

By: Adam Wilkinson, Managing Director Environment & Regeneration

To: Environment & Regeneration Policy Overview Committee – 31
January 2008

Subject: **Medium term Plan 2008/09 – 2010/11 and Financial Monitoring
Update 2007/08**

Classification: Unrestricted

Summary: To give the Committee the opportunity to scrutinise the proposed 2008/09 budget and medium term financial plan 2008/09 to 2010/11 and update the Committee on the financial position in the current year.

Introduction

1. The Autumn Budget Statement report by the Leader, Cabinet Member for Finance, Chief Executive and Director of Finance to Cabinet on 17 September 2007 set out the national and local context for KCC's medium term plan (MTP) for the period 2008-09 to 2010-11.
2. The report 'Update on CSR 07 and the Local Government provisional finance settlement' to Cabinet on 14 January 2008 updated the overall budget position to reflect the provisional local government finance settlement for the years 2008-2011. As reported, the provisional grant settlement was better than expected and has provided a small degree of flexibility for the overall proposed budget package.
3. We reported the national and local context to the last Policy Overview Committee meeting and outlined the existing MTP priorities.
4. Since that meeting there have been a number of further developments that have resulted in the budget proposals being presented for consultation. Members are invited to comment on the key issues for the services provided by the Environment & Regeneration (E&R) Directorate so that these can be taken into account at the budget meetings of Cabinet on 6 February and County Council on 19 February 2008.

Background

5. The consultation papers include an overall summary of the proposed budgets for the Environment, Highways & Waste (EH&W) and Regeneration & Supporting Independence (R&SI) portfolios for 2008-09 showing the amounts proposed for each service within the portfolio/directorate. This now identifies the gross expenditure, income and net expenditure.
6. The papers also include the proposed capital investment programme and the medium term revenue and capital plan for 2008-09 to 2010-11 expressed as figures and portfolio priorities. All papers are presented in a consistent format for every portfolio.

Medium Term Position 2008/09 to 2010/11 – Summary

7. Appendices 1 and 2 show the overall revenue budget situation for the next three years for the EH&W and R&SI portfolios. Members will note that although the 2008/09 position for both portfolios is balanced there are target savings flagged up for 2009/10 and 2010/11.
8. Whilst this may cause Members concern it is important to note that the Directorate is currently in a period of change. A new regeneration strategy is currently being drafted and once this is consulted and agreed upon by Portfolio holders, Cabinet, staff, external and partner organisations it will form the basis for a revised set of priorities, actions and targets.
9. The second factor which Members need to be aware of, especially when one is looking forward two or three years, is that our major demand led budget, waste management, can show a very significant cumulative change in costs with what are relatively small year-on-year changes in waste growth. This is due to the fact that the budget is large and thus even relatively small year-on-year variations make a difference. With a 1% variation in waste growth 'worth' around £400k three years of lower than predicted waste growth can mean that by year three the budget demand is significantly less than currently predicted. The waste growth figures assumed in the medium term plan are 1% in 2008/09, 0% in 2009/10 and 0% in 2010/11 and are officer's current best estimates of likely future growth. These are based on historic growth rates and recent history. Members will know that waste indicators are kept under continuous review and thus any significant changes can be spotted and taken account of in future iterations of the medium term financial plan.
10. Appendices 3 and 4 set out the proposed capital programme.

2008/09 Revenue Budget - Summary

11. The proposed budget sees substantial additional investment, particularly in Kent Highway Services (KHS), some additional income generation and some savings, these last being mainly in the form of budget reductions that are possible because of service efficiencies or investment elsewhere in the budget. The proposed budget puts the Directorate on a strong footing to deliver improved services in 2008/09.

2008/09 Revenue Budget - Detail

12. Areas where there is a significant change compared to the report made to this committee in November are highlighted below.
13. Base Budget Adjustments
 - 13.1. These mainly reflect movements between portfolios and are thus neutral in terms of their impact on services. In the R&SI portfolio the biggest change is the movement of the funding for the Supporting Independence Programme from the Policy & Performance portfolio to R&SI.

