

Scrutiny Committee – 12th February 2008

8. Revenue Budget 2008/09 – Medium Term Financial Plan and Revised Capital Programme

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Due to the high volume of paper involved, the Appendices to this report are not reproduced in this Agenda. Please refer to the District Executive Agenda, issued on 30th January 2008 for a full list of them. It would be helpful if you could bring your copy of the District Executive Agenda to the Scrutiny Meeting, for reference.

Purpose of the Report

1. To seek approval for the proposed 2008/09 Revenue Budget, Medium Term Financial Plan (MTFP) and revised Capital Programme that will be recommended to full Council.

Recommendations

2. That the District Executive
 - 2.1 recommends to full Council the following: -
 - (a) approval of the overall Revenue Budget for 2008/09 of £19,734,900 and the General Account Summary as shown at Appendix A and note future year projections;
 - (b) approval of the detailed budgets for the four Area Committees and the District Executive as shown at Appendix B;
 - (c) approval of an increase in the Council Tax of 4.85% (2.85% inflationary increase plus 2.00% to fund the capital programme) for South Somerset District Council, which will result in a Band D charge of **£142.44**;
 - (d) approval of the additional expenditure for inescapable bids as shown in Appendix C;
 - (e) approval of the additional expenditure for growth bids as shown in Appendix D;
 - (f) approval of the efficiency savings, other savings and additional income generation as shown in Appendix F;
 - (g) approve the once-off items of expenditure as shown in Appendix G;
 - (h) note the current position and future estimation of reserves and balances as shown in paragraphs 34 to 38;
 - (i) approval of the revised Capital Programme as shown in Appendix H;

- (j) approval of the new schemes to be included in the Capital Programme as shown in Appendix I;
- (k) note the proposed funding of the Capital Programme as shown in paragraph 49.

2.2 That the District Executive:-

- a) approve the revised car parking and season ticket charges as shown in Appendix M that reflect these budget proposals;
- b) agree appropriate amendments to the Car Parking Order that will be advertised as necessary;
- c) note the detailed Capital Investment appraisal forms for new schemes, as shown at Appendix J;

Background

3. In October 2007 and December 2007, the District Executive received reports on the draft 2008/09 budgets, Medium Term Financial Strategy and Medium Term Financial Plan that were subject to:
 - notification of the final Formula Grant settlement;
 - comments from Scrutiny Commission;
 - a further review of inescapable and corporate plan bids;
 - inclusion of further savings;
 - any final adjustments to projected budgets.
4. The District Executive has delegated authority to manage and monitor the approved budget once it has been approved by Council.
5. This report sets out the final proposals to be agreed by District Executive prior to submission to Council on 21st February 2008.

Revenue Budget 2008/09

6. Appendix A shows the General Revenue Budget Summary for 2008/09, which totals £19,734,900. Appendix B provides the detailed budgets for the four Area Committees and the District Executive. Once approved by full Council, these represent the financial plans that the Executive will manage under their delegated authority and monitor in accordance with the Financial Procedure Rules.
7. The initial revenue budget projections and proposals were considered by the Scrutiny Commission on 2nd November 2007. Their comments were reviewed by District Executive in December 2007 and amendments made – those comments are attached at Appendix L. Further comments on the February report will be sought prior to Full Council.

Medium Term Financial Strategy

8. The medium term financial plan outlines the financial needs and requirements over the next five years to deliver the Corporate Plan. The strategy is to deliver a balanced budget each year over the term of the plan. A balanced budget means that balances or reserves are not used to meet on-going expenditure commitments.

The Strategy for Increasing Plan Expenditure

9. An annual allowance will be made for pay, pension costs, and price inflation. New bids for additional expenditure will only be accepted through the following:
 - ❖ An additional requirement to meet Corporate Plan critical activities and objectives and linked to individual service plans;
 - ❖ An additional requirement as an inescapable commitment meeting one of the following criteria:
 - Legislative changes e.g. climate change levy;
 - Growth in the community e.g. increase in number of dwellings serviced by refuse collection;
 - Income budgets not able to increase by inflation e.g. car park fees reviewed every two years;
 - Other potential changes e.g. contract re-tendering;
 - ❖ An additional investment made to drive efficiency and/or performance to deliver the objective outlined in paragraph 7 in terms of efficiency savings;
 - ❖ Revenue implications of new capital schemes.

