[www.dwp.gov.uk](http://www.dwp.gov.uk)

[ministers@dwp.gsi.gov.uk](mailto:ministers@dwp.gsi.gov.uk)

6 December 2013

### **Local authority chief executives**

I wrote to you on 1 August to let you know that we would soon be developing our plans for the wider roll out of Universal Credit, and for the implementation of the Local Support Services Framework (LSSF), published in February this year.

I am very pleased to tell you that the progressive national roll out of Universal Credit is well underway now. Seven Jobcentres are now taking claims, with 3 more due to do so by next spring. We are rolling out the Jobseekers Allowance claimant commitment for new JSA claims to all Jobcentres by March 2014; and we are delivering 11 in work progression pilots.

On 5 December, the Secretary of State announced plans for the next stage of implementing Universal Credit; and I have great pleasure in enclosing with this letter an update and trialling plan for developing local support services during that period. This is another important milestone resulting from very close and productive working over the last few months between DWP, the local government associations of England and Wales, and the Convention of Scottish Local Authorities; as well as some individual local authority representatives from throughout Great Britain. I am very grateful for the support and co-operation of all these bodies.

### **Universal credit – further information on rollout**

As part of the wider transformation in the development of digital services, the Department will further develop the work started by the Government Digital Services to test and implement an enhanced online digital service, which will be capable of delivering the full scope of Universal Credit and make provision for all claimant types.

Meanwhile, we will develop the functionality so that from next summer we progressively start to take claims for Universal Credit from couples and, in the autumn, from families. Once safely tested in the 10 live Universal Credit areas,

we will also expand the roll-out to cover more of the Northwest of England. This will enable us to learn from the live running of Universal Credit at scale and for more claimant types, including more of those who may need help from local support services.

Our current planning assumption is that the Universal Credit service will be fully available in each part of Great Britain during 2016, having closed down new claims to the benefits it replaced. As a result, the service will go live in all local authority areas during 2016, with the majority of the remaining caseload moving to Universal Credit during 2016 and 2017.

Previously, it was planned that pension age Housing Benefit claimants would move to Pension Credit in each area, at the same time as working age claimants moved to UC. However, plans to include housing costs in Pension Credit are paused while we introduce single tier pensions. Local authorities will therefore need to continue to run Housing Benefit services for pension age customers beyond the current planning assumptions for the introduction of UC for working age.

### **Update on local support services**

I am sending you with this letter an update and trialling plan for local support services. I sincerely hope this will help to further reinforce the co-operation and partnership that I can see developing between Jobcentre managers and local authorities around Great Britain. In the period leading up to the implementation of 'live' Universal Credit, I expect that the LSSF will be a focus for partnership activity locally.

As well as summarising our joint work today with the local authority associations to enhance and refine the original LSSF - including our current plans around funding - the update also sets out a prospectus for how we wish to trial aspects of the LSSF model over the coming months. We will be looking to local authority colleagues to help make sure that the partnership models, as well as the kinds of services we expect to expand or develop, will work in practice.

I hope that many of the local authorities that we have been able to support to date to undertake project and pilot work, will want to build on this important groundwork and continue to work with us. At the same time I would also like to encourage other authorities to get involved in the trialling, taking the opportunity to initiate partnerships and service development that will help us make a smooth transition to Universal Credit and ensure that all claimants get the help they need.

I am pleased to tell you that the update also contains dozens of examples of good practice by local authorities, DWP and other agencies. These provide a very rich learning source and include innovative ways of addressing many of the challenges – particularly around digital and financial inclusion – that may arise in supporting claimants to make the transition. Our intention is to foster and support these developments as Universal Credit rolls out.

## **Next steps**

We will continue to work directly with the 10 local authorities where Universal Credit is already live, or due to go live by the spring. Where further rollout is planned in the North West of England during the next stage of roll-out, we will be liaising with these authorities in the New Year to work through how we do that. We will also work with all these authorities to make sure that they are in a position to implement local support services in line with LSSF. We will continue to work with the local authority associations to publish another version of the LSSF in Autumn 2014.