13.2. In EH&W there are a number of adjustments where further explanation may be helpful. The reduction of £1,505k in highways maintenance reflects the fact that this injection, which was made available from council tax collection surpluses, was only for one year and was shown as such in last year's MTFP. The £812k for the Waste Performance & Efficiency Grant (WPEG) reflects the fact that the previous year-on-year grants made by DEFRA have now been incorporated into the overall grant as part of the Government's programme of reducing 'ring-fenced' grants. The £5,837k is similar and while it may appear to be a substantial increase in base budget this is in fact merely a presentational issue. In previous years specific grants were made available by Government for detrunking, road safety, rural bus subsidy, school travel advisors and sustainable travel. These were an 'in and out' in budget terms and thus have not previously featured in the MTFP tables, although they have been included in the gross spend and income figures in the budget book. These have now been incorporated into the grant settlement and thus the gross figure appears in the EH&W budget while the income to cover this expenditure appears in the budget book.

14. Pay

14.1. In R&SI the small increase reflects the addition of the Supporting Independence Programme and an increase in the pay and award budget assumption to 2.5% from the 2%.

14.2. The small reduction in EH&W reflects the removal of pension adjustments and an increase in the pay and award budget assumption to 2.5% from 2%.

15. Government / Legislative Pressures

15.1. The £812k increase in EH&W reflects an adjustment to the 2007/08 budget. Half of the WPEG was earmarked for capital expenditure but it was in fact all allocated to revenue type activities. This adjustment replaces the WPEG funding (now part of the overall revenue and capital grant from Government) that is allocated to capital expenditure.

16. Demand / Demographic Led

16.1. £412k has been allocated to the waste management budget to accommodate an increase in waste arisings of 1%. The Kent Waste Partnership is actively working to reduce waste growth but the addition of this funding provides a level of contingency in the 2008/09 budget and reduces the risk of waste growth putting pressure on other budgets within the EH&W portfolio.

17. Delivery of Towards 2010 Targets

17.1. Within the R&SI portfolio the Kent Apprenticeship and Kent Community Programme renewal funding transfer from the Policy & Performance portfolio.

17.2. In the EH&W portfolio the Towards 2010 funding earmarked for the Kent freedom Pass in 2010/11 has been moved forward to 2009/10 in order to roll out the programme faster than originally envisaged, and funding has been

moved from 2009/10 to 2008/09 to accelerate the roll-out programme. Funding is allocated to Congestion reducing Initiatives.

18. Performance Reward Grant (PRG)

18.1. In the EH&W portfolio the PRG has been incorporated within the overall cash limit. The same applies in the R&SI portfolio but the PRG allocated as part of the Supporting Independence Programme is a net plus to the portfolio and is shown as such.

19. Service Strategies and Improvements

19.1. In the R&SI portfolio £20k has been added for Credit Unions. This is a very recent adjustment and it is not currently clear what the precise costs will be. As a result the in-year management action plan figure has been adjusted in order to provide a degree of flexibility pending final decisions on the overall budget by County Council. Funding is also allocated for Produced in Kent, the Kent Empty Property Initiative, Non Food Crops.

19.2. In the EH&W portfolio there are a few minor changes: £400k has been allocated for road closures and diversions for the Open Golf championship in 2010; a review of and updating of licence arrangements in AIT has resulted in an increase in costs of £60k; and as a result the 2008/09 contribution to the 2009/10 budget has reduced by £60k to £202k.

20. Income Generation

20.1. In EH&W there are three areas where additional income is predicted: previous investment in environmental services will generate income; current year performance on income generation in KHS indicates that an additional £500k should be deliverable in 2008/09; and the Traffic Management Act will generate an income stream.

21. Savings 2008/09

21.1. In EH&W the majority of the savings proposed in waste management and KHS are in fact adjustments to budget requirements flowing from service development strategies in 2008/09 and previous years rather than savings *per se*. The staffing reductions proposed in KHS flow from the ongoing transformation work and reflect decisions to invest additional staff resource in certain areas e.g. capacity in order to effectively deal with the implications of the Traffic Management Act.

22. In R&SI there has been a reshaping of the management team following a retirement and a reduction in some grants. The grant reductions represent a re-focussing of resources rather than a reduction as an additional £50k has been allocated to Kent Partnership Economic Task Force work in the service improvement section of the budget.

