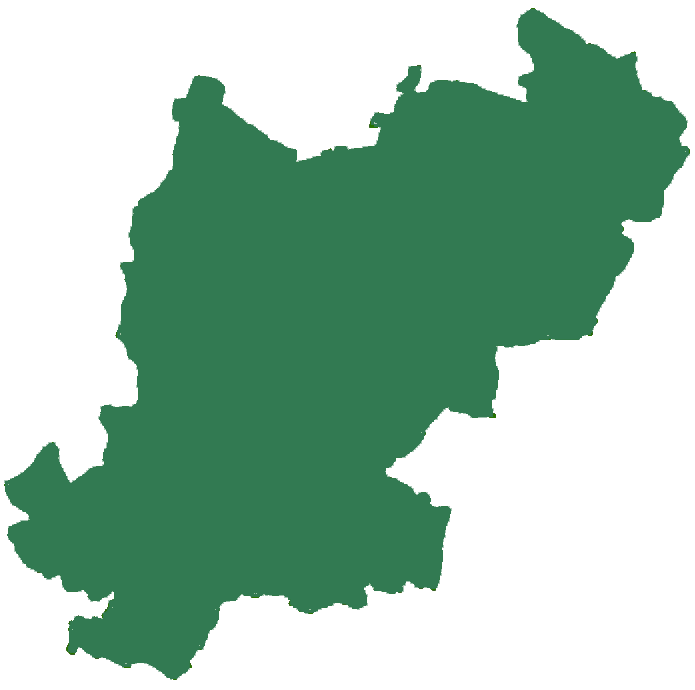


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**Revenue and Capital Budgets**





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# BUDGET STATEMENT 2018/19

### Introduction

* 1. The revenue and capital budgets for 2018/19 are presented in this booklet for approval by full Council. In determining the budget the Council approves the financial resources necessary to achieve its plans for the provision of services and also sets the level of council tax for the year. The budget has been prepared within the context of a **Medium Term Financial Strategy (MTFS) [Annex 1]**.
  2. By way of context, since 2010/11 the Council has seen its local government finance settlement (core funding) decrease by some 67% or

£4.4m (from £6.6m in 2010/11 to £2.2m in 2018/19). Indeed there are further cuts planned in future years, with the indicative settlement figure for 2019/20 being some £1.3m.

* 1. The fall in core funding is, in part, negated by the grant award under the New Homes Bonus (NHB) scheme which in 2018/19 is around £3.3m. However, NHB funding is expected to fall sharply in future years as the changes made to the scheme in 2017 work their way through the system, and the high levels of housing growth seen in recent years fall out of the calculation. In due course, assuming no further changes are made to the scheme, it is estimated that NHB could be in the order of £1.5m.
  2. It can be seen from the above that the ongoing reduction in government grant funding has and continues to place ever increasing pressure on the Council’s finances and, in turn, financial sustainability. Based on the indicative figures provided by the government in the local government finance settlement 2018/19, amongst other things, latest projections point to a ‘funding gap’ between expenditure and income of **circa £1.0m** to be addressed over the short to medium term.
  3. It should be noted that, depending on the extent to which NHB is subject to further changes, there is a real risk that the ‘funding gap’ could be more than is presently reflected in the MTFS. We do believe that our MTFS is resilient and the financial pressures likely to confront us can be addressed in a measured and controlled way, but with ever increasing pressure this is becoming progressively more difficult and places financial sustainability at risk.
  4. That said, based on the above projection we can and propose to breakdown the savings target into tranches (tranche one £350,000, tranche two £350,000 and tranche three £300,000 to be achieved by 2019/20, 2020/21 and 2021/22 respectively).
  5. It is clear from what is, undoubtedly, a significant financial challenge, some radical and certainly difficult choices will have to be made.

### Medium Term Financial Strategy

* 1. **Background**
     1. The Council’s Medium Term Financial Strategy (MTFS) covers both revenue and capital budgets, and it is this Strategy that underpins the budget setting process for the forthcoming year and over the strategy period.
     2. The Strategy sets out the high level financial objectives the Council wishes to fulfil over the agreed time span. The Strategy also sets out, based on current financial information, not only the projected budgets for the period, but also the levels of council tax that are projected to be required to meet the Council's spending plans.
     3. The aim of the MTFS is to give us a realistic and sustainable plan that reflects the Council's priorities and takes us into the future. Underneath the Strategy sits detailed estimates formulated in conjunction with Services taking into account past outturn, current spending plans and likely future demand levels / pressures. It is acknowledged that circumstances will change and for this reason the Strategy needs to, and will, be kept under regular review.
     4. The MTFS spans a rolling ten-year period with two fundamental objectives: to achieve a balanced revenue budget and to retain a minimum of £2.0m in the general revenue reserve by the end of the strategy period. All of the key objectives currently set out in the MTFS can be found at **[Annex 1]**.
     5. Alongside the MTFS sits a **Savings and Transformation Strategy [Annex 2]**. Its purpose, to provide structure, focus and direction in addressing the significant financial challenge that lies ahead and, in so doing, recognise there is no one simple solution and we will need to adopt a number of ways to deliver the savings within an agreed timetable. A number of key themes have been identified, together with outline targets and an indicative year of implementation for each.

### Corporate Strategy

* + 1. The Council’s financial plans should be in support of its strategic priorities and objectives set out in overview in the recently updated [Corporate Strategy](https://www.tmbc.gov.uk/__data/assets/pdf_file/0003/245514/Corporate-Strategy-Adopted.pdf).
    2. The Strategy sets out Our Vision: *To be a financially sustainable Council that delivers good value services, provides strong and clear leadership and, with our partners, addresses the needs of our Borough* guided by the following core values:

Taking a business-like approach; Promoting fairness;

Embracing effective partnership working; and

Valuing our environment and encouraging sustainable growth.

### Financial Context

* + 1. In April 2017 a Special Expenses Scheme was introduced and the Financial Arrangements with Parish Councils Scheme revoked from the same date. In accordance with the prescribed methodology we are required to aggregate all expenditure as if special expenses did not exist and calculate a *notional* Band D tax rate. The Council’s *notional* Band D tax rate for 2018/19 is **£203.42 (an increase of £5.91 or 2.99%)**. In setting this level of council tax, the Council is to make a contribution of **£433,400** to its General Revenue Reserve.
    2. In respect of Government Grant including New Homes Bonus (see paragraph 3) in 2018/19 the Council is to receive based on its baseline funding level (see paragraph 11) £5,548,238, a decrease of £208,629 or 3.6% when compared to the previous year.
    3. The Medium Term Financial Strategy is the Council’s high level financial planning tool which underpins the budget setting process. Alongside the MTFS sits a Savings and Transformation Strategy to provide structure, focus and direction in addressing the significant financial challenge faced by the Council.

### Local Government Finance Settlement

* 1. One of the external factors affecting the Council’s budget is the level of Government Grant funding that is allocated to Tonbridge and Malling through the Local Government Finance Settlement.
  2. Our Settlement Funding Assessment for 2018/19 is £2,214,110. This represents a cash decrease of £682,286 or 23.6% when compared to the equivalent figure of £2,896,396 in 2016/17 (year 1 of a 4-year settlement with the indicative settlement figure for 2019/20 being some £1.3m).
  3. In addition, the Council’s grant award under the New Homes Bonus scheme in 2018/19 is £3,334,128. This represents a cash decrease of

£513,752 or 13.4% when compared to the equivalent figure of £3,847,880 in 2016/17 (NHB funding, assuming no further changes are made to the scheme, is expected to fall sharply in future years to in the order of £1.5m).

* 1. A breakdown of the total grant funding into the various funding streams over the period 2016/17 to 2018/19 (year 3 of a 4-year settlement) is set out in the table below.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
|  | **2016/17** | **2017/18** | **2018/19** | **Cash Increase /** | |
| **(Decrease)** | |
|  | **£** | **£** | **£** | **£** | **%** |
| Local Share of Business Rates (baseline) | 2,106,525 | 2,149,532 | 2,214,110 | 107,585 | 5.1 |
| Revenue Support Grant | 655,042 |  |  | (655,042) | (100.0) |
| Transition Grant | 134,829 | 117,201 |  | (134,829) | (100.0) |
| **Settlement Funding Assessment** | **2,896,396** | **2,266,733** | **2,214,110** | **(682,286)** | **(23.6)** |
| New Homes Bonus | 3,847,880 | 3,490,134 | 3,334,128 | (513,752) | (13.4) |
| **Total Grant Funding** | **6,744,276** | **5,756,867** | **5,548,238** | **(1,196,038)** | **(17.7)** |

* 1. As can be seen from the table our total grant funding is to decrease by

£1,196,038 or 17.7% when compared to the equivalent figure for 2016/17.

* 1. It is worth noting that, of the twelve district councils in Kent, Tonbridge & Malling Borough Council continues to receive **one of the lowest, if not the lowest,** Settlement Funding Assessment both in **total and per head** each year over the multi-year settlement period 2016/17 to 2019/20.
  2. Government grant funding including New Homes Bonus continues the trend whereby the proportion of the Council’s budget requirement met from council tax is increasing over time. The chart below shows the ratio between government grant and council tax.

**100%**

**Ratio between general government grant and council tax**

**50%**

**0%**

**2016/17**

**2017/18**

**2018/19**

Government Grant including New Homes Bonus Council Tax

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
|  | **57.6%** |  |  | **62.6%** |  |  | **64.7%** |  |
|  |  |  |  |  |  |
| **42.4%** |
| **37.4%** | **35.3%** |

* 1. In addition to council tax and grant funding streams, the Council also levies fees and charges locally for specific services, and generates investment interest on monies held.
  2. As the chart below demonstrates, the Council is becoming far more reliant on ‘local’ forms of income (i.e. the council tax levied, plus interest, fees and charges) to meet the cost of local services.

**Sources of Income**

**100%**

**90%**

**80%**

**2016/17**

**£23.4M**

**2017/18**

**£23.2M**

**2018/19**

**£24.9M**

### Revenue Support Grant Other Govt Grants

3.8%

13.4%

9.1%

32.9%

40.8%

**New Homes Bonus**

**Share of Business Rates**

**70%**

2.8%

3.2%

16.4%

8.3%

30.1%

39.2%

3.3%

15.0%

8.6%

31.4%

41.7%

**60%**

**50%**

**Interest, Fees and Charges**

**40%**

**30%**

**Council Tax**

**20%**

**10%**

**0%**

### Local Referendums to Veto Excessive Council Tax Increases

* 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.
  2. The level of council tax increase for 2018/19 above which the Council would be required to hold a referendum is **3.0%, or more than 3% and more than £5**.

### General Fund

* 1. The Council’s estimated net revenue expenditure for 2018/19 (prior to any contribution to or from the revenue reserve) amounts to £12,566,700. A contribution of £433,400 is to be made to the revenue reserve giving

£13,000,100 as the Council’s budget requirement. A statement of balances and reserves is shown on page GF1.

### Collection Fund

* 1. As the billing authority for the area, this Council has responsibility for maintaining the ‘collection fund’ accounts into which business rates and council tax are paid.
  2. Each year we have to estimate the surplus / deficit on the collection fund in respect of business rates and then share this between the relevant parties in accordance with the Business Rates Retention scheme; and estimate the surplus / deficit on the collection fund in respect of council tax and then share this between the major precepting authorities including ourselves. These are known as collection fund adjustments.
  3. The estimated **surplus** on the collection fund in respect of business rates at 31 March 2018 is £15,308, of which our share is £6,123.
  4. The estimated **surplus** on the collection fund in respect of council tax at 31 March 2018 is £818,893, of which our share is £124,226.

### Council Tax Base

* 1. The Council Tax base, as determined by the Director of Finance and Transformation was set at **49,924.51** band D equivalents for 2018/19.

### Council Tax Reduction Scheme

* 1. From April 2013, the Council Tax Benefit Scheme (which operated nationally) was replaced by local Council Tax Reduction Schemes. As part of the arrangements, the value of the financial support towards council tax is applied to council tax payers’ accounts in the form of a discount. The discounts awarded, in turn, are taken into account when determining the Council’s tax base (see paragraph 7).

### Special Expenses and Parish Council Precepts

* 1. In April 2017 a Special Expenses Scheme was introduced and the Financial Arrangements with Parish Councils Scheme revoked from the same date. The basic amount of council tax plus the special expenses Band D charge, where applicable, gives the total Borough Council Band D charge for that area. Details of the Special Expenses for 2018/19 can be found on page 24.
  2. In addition, details of Parish Council precepts for 2018/19 can be found on page 25.

### Consultation with Non-Domestic Ratepayers

* 1. Before determining total estimated expenditure and calculating its requirements for the ensuing financial year, the Council has consulted representatives of its non-domestic ratepayers. No comments were received.

### National Non-Domestic (Business) Rates

* 1. National non-domestic rates are collected by billing authorities at a nationally prescribed rate in the pound and redistributed as part of the local government finance settlement. The prescribed standard rate for 2018/19 is 49.3p compared to 47.9p for 2017/18. A lower rate of 48.0p (46.6p for 2017/18) applies to small businesses with rateable values below £51,000.
  2. From April 2013 business rates income collected above or below a pre- determined baseline funding level is shared between central government, the billing authority and other major precepting authorities covered by the Business Rates Retention scheme subject to safety net and levy arrangements. From 2015/16 the Council became a member of the Kent Pool for Business Rates Retention scheme purposes and for 2018/19 the Kent & Medway Business Rates pilot.
  3. For medium term financial planning purposes it is assumed that from 2021/22 the Council will be above the baseline set and benefitting as a result from additional business rates income. The Council’s actual business rates income is currently below the baseline set and has to meet a share of that shortfall up to a maximum of circa **£166,000** in 2018/19 (or would do if we were not part of the Kent & Medway Business Rates pilot). This figure increases each year in line with inflation.

### Capital Estimates

* 1. The Borough Council’s Capital Plan is shown on pages CP1 to CP25. This is the culmination of a review process which began in January 2018. The progress on existing Capital Plan schemes has been noted and Cabinet on 8 February 2018 recommended the inclusion of one or more new schemes.
  2. Bearing in mind the significant financial challenges facing the Council and the limited funding available, only schemes meeting one or more of the following criteria would normally be considered for inclusion in the Capital Plan:
* to meet legislative requirements including health and safety obligations;
* funded from external resources; and
* reduce revenue expenditure and or generate income.
  1. The Capital Plan includes references to the Council’s former Key Priorities and Improvement Actions and the key to these can be found on pages CP26 to CP34.

### Cabinet

* 1. Cabinet comprises the following Councillors:

Cllr N Heslop Leader and Economic Regeneration

Cllr M Coffin Finance, Innovation and Property and Deputy

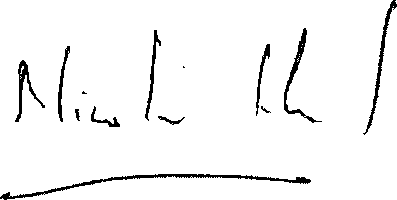
Executive Leader Cllr Mrs M Heslop Community Services

Cllr D Lettington Street Scene and Environment Services Cllr P Montague Housing

Cllr H Rogers Strategic Planning and Infrastructure

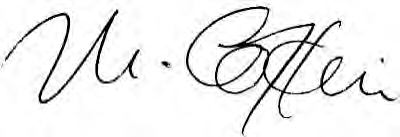
### Acknowledgement

* 1. The formulation of the Budget for 2018/19, as in recent years, has been challenging and we are indebted to the staff in Financial Services who have, once again, worked tirelessly to bring both the Budget for 2018/19, and the updated Medium Term Financial Strategy, to fruition. We are also grateful to the Management Team and staff across the organisation for their support, advice and assistance throughout the process. Finally, we would like to thank the Cabinet and Members of the Council for their dedication and their support throughout the budget setting process.