I do understand that all local authorities need a level of certainty for planning purposes and I hope this document provides further clarity about our future plans. I would like to reassure you again that we will maintain the level of funding required to manage the full administration of Housing Benefit in 2014 to 2015. In discussion with local government representatives, we will be considering the implications of our roll out plans on funding for 2015-16 onwards.

In the meantime I fully appreciate that local authorities will have a busy agenda taking forward a number of welfare reforms, as well as managing the migration of Housing Benefit claimants to Universal Credit, all in the context of increasing pressure on resources. Local authorities are very important to the successful delivery of Universal Credit and I look forward to working with you to ensure the effective implementation of local support services.

*Yours sincerely,  
David*

**Lord Freud**

**Minister for Welfare Reform**

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## Housing Benefit Circular

Department for Work and Pensions  
6th Floor, Caxton House, Tothill Street, London SW1H 9NA

# HB A18/2013

### ADJUDICATION AND OPERATIONS CIRCULAR

<b>WHO SHOULD READ</b>	All Local Authority Chief Executives, Benefit Managers, Revenue & Benefit Managers, and Housing Benefit (HB) staff
<b>ACTION</b>	For information
<b>SUBJECT</b>	<b>Discretionary Housing Payment Reserve Funding for the Removal of Spare Room Subsidy: Invitation to bid for funding</b>

### Guidance Manual

The information in this circular does not affect the content of the HB/CTB Guidance Manual.

### Queries

If you

- want **extra copies of this circular/copies of previous circulars**, they can be found on the website at <http://www.dwp.gov.uk/local-authority-staff/housing-benefit/user-communications/hbctb-circulars/>
- have any queries about the
  - **technical content of this circular**, contact Anne Brown  
Email: [anne.p.brown@dwp.gsi.gov.uk](mailto:anne.p.brown@dwp.gsi.gov.uk)
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# Discretionary Housing Payment Reserve Funding for the Removal of Spare Room Subsidy: Invitation to bid for funding

## Introduction

1. This circular sets out the arrangements for distributing the additional 2013 -14 £20 million Discretionary Housing Payment (DHP) reserve fund aimed at supporting some local authorities (LAs) with the Removal of Spare Room Subsidy (RSRS). This funding will be considered for LAs who are able to demonstrate some or all of the following:
  - that LAs have a robust local policy in place. Where an LA has not been able to achieve this so far it will not necessarily prevent a successful bid, providing you can clearly demonstrate an additional need and can provide evidence that corrective plans have been put in place for the remainder of the year. Corrective plans should clearly identify priorities, take into consideration all relevant factors when determining whether an award of DHP is appropriate, and be monitored along budget management principles
  - that LAs are managing your local scheme in a fair and appropriate manner, and there is a convincing case for additional in-year funding because of a significant increase in the number of RSRS DHP applications and awards, which is based on robust monitoring of your DHP spend to date, and realistic projections for the rest of the year
  - that LAs are working pro-actively with claimants and/or landlords and local claimant support groups (eg, Citizens Advice, or a local housing charity) to encourage tenants to take personal responsibility eg, looking for work, seeking to move to a smaller property, or managing their money to meet the shortfall (including considerations of lodgers)
  - that there are demonstrable circumstances in which the potential remedies for those affected by RSRS, eg work, alternative accommodation, are not available. This might include remote or isolated communities within LA areas who are not in receipt of the additional rural funding. It may also include circumstances where there is limited availability of property of a suitable size either in the social or private rented sectors
  - where feasible, you are actively promoting housing generation measures, eg home swap initiatives, and, where LAs own housing stock, house conversions or building projects
  - evidence that you have considered ways to top up the UK government's funding
2. LAs are invited to bid for additional DHP funding where you believe you meet the funding priorities outlined at paragraphs 9 and 10 below.

3. This is one-off funding designed to assist LAs in coping with the increased volume of RSRS DHP applications and supporting claimants as they make the transition to welfare reform; it is not intended to buy-out the RSRS policy.