Proposed MTFP Capital Programme

23. The draft capital programme for the EH&W and R&SI portfolios are attached as appendices 3 and 4.
24. In R&SI provision has been made for extending the existing Empty Properties programme to cover the whole of Kent. Significant new projects are included such as the Eurokent Spine Road and a Capital Regeneration Fund to enable KCC to seize opportunities that may arise for catalytic regenerative projects. Existing commitments such as Delivery Boards are continued.
25. EH&W has an extensive capital programme. The Local Transport Plan (LTP) settlement for capital maintenance and integrated transport schemes – a sum in excess of £37m – has been taken up in full even though capital grant funding has been reduced. The programme recognises slippage in the KHS co-location project which is largely due to the judicial review of Wrotham. A number of major road schemes, such as the Ashford Ring Road, are completing.
26. Within the EH&W capital programme new initiatives include the development of a Kent Natural Burial Ground and an extensive programme of improvement and development of waste management infrastructure with the possible development of East Kent Waste infrastructure being a major item. The programme includes provision for the commencement of East Kent Access Phase 2 in 2008/09 but full government approval for this scheme is still to be achieved.
27. A number of highway schemes to the value of £61.25m within the Kent Thameside Strategic Transport programme are included in later years of the MTFP

2007/08 Revenue Budget

28. The 2nd quarter financial monitoring which has been reported to Cabinet is included with the papers for this meeting. Significant variations since this report was made are set out below:

Revenue

29. In EH&W the overall underspend has increased by £0.765m comprising four main items: further reductions in waste disposal costs of £1.055m due to delayed implementation of 100% operation at Allington; an increase in Freedom Pass take-up has not impacted on costs as much as had been anticipated, generating a reduction of £0.15m; initial design costs in the current year for the Borough Green and Platt bypass will be in the region of £0.2m which is expenditure which was not budgeted for; and lastly legal costs for the work being undertaken by KHS are forecast to exceed the budget allocated for this work by some £0.2m.
30. In R&SI the underspend has reduced by £30k due to a number of small variations in the forecast outturns.

Capital

31. The current forecast for EH&W is that the portfolio will underspend by a further £3m. The main movements are detailed below:

- -£2.117m Highway Major Maintenance and Integrated Transport Programme – re-phasing of work into 2008-09.
- -£0.750m Rushenden Link Road – further re-phasing into 2008-09 due to the lack of progress by SEEDA on land assembly for the project.
- -£0.746m Re-shaping KHS Accommodation – further re-phasing as the Wrotham site is now under judicial review, so no construction spend is anticipated this year. There is also £5.010m of re-phasing from 2008-09 into 2009-10 forecast, to recognise the serious delay.
- -£0.448m Improving Roads and Footpaths – re-phasing of work into 2008-09 as there is insufficient time remaining to complete the programme in 2007-08.
- -£0.400m Waste Performance & Efficiency Grant (WPEG) – this funding is to be redirected to contribute towards the increased costs of the Ashford Ring Road project. WPEG has been paid under the Local Area Agreement “Safer and Stronger Communities” banner and it is considered that elements of the Ashford Ring Road project can be deemed as fulfilling the grant criteria.
- -£0.251m Everards Link - re-phasing into 2008-09. In addition there is a small increase in the scheme estimate which is to be funded by the developer.
- -£0.212m Salt Storage Infrastructure – the delay in the KHS co-location construction programme has resulted in this project re-phasing into 2008-09.
- +£1.264m Ashford Ring Road – this reflects £0.160m brought forward from 2008-09 and a £1.104m increase in the costs of the project. Additional funding is expected from Ashford Borough Council, Growth Area Fund 3 (GAF3) and Interreg, and as detailed above £0.4m of WPEG will be redirected to this project. This will leave a potential funding shortfall of around £0.4m for which further funding is being pursued.
- +£0.392m Newtown Way Improvement – the costs forecast for 2008-09 have also increased by £0.972m giving an overall increase in the scheme cost of £1.364m since last month, which is expected to be met by £0.575m funding from Network Rail, £0.700m from GAF3 and the balance to be met by Environment & Regeneration directorate.
- +£0.381m Thamesway – this cost increase has reduced the savings achieved from the value engineering exercise to £1.538m from £1.919m (these savings will be matched by a reduction in grant).