Julie Beilby Nicolas Heslop

Chief Executive Leader of the Council



Sharon Shelton Martin Coffin

Director of Finance and Finance, Innovation and Property

Transformation and Deputy Executive Leader

**Annex 1 MEDIUM TERM FINANCIAL STRATEGY 2018/19 – 2027/28**

**INTRODUCTION**

The Council continues to face a significant financial challenge as a result of the Government’s budget deficit reduction programme which has resulted in a reduction in the financial support it can offer to local government. We do believe that our Medium Term Financial Strategy is resilient and the financial pressures likely to confront us can be addressed in a measured and controlled way, but with ever increasing pressure this is becoming progressively more difficult and places financial sustainability at risk.

This Medium Term Financial Strategy represents an update to the strategy approved by Council on 14 February 2017. The update has been prepared given the circumstances prevailing in February 2018. It will be reviewed and updated further as circumstances change, but nevertheless, remains a **statement of intent** by all stakeholders and should be read in conjunction with the Budget Statement for 2018/19.

Alongside the MTFS sits a Savings and Transformation Strategy. Its purpose, to provide structure, focus and direction in addressing the significant financial challenge that lies ahead and, in so doing, recognise there is no one simple solution and we will need to adopt a number of ways to deliver the savings within an agreed timetable. A number of key themes have been identified, together with outline targets and an indicative year of implementation for each.

### FINANCIAL CONTEXT

The Council’s *notional* Band D tax rate for 2018/19 is £203.42 (an increase of

£5.91 or 2.99%). In setting this level of Council Tax, the contribution to or from the General Revenue Reserve is a contribution to the Reserve of

£433,400.

One of the external factors affecting the Council’s budget is the level of Government Grant funding that is allocated to Tonbridge and Malling through the Local Government Finance Settlement.

The Council received a grant settlement of £2,214,110 in 2018/19. This is a decrease of £682,286 in cash terms when compared to the equivalent figure of £2,896,396 in 2016/17 (year 1 of a 4-year settlement).

In addition, the Council’s grant award under the New Homes Bonus scheme in 2018/19 is £3,334,128. This is a decrease of £513,752 in cash terms when compared to the equivalent figure of £3,847,880 in 2016/17. NHB funding is expected to fall sharply in future years as the changes made to the scheme in 2017 work their way through the system and the high levels of housing growth seen in recent years fall out of the calculation.

### Annex 1

Based on the indicative funding figures provided by the government over the multi-year settlement period 2016/17 to 2019/20 and the impact of the recent changes to the NHB scheme, amongst other things, latest projections point to a ‘funding gap’ between expenditure and income of about £1.0m.

This Medium Term Financial Strategy affords us the time to take a constructive and considered approach to budgetary pressures. Clearly, the absolute size of the ‘funding gap’ will influence the timescales we afford ourselves to address the problem.

Based on the above projection we can and propose to breakdown the savings target into three tranches (tranche one £350,000, tranche two £350,000 and tranche three £300,000 to be achieved ideally by 1 April 2019, 2020 and 2021 respectively).

The Council has a wide-ranging Capital Plan and has adopted a Capital Strategy and Capital Planning process which are regularly reviewed to reflect changing circumstances. Other than funding for the replacement of our assets which deliver services as well as recurring capital expenditure, there is now an annual capital allowance for all other capital expenditure. Any ‘bids’ for capital schemes or discretionary capital grants are to be assessed in the context of the annual allowance. That allowance has been set at £200,000 (maximum).

### OBJECTIVES

* To achieve a balanced revenue budget that delivers the Council’s priorities by the end of the strategy period.
* To retain a minimum of £2.0m in the General Revenue Reserve by the end of the strategy period.
* Seek to set future increases in council tax having regard to the guidelines issued by the Secretary of State.
* Continue to identify efficiency savings and opportunities for new or additional income sources and to seek appropriate reductions in service costs in delivery of the Savings and Transformation Strategy approved by Members.
* Subject to there being sufficient resources within the capital reserve, set a maximum ‘annual capital allowance’ each year as part of the budget setting process for all new capital schemes (set at £200,000 from the Council’s own resources) and give priority to those schemes that generate income or reduce costs.

### Annex 1

**THE STRATEGY**

The updated strategy is set out below. It incorporates:

|  |  |
| --- | --- |
| Document 1: | A Revenue Budget Plan for the period 2018/19 to 2027/28 together with a projection of Council Tax Levels in order to support that Revenue Budget Plan and meet the objectives set out above. |
| Document 2: | A Capital Plan Funding Statement for the period to 2023/24. |

The Strategy should be read in conjunction with:

* + The Treasury Management and Annual Investment Strategy for 2018/19 recommended to full Council by Cabinet on 8 February 2018.
  + The updated Capital Strategy recommended to full Council by Cabinet on 8 February 2018.
  + The report to Cabinet on 8 February 2018 entitled ‘Setting the Budget’ for 2018/19.
  + The report to Cabinet on 8 February 2018 entitled ‘Setting the Council Tax 2018/19’.
  + The Budget Statement 2018/19 to which this Strategy is annexed.

This Strategy, together with the Savings and Transformation Strategy will be reviewed and updated at least annually.

Director of Finance and Transformation February 2018

**Document 1 Annex 1**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Medium Term Financial Strategy** | | | | | | | | | | |
|  | **Estimate** | Projection | | | | | | | | |
|  | **2018/19** | **2019/20** | **2020/21** | **2021/22** | **2022/23** | **2023/24** | **2024/25** | **2025/26** | **2026/27** | **2027/28** |
|  | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| **EXPENDITURE** |  |  |  |  |  |  |  |  |  |  |
| Employees | 11,280 | 11,511 | 11,747 | 12,010 | 12,280 | 12,476 | 12,739 | 13,008 | 13,285 | 13,563 |
| Transfer Payments | 34,590 | 35,282 | 35,988 | 36,708 | 37,442 | 19,649 | 20,042 | 20,443 | 20,852 | 21,269 |
| Other Expenditure | 11,999 | 11,638 | 11,893 | 12,155 | 12,372 | 12,647 | 12,930 | 13,218 | 13,512 | 13,813 |
| Capital Charges | 2,863 | 2,949 | 3,008 | 3,068 | 3,129 | 3,192 | 3,256 | 3,321 | 3,387 | 3,455 |
|  | |  |  |  |  |  |  |  |  |  |
| **Total Expenditure** | **60,732** | **61,380** | **62,636** | **63,941** | **65,223** | **47,964** | **48,967** | **49,990** | **51,036** | **52,100** |
| **INCOME** |  |  |  |  |  |  |  |  |  |  |
| Fees & Charges | (7,818) | (7,898) | (8,125) | (8,253) | (8,522) | (8,614) | (8,734) | (8,805) | (9,084) | (9,224) |
| Other Specific Grants & Misc | (35,371) | (35,947) | (36,537) | (37,242) | (37,963) | (20,335) | (20,739) | (21,151) | (21,572) | (22,000) |
| Investment Income | (378) | (513) | (592) | (642) | (745) | (838) | (931) | (956) | (954) | (954) |
|  | |  |  |  |  |  |  |  |  |  |
| **Total Income** | **(43,567)** | **(44,358)** | **(45,254)** | **(46,137)** | **(47,230)** | **(29,787)** | **(30,404)** | **(30,912)** | **(31,610)** | **(32,178)** |
| **Appropriations** |  |  |  |  |  |  |  |  |  |  |
| Capital Renewals | 500 | 630 | 0 | 1,122 | 1,138 | 1,154 | 1,171 | 1,188 | 1,206 | 1,223 |
| Provision for new Capital Schemes | 232 | 232 | 232 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Appropriations | (1,950) | (2,908) | (3,069) | (3,088) | (3,064) | (3,127) | (3,191) | (3,256) | (3,322) | (3,390) |
| **SAVINGS TARGET** | **0** | **(350)** | **(357)** | **(364)** | **(371)** | **(378)** | **(386)** | **(394)** | **(402)** | **(410)** |
| **SAVINGS TARGET** | **0** | **0** | **(350)** | **(357)** | **(364)** | **(371)** | **(378)** | **(386)** | **(394)** | **(402)** |
| **SAVINGS TARGET** | **0** | **0** | **0** | **(300)** | **(306)** | **(312)** | **(318)** | **(324)** | **(330)** | **(337)** |
|  | |  |  |  |  |  |  |  |  |  |
| **NET BUDGETED SPEND** | **15,947** | **14,626** | **13,838** | **14,817** | **15,026** | **15,143** | **15,461** | **15,906** | **16,184** | **16,606** |
|  | |  |  |  |  |  |  |  |  |  |
| **FUNDING** |  |  |  |  |  |  |  |  |  |  |
| Revenue Reserves | (433) | (216) | (152) | 880 | 678 | 379 | 276 | 293 | 139 | (3) |
| Government Grant | 5,594 | 4,332 | 3,122 | 2,705 | 2,747 | 2,789 | 2,831 | 2,875 | 2,919 | 2,964 |
| Kent & Medway Business Rates Pilot | 500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Council Tax | 10,156 | 10,510 | 10,868 | 11,232 | 11,601 | 11,975 | 12,354 | 12,738 | 13,126 | 13,645 |
| Collection Fund Adjustment | 130 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
|  | |  |  |  |  |  |  |  |  |  |
| **Total Funding** | **15,947** | **14,626** | **13,838** | **14,817** | **15,026** | **15,143** | **15,461** | **15,906** | **16,184** | **16,606** |
|  | |  |  |  |  |  |  |  |  |  |
| **Council Tax Level at Band D** | £203.42 | £208.42 | £213.42 | £218.42 | £223.42 | £228.42 | £233.42 | £238.42 | £243.42 | £250.72 |
| **Increase on Previous Year** | 2.99% | £5.00 | £5.00 | £5.00 | £5.00 | £5.00 | £5.00 | £5.00 | £5.00 | 3.00% |
| **RESERVES BALANCE CARRIED FORWARD** | **6,940** | **7,156** | **7,308** | **6,428** | **5,750** | **5,371** | **5,095** | **4,802** | **4,663** | **4,666** |

12

**Document 2 Annex 1**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Capital Plan Review 2017/18 : Capital Plan Funding** | | | | | | | |
|  | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|  | Estimate | Estimate | Estimate | Estimate | Estimate | Estimate | Estimate |
| **Capital Plan Schemes** | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Capital Renewals | 1,121 | 1,323 | 720 | 607 | 394 | 1,214 | 536 |
| Other Recurring Expenditure (net of grants) | 236 | 165 | 165 | 290 | 315 | 315 | 315 |
| One-Off Schemes (net of grants & contributions) | 528 | 1,663 | 25 | 525 |  |  |  |
| **Capital Plan Totals** | **1,885** | **3,151** | **910** | **1,422** | **709** | **1,529** | **851** |
| Add back grants / contributions | 784 | 1,185 | 830 | 705 | 655 | 615 | 570 |
| **Total to be funded** | 2,669 | 4,336 | 1,740 | 2,127 | 1,364 | 2,144 | 1,421 |
| **Funded from:** |  |  |  |  |  |  |  |
| **Grants** |  |  |  |  |  |  |  |
| BCF (Disabled Facilities Grant) | 695 | 800 | 800 | 665 | 615 | 575 | 530 |
| EA (Castle River Bank) | 2 |  |  |  |  |  |  |
| DCLG (Revenues & Benefits DIP Grant) | 3 |  |  |  |  |  |  |
| TRCSG - River Bank (Excess EA Castle River Bank) | 28 |  |  |  |  |  |  |
| **Developer Contributions Attributed to** |  |  |  |  |  |  |  |
| Tonbridge School Athletics Track | 11 | 150 |  |  |  |  |  |
| Open Spaces Site Improvements Phase 2 | 12 |  |  |  |  |  |  |
| Memorial Garden Improvement including Trust contrib'n | 3 |  |  |  |  |  |  |
| Racecourese SG Rugby Pitch Drainage |  | 25 |  |  |  |  |  |
| Haysden Country Park Car Park Extension |  | 30 |  |  |  |  |  |
| Haysden Country Park Sewage Treatment Facility |  | 75 |  |  |  |  |  |
| Tonbridge Cemetery Path Works |  | 15 |  |  |  |  |  |
| Tonbridge to Penshurst Cyle Route Refurbishment |  | 60 |  |  |  |  |  |
| **Capital and Other Receipts** |  |  |  |  |  |  |  |
| DFG Grant Repayments |  |  |  | 10 | 10 | 10 | 10 |
| Housing Assistance Grant Repayments | 30 | 30 | 30 | 30 | 30 | 30 | 30 |
| Repayment of Mortgages | 1 | 1 | 1 | 1 |  |  |  |
| **Balance met from Revenue Reserve for Capital Schemes** | **1,884** | **3,150** | **909** | **1,421** | **709** | **1,529** | **851** |
| **Total funding** | 2,669 | 4,336 | 1,740 | 2,127 | 1,364 | 2,144 | 1,421 |

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**Annex 2**

**(Updated) Savings & Transformation Strategy 2018/19 – 2020/21**

### INTRODUCTION

By way of context, since 2010/11 the Council has seen its local government finance settlement (core funding) decrease by some 67% or £4.4m (from £6.6m in 2010/11 to £2.2m in 2018/19). Indeed there are further cuts planned in future years, with the indicative settlement figure for 2019/20 being some £1.3m.

The fall in core funding is, in part, negated by the grant award under the New Homes Bonus (NHB) scheme which in 2018/19 is around £3.3m. However, NHB funding is expected to fall sharply in future years as the changes made to the scheme in 2017 work their way through the system, and the high levels of housing growth seen in recent years fall out of the calculation. In due course, assuming no further changes are made to the scheme, it is estimated that NHB could be in the order of £1.5m.

We are fortunate that we do not have to make all the savings required in one year and can spread the challenge in ‘tranches’ over a few years, as set out within the Council’s Medium Term Financial Strategy (MTFS). Nevertheless, the Council have acknowledged that we need to balance customer expectations with the need to make these savings and achieve as much as possible in the earlier years to provide the best long-term financial sustainability.

Based on the indicative funding figures provided by the government over the multi- year settlement period 2016/17 to 2019/20 and the impact of the recent changes to the NHB scheme, amongst other things, latest projections point to a ‘funding gap’ between expenditure and income of about £1.0m; and the Strategy ‘refreshed’ to ensure that the new target can be delivered as required.

### OBJECTIVES

In developing this strategy, the Council has set the following objectives:

1. To deliver sufficient savings in order to bridge the funding gap identified in the Council’s MTFS, and to deliver those savings as quickly as possible in order to minimise risk to the Council’s finances.
2. To direct resources in line with the principles of the Council’s Corporate Strategy.
3. To maintain the Council’s reputation of good front line service provision.
4. To adopt a ‘mixed’ approach to addressing the funding gap through a series of ‘themes’.

**Annex 2**

1. To be open to accept ‘cultural’ change/transformation in the ways we work and offer services to the public in order to release efficiencies and savings.
2. To engage, as appropriate, with stakeholders when determining how savings will be achieved.

### THE STRATEGY

It is recognised that there is no one simple solution to addressing the financial challenges faced. The Council will need to embrace transformation in a multitude of ways in order to deliver the savings within an agreed timetable.

This Strategy sets out a measured structure and framework for delivering the necessary savings through a series of ‘themes’. Each theme has a deliverable target within a timeframe.

Whilst the framework includes some major areas where savings can be made without direct effect on services, by adopting this Strategy the Council has recognised that it may need to decide that some service areas should change/transform to accommodate saving requirements. That might mean doing things differently, with even greater efficiency – for example, with the help of new technology – and with increased income opportunities where circumstances allow this. It might also mean that services will simply need to be run with fewer resources. All these approaches will require a shift in culture for the organisation so that we can be focused and flexible in the way in which we deliver services to our communities.