## Background

4. On 30 July 2013, Ministers announced additional 2013 -14 funding of £20 million to support LAs who have experienced a significant increase in the number of legitimate DHP applications.
5. Funding is only to cover exceptionally high volumes of DHP applications arising from the RSRS, and is not to be diverted to supplement other areas of welfare reform.
6. To access a share of this funding, LAs will be required to make a successful bid. In exceptional circumstances LAs will be able to bid more than once. To make a successful bid LAs will have to demonstrate a high level of policy administration and budget management effectiveness.
7. We want to target funding where it is likely to have the most effect and help people in areas where the impact of the change is greatest.

## Making a bid

8. Bids for the fund should be able to demonstrate some of the following key requirements:
  - a clear and detailed and robust DHP policy, together with an explanation of any changes made to this policy since April 2013 (see paragraph 1)
  - provision of support for people affected by the measure:
    - helping tenants who have chosen to move with the cost of removal expenses and rent deposits
    - integration of LA housing options advice with DHP administration and direction of unsuccessful DHP applicants to either internal or external stakeholders for support, eg local welfare provision that may be able to help with moving costs<sup>1</sup>, money advice
    - an innovative approach to administering DHP and supporting those affected by the measure, including new ways of working within your LA and with stakeholders
  - an established need for funding, eg if you can demonstrate a disproportionate increase in DHP application volumes in your area from people who meet the criteria set out in your policy statement or where circumstances in which potential remedies are less readily available
  - that where you hold housing stock you are actively committed to housing generation, eg property conversions, house swap initiatives or by other

<sup>1</sup> Previously Community Care Grants or non-alignment Crisis Loans

means which will support tenants through the RSRS; or alternatively where viable through the promotion of house-building projects

- that you are prepared to publish details of your initiative(s) and to share best practice with other LAs and the Department for Work and Pensions (DWP)
- that you have considered ways in which to top up the government's contribution.

## Funding priorities

9. Bids will be assessed internally by the DWP. Although bids will be looked at to see if they satisfy the above requirements we will also aim to allocate funding to LAs facing the greatest challenges, so will take account of the range of different bids when determining those which will be successful. However, funding is limited and therefore you may not receive the level of additional funding that you bid for.

## Bidding process

10. We will require submission of written bids, although further information or a meeting with some LAs may be requested in certain circumstances.
11. Final decisions will be made by DWP Ministers. Feedback will be provided to LAs whose bids are unsuccessful.
12. A bidding template is at Annex A of this circular. We will start considering bids from October 2013 and decisions will be made on a monthly basis. Given the rolling nature of the bidding process we will be balancing allocating on a first come first served basis with the need to ensure that there is funding available to respond to pressures that emerge later in the financial year. Please note that no bids can be accepted after 3 February 2014 in order to get payment out in time to provide meaningful support for those affected. Please ensure you complete all parts of the template and **return** to [anne.p.brown@dwp.gsi.gov.uk](mailto:anne.p.brown@dwp.gsi.gov.uk).
13. If you have any questions about the bidding process please contact [anne.p.brown@dwp.gsi.gov.uk](mailto:anne.p.brown@dwp.gsi.gov.uk)
14. Each bid must be signed off by your Finance Director.

## Conditions of funding

15. We want to ensure that the bidding and reporting processes are as light touch as possible and do not create unnecessary administrative burdens; however the minimum requirements for a successful bid are:
  - each bid must be supported by confirmation that the LA forecasts to fully utilize its existing main DHP allocation
  - funding is to be used for the purposes stated in the bid only, in accordance with paragraph 8 of this circular

- successful bidders will be expected to provide details of the sharing of innovative policies and best practice with DWP and other LAs
- a short report to account for funding will be required for each of the successful bids.

16. A questionnaire will be issued to successful bidders.

### **Payment**

17. Payments will be issued as soon as practicable following approval. It should be noted that you are **not** able to use these additional funds to top up your own contribution.