32. The forecast for the R&SI portfolio has moved by +£1.226m from -£4.950m to -£3.724m. The main movements are:

- -£1.174m East Kent Empty Properties Initiative – this initiative provides loans to third parties to develop empty properties in East Kent in order to bring them back into use. This forecast reflects a more realistic estimate of loan take-up this year.
- +£2.400m Eurokent Spine Road – this project is supported by the Property Enterprise Fund, which will be providing temporary funding until the costs can be recovered from the Joint Venture in later years. There is also £3m of costs anticipated in 2008-09.

Recommendation

33. Members of this committee are invited to note and comment upon this report.

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Regeneration & Supporting Independence Portfolio - Draft Revenue Budget					
		Staff	2008-09	2009-10	2010-11
		No. Chg	£000s	£000s	£000s
Base Budget			7,007	8,431	7,775
Base Budget Adjustments:					
R&E	Biofuels/biomass agenda (funds transfer from EH&W Portfolio)		100	0	0
R&E	Re-alignment of cost for Shared Management Post Withdrawal from Property SLA (as agreed with Corporate Property)		-22	0	0
ALL	E-recruitment Savings		39	0	0
R&E	Transfer of Change & Development Division to EH&W		-13	0	0
C&D	Funding for Supporting Independence Programme		-285	0	0
ALL			704	0	0
			523	0	0
Pay:					
All	Pay & Reward		131	105	107
Prices:			7	8	8
Government/Legislative Pressures:					
S&P	Minerals & Waste Local Development Frameworks		-170	0	0
			-170	0	0
Delivery of Towards 2010 Targets:					
S&P	Feasibility Study on Lower Thames Crossing		0	-50	0
	Kent Apprenticeship		200	100	0
	Kent Community Programme Renewal		100	100	0
			300	150	0
PRG:					
ALL	Allocation of Revenue element of PRG		136	20	-156
			136	20	-156
Service Strategies and Improvements:					
R&E	Produced In Kent (PINK)		120	0	0
R&E	Kent Empty Property Initiative		130	0	0
R&E	Staff Support to Non Food Crops Programme	1.0	40	0	0
R&E	Kent Partnership Economic Task Force(s)		50	0	0
	In-Year Management Plan (Correction of One-off Actions)		239	0	0
	Credit Unions		20	0	0
			599	0	0
	Total Pressures		1,526	283	-41
		Staff			
		No. Chg	2008-09	2009-10	2010-11
			£000s	£000s	£000s
Income:			0	0	0
Savings:					
R&E	Divisional Restructure of Posts & Grants Reduction	-1.0	-100	0	0
R&E	Corporate Services - Cross-Cutting Savings		-2	-3	0
	Total Savings		-102	-3	0
	Target Savings		0	-936	-412
Portfolio	Indicative Cash Limit	0.0	8,431	7,775	7,322