The Themes, Targets, and Timeframes for the Strategy are set out in the table below, and will be the subject of review at least annually.

Progress on identifying and implementing savings and transformational opportunities across the various themes will be regularly reported to and reviewed by Management Team and in-year update reports presented to Members as appropriate. The Council is committed to engagement with relevant stakeholders as proposals are brought forward.

Julie Beilby Sharon Shelton

Chief Executive Director of Finance & Transformation

Nicolas Heslop Martin Coffin

Leader of the Council Cabinet Member for Finance, Innovation & Property and Deputy Executive Leader

February 2018

**Savings & Transformation Strategy 2018/19 - 2020/21**

**Annex 2**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Savings Made in Previous Years of STS | Theme | Indicative Years | Target | Savings Identified  after Setting of 2018/19 Budget | Balance of Target to be Achieved |
| £000 | £000 | £000 | £000 |
| **294** | **Income Generation & Cost Recovery** | **2018 - 2021** | **75** | **0** | **75** |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| **327** | **In-Service Efficiencies** | **2018 - 2021** | **50** | **0** | **50** |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| **103** | **Service Change & Reduction** | **2018 - 2021** | **250** | **0** | **250** |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| **200** | **Contracts** | **2018 - 2021** | **500** | **0** | **500** |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| **263** | **Organisation Structure Change** | **2018 - 2021** | **75** | **0** | **75** |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| **431** | **Partnership Funding** | **2018 - 2021** | **25** | **0** | **25** |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| **186** | **Asset Management** | **2018 - 2021** | **25** | **0** | **25** |
|  |  |  |  |  |  |
|  |  |  |  |  |  |
| **1,804** | **TOTAL** |  | **1,000** | **0** | **1,000** |

Note: This Strategy will be updated on at least an annual basis to reflect challenges set out in the Medium Term Financial Strategy.

Savings & Transformation Strategy updated February 2018

**Council 20 February 2018 General Fund Revenue Estimates 2018/19**

**SUMMARY**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **2017/18 ESTIMATE** | | **2018/19** |
|  | **ORIGINAL** | **REVISED** | **ESTIMATE** |
|  | **£** | **£** | **£** |
| **Corporate Services** | 3,721,600 | 3,531,500 | 3,841,800 |
| **Chief Executive** | 680,200 | 701,950 | 695,450 |
| **Director of Central Services** | 15,150 | 105,050 | 35,850 |
| **Director of Finance & Transformation** | 1,659,750 | 1,557,200 | 1,612,300 |
| **Director of Planning, Housing & Environmental Health** | 3,478,250 | 3,181,650 | 3,321,500 |
| **Director of Street Scene, Leisure & Technical Services** | 7,590,900 | 7,469,400 | 7,742,600 |
| Sub Total | 17,145,850 | 16,546,750 | 17,249,500 |
| **Capital Accounting Reversals** |  |  |  |
| Non-Current Asset Depreciation | (2,619,000) | (2,721,400) | (2,824,800) |
| Non-Current Asset Impairment | - | (3,900) | - |
| **Contributions to / (from) Reserves** |  |  |  |
| Building Repairs Reserve |  |  |  |
| Withdrawals to fund expenditure | (758,350) | (775,650) | (860,950) |
| Contribution to Reserve | 575,000 | 900,000 | 600,000 |
| Earmarked Reserves (see page 18) |  |  |  |
| Contributions from Reserves | (261,050) | (660,400) | (1,190,050) |
| Contributions to Reserves | 70,000 | 490,350 | 1,164,300 |
| Property Investment Fund Reserve |  |  |  |
| Contribution to Reserve | - | - | 500,000 |
| Revenue Reserve for Capital Schemes |  |  |  |
| Withdrawals to fund expenditure |  |  |  |
| Non-Current Assets | (2,076,000) | (1,793,000) | (3,112,000) |
| Revenue Expenditure Funded from Capital | (53,000) | (91,000) | (38,000) |
| Other contributions to / (from) Reserve (net) | 932,000 | 1,306,000 | 1,432,000 |
| **Capital Expenditure Charged to General Fund** | 2,076,000 | 1,793,000 | 3,112,000 |
| **Government Grants** |  |  |  |
| New Homes Bonus | (3,485,050) | (3,485,050) | (3,334,150) |
| New Homes Bonus Returned In-Year | - | (5,100) | - |
| Transition Grant | (117,200) | (117,200) | - |
| Under-indexing Business Rates Multiplier | - | (27,700) | (46,150) |
| **Contributions from KCC** | (85,000) | (135,100) | (85,000) |
| Sub Total | 11,344,200 | 11,220,600 | 12,566,700 |
| **Contribution to / (from) General Revenue Reserve** | 434,500 | 558,100 | 433,400 |
| **Budget Requirement** | **11,778,700** | **11,778,700** | **13,000,100** |

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**Council 20 February 2018 General Fund Revenue Estimates 2018/19**

**EARMARKED RESERVES**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **2017/18 ESTIMATE** | | **2018/19** |
|  | **ORIGINAL** | **REVISED** | **ESTIMATE** |
|  | **£** | **£** | **£** |
| **Contributions from Earmarked Reserves** |  |  |  |
| Borough Signage Reserve | - | (2,050) | - |
| Business Rates Retention Scheme Reserve | - | (200,000) | - |
| Community Housing Fund Reserve | - | (6,000) | (3,000) |
| Economic Development Reserve | - | (17,600) | (25,900) |
| Homelessness Reserve | - | (16,850) | (122,950) |
| Housing Assistance Reserve | (10,000) | (10,000) | (10,000) |
| Housing Survey Reserve | - | (24,000) | - |
| Housing & Welfare Reform Reserve | - | - | (8,000) |
| Invest to Save Reserve | (200,000) | (218,400) | (10,000) |
| Local Development Framework Reserve | (30,000) | (30,000) | (30,000) |
| Planning Inquiries Reserve | (7,150) | (6,950) | - |
| Public Health Reserve | - | (6,450) | (9,700) |
| Repossessions Prevention Fund Reserve | (2,000) | (2,000) | (2,000) |
| River Wall at Wouldham Reserve | - | - | (700,000) |
| Social Housing Fraud Initiative Reserve | (1,900) | (1,900) | (1,900) |
| Supporting People Reserve | - | (53,200) | - |
| Tonbridge & Malling Leisure Trust Reserve | - | - | (250,000) |
| Transformation Reserve | - | (65,000) | - |
| Waste & Street Scene Initiatives Reserve | (10,000) | - | (16,600) |
|  | **(261,050)** | **(660,400)** | **(1,190,050)** |
| **Contributions to Earmarked Reserves** |  |  |  |
| Community Housing Fund Reserve | - | 23,650 | - |
| Election Expenses Reserve | 25,000 | 25,000 | 25,000 |
| Homelessness Reserve | - | 176,000 | 199,300 |
| Housing & Welfare Reform Reserve | - | 53,200 | - |
| Local Development Framework Reserve | 45,000 | 45,000 | 40,000 |
| Tonbridge & Malling Leisure Trust Reserve | - | 100,000 | 200,000 |
| Transformation Reserve | - | 55,000 | - |
| Waste Services Contract Reserve | - | - | 700,000 |
| Waste & Street Scene Initiatives Reserve | - | 12,500 | - |
|  | **70,000** | **490,350** | **1,164,300** |

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**ESTIMATES FOR THE FINANCIAL YEAR 2018/19**

**COUNCIL TAX - BOROUGH COUNCIL AND PARISH COUNCIL REQUIREMENTS**

|  |  |  |  |
| --- | --- | --- | --- |
| **2017/18 Estimate** | | **DESCRIPTION** | **2018/19** |
| **Original** | **Revised** |  | **Estimate** |
| **£** | **£** |  | **£** |
| 11,778,700 | 11,778,700 | BOROUGH COUNCIL REQUIREMENT | 13,000,100 |
| 2,665,633 | 2,665,633 | PARISH COUNCIL PRECEPTS | 2,779,637 |
| 14,444,333 | 14,444,333 | Sub-total | 15,779,737 |
|  |  | LESS: |  |
|  |  | National Non-Domestic Rates |  |
| 21,348,238 | 21,348,238 | Share of National Non-Domestic Rates | 21,713,049 |
| (19,970,635) | (19,970,635) | (Tariff) / Top Up | (20,429,168) |
| 88,877 | - | (Levy) / Safety Net | - |
| 521,837 | 563,474 | Small Business Rate Relief Grant | 835,100 |
| - | (103) | Retail Relief Grant | - |
| - | 3,422 | Empty Property Re-occupation Relief Grant | - |
| - | 1,010 | New Build Empty Property Relief Grant | - |
| - | 3,858 | Supporting Small Business Grant | 11,035 |
| - | 6,466 | Public House Relief | 18,494 |
| - | 32,587 | Discretionary Relief | 65,600 |
| - | - | Kent & Medway Business Rates Pilot | 500,000 |
| 12,456,016 | 12,456,016 | Sub-total | 13,065,627 |
|  |  | LESS: |  |
|  |  | Collection Fund Adjustments - |  |
| 148,267 | 148,267 | Council Tax Surplus / (Deficit) | 124,226 |
| (11,914) | (11,914) | National Non-Domestic Rates Surplus / (Deficit) | 6,123 |
| **12,319,663** | **12,319,663** | **COUNCIL TAX REQUIREMENT** | **12,935,278** |

**COUNCIL TAX - BAND "D" EQUIVALENT**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **2017/18** | **Band "D"** | **DESCRIPTION** | **2018/19** | **Band "D"** |
| **Estimate** | **Equivalent** |  | **Estimate** | **Equivalent** |
| **£** | **£** | KENT COUNTY COUNCIL | **£** | **£** |
| 55,446,246 | 1,134.36 | GENERAL | 58,393,704 | 1,169.64 |
| 2,173,155 | 44.46 | ADULT SOCIAL CARE | 3,396,864 | 68.04 |
| 57,619,401 | 1,178.82 |  | 61,790,568 | 1,237.68 |
| 7,681,316 | 157.15 | POLICE & CRIME COMMISSIONER FOR KENT | 8,444,731 | 169.15 |
| 3,585,266 | 73.35 | KENT & MEDWAY FIRE & RESCUE AUTHORITY | 3,769,800 | 75.51 |
|  |  | TONBRIDGE & MALLING BOROUGH COUNCIL |  |  |
| 8,877,021 | 181.61 | GENERAL | 9,372,471 | 187.73 |
| 777,009 | 15.90 | SPECIAL EXPENSES (Average) # | 783,170 | 15.69 |
|  |  |  |  |  |
| 9,654,030 | 197.51 |  | 10,155,641 | 203.42 |
| 78,540,013 | 1,606.83 | **BAND "D" COUNCIL TAX (excluding Parishes)** | 84,160,740 | 1,685.76 |
| 2,665,633 | 54.53 | PARISH COUNCILS (Average) # | 2,779,637 | 55.68 |
| 81,205,646 | 1,661.36 | **AVERAGE BAND "D" COUNCIL TAX** | 86,940,377 | 1,741.44 |

# See page 24 for details of Special Expenses and page 25 for details of Parish Precepts

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|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **COUNCIL TAX** | | | | |
| **DRAFT RESOLUTION** | | | | |
| 1. | It be noted that on 20th February 2018 the Council calculated: | |  |  |
| (a) | the Council Tax Base 2018/19 for the whole Council area as | | 49,924.51 | [Item T in the formula in Section 31B of the Local |
| Government Finance Act 1992, as amended (the "Act")] and, | | | | |
| (b) | for dwellings in those parts of its area to which one or more special items (Special expenses and or a Parish precept) relates as follows: | | | |
|  | Tonbridge | 13,531.87 |  |  |
|  | Addington | 404.26 |  |  |
|  | Aylesford | 4,272.98 |  |  |
|  | Birling | 202.38 |  |  |
|  | Borough Green | 1,649.69 |  |  |
|  | Burham | 454.19 |  |  |
|  | Ditton | 1,787.48 |  |  |
|  | East Malling & Larkfield | 4,957.54 |  |  |
|  | East Peckham | 1,295.73 |  |  |
|  | Hadlow | 1,516.67 |  |  |
|  | Hildenborough | 2,187.02 |  |  |
|  | Ightham | 1,120.09 |  |  |
|  | Kings Hill | 3,970.48 |  |  |
|  | Leybourne | 1,825.18 |  |  |
|  | Mereworth | 437.88 |  |  |
|  | Offham | 379.71 |  |  |
|  | Platt | 884.07 |  |  |
|  | Plaxtol | 592.24 |  |  |
|  | Ryarsh | 364.80 |  |  |
|  | Shipbourne | 257.52 |  |  |
|  | Snodland | 3,624.13 |  |  |
|  | Stansted | 266.01 |  |  |
|  | Trottiscliffe | 270.86 |  |  |
|  | Wateringbury | 891.53 |  |  |
|  | West Malling | 1,113.20 |  |  |
|  | West Peckham | 178.63 |  |  |
|  | Wouldham | 597.05 |  |  |
|  | Wrotham | 891.32 |  |  |
| 2. | £10,155,641 | being the Council Tax requirement for the Council’s own purposes for 2018/19 (excluding Parish precepts). | | |

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|  |  |  |
| --- | --- | --- |
| 3. | That the following amounts be calculated for the year 2018/19 in accordance with Sections 31 to 36 of the Act: | |
| (a) | £89,872,455 | being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils. |
| (b) | £76,937,177 | being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act. |
| (c) | £12,935,278 | being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year. (Item R in the formula in Section 31B of the Act). |
| (d) | £259.10 | being the amount at 3(c) above (Item R), all divided by Item T (1(a) above), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year including Parish precepts. |
| (e) | £3,562,807 | being the aggregate amount of all special items (Special expenses and Parish precepts) referred to in Section 34(1) of the Act. |
| (f) | £187.73 | being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by Item T (1(a) above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special items relate (this is the Council Tax for General Expenses to which Special expenses and Parish precepts are added as applicable). |
| (g) | **Part of the Council's area** | Band D |
|  | £ |
|  | Tonbridge | 238.71 |
|  | Addington | 248.81 |
|  | Aylesford | 244.79 |
|  | Birling | 241.71 |
|  | Borough Green | 291.24 |
|  | Burham | 244.56 |
|  | Ditton | 337.88 |
|  | East Malling & Larkfield | 251.67 |
|  | East Peckham | 296.24 |
|  | Hadlow | 261.17 |
|  | Hildenborough | 218.66 |
|  | Ightham | 297.86 |
|  | Kings Hill | 261.50 |
|  | Leybourne | 286.23 |
|  | Mereworth | 258.87 |
|  | Offham | 241.49 |
|  | Platt | 268.27 |
|  | Plaxtol | 252.28 |
|  | Ryarsh | 240.65 |
|  | Shipbourne | 227.32 |
|  | Snodland | 273.79 |
|  | Stansted | 309.00 |
|  | Trottiscliffe | 248.65 |
|  | Wateringbury | 284.76 |
|  | West Malling | 296.60 |
|  | West Peckham | 217.96 |
|  | Wouldham | 259.55 |
|  | Wrotham | 287.31 |
|  | being the amounts given by adding to the amount at 3(f) above the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned above divided in each case by the amount at 1(b) above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its council tax for the year for dwellings in those parts of its area to which one or more special items (Special expenses and Parish precepts) relate. | |