### **End of Year Accounting**

18. For end of year accounting purposes under and over-spends of this reserve DHP funding will be treated in the following way:

- on the submission of an LA's final DHP end of year claim, any underspend identified will be applied in the first instance to this reserve fund, and then subsequently to the main DHP allocation
- overspends on the other hand will not attract any action, as this will be deemed funding provided by the LA themselves. See examples below:

#### **Example 1**

19. LA has a main DHP allocation of £100 thousand, and bids for a reserve DHP fund of £20 thousand. At the end of the financial year the LA submits a final claim having only spent £95 thousand. In this instance it will be assumed that the £95 thousand has been spent from your original allocation, therefore DWP will recover £25 thousand; the full amount of the reserve DHP fund and the remaining part from the main DHP allocation.

#### **Example 2**

20. LA has a main DHP allocation of £100 thousand, and bids for a reserve DHP fund of £20 thousand. At the end of the financial year the LA submits a final claim having spent £125 thousand. In this instance it will be assumed that you have spent all your original allocation and the extra funding via the bidding process, and that the £5 thousand incurred is your contribution. No further action from DWP.

Annex 1

**Local authority application for Discretionary Housing Payment reserve funding to support the implementation of the Removal of the Spare Room Subsidy**

*This form should be completed in Microsoft Word.*

**Part 1 – about your local authority**

1. Please set out the name of your local authority in the box below

2. We need some information about your in-year Discretionary Housing Payment (DHP) provision:	
i) What was your total DHP allocation from the government for 2013-14?	£
ii) Have you added LA money to this year’s DHP funding, and if so how much?	£
iii) What is your projected total DHP expenditure for the year?	£
iv) Have you submitted your six monthly DHP return to DWP? (Please attach a copy of your return to the application)	Yes/No*

*\*delete as appropriate*

3. The DHP guidance issued by DWP requires LAs to set a local DHP policy for the coming financial year. Please provide a high level description of your local policy. This will include details of priority groups and the circumstances in which payments are made. Please also indicate how you monitor DHP expenditure and the steps you are taking to live within budget.

4. As part of the preparation for the introduction of the removal of the spare room subsidy LAs were encouraged to utilize existing schemes to support residents who were likely to be affected by the change, including, for example, <i>home swap schemes, employment support initiatives and budgeting advice</i> . Please provide details of any schemes that you currently run, support or promote in your area. Where a scheme is a partnership initiative, please provide details of your local partners. Please indicate here whether your authority holds its own housing stock.

5. The introduction of the policy has highlighted the mismatch between the size of the current housing stock and local need. As a result some LAs and social landlords are revisiting their building plans (including conversions)

Please provide details of your local social housing building and conversion policy, including whether this has been reviewed as a result of the implementation of the removal of the spare room subsidy. Where your authority does not hold its own housing stock please provide details of the policies which social landlords in your area have put in place together with details of how you are supporting them in this.

Include here any projects or measures which are currently in place, or are due to be implemented in the near future together with information about the intended outcomes/success of these measures where available.

**Part 2 – your bid**

6. Is this your first application to the DHP reserve fund?

**YES/NO**

7. The Reserve Fund is intended to help LAs to support claimants to adjust to the removal of the spare room subsidy. Please provide details of your bid in the box below, including:

- a) Why additional funding is needed?
- b) How much funding are you bidding for?
- c) How many claimants would be supported with the additional funding?
- d) Do you intend to add LA funding to your DHP allocation?
- e) What outcomes do you expect the additional funding you have applied for to deliver?
- f) How will you measure the outcomes?
- g) Will your bid help to support a reduction in future DHP demand in 2014-15 and beyond, and if so, how?
- h) Any risks you have identified in connection with additional funding and the steps you will take to minimize the risks.