Environment, Highways & Waste Portfolio - DRAFT Revenue Budget

		Staff No. Chg	2008-09 £000s	2009-10 £000s	2010-11 £000s
Base Budget			116,764	139,436	151,432
Base Budget Adjustments:					
ENV	Lullingstone Country Park - Operations (temporary only uplift)		-60	0	0
ENV	Biofuels/biomass agenda (funds transfer to R&SI Portfolio)		-100	0	0
ENV	Withdrawal from Property SLA (as agreed with Corporate Property)		11	0	0
KHS	Highways Maintenance (one-off uplift)		-1,505	0	0
KHS	Transfer of ISG funding back to Chief Executive's Department Prudential Borrowing Costs for Kent Highway Services Co-Location Project		-232	0	0
KHS			0	173	0
Resources	Contribution to Airwave Emergency Communication System		-10	0	0
Resources	Re-alignment of cost for Shared Management Post		22	0	0
Resources	Transfer of Change & Development Division from R&SI Portfolio		285	0	0
Directorate	E-recruitment Savings		-72	0	0
Directorate	Share of Kent Reward top-slice		-3	-1	0
Directorate	Prices Uplift for Legal Services		15	15	16
WMG	Formula Grant - Waste Performance & Efficiency Grant		812	0	0
ALL	Area Based Grant (Gross)		5,387	-101	33
All Groups	Pay & Reward		411	333	340
Various	Prices - Waste Contracts		1,907	1,591	1,373
	Prices - Buses (including 2007/08 correction)		450	268	295
	Prices - Highways Maintenance (2009/10 & 2010/11 reflect £5m)		1,208	1,549	1,632
	Prices - Other		25	25	25
	TOTAL PRICES		3,590	3,433	3,325
Government/Legislative Pressures:					
WMG	Landfill Tax Escalator - Growth Adjustment (+£8 per tonne) Waste Performance & Efficiency Grant from Government (Capital Element Adjustment)		2,177	2,126	2,044
WMG			812	0	0
			2,989	2,126	2,044
Demand/Demographic Led:					
WMG	Waste Growth +1% for 2008/09, +0% for 2009/10 onwards		412	0	0
			412	0	0
Delivery of Towards 2010 Targets:					
KHS	Free transport for all 11 to 16 year olds (2008/09 is for pilot extension)		4,000	5,900	0
KHS	Congestion Reducing initiatives		150	0	0
			4,150	5,900	0

Environment, Highways & Waste Portfolio - DRAFT Revenue Budget

Service Strategies and Improvements:				
KHS	Works Contract Savings recycled into Highway Maintenance	500	0	0
KHS	Highways Maintenance Works	5,000	0	0
KHS	Open Golf Championship - Roads Impact	0	0	400
WMG	Lease at Dartford Heath site	13	0	0
WMG	Blaise Farm (Green Waste) Contract	434	0	0
WMG	Waste To Energy Plant (Allington) - Gate Fees	297	0	0
WMG	Pepperhill Site Development (Gate Fees)	839	0	0
WMG	Materials Recycling and Processing Facility - East Kent	0	1,053	656
WMG	Waste Transfer Station at Ashford	0	0	769
WMG	One-off Reduction from 06/07 minimisation and composting	200	0	0
ENV	Shorne CP - Facilities Running Costs Adjustment	-10	0	30
ENV	Other Environmental Developments	1.0	131	250
ENV	Biodiversity Extra Post	1.0	34	0
ENV	Heritage Extra Post	1.0	35	0
ENV	Addressing Fly tipping Action on the Highway	10	0	0
ENV	Country Park Base Operations Uplift	30	0	0
Resources	One-off Actions in 2007/08 - Base Correction Required	587	0	0
Resources	Maintenance of replacement for Midas System	0	25	0
Resources	MOSAIC & adjustment for other Licences	81	0	0
Resources	EDRMS - Document Management	70	0	0
Resources	Kent View Development	80	0	0
Resources	OS Mapping	40	0	0
	Annual Funding Required to meet ex Direct Labour Organisation			
Resources	Pension Fund Liabilities	0	175	0
Dir-wide	IT Transformation for E&R	500	-350	-50
Resources	Contribution towards 2009/10 budget	202	-202	0
		9,073	951	1,705
	Total Pressures	25,175	12,829	7,463