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|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| (h) |  |  |  | **Valuation Bands** | |  |  |  |
|  | **A** | **B** | **C** | **D** | **E** | **F** | **G** | **H** |
| **Part of the**  **Council's area** | £ | £ | £ | £ | £ | £ | £ | £ |
| Tonbridge | 159.14 | 185.66 | 212.19 | 238.71 | 291.76 | 344.80 | 397.85 | 477.42 |
| Addington | 165.87 | 193.52 | 221.16 | 248.81 | 304.10 | 359.39 | 414.68 | 497.62 |
| Aylesford | 163.19 | 190.39 | 217.59 | 244.79 | 299.19 | 353.59 | 407.98 | 489.58 |
| Birling | 161.14 | 188.00 | 214.85 | 241.71 | 295.42 | 349.14 | 402.85 | 483.42 |
| Borough Green | 194.16 | 226.52 | 258.88 | 291.24 | 355.96 | 420.68 | 485.40 | 582.48 |
| Burham | 163.04 | 190.21 | 217.39 | 244.56 | 298.91 | 353.25 | 407.60 | 489.12 |
| Ditton | 225.25 | 262.80 | 300.34 | 337.88 | 412.96 | 488.05 | 563.13 | 675.76 |
| East Malling & Larkfield | 167.78 | 195.74 | 223.71 | 251.67 | 307.60 | 363.52 | 419.45 | 503.34 |
| East Peckham | 197.49 | 230.41 | 263.32 | 296.24 | 362.07 | 427.90 | 493.73 | 592.48 |
| Hadlow | 174.11 | 203.13 | 232.15 | 261.17 | 319.21 | 377.25 | 435.28 | 522.34 |
| Hildenborough | 145.77 | 170.07 | 194.36 | 218.66 | 267.25 | 315.84 | 364.43 | 437.32 |
| Ightham | 198.57 | 231.67 | 264.76 | 297.86 | 364.05 | 430.24 | 496.43 | 595.72 |
| Kings Hill | 174.33 | 203.39 | 232.44 | 261.50 | 319.61 | 377.72 | 435.83 | 523.00 |
| Leybourne | 190.82 | 222.62 | 254.43 | 286.23 | 349.84 | 413.44 | 477.05 | 572.46 |
| Mereworth | 172.58 | 201.34 | 230.11 | 258.87 | 316.40 | 373.92 | 431.45 | 517.74 |
| Offham | 160.99 | 187.83 | 214.66 | 241.49 | 295.15 | 348.82 | 402.48 | 482.98 |
| Platt | 178.85 | 208.65 | 238.46 | 268.27 | 327.89 | 387.50 | 447.12 | 536.54 |
| Plaxtol | 168.19 | 196.22 | 224.25 | 252.28 | 308.34 | 364.40 | 420.47 | 504.56 |
| Ryarsh | 160.43 | 187.17 | 213.91 | 240.65 | 294.13 | 347.61 | 401.08 | 481.30 |
| Shipbourne | 151.55 | 176.80 | 202.06 | 227.32 | 277.84 | 328.35 | 378.87 | 454.64 |
| Snodland | 182.53 | 212.95 | 243.37 | 273.79 | 334.63 | 395.47 | 456.32 | 547.58 |
| Stansted | 206.00 | 240.33 | 274.67 | 309.00 | 377.67 | 446.33 | 515.00 | 618.00 |
| Trottiscliffe | 165.77 | 193.39 | 221.02 | 248.65 | 303.91 | 359.16 | 414.42 | 497.30 |
| Wateringbury | 189.84 | 221.48 | 253.12 | 284.76 | 348.04 | 411.32 | 474.60 | 569.52 |
| West Malling | 197.73 | 230.69 | 263.64 | 296.60 | 362.51 | 428.42 | 494.33 | 593.20 |
| West Peckham | 145.31 | 169.52 | 193.74 | 217.96 | 266.40 | 314.83 | 363.27 | 435.92 |
| Wouldham | 173.03 | 201.87 | 230.71 | 259.55 | 317.23 | 374.91 | 432.58 | 519.10 |
| Wrotham | 191.54 | 223.46 | 255.39 | 287.31 | 351.16 | 415.00 | 478.85 | 574.62 |
| being the amounts given by multiplying the amounts at 3(g) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the  amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands. | | | | | | | | |

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|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| 4. | That it be noted that for the year 2018/19 The Police & Crime Commissioner for Kent, the Kent & Medway Fire & Rescue Authority and the Kent County Council have stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below: | | | | | | | | |
| **Valuation Bands** | | | | | | | | | |
|  |  | **A** | **B** | **C** | **D** | **E** | **F** | **G** | **H** |
|  | **Precepting Authority** | £ | £ | £ | £ | £ | £ | £ | £ |
|  | The Police & Crime | 112.77 | 131.56 | 150.36 | 169.15 | 206.74 | 244.33 | 281.92 | 338.30 |
|  | Commissioner for Kent |  |  |  |  |  |  |  |  |
|  | Kent & Medway Fire | 50.34 | 58.73 | 67.12 | 75.51 | 92.29 | 109.07 | 125.85 | 151.02 |
|  | & Rescue Authority |  |  |  |  |  |  |  |  |
|  | Kent County Council | 825.12 | 962.64 | 1,100.16 | 1,237.68 | 1,512.72 | 1,787.76 | 2,062.80 | 2,475.36 |
| 5. | That, having calculated the aggregate in each case of the amounts at 3(h) and 4. above, the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of council tax for the year 2018/19, for each of the categories of dwellings shown below: | | | | | | | | |
|  |  |  |  |  | **Valuation Bands** | |  |  |  |
|  |  | **A** | **B** | **C** | **D** | **E** | **F** | **G** | **H** |
|  | **Part of the Council's area** | £ | £ | £ | £ | £ | £ | £ | £ |
|  | Tonbridge | 1,147.37 | 1,338.59 | 1,529.83 | 1,721.05 | 2,103.51 | 2,485.96 | 2,868.42 | 3,442.10 |
|  | Addington | 1,154.10 | 1,346.45 | 1,538.80 | 1,731.15 | 2,115.85 | 2,500.55 | 2,885.25 | 3,462.30 |
|  | Aylesford | 1,151.42 | 1,343.32 | 1,535.23 | 1,727.13 | 2,110.94 | 2,494.75 | 2,878.55 | 3,454.26 |
|  | Birling | 1,149.37 | 1,340.93 | 1,532.49 | 1,724.05 | 2,107.17 | 2,490.30 | 2,873.42 | 3,448.10 |
|  | Borough Green | 1,182.39 | 1,379.45 | 1,576.52 | 1,773.58 | 2,167.71 | 2,561.84 | 2,955.97 | 3,547.16 |
|  | Burham | 1,151.27 | 1,343.14 | 1,535.03 | 1,726.90 | 2,110.66 | 2,494.41 | 2,878.17 | 3,453.80 |
|  | Ditton | 1,213.48 | 1,415.73 | 1,617.98 | 1,820.22 | 2,224.71 | 2,629.21 | 3,033.70 | 3,640.44 |
|  | East Malling & Larkfield | 1,156.01 | 1,348.67 | 1,541.35 | 1,734.01 | 2,119.35 | 2,504.68 | 2,890.02 | 3,468.02 |
|  | East Peckham | 1,185.72 | 1,383.34 | 1,580.96 | 1,778.58 | 2,173.82 | 2,569.06 | 2,964.30 | 3,557.16 |
|  | Hadlow | 1,162.34 | 1,356.06 | 1,549.79 | 1,743.51 | 2,130.96 | 2,518.41 | 2,905.85 | 3,487.02 |
|  | Hildenborough | 1,134.00 | 1,323.00 | 1,512.00 | 1,701.00 | 2,079.00 | 2,457.00 | 2,835.00 | 3,402.00 |
|  | Ightham | 1,186.80 | 1,384.60 | 1,582.40 | 1,780.20 | 2,175.80 | 2,571.40 | 2,967.00 | 3,560.40 |
|  | Kings Hill | 1,162.56 | 1,356.32 | 1,550.08 | 1,743.84 | 2,131.36 | 2,518.88 | 2,906.40 | 3,487.68 |
|  | Leybourne | 1,179.05 | 1,375.55 | 1,572.07 | 1,768.57 | 2,161.59 | 2,554.60 | 2,947.62 | 3,537.14 |
|  | Mereworth | 1,160.81 | 1,354.27 | 1,547.75 | 1,741.21 | 2,128.15 | 2,515.08 | 2,902.02 | 3,482.42 |
|  | Offham | 1,149.22 | 1,340.76 | 1,532.30 | 1,723.83 | 2,106.90 | 2,489.98 | 2,873.05 | 3,447.66 |
|  | Platt | 1,167.08 | 1,361.58 | 1,556.10 | 1,750.61 | 2,139.64 | 2,528.66 | 2,917.69 | 3,501.22 |
|  | Plaxtol | 1,156.42 | 1,349.15 | 1,541.89 | 1,734.62 | 2,120.09 | 2,505.56 | 2,891.04 | 3,469.24 |
|  | Ryarsh | 1,148.66 | 1,340.10 | 1,531.55 | 1,722.99 | 2,105.88 | 2,488.77 | 2,871.65 | 3,445.98 |
|  | Shipbourne | 1,139.78 | 1,329.73 | 1,519.70 | 1,709.66 | 2,089.59 | 2,469.51 | 2,849.44 | 3,419.32 |
|  | Snodland | 1,170.76 | 1,365.88 | 1,561.01 | 1,756.13 | 2,146.38 | 2,536.63 | 2,926.89 | 3,512.26 |
|  | Stansted | 1,194.23 | 1,393.26 | 1,592.31 | 1,791.34 | 2,189.42 | 2,587.49 | 2,985.57 | 3,582.68 |
|  | Trottiscliffe | 1,154.00 | 1,346.32 | 1,538.66 | 1,730.99 | 2,115.66 | 2,500.32 | 2,884.99 | 3,461.98 |
|  | Wateringbury | 1,178.07 | 1,374.41 | 1,570.76 | 1,767.10 | 2,159.79 | 2,552.48 | 2,945.17 | 3,534.20 |
|  | West Malling | 1,185.96 | 1,383.62 | 1,581.28 | 1,778.94 | 2,174.26 | 2,569.58 | 2,964.90 | 3,557.88 |
|  | West Peckham | 1,133.54 | 1,322.45 | 1,511.38 | 1,700.30 | 2,078.15 | 2,455.99 | 2,833.84 | 3,400.60 |
|  | Wouldham | 1,161.26 | 1,354.80 | 1,548.35 | 1,741.89 | 2,128.98 | 2,516.07 | 2,903.15 | 3,483.78 |
|  | Wrotham | 1,179.77 | 1,376.39 | 1,573.03 | 1,769.65 | 2,162.91 | 2,556.16 | 2,949.42 | 3,539.30 |

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|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Special Expenses 2018/19** | | | | | | | | | |
| **Special** |  |  | **Open** |  |  |  | **Special** |  | **Amount** |
| **Expenses** |  | **Closed** | **Spaces,** |  |  |  | **Expenses** |  | **Per** |
| **for** |  | **Church-** | **Parks &** | **Sports** | **Local** |  | **for** |  | **Band D** |
| **2017/18** | **Local Area** | **yards** | **Play Areas** | **Grounds** | **Events** | **Allotments** | **2018/19** | **Tax Base** | **Property** |
| **£** |  | **£** | **£** | **£** | **£** | **£** | **£** |  | **£** |
| 676,448 | Tonbridge | 10,450 | 172,586 | 452,450 | 46,086 | 8,300 | 689,872 | 13,531.87 | 50.98 |
| 1,752 | Addington |  | 1,692 |  |  |  | 1,692 | 404.26 | 4.19 |
| 9,173 | Aylesford |  | 8,728 |  |  |  | 8,728 | 4,272.98 | 2.04 |
| 1,004 | Birling |  | 967 |  |  |  | 967 | 202.38 | 4.78 |
| 1,240 | Borough Green |  | 1,194 |  |  |  | 1,194 | 1,649.69 | 0.72 |
| 0 | Burham |  |  |  |  |  | 0 | 454.19 | 0.00 |
| 1,646 | Ditton |  | 520 |  |  |  | 520 | 1,787.48 | 0.29 |
| 26,363 | E. Malling & Larkfield |  | 22,396 |  |  |  | 22,396 | 4,957.54 | 4.52 |
| 610 | East Peckham |  | 592 |  |  |  | 592 | 1,295.73 | 0.46 |
| 0 | Hadlow |  |  |  |  |  | 0 | 1,516.67 | 0.00 |
| 0 | Hildenborough |  |  |  |  |  | 0 | 2,187.02 | 0.00 |
| 0 | Ightham |  |  |  |  |  | 0 | 1,120.09 | 0.00 |
| 0 | Kings Hill |  |  |  |  |  | 0 | 3,970.48 | 0.00 |
| 27,970 | Leybourne |  | 27,209 |  |  |  | 27,209 | 1,825.18 | 14.91 |
| 30 | Mereworth |  | 29 |  |  |  | 29 | 437.88 | 0.07 |
| 0 | Offham |  |  |  |  |  | 0 | 379.71 | 0.00 |
| 1,237 | Platt |  | 1,205 |  |  |  | 1,205 | 884.07 | 1.36 |
| 0 | Plaxtol |  |  |  |  |  | 0 | 592.24 | 0.00 |
| 0 | Ryarsh |  |  |  |  |  | 0 | 364.80 | 0.00 |
| 0 | Shipbourne |  |  |  |  |  | 0 | 257.52 | 0.00 |
| 19,417 | Snodland |  | 18,847 |  |  |  | 18,847 | 3,624.13 | 5.20 |
| 0 | Stansted |  |  |  |  |  | 0 | 266.01 | 0.00 |
| 0 | Trottiscliffe |  |  |  |  |  | 0 | 270.86 | 0.00 |
| 1,938 | Wateringbury |  | 1,879 |  |  |  | 1,879 | 891.53 | 2.11 |
| 2,828 | West Malling |  | 348 |  | 2,431 |  | 2,779 | 1,113.20 | 2.50 |
| 0 | West Peckham |  |  |  |  |  | 0 | 178.63 | 0.00 |
| 3,552 | Wouldham |  | 3,456 |  |  |  | 3,456 | 597.05 | 5.79 |
| 1,801 | Wrotham |  | 1,805 |  |  |  | 1,805 | 891.32 | 2.03 |
| **777,009** | **Total** | **10,450** | **263,453** | **452,450** | **48,517** | **8,300** | **783,170** | **49,924.51** |  |