*(maximum of 1500 words)*

**Part 3 – Declaration**

<b>Local Authority Certificate</b>	
<ul style="list-style-type: none"> <li>• I apply on behalf of {insert name of local authority} for a payment from the DHP reserve fund of [£ ]</li> <li>• As Responsible Finance Officer, I certify that the information contained in this bid is accurate and that supporting evidence to certify this bid will be made available to the Department for Work and Pensions upon request</li> </ul>	
<b>Signed:</b>	<b>Date:</b>
<b>Name:</b>	<b>Position held:</b>
<p><b>The signature must be that of the officer who is responsible for finance pursuant to S.151 of the Local Government Act 1972 or S.95 of the Local Government (Scotland) Act 1973 as appropriate (Responsible Finance Officer)</b></p>	

<b>Finance Director's authorisation of the bid</b>
<b>Finance Director's name:</b>
<b>Finance Director's signature:</b>
<b>Date:</b>

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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 Information

### 1 CHANCELLOR'S AUTUMN STATEMENT

**This report highlights the main issues affecting local authorities contained within the Chancellor's Autumn Statement.**

#### 1.1 Introduction

1.1.1 The Chancellor of the Exchequer presented his Autumn Statement to the House of Commons on 5 December 2013.

#### 1.2 Overview

1.2.1 Detailed below are some specific issues from the Autumn Statement relevant to local authorities.

- The Chancellor announced further reductions in public sector expenditure for 2014/15 to 2015/16 of 1.1%. Protection from these further budget reductions is provided for local government – because councils are expected to freeze council tax instead: “to help local authorities to freeze council tax in 2014/15 and 2015/16.”
- The New Homes Bonus will not be pooled to Local Enterprise Partnerships outside of London. The Government will carry out an evaluation of New Homes Bonus and consult on measures to improve the incentive provided.
- The government will allow local authorities to use £200m of receipts from asset sales to pay for the one-off costs of service reforms. Whether there would be an opportunity for us to make use of the flexibility afforded is uncertain.
- There will be a number of changes to business rates including a cap on the RPI increase in business rates to 2% in 2014/15; extending the doubling of small business rate relief to April 2015; introducing discounts of up to £1,000 against business rate bills for retail premises with a rateable value up to £50,000 for 2014/15 and 2015/16; and to legislate to allow

businesses to spread business rates bills over 12 month instead of 10 months. The government announcements on business rates will have a significant impact on future receipts from business rates and, in turn, council finances. The government have confirmed that local authorities will be fully refunded for the loss in revenue resulting from the changes to business rates and reaffirmed in a letter to local authority leaders from the Local Government Secretary [**Annex1**].

- The government has also made a commitment to clearing 95% of business rates appeals by July 2015.
- Funding for Discretionary Housing Payments to be increased by £40m in both 2014/15 and 2015/16.
- A national council tax discount of 50% will be introduced for annexes from April 2014.
- The DWP will launch the Single Fraud Investigation Service from 2014 covering all benefits administered by DWP, HMRC and local authorities. This brings with it uncertainty for the staff concerned.
- Introduce a statutory requirement to put a Local Plan in place.
- Consulting on new 10-unit threshold for S106 affordable housing contributions.
- Households could be paid a share of the proceeds when new developments are built in their area under a pilot scheme announced by the Chancellor: “pass a share of the benefits of development directly to individual households.”
- Abolish employer national insurance contributions for under 21 year olds earning less than £813 a week from April 2015.

1.2.2 Very shortly before the Statement, Ian Duncan Smith acknowledged that Universal Credit would not be completely rolled out by the government’s target date of 2017. This makes our own planning that much more difficult and prolongs the uncertainty for the staff concerned.

### **1.3 Medium Term Financial Strategy**

1.3.1 In terms of the Medium Term Financial Strategy, the Autumn Statement only serves to reinforce the unprecedented pressure on the Council’s finances will continue into the medium term; and the sustainability of the New Homes Bonus in its current form of particular concern.

## **1.4 Legal Implications**

1.4.1 None.

## **1.5 Financial and Value for Money Considerations**

1.5.1 As set out above.

## **1.6 Risk Assessment**

1.6.1 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.

1.6.2 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.

Background papers:

Nil

contact: Sharon Shelton  
Neil Lawley

Sharon Shelton  
Director of Finance and Transformation

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Department for  
Communities and  
Local Government

Local Authority Leaders

**The Rt Hon Eric Pickles MP**  
*Secretary of State for Communities and Local  
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5 December 2013

*Dear Colleague,*

## **AUTUMN STATEMENT**

Today the Chancellor announced the details of the Coalition Government's Autumn Statement. I just wanted to take the opportunity to highlight some of the announcements which relate to local government funding and finance.