Environment, Highways & Waste Portfolio - DRAFT Revenue Budget

		Staff			
		No. Chg	2008-09	2009-10	2010-11
			£000s	£000s	£000s
Income Generation					
ENV	Invest To Save - Income Generation		-12	-55	0
KHS	Uplift to Income Budget across all headings		-500	0	0
KHS	Traffic Management Act FPN Income		-100	-100	0
			-612	-155	0
Savings					
WMG	Waste To Energy Plant (Allington) - Reduction in Landfill Tax and		-200	0	0
WMG	Pepperhill Site Development Gains (reduced Tipping Away Payments)		-220	0	0
WMG	Blaise Farm (Green Waste) Contract		-200	0	0
	Materials Recycling & Processing Facility - East Kent - Savings in				
WMG	Recycling Credits lower price, gate fees and Landfill Tax		0	0	0
WMG	Ashford Transfer Station - Savings in Tipping Away Payments		0	0	0
WMG	New Household Waste Recycling Centre at Lydd/New Romney -		0	0	0
KHS	Lit Signs Energy Savings		-100	0	0
KHS	New Contracts - Savings for recycling into Highway Maintenance		-500	0	0
	Amend Divisional Structure from 3 Locations to 2, gain benefits				
KHS	from IT and put more resource into front-line, from administration	-4.0	-300	0	0
KHS	Convert to Lamp-expired Change Methodology for Street Lighting		-150	0	0
KHS	Revised Process for Advertising Traffic Regulation Orders		-180	0	0
KHS	Contract Savings from Consultancy Work and more done in-house -		0	0	0
ALL	Corporate Services - Cross-cutting Review Savings		-41	0	0
	Total Savings		-1,891	0	0
	Target Savings			-678	-3,869
Portfolio	Indicative Cash Limit		139,436	151,432	155,026

REGENERATION & SUPPORTING INDEPENDENCE

DRAFT INVESTMENT PLANS

	Total Cost of Scheme £'000	Cash Limit					
		Previous Spend £'000	2007-08 £'000	2008-09 £'000	2009-10 £'000	2010-11 £'000	Later Years £'000
APPROVAL TO SPEND							
Kent Thameside Major Works Delivery board	3,732	1,800	492	480	480	480	
Swale Major Works Delivery Board	2,085	1,049	271	255	255	255	
Fastrack Delivery Executive	1,849	527	1,322				
Arts & Business Centre at Folkestone Academy	3,500	477	2,223	800			
Kent Empty Property Initiative	6,626	51	575	2,000	2,500	1,500	
Total Approval to Spend:	17,792	3,904	4,883	3,535	3,235	2,235	
APPROVAL TO PLAN							
De-dualling Fort Hill Road (Margate)	550		100	450			
Eurokent Road (East Kent)	5,400		2,400	3,000			
Gravesend Community Arts Complex	442		442				
Capital Regeneration Fund	5,000			2,500	2,500		
Kent Science Resource Centre	717		717				
Total Approval to Plan:	12,109		3,659	5,950	2,500		
TOTAL CASH LIMIT	29,901	3,904	8,542	9,485	5,735	2,235	
Paid for by:							
Prudential	8,500	528	2,798	5,249	4,425	-4,500	
Grants	8,733	3,376	3,152	735	735	735	
Other External Funding	92		92				
Revenue & Renewals	550		100	450			
General Capital Receipts			2,400	3,000		-5,400	
Earmarked Capital Receipts	12,026			51	575	11,400	
TOTAL FINANCE	29,901	3,904	8,542	9,485	5,735	2,235	

ENVIRONMENT, HIGHWAYS & WASTE

DRAFT INVESTMENT PLANS

	Total Cost of Scheme £'000	Cash Limit					
		Previous Spend £'000	2007-08 £'000	2008-09 £'000	2009-10 £'000	2010-11 £'000	Later Years £'000
ROLLING PROGRAMMES							
Improvements to Public Transport	1,362	303	59	1,000			
Public Rights of Way - Structural Maintenance	5,752		902	950	900	950	2,050
Country Park Access and Development	1,950		300	310	320	330	690
Highway Major Maintenance/Other Capital Maintenance/Bridge Assessment & Strengthening	163,003		29,119	23,697	25,085	27,152	57,950
Integrated Transport Schemes	90,449		10,221	13,883	14,627	16,418	35,300
Major Schemes - Preliminary Design Fees	5,218		1,018	950	950	750	1,550
Non-grant supported Land & Part 1 Compensation	6,570	573	997	1,000	1,000	1,000	2,000
Management & Modernisation of Assets	1,230		90	280	200	210	450
Total Rolling Programmes:	275,534	876	42,706	42,070	43,082	46,810	99,990
APPROVAL TO SPEND							
Environment and Waste:							
Shorne Woods Heritage Project	985	619	228	135	3		
Shorne Woods Country Park - Visitor Centre	2,479	2,456	23				
Energy Usage Reduction Programme	305	141	164				
Wetland Creation - East Kent	501	1	500				
Civic Amenity Site - Landfill Gas & Leachate Pollution Control	846	155	191	100	100	100	200
Civic Amenity Site Drainage Works	75	25	50				
Civic Amenity Site Improvement - Dartford Heath	50		50				
Archaeological Research Centre - Preliminaries	200			200			
Energy and Water Efficiency Investment Fund	1,500		500	1,000			
Small Community Projects	29		29				
Kent Highway Services							
East Kent Access Phase 1 - Major Road Scheme Thamesway (wider Fastrack) Scheme - Major Road Scheme	23,289	21,659	1,531	99			
A228 Leybourne and West Malling Corridor	8,362	901	7,381	80			
Everards (North Kent) Link Road Phase 2 Scheme	29,183	28,474	558	151			
Ashford Ring Road Scheme	5,876	435	4,784	657			
Kent Highway Partnership - Co-Location Depots	11,974	1,437	8,697	1,840			
Traffic Signal Head Replacement Programme	27,844	5,052	10,832	6,950	5,010		
Improving Quality of Roads and Footpaths	2,073		1,798	275			
Safety Camera Partnership	5,000		1,552	3,448			
Salt Storage Infrastructure	2,142		427	691	516	508	
	212			212			
Total Approval to Spend:	122,925	61,355	39,295	15,838	5,629	608	200