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|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Parish Council Precepts 2018/19** | | | | | |
|  |  |  |  | **Amount** |  |
|  |  |  |  | **Per** | **Per** |
| **Precept for** |  | **Precept for** |  | **Band D** | **Band D** |
| **2017/18** | **Parish Council** | **2018/19** | **Tax Base** | **Property** | **Variation** |
| **£** |  | **£** |  | **£** | **%** |
| 23,000.00 | Addington | 23,000.00 | 404.26 | 56.89 | (4.4) |
| 223,000.00 | Aylesford | 235,100.00 | 4,272.98 | 55.02 | 1.1 |
| 9,262.00 | Birling | 9,957.74 | 202.38 | 49.20 | 5.3 |
| 165,125.00 | Borough Green | 169,570.00 | 1,649.69 | 102.79 | 0.6 |
| 25,061.82 | Burham | 25,813.68 | 454.19 | 56.83 | 2.0 |
| 264,923.00 | Ditton | 267,880.00 | 1,787.48 | 149.86 | 0.0 |
| 282,000.00 | E. Malling & Larkfield | 294,577.00 | 4,957.54 | 59.42 | 3.9 |
| 139,950.00 | East Peckham | 140,000.00 | 1,295.73 | 108.05 | (1.2) |
| 110,475.00 | Hadlow | 111,385.00 | 1,516.67 | 73.44 | (0.4) |
| 66,441.00 | Hildenborough | 67,644.00 | 2,187.02 | 30.93 | 1.8 |
| 116,949.00 | Ightham | 123,360.00 | 1,120.09 | 110.13 | 3.0 |
| 279,138.00 | Kings Hill | 292,896.75 | 3,970.48 | 73.77 | 3.2 |
| 136,903.00 | Leybourne | 152,567.00 | 1,825.18 | 83.59 | 0.0 |
| 27,520.00 | Mereworth | 31,120.00 | 437.88 | 71.07 | 11.0 |
| 20,415.00 | Offham | 20,415.00 | 379.71 | 53.76 | (1.7) |
| 70,000.00 | Platt | 70,000.00 | 884.07 | 79.18 | (0.2) |
| 38,229.00 | Plaxtol | 38,229.00 | 592.24 | 64.55 | (1.4) |
| 18,926.00 | Ryarsh | 19,305.00 | 364.80 | 52.92 | (13.0) |
| 10,195.00 | Shipbourne | 10,195.00 | 257.52 | 39.59 | (2.2) |
| 286,535.00 | Snodland | 293,053.00 | 3,624.13 | 80.86 | 0.0 |
| 22,260.00 | Stansted | 32,260.00 | 266.01 | 121.27 | 40.8 |
| 16,500.00 | Trottiscliffe | 16,500.00 | 270.86 | 60.92 | (1.5) |
| 77,441.78 | Wateringbury | 84,625.39 | 891.53 | 94.92 | 8.2 |
| 116,089.76 | West Malling | 118,410.00 | 1,113.20 | 106.37 | 1.8 |
| 5,400.00 | West Peckham | 5,400.00 | 178.63 | 30.23 | (1.3) |
| 32,154.00 | Wouldham | 39,423.00 | 597.05 | 66.03 | (0.0) |
| 81,740.00 | Wrotham | 86,950.00 | 891.32 | 97.55 | 3.0 |
| **2,665,633.36** | **Total** | **2,779,636.56** | **36,392.64** |  |  |

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|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **CORPORATE SERVICES** | | | | |
| **SUMMARY** | | | | |
|  |  | **2017/18** | | **2018/19** |
|  |  | **ORIGINAL** | **REVISED** | **ESTIMATE** |
|  |  | **£** | **£** | **£** |
| **1** | SALARIES & ONCOSTS | 11,348,450 | 11,135,200 | 11,653,850 |
| **2** | OVERHEAD EXPENSES | 4,115,800 | 3,896,950 | 4,226,450 |
| **3** | RECHARGES TO SERVICE BUDGETS | (13,725,550) | (13,404,950) | (13,991,850) |
|  | NON DISTRIBUTED COSTS | **1,738,700** | **1,627,200** | **1,888,450** |
| **4** | DEMOCRATIC REPRESENTATION | 1,376,450 | 1,316,550 | 1,365,950 |
| **5** | CORPORATE MANAGEMENT | 595,250 | 587,750 | 587,400 |
| **6** | CAPITAL PROGRAMME REVENUE EXPENSES | 11,200 | - | - |
|  |  | **3,721,600** | **3,531,500** | **3,841,800** |
|  |  |  |  |  |
|  | **- CS 1 -** | |  |  |

**CORPORATE SERVICES**

1. **SALARIES & ONCOSTS**

|  |  |  |
| --- | --- | --- |
| **2017/18** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 9,632,000 | 9,480,900 | 9,845,150 |
| 49,950 | - | 88,550 |
| 1,374,000 | 1,374,000 | 1,407,000 |
| (100,000) | (175,000) | (100,000) |
| 35,750 | 37,300 | 39,000 |
| 279,000 | 338,600 | 296,400 |
| 77,750 | 79,400 | 77,750 |
| **11,348,450** | **11,135,200** | **11,653,850** |
| 142,700 | 140,200 | 143,950 |
| 685,100 | 623,450 | 740,550 |
| 35,850 | 34,450 | 34,450 |
| 1,850 | 1,850 | 1,900 |
| 865,500 | 799,950 | 920,850 |
| (73,650) | (66,150) | (74,850) |
| 791,850 | 733,800 | 846,000 |
| 63,000 | 61,150 | 65,100 |
| 147,550 | 147,550 | 146,300 |
| **1,002,400** | **942,500** | **1,057,400** |

**Salaries - see analysis page CS 9 Salaries - Ring-fenced Sums Superannuation Backfunding Staff Turnover Saving Apprenticeship Scheme / Levy Termination Payments Recruitment & Training**

1. **OVERHEAD EXPENSES**
   1. **COUNCIL OFFICES**

**Employees**

**Premises Related Expenses Supplies & Services**

**Third Party Payments**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**Depreciation & Impairment**

**CORPORATE SERVICES**

**2 OVERHEAD EXPENSES (Continued)**

|  |  |  |
| --- | --- | --- |
| **2017/18** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 74,300 | 72,100 | 75,850 |
| 68,700 | 70,800 | 69,200 |
| 143,000 | 142,900 | 145,050 |
| (41,050) | (44,500) | (44,000) |
| 101,950 | 98,400 | 101,050 |
| 65,000 | 69,000 | 71,200 |
| 32,700 | 6,050 | 17,900 |
| **199,650** | **173,450** | **190,150** |
| 267,100 | 228,900 | 242,950 |
| 3,250 | 3,250 | 3,250 |
| 51,250 | 44,850 | 44,400 |
| 321,600 | 277,000 | 290,600 |
| (127,350) | (130,850) | (133,700) |
| 194,250 | 146,150 | 156,900 |
| 156,400 | 151,200 | 162,300 |
| **350,650** | **297,350** | **319,200** |

* 1. **PRINTING SECTION & MULTI FUNCTION DEVICES**

**Employees Supplies & Services**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**Depreciation & Impairment**

* 1. **CUSTOMER SERVICES Employees**

**Premises Related Expenses Supplies & Services**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**CORPORATE SERVICES**

**2 OVERHEAD EXPENSES (Continued)**

|  |  |  |
| --- | --- | --- |
| **2017/18** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 4,500 | 4,300 | 4,300 |
| 112,950 | 92,600 | 92,900 |
| 117,450 | 96,900 | 97,200 |
| (100) | (100) | (100) |
| 117,350 | 96,800 | 97,100 |
| 16,750 | 7,150 | 7,250 |
| **134,100** | **103,950** | **104,350** |
| 208,950 | 203,000 | 208,750 |
| 213,250 | 218,050 | 213,150 |
| 422,200 | 421,050 | 421,900 |
| (57,650) | (84,750) | (52,100) |
| 364,550 | 336,300 | 369,800 |
| 17,650 | 16,200 | 16,400 |
| **382,200** | **352,500** | **386,200** |

* 1. **GENERAL ADMINISTRATION Employees**

**Supplies & Services**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

* 1. **DEPARTMENTAL ADMINISTRATION Transport Related Expenses Supplies & Services**

**Less Income**

**Sub-total Depreciation & Impairment**

**CORPORATE SERVICES**

1. **OVERHEAD EXPENSES (Continued)**

|  |  |  |
| --- | --- | --- |
| **2017/18** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 2,000 | 1,000 | 1,000 |
| (200) | (200) | (200) |
| 1,800 | 800 | 800 |
| 2,900 | 2,750 | 2,800 |
| 400 | - | 500 |
| **5,100** | **3,550** | **4,100** |
| 901,850 | 849,550 | 874,450 |
| 500 | 1,500 | 1,200 |
| 593,900 | 628,350 | 704,150 |
| 1,496,250 | 1,479,400 | 1,579,800 |
| (12,000) | (8,000) | (8,000) |
| 1,484,250 | 1,471,400 | 1,571,800 |
| 255,950 | 240,650 | 255,850 |
| 301,500 | 311,600 | 337,400 |
| **2,041,700** | **2,023,650** | **2,165,050** |

* 1. **SNACK FACILITIES**

**Supplies & Services Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**Depreciation & Impairment**

* 1. **INFORMATION TECHNOLOGY SERVICES Employees**

**Transport Related Expenses Supplies & Services**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**Depreciation & Impairment**

**CORPORATE SERVICES**

1. **SUMMARY**

|  |  |  |
| --- | --- | --- |
| **2017/18** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 11,348,450 | 11,135,200 | 11,653,850 |
| 1,002,400 | 942,500 | 1,057,400 |
| 199,650 | 173,450 | 190,150 |
| 350,650 | 297,350 | 319,200 |
| 134,100 | 103,950 | 104,350 |
| 382,200 | 352,500 | 386,200 |
| 5,100 | 3,550 | 4,100 |
| 2,041,700 | 2,023,650 | 2,165,050 |
| 15,464,250 | 15,032,150 | 15,880,300 |
| (4,416,150) | (4,319,050) | (4,613,000) |
| (2,378,050) | (2,313,550) | (2,366,300) |
| (866,000) | (896,950) | (914,800) |
| (2,057,200) | (2,049,950) | (2,132,850) |
| (1,591,950) | (1,541,550) | (1,609,200) |
| (464,900) | (456,150) | (449,000) |
| (850) | (800) | (700) |
| (1,950,450) | (1,826,950) | (1,906,000) |
| (13,725,550) | (13,404,950) | (13,991,850) |
|  |  |  |
| **1,738,700** | **1,627,200** | **1,888,450** |

**Salaries & Oncosts Overhead Expenses :**

* 1. **Council Offices**
  2. **Printing & Multi Function Devices**
  3. **Customer Services**
  4. **General Administration**
  5. **Departmental Administration**
  6. **Snack Facilities**
  7. **Information Technology Services**

**Less Recharged to :**

**Planning, Housing & Environmental Health Street Scene, Leisure & Technical**

**Central Services**

**Finance & Transformation Corporate Services**

**Chief Executive Other Services Holding Accounts**

**TO SUMMARY**

**CORPORATE SERVICES**

|  |  |  |
| --- | --- | --- |
| **2017/18** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 293,450 | 288,050 | 294,600 |
| 7,000 | 5,500 | 7,000 |
| 2,500 | 2,500 | 2,050 |
| 302,950 | 296,050 | 303,650 |
| 467,650 | 438,700 | 464,950 |
| **770,600** | **734,750** | **768,600** |
| 5,500 | 3,000 | 3,000 |
| 413,000 | 397,550 | 400,600 |
| 418,500 | 400,550 | 403,600 |
| 23,600 | 18,500 | 18,700 |
| **442,100** | **419,050** | **422,300** |
| 8,300 | 8,300 | 8,550 |
| 10,000 | 10,000 | 10,000 |
| 24,950 | 25,000 | 25,200 |
| 43,250 | 43,300 | 43,750 |
| 120,500 | 119,450 | 131,300 |
| **163,750** | **162,750** | **175,050** |
| **1,376,450** | **1,316,550** | **1,365,950** |

1. **DEMOCRATIC REPRESENTATION**
   1. **DEMOCRATIC ADMINISTRATION Employees**

**Premises Related Expenses Supplies & Services**

**Sub-total**

**Central, Departmental & Technical Support Services**

* 1. **PAYMENTS TO MEMBERS Transport Related Expenses Supplies & Services**

**Sub-total**

**Central, Departmental & Technical Support Services**

* 1. **MAYORAL & OTHER MEMBER SUPPORT (INC. MEMBER TRAINING)**

**Employees**

**Transport Related Expenses Supplies & Services**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

**CORPORATE SERVICES**

1. **CORPORATE MANAGEMENT**

|  |  |  |
| --- | --- | --- |
| **2017/18** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 77,250 | 75,350 | 75,850 |
| 386,000 | 381,000 | 398,150 |
| **463,250** | **456,350** | **474,000** |
| 57,500 | 57,750 | 37,000 |
| 74,500 | 73,650 | 76,400 |
| **132,000** | **131,400** | **113,400** |
| **595,250** | **587,750** | **587,400** |
| 65,650 | 69,500 | 68,500 |
| (129,500) | (138,550) | (140,650) |
| (63,850) | (69,050) | (72,150) |
| 75,050 | 69,050 | 72,150 |
| **11,200** | **-** | **-** |

* 1. **CORPORATE POLICY Employees**

**Central, Departmental & Technical Support Services**

* 1. **PUBLIC ACCOUNTABILITY Supplies & Services**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

1. **CAPITAL PROGRAMME REVENUE EXPENSES**

**Employees Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

**- CS 8 -**

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **EMPLOYEES - SALARIES** | | | | | | | |
| **SERVICE ANALYSIS OF EXPENDITURE** | | | | | | | |
|  | Basic | Overtime | Temporary | Total | Council Contributions | | Total |
|  | Salaries |  | Staff | Salaries | Nat. Ins. | Supern. | Salaries & |
|  |  |  |  |  |  |  | Oncosts |
|  | £ | £ | £ | £ | £ | £ | £ |
| **2017/18 ESTIMATE** |  |  |  |  |  |  |  |
| Original Estimate | 7,534,700 | 26,400 | 212,950 | 7,774,050 | 742,700 | 1,115,250 | 9,632,000 |
| Revised Estimate | 7,312,400 | 39,200 | 337,950 | 7,689,550 | 719,000 | 1,072,350 | 9,480,900 |
| **2018/19 ESTIMATE** |  |  |  |  |  |  |  |
| Service |  |  |  |  |  |  |  |
| Administration & Property | 604,100 | 11,350 | 500 | 615,950 | 57,500 | 89,250 | 762,700 |
| Environmental Health & Housing | 1,030,050 | 1,000 | - | 1,031,050 | 99,500 | 136,150 | 1,266,700 |
| Executive | 398,700 | 1,400 | 15,000 | 415,100 | 45,600 | 61,200 | 521,900 |
| Finance | 1,370,650 | - | 84,250 | 1,454,900 | 132,950 | 201,100 | 1,788,950 |
| Information Technology | 654,250 | 1,200 | 44,250 | 699,700 | 69,300 | 100,300 | 869,300 |
| Legal | 381,100 | 900 | - | 382,000 | 38,100 | 58,700 | 478,800 |
| Personnel | 330,550 | 5,000 | 35,000 | 370,550 | 24,050 | 49,400 | 444,000 |
| Planning | 1,498,800 | 1,500 | - | 1,500,300 | 155,400 | 226,400 | 1,882,100 |
| Street Scene & Leisure | 977,200 | 800 | 1,900 | 979,900 | 93,400 | 147,650 | 1,220,950 |
| Technical | 502,550 | 800 | - | 503,350 | 42,150 | 64,250 | 609,750 |
|  |  |  |  |  |  |  |  |
|  | 7,747,950 | 23,950 | 180,900 | 7,952,800 | 757,950 | 1,134,400 | 9,845,150 |
|  |  |  |  |  |  |  |  |
|  |  | **- CS 9 -** | |  |  |  |  |

**CHIEF EXECUTIVE**

**SUMMARY**

1. COMMUNITY DEVELOPMENT

|  |  |  |
| --- | --- | --- |
| **2017/18** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 104,600 | 110,150 | 105,550 |
| 341,800 | 327,300 | 322,950 |
| 136,050 | 138,050 | 137,850 |
| 97,750 | 126,450 | 129,100 |
| **680,200** | **701,950** | **695,450** |