The Strategy for Financing the Plan

10. The aim is to set Council Tax generally in line with inflation with an allowance to increase the tax by a further 2% per annum to finance the capital programme as outlined within the Capital Strategy.
11. Each year savings will need to be found to cover the increase in planned expenditure outlined above. This will be done through savings being made in the expenditure using the following in order of priority:
 - ❖ Efficiency savings – through transformational/ business re-engineering principles;
 - ❖ Additional income – maximising income streams to the authority for services rendered;
 - ❖ Reducing expenditure in non-priority areas;
 - ❖ Other service reductions.

Contingencies, Balances, and Reserves

12. District Executive will set aside a budgeted amount annually to cover any contingencies that may arise during the financial year. This sum will be agreed on an annual basis.
13. A regular review of financial risks to assess the optimum levels of balances and reserves will be reported to members every six months. This ensures that the authority has sufficient funds to meet its key financial risks.
14. Only once-off expenditure will be financed from balances.

Local Government Financial Settlement

15. The final figures for Formula Grant were announced on 24th January for 2008/9, 2009/10 and 2010/11. For 2008/9 there is an increase of 1.5% amounting to additional funding of £156,595. In 2009/10 the increase is 1.2% and 1.3% for 2010/11. The specific grant for waste performance and efficiency is now built into the base formula grant.
16. Specific grants will be received of £384,000 for the extended countrywide concessionary fare scheme and £52,000 for homelessness.
17. The Government has also now introduced Area Based Grant (ABG). This removes the ringfencing on some specific grants. South Somerset District Council has received £26,000 for cohesion next year. However, the council has not received any of the Home Office grant for community safety and all funding has been made to Somerset County Council.

Council Tax

18. Assumptions made are that Council tax will increase in line with inflation and 3% has been planned per annum beyond 2008/09. The Capital Strategy also authorises the addition of 2% per annum if required to finance the capital programme. For 2008/09 a 2.85% inflationary increase plus 2% to finance the capital programme is recommended and a council tax increase set of 4.85%.

Medium Term Financial Plan (MTFP)

19. The table below summarises the MTFP projections, showing future commitments over the current year's base budget.

	2008/9 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000
Base Budget	18,753.6	19,734.9	19,717.1	19,656.2	20,591.1
Price Inflation @ 2.5%	206.6	217.3	222.7	228.3	234.0
Pay Inflation (including pensions and increments)	825.0	869.2	454.4	823.2	848.2
Inescapable bids (Appx. C)	1,166.6	827.3	820.2	842.4	805.0
Risks currently included within balances	0	400.0	400.0	400.0	400.0

Revenue Implications of Capital	4.5	7.5	63.9	64.3	65.0
Growth Bids (Appx. D)	100.0	30.0	45.0	30.0	70.0
Loss of Interest on Releasing £18million capital over 6 years	150.0	150.0	150.0	150.0	150.0
Efficiency Savings (Appx. F)	(1,090.3)	(16.6)	0	0	0
Increased Income (Appx.F)	(642.5)	(39.8)	0	0	0
Other Savings (Appx. F)	(139.1)	(42.0)	(68.0)	0	0
Once-off Expenditure Appx. G)	400.5	(294.0)	(106.5)	0	0
Total Budget Requirement	19,734.9	21,843.8	21,698.8	22,194.3	23,163.3

The resources available to fund these proposals are as follows:

	2008/9 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000
Formula Grant	10,851.0	10,984.2	11,127.7	11,350.3	11,577.3
Council Tax	8,438.9	8,582.0	8,883.9	9,196.3	9,519.5
Surplus on Collection Fund	70.3	0	0	0	0
Second Homes Income to LSP	44.5	44.5	44.5	44.5	44.5
Use of Revenue Balances	330.2	106.5	(400.0)	0	0
Total Income Available	19,734.9	19,717.1	19,656.2	20,591.1	21,141.2

Net savings required	Nil	(2,126.7)	(2,042.6)	(1,603.2)	(2,022.1)
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Funding the Budget Gap

20. In October District Executive agreed targets for funding the budget gap through various means. The targets and achievements for 2008/09 are as follows:

	2008/09 Target £'000	2008/09 Planned Achievements £'000	2008/09 Variation £'000
Service targets @ 3% of net budget / other savings	465.7	775.0	309.3
Outsourcing or partnership working	556.5	392.5	(164.0)
Lean thinking/ Business Process Re-engineering	750.0	99.9	(650.1)
Reduction in non-priority areas/ and reviewing of activities	600.0	609.8	9.8
Total Savings	2,372.2	1,877.2	(495.0)

21. The achievements outlined above reflect that the actual budget outlined is in a much more robust position and does not rely on the outcomes of the work that has been started but not yet completed in partnership work and lean thinking. Savings from this work can now be accumulated to meet next year's budget gap.
22. All budget savings have required the completion of impact statements, which include the effects on the Corporate Plan, partnerships, social (impact on diversity and equality), and economic impact. These statements then require the input of both the Director and Portfolio Holder with responsibility for that service area.