ENVIRONMENT, HIGHWAYS & WASTE

DRAFT INVESTMENT PLANS

	Total	Cash Limit					
	Cost of	Previous	2007-08	2008-09	2009-10	2010-11	Later
	Scheme	Spend					Years
	£ '000	£ '000	£ '000	£ '000	£ '000	£ '000	£ '000
APPROVAL TO PLAN							
Environment and Waste:							
Kent Natural Burial Ground - Development	1,295		8	1,027	210	50	
Waste Performance Grant Funded Projects	412		412				
East Kent Waste Park Development	15,000			250	5,000	5,000	4,750
Dartford Heath HWRC Replacement	2,000			200	300	500	1,000
Household Waste Recycling Centres:							
Herne Bay Site Improvement	950			350	600		
Lydd/New Romney New Site	1,000			500	500		
Maidstone/Tonbridge Malling New Site	2,000			200	550	1,250	
Sheerness Site Relocation	300			300			
Swanley Site Improvements	400			400			
Tovil Site Improvements	1,000				500	500	
Transfer Stations:							
Church Marshes Site Expansion	1,000				1,000		
East Kent Waste Facility - Ashford	5,000				2,500	2,500	
Hawkinge Site Improvements	100			100			
North Farm Site Expansion	1,500						1,500
Kent Highway Services							
Sittingbourne Northern Relief Road - Major Road Scheme	43,375	1,936	500	700	20,139	19,100	1,000
Rushenden Link (Sheppey) Road Scheme	13,500	401	500	12,599			
East Kent Access Phase 2 - Major Road Scheme	65,100			5,700	24,500	23,400	11,500
Newton Road (Ashford) Bridge Scheme	4,914	185	2,953	1,776			
Maidstone Bridge Giratory	1,100			300		800	
Kent Thameside Strategic Transport Programme	61,250			1,000	1,500	1,500	57,250
Ashford - Drover's Roundabout Junction	500			500			
PROJECTS AT INITIAL PLANNING STAGE							
Kent Highway Services							
A228 Colts Hill Strategic Link	25,000						25,000
South East Maidstone Strategic Link	35,000						35,000
TOTAL CASH LIMIT	680,155	64,753	86,374	83,810	106,010	102,018	237,190
Paid for by:							
Supported Borrowing	244,836	15,477	23,293	33,661	41,935	46,438	84,032
Prudential	63,926	3,492	7,785	14,063	13,156	12,390	13,040
Prudential to cover earlier capital receipt							
Grants	258,526	28,914	38,940	26,524	44,308	37,172	82,668
External Funding - Developer Contributions	16,860	9,357	1,547	2,038		3,918	
Other External Funding	64,326	561	663	2,852	1,500	1,500	57,250
Revenue & Renewals	3,815	2,860	404	150	101	100	200
General Capital Receipts	2,300				2,300		
Unidentified							