1. ELECTIONS
2. GRANTS & PAYMENTS
3. ECONOMIC DEVELOPMENT & REGENERATION

**- CE 1 -**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **CHIEF EXECUTIVE** | | | | |
|  |  | **2017/18** | | **2018/19** |
|  |  | **ORIGINAL** | **REVISED** | **ESTIMATE** |
|  |  | **£** | **£** | **£** |
| **1** | **COMMUNITY DEVELOPMENT** |  |  |  |
|  | **Employees** | 47,200 | 47,100 | 46,750 |
|  | **Supplies & Services** | 28,100 | 35,100 | 21,500 |
|  |  | 75,300 | 82,200 | 68,250 |
|  | **Less Income** | (8,100) | (8,100) | - |
|  | **Sub-total** | 67,200 | 74,100 | 68,250 |
|  | **Central, Departmental & Technical** |  |  |  |
|  | **Support Services** | 37,400 | 36,050 | 37,300 |
|  | **TO SUMMARY** | **104,600** | **110,150** | **105,550** |
|  |  |  |  |  |
|  | **- CE 2 -** | |  |  |

**CHIEF EXECUTIVE**

1. **ELECTIONS**

|  |  |  |
| --- | --- | --- |
| **2017/18** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 86,400 | 78,950 | 92,900 |
| 68,100 | 68,100 | 68,100 |
| 154,500 | 147,050 | 161,000 |
| (16,000) | (22,800) | (16,000) |
| 138,500 | 124,250 | 145,000 |
| 90,600 | 82,250 | 90,700 |
| 5,000 | 5,000 | 5,000 |
| **234,100** | **211,500** | **240,700** |
| 33,950 | 42,000 | 17,300 |
| 73,750 | 73,800 | 64,950 |
| **107,700** | **115,800** | **82,250** |
| **341,800** | **327,300** | **322,950** |

* 1. **ELECTORAL REGISTRATION Employees**

**Supplies & Services**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**Depreciation & Impairment**

* 1. **CONDUCT OF ELECTIONS Employees**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

**- CE 3 -**

**CHIEF EXECUTIVE**

1. **GRANTS & PAYMENTS**

|  |  |  |
| --- | --- | --- |
| **2017/18** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 3,550 | 3,750 | 4,050 |
| 130,950 | 134,050 | 134,850 |
| 134,500 | 137,800 | 138,900 |
| (6,750) | (8,750) | (10,400) |
| 127,750 | 129,050 | 128,500 |
| 8,300 | 9,000 | 9,350 |
| **136,050** | **138,050** | **137,850** |
| 56,250 | 56,650 | 57,600 |
| 14,000 | 43,200 | 43,400 |
| 70,250 | 99,850 | 101,000 |
| 27,500 | 26,600 | 28,100 |
| **97,750** | **126,450** | **129,100** |

**Employees Supplies & Services**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

1. **ECONOMIC DEVELOPMENT & REGENERATION**

**Employees Supplies & Services**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

**- CE 4 -**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **DIRECTOR OF CENTRAL SERVICES** | | | | |
| **SUMMARY** | | | | |
|  |  | **2017/18** | | **2018/19** |
|  |  | **ORIGINAL** | **REVISED** | **ESTIMATE** |
|  |  | **£** | **£** | **£** |
| **1** | TONBRIDGE CASTLE GATEHOUSE | 11,100 | 16,250 | 8,950 |
| **2** | COMMUNITY SAFETY | 134,650 | 140,350 | 144,800 |
| **3** | INFORMATION & PUBLICITY | 133,950 | 131,450 | 136,150 |
| **4** | LOCAL LAND CHARGES | (87,400) | (41,050) | (86,400) |
| **5** | INDUSTRIAL ESTATE | (66,450) | (66,550) | (66,350) |
| **6** | COMMERCIAL PROPERTY | (253,100) | (251,700) | (244,550) |
| **7** | VALE RISE DEPOT | - | - | - |
| **8** | LAND REVIEW | 90,550 | 130,550 | 81,200 |
| **9** | BOROUGH CHRISTMAS LIGHTING | 38,900 | 36,050 | 41,250 |
| **10** | LICENCES | 12,950 | 9,700 | 20,800 |
|  |  | **15,150** | **105,050** | **35,850** |
|  |  |  |  |  |
|  | **- CEN 1 -** | |  |  |

**DIRECTOR OF CENTRAL SERVICES**

1. **TONBRIDGE CASTLE GATEHOUSE**

|  |  |  |
| --- | --- | --- |
| **2017/18** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 5,750 | 5,150 | 5,350 |
| 11,750 | 15,000 | 8,800 |
| 10,700 | 11,000 | 11,500 |
| 28,200 | 31,150 | 25,650 |
| (31,000) | (30,300) | (33,000) |
| (2,800) | 850 | (7,350) |
| 12,700 | 14,200 | 15,100 |
| 1,200 | 1,200 | 1,200 |
| **11,100** | **16,250** | **8,950** |
| 86,250 | 90,500 | 93,350 |
| 32,200 | 32,200 | 32,200 |
| 118,450 | 122,700 | 125,550 |
| (34,850) | (34,850) | (34,850) |
| 83,600 | 87,850 | 90,700 |
| 51,050 | 52,500 | 54,100 |
| **134,650** | **140,350** | **144,800** |

**Employees**

**Premises Related Expenses Supplies & Services**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**Depreciation & Impairment**

**TO SUMMARY**

1. **COMMUNITY SAFETY**

**Employees Supplies & Services**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

**- CEN 2 -**

**DIRECTOR OF CENTRAL SERVICES**

1. **INFORMATION & PUBLICITY**

|  |  |  |
| --- | --- | --- |
| **2017/18** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 69,950 | 70,050 | 71,350 |
| 12,000 | 12,000 | 12,000 |
| 81,950 | 82,050 | 83,350 |
| 52,000 | 49,400 | 52,800 |
| **133,950** | **131,450** | **136,150** |
| 100,050 | 116,050 | 101,350 |
| 20,100 | 12,950 | 12,350 |
| 120,150 | 129,000 | 113,700 |
| (305,000) | (270,000) | (300,000) |
| (184,850) | (141,000) | (186,300) |
| 97,450 | 99,950 | 99,900 |
| **(87,400)** | **(41,050)** | **(86,400)** |

**Employees Supplies & Services**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

1. **LOCAL LAND CHARGES**

**Employees Supplies & Services**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

**- CEN 3 -**

**DIRECTOR OF CENTRAL SERVICES**

1. **INDUSTRIAL ESTATE**

|  |  |  |
| --- | --- | --- |
| **2017/18** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 1,750 | 1,750 | 1,800 |
| (71,600) | (71,600) | (71,600) |
| (69,850) | (69,850) | (69,800) |
| 3,400 | 3,300 | 3,450 |
| **(66,450)** | **(66,550)** | **(66,350)** |
| 5,400 | 5,450 | 5,500 |
| 7,500 | 7,650 | 23,350 |
| 12,900 | 13,100 | 28,850 |
| (274,650) | (273,100) | (282,050) |
| (261,750) | (260,000) | (253,200) |
| 8,050 | 7,700 | 8,050 |
| 600 | 600 | 600 |
| **(253,100)** | **(251,700)** | **(244,550)** |

**Employees Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

1. **COMMERCIAL PROPERTY**

**Employees**

**Premises Related Expenses**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**Depreciation & Impairment**

**TO SUMMARY**

**- CEN 4 -**

**DIRECTOR OF CENTRAL SERVICES**

1. **VALE RISE DEPOT**

|  |  |  |
| --- | --- | --- |
| **2017/18** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 5,900 | 5,750 | 5,800 |
| 15,600 | 30,550 | 16,050 |
| 21,500 | 36,300 | 21,850 |
| (33,350) | (47,950) | (33,700) |
| (11,850) | (11,650) | (11,850) |
| 3,000 | 2,800 | 3,000 |
| 8,850 | 8,850 | 8,850 |
| - | - | - |
| 38,500 | 38,900 | 39,300 |
| 28,550 | 69,800 | 17,750 |
| 5,000 | 5,000 | 5,000 |
| 72,050 | 113,700 | 62,050 |
| (8,500) | (9,250) | (8,500) |
| 63,550 | 104,450 | 53,550 |
| 27,000 | 26,100 | 27,650 |
| **90,550** | **130,550** | **81,200** |

**Employees**

**Premises Related Expenses**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**Depreciation & Impairment**

**TO SUMMARY**

1. **LAND REVIEW**

**Employees**

**Premises Related Expenses Supplies & Services**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

**- CEN 5 -**

**DIRECTOR OF CENTRAL SERVICES**

1. **BOROUGH CHRISTMAS LIGHTING**

|  |  |  |
| --- | --- | --- |
| **2017/18** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 600 | 550 | 550 |
| 32,000 | 33,500 | 32,000 |
| 32,600 | 34,050 | 32,550 |
| 1,750 | 2,000 | 2,100 |
| 4,550 | - | 6,600 |
| **38,900** | **36,050** | **41,250** |
| 162,100 | 168,700 | 179,900 |
| 50 | 250 | 250 |
| 16,300 | 16,300 | 16,300 |
| 178,450 | 185,250 | 196,450 |
| (298,900) | (312,000) | (320,400) |
| (120,450) | (126,750) | (123,950) |
| 98,900 | 101,650 | 107,750 |
| **(21,550)** | **(25,100)** | **(16,200)** |
| 21,850 | 22,050 | 23,450 |
| 12,650 | 12,750 | 13,550 |
| **34,500** | **34,800** | **37,000** |
|  |  |  |
| **12,950** | **9,700** | **20,800** |

**Employees Supplies & Services**

**Sub-total**

**Central, Departmental & Technical Support Services**

**Depreciation & Impairment**

**TO SUMMARY**

1. **LICENCES**
   1. **FEE PAYING**

**Employees**

**Premises Related Expenses Supplies & Services**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

* 1. **NON FEE PAYING**

**Employees**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

**- CEN 6 -**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **DIRECTOR OF FINANCE & TRANSFORMATION** | | | | |
| **SUMMARY** | | | | |
|  |  | **2017/18** | | **2018/19** |
|  |  | **ORIGINAL** | **REVISED** | **ESTIMATE** |
|  |  | **£** | **£** | **£** |
| **1** | HOUSING ADVANCES | 4,900 | 4,650 | 4,550 |
| **2** | HOUSING BENEFITS | 529,650 | 569,950 | 593,500 |
| **3** | LOCAL REVENUE & NNDR COLLECTION | 538,950 | 483,800 | 550,350 |
| **4** | COUNCIL TAX SUPPORT | 99,050 | 149,950 | 169,650 |
| **5** | INTEREST & TRANSFERS | 2,950 | (129,200) | (233,750) |
| **6** | DRAINAGE BOARDS SPECIAL LEVIES | 395,100 | 395,100 | 440,500 |
| **7** | GENERAL ADVICE TO PARISH COUNCILS | 84,150 | 77,950 | 82,500 |
| **8** | CONTRIBUTIONS TO PROVISIONS | 5,000 | 5,000 | 5,000 |
|  |  | **1,659,750** | **1,557,200** | **1,612,300** |
|  |  |  |  |  |
|  | **- FT 1 -** | |  |  |

**DIRECTOR OF FINANCE & TRANSFORMATION**

1. **HOUSING ADVANCES**

|  |  |  |
| --- | --- | --- |
| **2017/18** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 250 | 300 | 300 |
| 3,200 | 3,150 | 3,200 |
| 3,450 | 3,450 | 3,500 |
| (250) | (200) | (150) |
| 3,200 | 3,250 | 3,350 |
| 1,700 | 1,400 | 1,200 |
| **4,900** | **4,650** | **4,550** |
| 271,400 | 299,250 | 277,500 |
| 30,500 | 32,750 | 29,750 |
| 35,268,000 | 34,826,000 | 34,590,000 |
| 35,569,900 | 35,158,000 | 34,897,250 |
| (35,391,450) | (34,924,700) | (34,662,950) |
| 178,450 | 233,300 | 234,300 |
| 351,200 | 336,650 | 359,200 |
| **529,650** | **569,950** | **593,500** |

**Premises Related Expenses Supplies & Services**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

1. **HOUSING BENEFITS**

**Employees Supplies & Services Housing Benefits**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

**- FT 2 -**

**DIRECTOR OF FINANCE & TRANSFORMATION**

1. **LOCAL REVENUE & NNDR COLLECTION**

|  |  |  |
| --- | --- | --- |
| **2017/18** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 377,250 | 356,950 | 407,400 |
| 99,450 | 99,450 | 95,150 |
| 476,700 | 456,400 | 502,550 |
| (419,850) | (444,450) | (451,000) |
| 56,850 | 11,950 | 51,550 |
| 482,100 | 471,850 | 498,800 |
| **538,950** | **483,800** | **550,350** |
| 199,950 | 220,700 | 202,950 |
| 16,250 | 21,400 | 26,000 |
| (35,000) | (10,000) | (3,000) |
| 181,200 | 232,100 | 225,950 |
| (317,550) | (313,450) | (303,900) |
| (136,350) | (81,350) | (77,950) |
| 235,400 | 231,300 | 247,600 |
| **99,050** | **149,950** | **169,650** |

**Employees Supplies & Services**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

1. **COUNCIL TAX SUPPORT**

**Employees Supplies & Services Transfer Payments**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

**- FT 3 -**

**DIRECTOR OF FINANCE & TRANSFORMATION**

1. **INTEREST & TRANSFERS**

|  |  |  |
| --- | --- | --- |
| **2017/18** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 27,650 | 28,300 | 29,000 |
| 85,400 | 99,750 | 88,300 |
| 113,050 | 128,050 | 117,300 |
| (136,200) | (282,550) | (377,450) |
| (23,150) | (154,500) | (260,150) |
| 26,100 | 25,300 | 26,400 |
| **2,950** | **(129,200)** | **(233,750)** |
| 394,800 | 394,800 | 440,200 |
| 300 | 300 | 300 |
| **395,100** | **395,100** | **440,500** |
| 42,550 | 38,750 | 41,300 |
| 41,600 | 39,200 | 41,200 |
| **84,150** | **77,950** | **82,500** |
| 5,000 | 5,000 | 5,000 |
| **5,000** | **5,000** | **5,000** |

**Employees Supplies & Services**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

1. **DRAINAGE BOARDS SPECIAL LEVIES**

**Supplies & Services**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

1. **GENERAL ADVICE TO PARISH COUNCILS**

**Employees**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

1. **CONTRIBUTIONS TO PROVISIONS**

**Supplies & Services**

**TO SUMMARY**

**- FT 4 -**

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

**SUMMARY**

|  |  |  |
| --- | --- | --- |
| **2017/18 ESTIMATE** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 1,000,500 | 948,550 | 864,600 |
| 66,000 | 63,650 | 65,150 |
| 58,800 | 62,150 | 61,350 |
| 539,450 | 522,600 | 620,900 |
| 282,050 | 248,450 | 277,500 |
| 243,950 | 54,300 | 157,050 |
| 187,350 | 180,450 | 170,750 |
| 3,200 | 3,000 | 3,200 |
| 230,200 | 218,500 | 227,950 |
| 77,550 | 73,250 | 75,800 |
| 8,750 | 8,050 | 8,200 |
| 4,100 | 4,000 | 4,150 |
| 30,100 | 29,850 | 30,300 |
| 296,400 | 310,100 | 289,450 |
| 347,450 | 336,950 | 341,550 |
| 102,400 | 117,800 | 123,600 |
| **3,478,250** | **3,181,650** | **3,321,500** |

1. DEVELOPMENT MANAGEMENT
2. CONSERVATION
3. BUILDING CONTROL
4. PLANNING POLICY
5. HOUSING STRATEGY & ENABLING ROLE
6. HOMELESSNESS
7. HOUSING ADVICE
8. HOME SAFETY
9. PRIVATE SECTOR HOUSING RENEWAL
10. PRIVATE SECTOR HOUSING STANDARDS
11. HOME IMPROVEMENT AGENCY
12. PUBLIC HEALTH ACT 1984
13. ENVIRONMENTAL PROTECTION ACT - PART 1
14. ENVIRONMENTAL PROTECTION
15. FOOD & SAFETY
16. PUBLIC HEALTH