Efficiency Statements

23. As Members are aware, from 2005/06 the ODPM required all Councils to achieve efficiency targets. Proposals are reported to the DCLG and audited by external audit. The targets for South Somerset District Council (SSDC) are shown in the table below, together with SSDC proposals to date:-

Year	Target £'000	SSDC Achievements/ Proposals £'000
2004/05	-	{ 414.0
2005/06	760.0	{ 484.8
2006/07	619.0	632.1
2007/08	619.0	642.8
Total	1,998.0	2,173.7

24. The table shows that SSDC has performed well so far in the delivery of efficiency savings and if planned savings are carried out successfully this council will have exceeded its' target by the end of 2007/08 by £175,700. Achievement of efficiency targets in future years will be measured through a BVPI.

Procurement Activity

25. An inescapable bid has been included within the budget to remove a target of savings from procurement that appears directly against the procurement budget. This is to reflect that procurement spend will be reported directly through service spend reductions in future. A target saving percentage will be set through the procurement strategy and savings will be added to the MTFP as they occur.

Growth Bids

26. Each year bids are made for growth in service areas and funding is moved from non-priority areas to fund these. A scoring methodology has been adopted to prioritise the bids mainly around the impact on delivery of Corporate Plan aims, objectives, and critical activities and is included at Appendix D. The bids that have been successful for 2008/09 score 700 or more and will deliver critical activities within the Corporate Plan. The successful bids are attached at Appendix C.

Links to Key Partnerships

27. Within the MTFP outlined above revenue partnership funding has been included within the following areas:

	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000
Somerset Waste Partnership	2,920.1	3,029.2	3,177.6	3,335.7	3,420.5
South West Audit Partnership	154.4	158.3	162.2	166.3	170.4
Local Strategic Partnership	44.5	44.5	44.5	44.5	44.5
Yeovil Vision	128.1	-	-	-	-
Community Safety South Somerset Area Action Panels	-	-	-	-	-
Mendip and South Somerset Community Safety Partnership	-	-	-	-	-
Somerset Strategic Partnership	-	-	-	-	-
South Somerset Consultative Forum	-	-	-	-	-
Total Revenue Partnership Funding	3,247.1	3,232.0	3,384.3	3,546.5	3,635.4

28. In addition to this capital funding of £117,000 has been included in the overall capital programme for Yeovil Vision.

Links to Major Strategies

29. The revenue funding for strategies is mainly included within base budgets further funding has been agreed for the following:

	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000
Young People's Strategy	3.5	11.5	-	-	-
Workforce Planning Strategy	-	-	-	-	-
Capital Strategy	150.0	150.0	150.0	150.0	150.0
Total Revenue for Strategy Funding	153.5	161.5	150.0	150.0	150.0

30. Capital funding included for major strategies is as follows:

	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000
Housing Strategy	840.0	840.0	840.0	-	-
Income Collection Strategy	48.0	26.0	-	-	-
ICT Strategy	300.0	300.0	300.0	300.0	300.0
Total Capital for Strategy Funding	1,188.0	1,166.0	1,140.0	300.0	300.0

Public and Stakeholder Consultation

31. Public Consultation took place in 2006 across households in Somerset and also at the "State of the District" meeting in November with public, stakeholders, and

members. Overall when asked about priorities and non-priorities if South Somerset had to make savings the following areas were highlighted:

Priorities

- Parish play areas
- Street cleaning
- Youth club activities
- PCSO's
- Garden waste
- Card and plastic recycling

32. However these were priorities if funding for SSDC remained as is without having to find substantial savings. The majority of participants voted to keep these services as they are when faced with budget cuts.