### **Local government funding**

Whilst the Chancellor has announced new, further departmental savings for departments, local government has been protected. The Chancellor has said this is to encourage councils to take up the council tax freeze offer which is again available to local authorities in the coming financial year.

We have also listened and carefully considered the responses to the recent consultation on allocating an element of the New Homes Bonus to Local Enterprise Partnerships. In light of the powerful arguments made by colleagues in local government, we will not be making changes to the New Homes Bonus for councils outside London (in London, there is a stronger case for pooling given the Greater London Authority's role in planning). The £2 billion Local Growth Fund will be made up from other decentralised budgets.

Following a consultation, we have today confirmed there will be a new a national Council Tax discount of 50% for family annexes from April 2014. This will support extended families living together, for example with children saving for a new home or elderly parents (who would not otherwise qualify for the existing exemptions). It will be fully funded by central government.

### **Cutting business rates and helping local shops**

To continue to prioritise local growth we have announced a £1.1 billion package to reduce the burden of business rates on businesses. This includes:

- The 3.2% RPI increase for 2014-15 will be reduced to 2%.
- There will be a £1,000 discount for all retail, pubs, cafes (excluding banks and betting offices) with rateable values below £50,000 for two years.



- The doubling of Small Business Rate Relief will continue for a further year.
- Ratepayers will continue to keep their Small Business Rate Relief entitlement for a year where they take on a second property
- New occupiers of former retail premises which have been unoccupied for a year will receive a 50% discount for 18 months.
- There will be a consultation on reforms to the business rates appeals process and a commitment to clear 95% of the September 2013 backlog of appeals before July 2015.

Local authorities will be fully refunded for the loss in revenue resulting from these changes. This is part of a wider package of practical measures to help local high streets which will be published tomorrow (Friday).

### **Increasing funding for housing**

We have announced a number of new measures to support house building. This includes a £1 billion, six year investment programme to fund infrastructure to unlock new locally-led, large housing sites. This will support the delivery of around 250,000 houses. We are doing more to support Right to Buy: introducing Agents to help buyers complete their purchase, and a £100 million fund to improve applicants' access to mortgage finance. We also intend to consult on a Right to Move for social tenants wanting to take up work or training in another area.

Reforming the Housing Revenue Account was a key Coalition Agreement pledge. We have already decentralised housing finance, but we appreciate there is further scope for greater flexibility.

We have announced a review into the role of local authorities in supporting overall housing supply. Accompanying this, the Government has announced a limited increase in Housing Revenue Account borrowing.

The additional £300 million will be allocated via a competitive bidding process with support given to councils who can produce good business cases, agreed by their local enterprise partnership, that bring in local authority owned land and other forms of cross-subsidy such as sales of high value vacant property, raising funds to provide more overall homes.

### **Delivering savings from cutting fraud**

Alongside the roll out of the Single Fraud Investigation Service, DCLG and DWP are investing in local government's capacity to tackle non-welfare fraud. This package of support will include extra funding over 2014-15 and 2015-16 which will be able to support new fraud investigator posts in councils focussed on tackling corporate fraud.

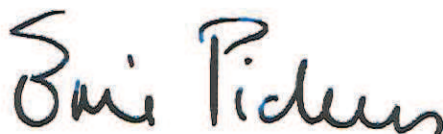
### **Transforming local services**

To incentivise asset sales and support investment in transforming local services, the Government will allow local authorities new flexibility to use £200 million of receipts from asset sales over 2015-16 and 2016-17 to pay for the one-off costs of service reforms. We will publish a prospectus inviting bids to access a share of this flexibility in the New Year.

## **Support for health and social care**

At the Spending Round, we took a major step forward in bringing together health and social care services around vulnerable people, with the new pooled Better Care fund of £3.8 billion. You are already working with your colleagues in health to develop your plans. In response to your concerns about the Fund being for only one year, the Statement spells out the Government's intention to make sure pooled funding is an enduring part of the health and social care system beyond 2015-16. We will also work to give local public services the same long-term indicative budgets as departments, to allow more up-front investment and local deals.