**- PHEH 1 -**

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

1. **DEVELOPMENT MANAGEMENT**

|  |  |  |
| --- | --- | --- |
| **2017/18 ESTIMATE** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 1,026,450 | 1,006,800 | 1,036,900 |
| 41,600 | 45,000 | 45,000 |
| 1,068,050 | 1,051,800 | 1,081,900 |
| (721,700) | (730,100) | (864,100) |
| 346,350 | 321,700 | 217,800 |
| 654,150 | 626,850 | 646,800 |
| **1,000,500** | **948,550** | **864,600** |
| 39,650 | 38,300 | 39,300 |
| 7,800 | 7,800 | 7,800 |
| 47,450 | 46,100 | 47,100 |
| 18,550 | 17,550 | 18,050 |
| **66,000** | **63,650** | **65,150** |

**Employees Supplies & Services**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

1. **CONSERVATION Employees Supplies & Services**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

**- PHEH 2 -**

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

1. **BUILDING CONTROL**

|  |  |  |
| --- | --- | --- |
| **2017/18 ESTIMATE** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 253,800 | 227,500 | 239,700 |
| 5,050 | 5,050 | 5,050 |
| 10,000 | 46,000 | 38,000 |
| 268,850 | 278,550 | 282,750 |
| (355,000) | (355,000) | (365,000) |
| (86,150) | (76,450) | (82,250) |
| 144,950 | 138,600 | 143,600 |
| **58,800** | **62,150** | **61,350** |
| 318,950 | 312,650 | 404,350 |
| 97,450 | 97,600 | 67,700 |
| 416,400 | 410,250 | 472,050 |
| (5,000) | (5,000) | - |
| 411,400 | 405,250 | 472,050 |
| 128,050 | 117,350 | 148,850 |
| **539,450** | **522,600** | **620,900** |

**Employees Supplies & Services**

**Third Party Payments**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

1. **PLANNING POLICY Employees Supplies & Services**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

**- PHEH 3 -**

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

1. **HOUSING STRATEGY & ENABLING ROLE**

|  |  |  |
| --- | --- | --- |
| **2017/18 ESTIMATE** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 164,300 | 158,400 | 161,450 |
| 17,200 | 23,200 | 20,200 |
| 7,300 | 7,300 | 7,300 |
| 188,800 | 188,900 | 188,950 |
| - | (28,000) | (1,000) |
| 188,800 | 160,900 | 187,950 |
| 93,250 | 87,550 | 89,550 |
| **282,050** | **248,450** | **277,500** |
| 132,850 | 146,750 | 200,150 |
| 410,800 | 425,000 | 498,550 |
| 800 | 500 | 500 |
| 544,450 | 572,250 | 699,200 |
| (398,550) | (622,250) | (669,100) |
| 145,900 | (50,000) | 30,100 |
| 98,050 | 104,300 | 126,950 |
| **243,950** | **54,300** | **157,050** |

**Employees Supplies & Services**

**Third Party Payments**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

1. **HOMELESSNESS Employees Supplies & Services**

**Third Party Payments**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

**- PHEH 4 -**

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

1. **HOUSING ADVICE**

|  |  |  |
| --- | --- | --- |
| **2017/18 ESTIMATE** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 120,000 | 117,800 | 111,800 |
| 120,000 | 117,800 | 111,800 |
| 67,350 | 62,650 | 58,950 |
| **187,350** | **180,450** | **170,750** |
| 2,000 | 1,900 | 2,000 |
| 2,000 | 1,900 | 2,000 |
| 1,200 | 1,100 | 1,200 |
| **3,200** | **3,000** | **3,200** |
| 134,650 | 127,550 | 134,500 |
| 873,300 | 841,500 | 972,500 |
| 1,007,950 | 969,050 | 1,107,000 |
| (843,050) | (811,050) | (942,050) |
| 164,900 | 158,000 | 164,950 |
| 65,300 | 60,500 | 63,000 |
| **230,200** | **218,500** | **227,950** |

**Employees**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

1. **HOME SAFETY**

**Employees**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

1. **PRIVATE SECTOR HOUSING RENEWAL**

**Employees Supplies & Services**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

**- PHEH 5 -**

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

1. **PRIVATE SECTOR HOUSING STANDARDS**

|  |  |  |
| --- | --- | --- |
| **2017/18 ESTIMATE** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 54,250 | 51,400 | 53,050 |
| (1,700) | (1,700) | (1,700) |
| 52,550 | 49,700 | 51,350 |
| 25,000 | 23,550 | 24,450 |
| **77,550** | **73,250** | **75,800** |
| 5,950 | 5,700 | 6,000 |
| 550 | 350 | 100 |
| 6,500 | 6,050 | 6,100 |
| 2,250 | 2,000 | 2,100 |
| **8,750** | **8,050** | **8,200** |
| 800 | 750 | 800 |
| 2,500 | 2,500 | 2,500 |
| 3,300 | 3,250 | 3,300 |
| 800 | 750 | 850 |
| **4,100** | **4,000** | **4,150** |

**Employees Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

1. **HOME IMPROVEMENT AGENCY**

**Employees Supplies & Services**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

1. **PUBLIC HEALTH ACT 1984**

**Employees**

**Third Party Payments**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

**- PHEH 6 -**

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

1. **ENVIRONMENTAL PROTECTION ACT**

|  |  |  |
| --- | --- | --- |
| **2017/18 ESTIMATE** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 24,050 | 23,050 | 23,150 |
| (11,350) | (9,400) | (9,400) |
| 12,700 | 13,650 | 13,750 |
| 17,400 | 16,200 | 16,550 |
| **30,100** | **29,850** | **30,300** |
| 174,350 | 168,150 | 170,100 |
| 6,000 | 7,350 | 5,950 |
| 14,000 | 37,950 | 13,950 |
| 194,350 | 213,450 | 190,000 |
| (3,750) | (2,750) | (2,750) |
| 190,600 | 210,700 | 187,250 |
| 103,950 | 97,550 | 100,350 |
| 1,850 | 1,850 | 1,850 |
| **296,400** | **310,100** | **289,450** |

**Employees Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

1. **ENVIRONMENTAL PROTECTION**

**Employees Supplies & Services**

**Third Party Payments**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**Depreciation & Impairment**

**TO SUMMARY**

**- PHEH 7 -**

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

1. **FOOD & SAFETY**

|  |  |  |
| --- | --- | --- |
| **2017/18 ESTIMATE** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 207,400 | 202,950 | 205,200 |
| 3,900 | 3,500 | 3,700 |
| 200 | 100 | 100 |
| 211,500 | 206,550 | 209,000 |
| (5,150) | (2,650) | (5,150) |
| 206,350 | 203,900 | 203,850 |
| 141,100 | 133,050 | 137,700 |
| **347,450** | **336,950** | **341,550** |
| 133,650 | 166,150 | 165,600 |
| 45,200 | 30,000 | 30,000 |
| 178,850 | 196,150 | 195,600 |
| (138,150) | (152,000) | (152,000) |
| 40,700 | 44,150 | 43,600 |
| 61,700 | 73,650 | 80,000 |
| **102,400** | **117,800** | **123,600** |

**Employees Supplies & Services**

**Third Party Payments**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

1. **PUBLIC HEALTH**

**Employees Supplies & Services**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

**- PHEH 8 -**

**DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**

1. REFUSE COLLECTION
2. RECYCLING
3. STREET SCENE
4. PUBLIC CONVENIENCES
5. PEST CONTROL
6. TONBRIDGE & MALLING LEISURE TRUST
7. LARKFIELD LEISURE CENTRE
8. ANGEL CENTRE
9. TONBRIDGE SWIMMING POOL
10. POULT WOOD GOLF CENTRE
11. SPORTS GROUNDS
12. PLEASURE GROUNDS & OPEN SPACES
13. ALLOTMENTS
14. CHURCHYARDS
15. CEMETERY
16. YOUTH & PLAY DEVELOPMENT
17. SPORTS DEVELOPMENT
18. EVENTS DEVELOPMENT
19. LEISURE MARKETING / PROMOTION
20. PARKING SERVICES
21. TRANSPORTATION
22. SECURITY SERVICES MANAGEMENT (CCTV)
23. BOROUGH DRAINAGE

& LAND DRAINAGE RELATED WORK

1. CIVIL CONTINGENCIES

**SUMMARY**

|  |  |  |
| --- | --- | --- |
| **2017/18 ESTIMATE** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 1,373,700 | 1,349,150 | 1,398,750 |
| 1,360,950 | 1,319,650 | 1,406,900 |
| 1,460,850 | 1,457,050 | 1,520,100 |
| 260,550 | 267,200 | 251,650 |
| 24,750 | 24,100 | 24,550 |
| 226,150 | 256,050 | 95,450 |
| 951,200 | 968,800 | 1,206,800 |
| 308,800 | 351,900 | 343,850 |
| 667,550 | 754,950 | 772,200 |
| 174,600 | 210,700 | 230,450 |
| 426,200 | 432,650 | 452,450 |
| 695,600 | 715,000 | 684,550 |
| 10,400 | 8,800 | 8,300 |
| 10,400 | 10,300 | 10,450 |
| 72,650 | 77,050 | 78,900 |
| 77,150 | 74,500 | 71,650 |
| 64,400 | 61,250 | 57,200 |
| 73,500 | 63,100 | 63,650 |
| 177,400 | 171,550 | 168,850 |
| (1,117,700) | (1,455,150) | (1,453,300) |
| 89,800 | 111,500 | 81,600 |
| 69,600 | 71,800 | 72,900 |
| 56,650 | 84,900 | 108,300 |
| 75,750 | 82,600 | 86,400 |
| **7,590,900** | **7,469,400** | **7,742,600** |

**- SSLTS 1 -**

**DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**

1. **REFUSE COLLECTION**

|  |  |  |
| --- | --- | --- |
| **2017/18 ESTIMATE** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 112,000 | 112,000 | 114,050 |
| 30,400 | 45,050 | 30,800 |
| 18,050 | 8,050 | 8,050 |
| 1,190,550 | 1,163,500 | 1,220,300 |
| 1,351,000 | 1,328,600 | 1,373,200 |
| (106,500) | (106,500) | (108,000) |
| 1,244,500 | 1,222,100 | 1,265,200 |
| 79,000 | 76,800 | 80,600 |
| 50,200 | 50,250 | 52,950 |
| **1,373,700** | **1,349,150** | **1,398,750** |
| 108,300 | 109,350 | 111,350 |
| 17,950 | 17,950 | 17,950 |
| 139,200 | 141,500 | 134,000 |
| 15,800 | 15,800 | 39,750 |
| 1,487,450 | 1,474,350 | 1,544,900 |
| 1,768,700 | 1,758,950 | 1,847,950 |
| (544,500) | (572,600) | (578,550) |
| 1,224,200 | 1,186,350 | 1,269,400 |
| 74,300 | 70,950 | 74,450 |
| 62,450 | 62,350 | 63,050 |
| **1,360,950** | **1,319,650** | **1,406,900** |

**Employees**

**Premises Related Expenses Supplies & Services**

**Third Party Payments**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**Depreciation & Impairment**

**TO SUMMARY**

1. **RECYCLING**

**Employees**

**Premises Related Expenses Transport Related Expenses Supplies & Services**

**Third Party Payments**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**Depreciation & Impairment**

**TO SUMMARY**

**- SSLTS 2 -**

**DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**

1. **STREET SCENE**

|  |  |  |
| --- | --- | --- |
| **2017/18 ESTIMATE** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 115,750 | 115,900 | 117,950 |
| 126,850 | 126,850 | 130,100 |
| 1,234,650 | 1,234,000 | 1,290,400 |
| 1,477,250 | 1,476,750 | 1,538,450 |
| (94,350) | (94,550) | (96,800) |
| 1,382,900 | 1,382,200 | 1,441,650 |
| 77,950 | 74,850 | 78,450 |
| **1,460,850** | **1,457,050** | **1,520,100** |
| 16,650 | 16,950 | 17,300 |
| 89,400 | 96,200 | 77,700 |
| 63,200 | 63,200 | 65,100 |
| 169,250 | 176,350 | 160,100 |
| (200) | (200) | (200) |
| 169,050 | 176,150 | 159,900 |
| 14,500 | 14,050 | 14,750 |
| 77,000 | 77,000 | 77,000 |
| **260,550** | **267,200** | **251,650** |

**Employees Supplies & Services**

**Third Party Payments**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

1. **PUBLIC CONVENIENCES**

**Employees**

**Premises Related Expenses Third Party Payments**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**Depreciation & Impairment**

**TO SUMMARY**

**- SSLTS 3 -**

**DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**

1. **PEST CONTROL**

|  |  |  |
| --- | --- | --- |
| **2017/18 ESTIMATE** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 7,150 | 7,050 | 7,150 |
| 500 | 500 | 500 |
| 2,000 | 2,000 | 2,000 |
| 9,650 | 9,550 | 9,650 |
| 15,100 | 14,550 | 14,900 |
| **24,750**  **T** | **24,100** | **24,550** |
| 44,250 | 42,650 | 38,350 |
| 150,850 | 185,950 | 28,000 |
| 195,100 | 228,600 | 66,350 |
| 31,050 | 27,450 | 29,100 |
| **226,150** | **256,050** | **95,450** |
| 1,350 | 1,250 | 1,250 |
| 140,150 | 154,950 | 146,050 |
| - | - | 250,000 |
| 141,500 | 156,200 | 397,300 |
| 19,700 | 35,300 | 32,900 |
| 790,000 | 777,300 | 776,600 |
| **951,200** | **968,800** | **1,206,800** |

**Employees Supplies & Services**

**Financial Hardship Subsidy**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

1. **TONBRIDGE & MALLING LEISURE TRUS**

**Employees**

**Third Party Payments**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

1. **LARKFIELD LEISURE CENTRE**

**Employees**

**Premises Related Expenses Third Party Payments**

**Sub-total**

**Central, Departmental & Technical Support Services**

**Depreciation & Impairment**

**TO SUMMARY**

**- SSLTS 4 -**

**DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**

1. **ANGEL CENTRE**

|  |  |  |
| --- | --- | --- |
| **2017/18 ESTIMATE** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 2,650 | 2,550 | 2,600 |
| 66,600 | 75,150 | 57,600 |
| 69,250 | 77,700 | 60,200 |
| 9,550 | 9,600 | 10,900 |
| 230,000 | 264,600 | 272,750 |
| **308,800** | **351,900** | **343,850** |
| 2,650 | 2,550 | 2,600 |
| 219,200 | 240,600 | 252,850 |
| 221,850 | 243,150 | 255,450 |
| 13,300 | 12,900 | 13,450 |
| 432,400 | 498,900 | 503,300 |
| **667,550** | **754,950** | **772,200** |
| 2,650 | 1,550 | 1,600 |
| 46,400 | 57,800 | 69,850 |
| 5,300 | 2,850 | 2,150 |
| 54,350 | 62,200 | 73,600 |
| 9,900 | 9,100 | 9,500 |
| 110,350 | 139,400 | 147,350 |
| **174,600** | **210,700** | **230,450** |