Non Priorities

- Museums
- Car park income (i.e. willing to pay more in car parking to fund priorities)
- Voluntary grants
- Countryside paths
- Parks
- Abandoned cars

33. It is worth noting however that the choices above were made when savings needed to be found. When funding remained constant the participants were happy with the level of funding in these areas.

34. In addition the public were asked about council tax levels in 2006. The results showed that the public were happy to pay a higher level of Council Tax of £4 above inflation to keep the level of services provided.

Revenue Balances and Contingency & Reserves

35. In addition to the funds available for the Revenue Budget, the Council has certain balances and reserves, and a Contingency Fund to meet exceptional or unforeseen events. The Financial Strategy is to retain sufficient general balances to meet its major financial risks. Risks were reviewed in December 2007 and for 2008/09, the minimum general balance should be £1,364,000.

36. General Fund Balance represents the accumulated revenue surpluses. Within the total, however, are amounts that have been earmarked by the District Executive for specific purposes. The table below shows the current position on the General Fund Balance compared to that previously reported:

As at 01.04.07 £000	General Fund Balances	Movement	As at 01.04.08 £000
3,353	Balance at 01.04.07		3,353
	Less:		
	(a) District Executive decisions in 2007/08	(841)	(841)

(426)	(b) Carry forwards to services approved by District Executive	0	(426)
	(c) Earmarked for specific purposes:		
	▪ allocated to Committees:		
(128)	- Area East	39	(89)
(162)	- Area West	121	(41)
(70)	- Area North	30	(40)
(30)	▪ Building Control Trading Balance	17	(13)
(9)	▪ IT Replacement Committed Balance	2	(7)
(40)	▪ Insurance Fund	40	0
(42)	▪ Economic Development Balance	0	(42)
(300)	▪ Job Evaluation	0	(300)
(400)	▪ Concessionary Fares	400	0
(75)	▪ Members Funds	75	0
(7)	▪ Sampsons Wood	7	0
(75)	▪ Unitary Referendum	75	0
0	(d) Estimated overspend on Revenue Budget 2007/08	(170)	(170)
1,589	Estimated Unallocated General Fund Balance at 31 March 2008	(205)	1,384

37. The 2008/9 Revenue Budget includes a once-off Contingency Budget of £70,300 that is available to the District Executive to meet unplanned expenditure. The MTFS states that this will be reviewed annually.
38. Reserves are amounts that have been set aside from annual revenue budgets to meet specific known events that will happen in the future. An example of such a reserve is the amount set aside annually to meet the cost of the SSDC elections that occur every four years. The full list of specific usable reserves and the current balance on each is shown below:-

Reserve	Current Balance £'000
Capital	
Usable Capital Receipts	41,259
Capital Reserve	1,086
Revenue	
Crematorium Reserve	533
Car Park VAT Reserve	377
LABGI Reserve	224
Yeovil Vision	128
Yeovil Athletic Track Sinking Fund	86
Historic Buildings Reserve	71
LDF Reserve	64
Bristol to Weymouth Rail Reserve	56
Save to Earn Reserve	50
Insurance Fund	42
Town Centre Management Reserve	35
Corporate Grants Reserve	33
Planning Delivery Reserve	31
Risk Management Reserve	15
Replacement of CCTV Reserve	10

Recreational Development Fund	9
Equipment Replacement Reserve	9
CFIRs 2 Economic Development Reserve	6
Total	44,124

39. A review of balances and reserves and the likely three-year forward prediction has been made. The levels of balances will continually be reviewed and additions from in year savings may be made to ensure they remain at the required level. The levels expected are shown below:

Year	Non-Earmarked Balances at Year End £	Reserves at Year End £
2008/09	1,364,000	40,566,952
2009/10	1,364,000	37,987,592
2010/11	1,364,000	36,105,176