I hope these proposals will provide stability for local government, help drive further service improvement and support hard-working people and local firms in your locality.

A handwritten signature in blue ink that reads "Eric Pickles". The signature is written in a cursive style with a blue ink pen.

**THE RT HON ERIC PICKLES MP**

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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 Information

#### 1 INFORMATION TECHNOLOGY UPDATE REPORT

**An update report providing status on a number of work streams being carried out by the IT Services Department in support of the Councils Transformation Strategy.**

#### 1.1 QR Codes

1.1.1 Quick Response (QR) Codes are a 3D barcode used to provide easy access to web page addresses by scanning them with a smartphone.

1.1.2 To assist customers in finding the relevant information they need on the web in the easiest way possible, we are promoting their use on Council documents and publicity materials.

1.1.3 QR codes have already been used;

- In Here & Now to provide a link to our web home page
- On bin hangers to provide a link to our Christmas refuse round page
- On Planning Site Notices to provide a link to the relevant planning application details on our website

1.1.4 We are actively seeking additional uses of QR codes and are looking to modify further templates on the UNiform system.

1.1.5 We have made extensive use of Open Source software to provide this solution in the most flexible and cost effective way.

#### 1.2 Resource Space

1.2.1 Resource Space is an online repository of documents which enable collaboration amongst users.

1.2.2 We have built the solution using Open Source software.

1.2.3 Resource Space is now being used to share documents for;

- Special Advisory Group
- Leisure Trust
- Audio \ Video Media store (for promotional videos and audio versions of Here & Now)
- Image Library (for re-use of pictures on the website)

### **1.3 My Account**

1.3.1 Having established the basic functionality of the My Account section of the website, we have now entered into the sign up phase to encourage people to create an account.

1.3.2 We have emailed all the original subscribers to website update information and explained the benefits of My Account and asked if they would like to set up a user.

1.3.3 We have also emailed all users who have recently used an online form on our website and explained the benefits of My Account and asked if they would like to set up a user.

1.3.4 We currently have 2,908 accounts set up and are receiving responses to these emails at a rate of approximately 8 per day.

1.3.5 One of the initial uses of My Account will be to provide more detailed information on Council Tax accounts. This will include an electronic bill, balance details, instalment information, and quick links for payment and setting up direct debits. These functions are currently under development.

### **1.4 Online Forms**

1.4.1 Using the eBase electronic forms package, we are developing forms for services which feature a greater level of integration with back office systems to enhance the experience for customer and to reduce the need of re-typing service requests by staff.

1.4.2 We have recently introduced;

- A Leisure Pass form which links to the Housing Benefits system for validation of discounts
- An abandoned vehicle reporting form which logs the case directly into the Lagan Customer Relationship Management (CRM) system.
- A change of bin size form

- A replace and repair form for bins
- A Council Tax balance lookup form
- Pest control requests going direct to the new contractor

1.4.3 We are currently working with the Revenues and Benefits section to provide an online benefits application form.

## **1.5 Modern.Gov**

1.5.1 The Modern.Gov committee meeting management system is now installed and is in the process of being tailored to our committee and meeting structure.

1.5.2 We are also undertaking a data transfer exercise to export the documents and details from the previous committee management system into Modern.Gov.

1.5.3 Management Team are currently trialling the use of tablet devices in order to access committee papers online at the meetings. These experiences will help develop the processes and training that members will receive in order to use the system effectively.

1.5.4 Election results will be published on the website via Modern.Gov.

## **1.6 Legal Implications**

1.6.1 Nil.

## **1.7 Financial and Value for Money Considerations**

1.7.1 All of the projects detailed above contribute towards the councils transformation agenda and will assist in making the organisation more efficient.

1.7.2 Where possible Open Source solutions have been implemented to provide flexibility in provision of services and to help reduce the cost of implementation.

## **1.8 Risk Assessment**

1.8.1 Nil.

Background papers:

Nil

contact: Darren Everden  
01732 876117

Julie Beilby  
Chief Executive

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