Robustness of 2008/09 Revenue Budget

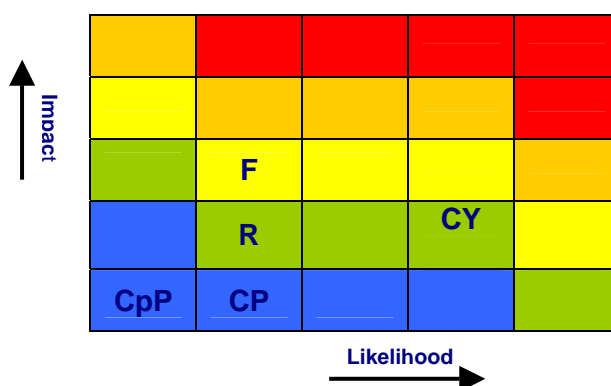
40. Under Section 25 of the Local Government Act 2003 the S151 officer is required to report to Council on the robustness of the estimates made for the purpose of calculations of the budget and the adequacy of the proposed financial reserves.
41. The formulation of the budget has allowed for best estimates of inflation and commitments necessary to maintain service levels. With demand-led budgets this inevitably entails a degree of judgement.
42. There has been a significant degree of scrutiny of the proposed budgets and savings for 2008/09 by:
- The Finance team
 - Heads of Service
 - Management Board
 - Portfolio Holders
 - A Scrutiny Commission
 - Scrutiny Committee
43. These examinations of the budgets have led to refinements and provide considerable assurance about the robustness of the estimates.
44. There remains however some key risks inherent in the 2008/09 Revenue Budget since the budget is a financial plan based on assumptions. These risks will be managed by the individual officers as shown in italics below:
- (a) The budget includes an estimate of the cost of job evaluation. The exercise has not yet been completed to enable a final cost to be calculated. A further report will be made to District Executive once the actual cost is known at the end of March 2008. (*Phil Dolan*)
- (b) Income from Land Charges search fees has fallen during 2007/8, with a net estimated loss of £26,000 due to the introduction of the Home Information Packs. No inflationary changes have been made to the budgeted income for 2008/9 and income levels will be closely monitored as a fall in volume of a

10% would mean an income loss of £56,000. (*Ian Clarke*)

- (c) Income from interest on investments continues to be a significant item in the Council's Revenue Budget. In 2008/09, the interest received is estimated at £2.19 Million, which equates to 11% of the net revenue budget. This has been calculated on the assumption of an average interest rate of 4.25%, which is below the current level of central interest rates but allows for a reduction in the balances available for investment as capital expenditure increases. A fall of ¼% would reduce interest receivable by £129,000 and members need to bear in mind that the global economy is the most influential factor on interest rates. (*Donna Parham*)
- (d) Housing Benefit Subsidy is administered on behalf of Central Government by SSDC and a grant reimburses for expenditure incurred. Approximately £35.4m in benefit is paid out and the grant normally accounts for 100% of this, however adjustments reducing the grant are made for local authority errors. To minimise any reductions the budget is closely monitored throughout the year. (*David Stapleton*)
- (e) Concessionary Fares costs have risen during 2007/8 from £926,400 to a revised estimate of £1,693,500. Despite funding from general fund balances there is a predicted overspend of £327,000. In 2008/9 the scheme will be expanded from countywide to nationwide and an additional grant of £384,000 has been awarded. For 2008/9 funding has been increased by £577,300. First bus operator have recently agreed to reduce the level of reimbursement from 72% to 70%, this represents a saving of up to £150,000 for 2008/9. Lobbying of Central Government to adequately fund the scheme is also ongoing. (*Mark Pollock*)
- (f) The homeless prevention fund has reduced reliance on bed & breakfast accommodation and costs are generally recovered from the tenant or housing benefit. However a bad debt provision of £30k has been built into 2008/9 budgets to ensure its robustness. (*David Stapleton*)
- (g) Goldenstones income has declined during 2007/8 mainly due to increased competition in the area. Expenditure is strictly controlled to minimise this and the budget closely monitored. (*David Stapleton*)
- (h) Planning income is predicted to exceed the 2007/8 by £100k and an additional £240,00 has been built into 2008/9 budgets. A 1% fall in income amounts to £11,900. There are a number of key sites due for development within the district that should ensure income budgets are achieved. (*Mark Pollock*)
- (i) Unions are demanding a 6% pay rise for public sector workers. The 2008/9 budget has been set with a 3% allowance which is considered a more realistic inflationary increase. (*Phil Dolan*)
- (j) Car parking income has decreased by £150,000 against budget in 2007/08. This has been realigned for 2008/09 and an adjustment made for a reduction in usage following an increase in fees from the benchmarking exercise. (*Vega Sturgess*)

- 45. In conclusion the process for the formulation of budgets, together with the level of challenge and sensitivity analysis undertaken provides a reasonable assurance of the robustness of the budget as presented.
- 46. The level of the Council's reserves and balances have been reviewed in light of the risks outlined above and are currently predicted to remain at the required level.

Risk Matrix



Key

Categories	Colours (for further detail please refer to Risk management strategy)
CpP = Corporate Plan Priorities	Red = High impact and high probability
F = Financial	Orange = Major impact and major probability
CP = Community Priorities	Yellow = Moderate impact and moderate probability
R = Reputational risk	Green = Minor impact and minor probability
CY = Capacity	Blue = Insignificant impact and insignificant probability

Band D Equivalent Council Tax

- 47. The MTFP has been prepared on the basis of a Council Tax increase of 4.85% per annum over the 2007/08 levels and that the number of properties will increase by 608. This means that the Band D Council Tax charge will be £142.44 (an increase of £6.59 per annum).
- 48. As billing authority, SSDC has to calculate a basic level of tax based on its own spending plans, to which is added the precepts from Somerset County Council, Devon and Somerset Fire Authority, Avon and Somerset Police Authority and any town/parish council.
- 49. The actual total of Council Tax for South Somerset residents will be calculated once all precepting authorities have notified SSDC of their proposals. The total Council Tax will be approved at full Council on 21st February 2008.
- 50. In 2003, SSDC reduced the discount for Council Tax on second homes to 10% and agreed that the additional income be allocated to the Local Strategic Partnership (LSP) – South Somerset Together. This means that £44,500 will be allocated from SSDC along with the amount allocated by Somerset County Council (which will be confirmed once their budget is approved).

Estimates for Future Years Band D Council Tax

51. Current estimates within the Medium Term Financial Plan and Medium Term Financial Strategy is that Council Tax levels will remain in line with inflation at 3% per annum over the period of the plan. However, as part of the approval of the Capital Strategy members agreed that each year a decision would be made to either find savings of £150,000 or increase Council Tax by a further 2% to finance the capital programme.

Capital Programme 2008/09 to 2012/13

52. A revised capital strategy was agreed at full Council in December 2006. The strategy assumes that over the period of the Corporate Plan £18,000,000 of invested receipts will be used to finance the capital programme in addition to any new capital receipts. The freeing up of invested receipts enables further corporate priorities to be met and also reflects the declining receipts from housing preserved "right to buy" sales.
53. The planned capital spend in 2008/09 amounts to £8,061,000. Full details of the revised Capital Programme are shown in Appendix H; new schemes are shown in bold type, with previously approved schemes in ordinary type. A summary of recommended schemes is included at Appendix I and the scoring of all bids at Appendix K. Attached at Appendix J are the Capital Investment Appraisal forms for all 2008/09 new schemes.
54. The District Executive considered the resources available and the various capital bids at its meeting on 3rd January 2008 and referred them to the Scrutiny Committee on the 8th January 2008.
55. The comments of the Scrutiny Committee are included in Appendix L.

Funding the Capital Programme

56. The table below shows how the overall Capital Programme will be financed:-

	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000
Capital Grants	-	-	-	-	-
Disabled Facilities Grant	272	272	272	-	-
Useable Capital Receipts	7,789	2,503	669	971	622
Total Financing	8,061	2,775	941	971	622

57. From 2006/07 central government allocated specific capital grants for social housing. SSDC will be notified of its grants allocation in February 2008. Early indications are that it will be two thirds of its current allocation, at £435,000.

Impact of the Capital Programme on Prudential Indicators

58. The impact of the new capital schemes approved within the capital programme on the average Band D household is as follows:

Prudential Indicator 10	2008/09 £	2009/10 £	2010/11 £
Decrease in Council Tax Band D	0.99	0.52	0.70

59. As capital spend at SSDC is largely financed from additional receipts so the figures shown above actually show the possible decreases in council tax if all capital receipts were invested rather than used for capital expenditure.

APPENDICES:-

- Appendix A - General Account Summary 2008/09
- Appendix B - Area Committees & District Executive detailed budgets 2008/09
- Appendix C - Inescapable Bids
- Appendix D - Corporate Plan Bids
- Appendix E - Scoring of Corporate Plan Bids
- Appendix F - Efficiency & Other Savings and Additional Income
- Appendix G - Once-Off bids
- Appendix H - Revised Capital Programme
- Appendix I - Summary of Recommended Schemes
- Appendix J - Capital Investment Appraisals for new schemes
- Appendix K - Capital Bid Scoring
- Appendix L - Scrutiny Commission comments
- Appendix M - Revised Car Parking Charges

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Council Report – February 2008