**Employees**

**Premises Related Expenses**

**Sub-total**

**Central, Departmental & Technical Support Services**

**Depreciation & Impairment**

**TO SUMMARY**

1. **TONBRIDGE SWIMMING POOL**

**Employees**

**Premises Related Expenses**

**Sub-total**

**Central, Departmental & Technical Support Services**

**Depreciation & Impairment**

**TO SUMMARY**

1. **POULT WOOD GOLF CENTRE**

**Employees**

**Premises Related Expenses Transport Related Expenses**

**Sub-total**

**Central, Departmental & Technical Support Services**

**Depreciation & Impairment**

**TO SUMMARY**

**- SSLTS 5 -**

**DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**

1. **SPORTS GROUNDS**

|  |  |  |
| --- | --- | --- |
| **2017/18 ESTIMATE** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 38,000 | 37,800 | 36,950 |
| 47,800 | 41,550 | 46,900 |
| 2,300 | 2,150 | 1,950 |
| 11,100 | 24,950 | 153,600 |
| 223,300 | 229,650 | 239,150 |
| 322,500 | 336,100 | 478,550 |
| (26,300) | (37,900) | (164,200) |
| 296,200 | 298,200 | 314,350 |
| 32,050 | 36,950 | 37,500 |
| 97,950 | 97,500 | 100,600 |
| **426,200** | **432,650** | **452,450** |
| 193,850 | 185,550 | 185,950 |
| 117,450 | 143,000 | 118,450 |
| 2,650 | 2,150 | 1,900 |
| 65,100 | 87,700 | 79,950 |
| 230,350 | 231,550 | 236,350 |
| 609,400 | 649,950 | 622,600 |
| (141,450) | (164,150) | (165,800) |
| 467,950 | 485,800 | 456,800 |
| 122,100 | 122,900 | 130,150 |
| 105,550 | 106,300 | 97,600 |
| **695,600** | **715,000** | **684,550** |

**Employees**

**Premises Related Expenses Transport Related Expenses Supplies & Services**

**Third Party Payments**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**Depreciation & Impairment**

**TO SUMMARY**

1. **PLEASURE GROUNDS & OPEN SPACES**

**Employees**

**Premises Related Expenses Transport Related Expenses Supplies & Services**

**Third Party Payments**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**Depreciation & Impairment**

**TO SUMMARY**

**- SSLTS 6 -**

**DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**

1. **ALLOTMENTS**

|  |  |  |
| --- | --- | --- |
| **2017/18 ESTIMATE** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 300 | 300 | 300 |
| 100 | 50 | 100 |
| 5,100 | 5,100 | 5,100 |
| 5,500 | 5,450 | 5,500 |
| (50) | - | - |
| 5,450 | 5,450 | 5,500 |
| 2,550 | 700 | 700 |
| 2,400 | 2,650 | 2,100 |
| **10,400** | **8,800** | **8,300** |
| 2,250 | 2,200 | 2,150 |
| 2,150 | 2,150 | 2,150 |
| 4,050 | 4,050 | 4,150 |
| 8,450 | 8,400 | 8,450 |
| 1,950 | 1,900 | 2,000 |
| **10,400** | **10,300** | **10,450** |

**Employees**

**Premises Related Expenses Third Party Payments**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**Depreciation & Impairment**

**TO SUMMARY**

1. **CHURCHYARDS**

**Employees**

**Premises Related Expenses Third Party Payments**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

**- SSLTS 7 -**

**DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**

1. **CEMETERY**

|  |  |  |
| --- | --- | --- |
| **2017/18 ESTIMATE** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 24,050 | 23,850 | 23,350 |
| 17,550 | 21,450 | 26,800 |
| 2,100 | 2,100 | 2,100 |
| 62,850 | 62,850 | 60,300 |
| 106,550 | 110,250 | 112,550 |
| (71,800) | (72,400) | (74,500) |
| 34,750 | 37,850 | 38,050 |
| 17,650 | 18,950 | 19,550 |
| 20,250 | 20,250 | 21,300 |
| **72,650** | **77,050** | **78,900** |
| 27,300 | 27,750 | 23,750 |
| 27,000 | 27,000 | 27,000 |
| 54,300 | 54,750 | 50,750 |
| 22,850 | 19,750 | 20,900 |
| **77,150** | **74,500** | **71,650** |

**Employees**

**Premises Related Expenses Supplies & Services**

**Third Party Payments**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**Depreciation & Impairment**

**TO SUMMARY**

1. **YOUTH & PLAY DEVELOPMENT**

**Employees Supplies & Services**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

**- SSLTS 8 -**

**DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**

1. **SPORTS DEVELOPMENT**

|  |  |  |
| --- | --- | --- |
| **2017/18 ESTIMATE** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 37,400 | 37,550 | 32,150 |
| 5,000 | 15,500 | 5,000 |
| 42,400 | 53,050 | 37,150 |
| (500) | (11,000) | (500) |
| 41,900 | 42,050 | 36,650 |
| 22,500 | 19,200 | 20,550 |
| **64,400** | **61,250** | **57,200** |
| 29,000 | 28,250 | 25,500 |
| 26,800 | 26,800 | 26,800 |
| 55,800 | 55,050 | 52,300 |
| - | (7,000) | (5,000) |
| 55,800 | 48,050 | 47,300 |
| 17,700 | 15,050 | 16,350 |
| **73,500** | **63,100** | **63,650** |

**Employees Supplies & Services**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

1. **EVENTS DEVELOPMENT**

**Employees Supplies & Services**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

**- SSLTS 9 -**

**DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**

1. **LEISURE MARKETING / PROMOTION**

|  |  |  |
| --- | --- | --- |
| **2017/18 ESTIMATE** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 79,200 | 77,900 | 74,050 |
| 43,750 | 39,750 | 37,750 |
| 122,950 | 117,650 | 111,800 |
| (5,000) | - | - |
| 117,950 | 117,650 | 111,800 |
| 59,100 | 53,550 | 57,000 |
| 350 | 350 | 50 |
| **177,400** | **171,550** | **168,850** |
| 407,450 | 401,450 | 414,350 |
| 353,100 | 353,200 | 390,000 |
| 9,250 | 11,200 | 10,950 |
| 878,300 | 672,600 | 845,850 |
| 1,648,100 | 1,438,450 | 1,661,150 |
| (3,218,550) | (3,331,850) | (3,564,250) |
| (1,570,450) | (1,893,400) | (1,903,100) |
| 354,100 | 325,700 | 339,950 |
| 98,650 | 112,550 | 109,850 |
| **(1,117,700)** | **(1,455,150)** | **(1,453,300)** |

**Employees Supplies & Services**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**Depreciation & Impairment**

**TO SUMMARY**

1. **PARKING SERVICES**

**Employees**

**Premises Related Expenses Transport Related Expenses Supplies & Services**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**Depreciation & Impairment**

**TO SUMMARY**

**- SSLTS 10 -**

**DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**

1. **TRANSPORTATION**

|  |  |  |
| --- | --- | --- |
| **2017/18 ESTIMATE** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 59,950 | 57,300 | 59,450 |
| 18,850 | 32,150 | 18,750 |
| 13,100 | 25,100 | 5,100 |
| 91,900 | 114,550 | 83,300 |
| (42,000) | (42,400) | (42,000) |
| 49,900 | 72,150 | 41,300 |
| 35,900 | 35,350 | 37,350 |
| 4,000 | 4,000 | 2,950 |
| **89,800** | **111,500** | **81,600** |
| 32,800 | 31,450 | 32,050 |
| 200 | 200 | 200 |
| 17,100 | 15,950 | 16,150 |
| 163,450 | 179,100 | 179,100 |
| 213,550 | 226,700 | 227,500 |
| (188,100) | (194,100) | (197,100) |
| 25,450 | 32,600 | 30,400 |
| 28,650 | 26,300 | 27,750 |
| 15,500 | 12,900 | 14,750 |
| **69,600** | **71,800** | **72,900** |

**Employees**

**Premises Related Expenses Supplies & Services**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**Depreciation & Impairment**

**TO SUMMARY**

1. **SECURITY SERVICES MANAGEMENT**

**Employees**

**Premises Related Expenses Supplies & Services**

**Third Party Payments**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**Depreciation & Impairment**

**TO SUMMARY**

**- SSLTS 11 -**

**DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**

1. **BOROUGH DRAINAGE**

|  |  |  |
| --- | --- | --- |
| **2017/18 ESTIMATE** | | **2018/19** |
| **ORIGINAL** | **REVISED** | **ESTIMATE** |
| **£** | **£** | **£** |
| 27,950 | 26,400 | 29,350 |
| 3,850 | 33,850 | 12,850 |
| 3,000 | 3,000 | 3,000 |
| 34,800 | 63,250 | 45,200 |
| 21,750 | 21,550 | 23,100 |
| 100 | 100 | 40,000 |
| **56,650** | **84,900** | **108,300** |
| 20,900 | 25,500 | 26,450 |
| 30,900 | 30,600 | 32,050 |
| 51,800 | 56,100 | 58,500 |
| (6,500) | (6,800) | (6,900) |
| 45,300 | 49,300 | 51,600 |
| 30,450 | 33,300 | 34,800 |
| **75,750** | **82,600** | **86,400** |

**& LAND DRAINAGE RELATED WORK**

**Employees Supplies & Services**

**Third Party Payments**

**Sub-total**

**Central, Departmental & Technical Support Services**

**Depreciation & Impairment**

**TO SUMMARY**

1. **CIVIL CONTINGENCIES**

**Employees Supplies & Services**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

**- SSLTS 12 -**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Capital Plan: List A** | | | | | | | | | |
| **Service Summary** | | | | | | | | | |
|  | Expenditure | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | Scheme |
| To 31/03/17 | Estimate inc | Estimate | Estimate | Estimate | Estimate | Estimate | Estimate | Total |
|  | Prior Year |  |  |  |  |  |  |  |
|  | Slippage |  |  |  |  |  |  |  |
| **Capital Plan Schemes** | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Planning, Housing & Environmental Health | 0 | 30 | 30 | 30 | 155 | 155 | 155 | 155 | 710 |
| Street Scene, Leisure & Technical Services | 906 | 329 | 1,708 | 130 | 630 | 130 | 130 | 130 | 4,093 |
| Corporate | 27 | 405 | 90 | 30 | 30 | 30 | 30 | 30 | 672 |
| Sub-total | 933 | 764 | 1,828 | 190 | 815 | 315 | 315 | 315 | 5,475 |
| **Capital Renewals** |  |  |  |  |  |  |  |  |  |
| Planning, Housing & Environmental Health | n/a | 1 | 0 | 16 | 0 | 0 | 0 | 13 | 30 |
| Street Scene, Leisure & Technical Services | n/a | 935 | 725 | 475 | 377 | 229 | 825 | 321 | 3,887 |
| Corporate | n/a | 185 | 598 | 229 | 230 | 165 | 389 | 202 | 1,998 |
| Sub-total | n/a | 1,121 | 1,323 | 720 | 607 | 394 | 1,214 | 536 | 5,915 |
| **Total** | 933 | 1,885 | 3,151 | 910 | 1,422 | 709 | 1,529 | 851 | 11,390 |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Capital Plan: List A** | | | | | | | | | |
| **Planning, Housing and Environmental Health** | | | | | | | | | |
|  | Expenditure | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | Scheme |
| To 31/03/17 | Estimate inc | Estimate | Estimate | Estimate | Estimate | Estimate | Estimate | Total |
|  | Prior Year |  |  |  |  |  |  |  |
|  | Slippage |  |  |  |  |  |  |  |
| **Capital Plan Schemes** | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Housing | n/a | 30 | 30 | 30 | 155 | 155 | 155 | 155 | 710 |
| Sub-total | 0 | 30 | 30 | 30 | 155 | 155 | 155 | 155 | 710 |
| **Capital Renewals** | n/a | 1 | 0 | 16 | 0 | 0 | 0 | 13 | 30 |
| Total Planning, Housing and Environmental Health | 0 | 31 | 30 | 46 | 155 | 155 | 155 | 168 | 740 |

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Capital Plan: List A** | | | | | | | | | | | | |
| **Planning, Housing and Environmental Health** | | | | | | | | | | | | |
|  | | | Code | Expenditure | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | Scheme |
| To 31/03/17 | Estimate inc | Estimate | Estimate | Estimate | Estimate | Estimate | Estimate | Total |
|  | Prior Year |  |  |  |  |  |  |  |
|  | Slippage |  |  |  |  |  |  |  |
| **Housing** | |  |  | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| (a) | Disabled Facility Grants | |  |  |  |  |  |  |  |  |  |  |
|  | (i) | Mandatory Grants | P03AC | n/a | 670 | 775 | 775 | 775 | 750 | 710 | 665 | 5,120 |
|  |  | Less repayments |  |  |  |  |  | (10) | (10) | (10) | (10) | (40) |
|  | (ii) | Discretionary Grants | P03AT | n/a | 25 | 25 | 25 | 25 |  |  |  | 100 |
|  | (iii) | Government Grant |  | n/a | (695) | (800) | (800) | (665) | (615) | (575) | (530) | (4,680) |
|  |  | Sub-total |  | n/a | 0 | 0 | 0 | 125 | 125 | 125 | 125 | 500 |
| (b) | Housing Assistance | | P03AD | n/a | 60 | 60 | 60 | 60 | 60 | 60 | 60 | 420 |
|  |  | Less repayments |  | n/a | (30) | (30) | (30) | (30) | (30) | (30) | (30) | (210) |
|  |  | Sub-total |  | n/a | 30 | 30 | 30 | 30 | 30 | 30 | 30 | 210 |
| Total Housing to Summary | | | | n/a | 30 | 30 | 30 | 155 | 155 | 155 | 155 | 710 |
| **Capital Renewals** | | |  |  | 1 |  |  |  |  |  |  |  |
| (c) | Environmental Protection | | P02EBCR01 | n/a | 15 | 11 | 27 |
|  |  | Provision for Inflation | P02EZ | n/a | 1 | 2 | 3 |
| Total Capital Renewals to Summary | | | | n/a | 1 | 0 | 16 | 0 | 0 | 0 | 13 | 30 |

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  |  |  |  | **Capital Plan: List A** |
| **Planning, Housing and Environmental Health** | | | | |
|  | | | Key Priorities  & Improvement Themes or  *[CA & P]* |  |
| **Housing** | |  |  |  |
| (a) | Disabled Facility Grants | | *[CA&P: 5c]* |  |
|  | (i) | Mandatory Grants |  | Figures across the three financial years 2017/18 to 2019/20 reflect an enhanced level of Government grant received / anticipated under the current four year Local Government Settlement. Part of this enhanced support for disabled facility adaptations is being used to fund a project to 2019/20 in support of the West Kent Hospital Discharge Scheme and an Occupational Therapist (see Private Sector Housing Renewal revenue budget). Government support in 2020/21 and beyond will be informed by the next Local Government Spending Review. Gross expenditure in the final year of the Plan (2023/24) reflects the historic norm of  £665,000, as the current approved Capital Plan. Adjustments to anticipated grant / repayments in that year have reduced the net cost met by the Council from £175,000 to £125,000, representing a saving of £50,000 per annum. |
|  | (ii) | Discretionary Grants |  | A discretionary disabled facilities budget introduced to utilise the higher than expected Government grant received / anticipated in the four year period 2016/17 to 2019/20. |
| (b) | Housing Assistance | | *[CA&P: 5c]* | Budget reviewed by Communities & Housing Advisory Board, July 2016. Gross budget provision reduced from £90,000 to £60,000 per annum. An earmarked reserve has been established to meet any shortfall in assumed grant repayments. |
| **Capital Renewals** | | |  |  |
| (c) | Environmental Protection | | *[CA&P: 10a*  *(key)]* | Provisions for replacement of sound and gas analysers. |

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Capital Plan: List A** | | | | | | | | | |
| **Street Scene, Leisure & Technical Services** | | | | | | | | | |
|  | Expenditure | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | Scheme |
| To 31/03/17 | Estimate inc | Estimate | Estimate | Estimate | Estimate | Estimate | Estimate | Total |
|  | Prior Year |  |  |  |  |  |  |  |
|  | Slippage |  |  |  |  |  |  |  |
| **Capital Plan Schemes** | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| **Street Scene** | n/a | 105 | 92 | 92 | 92 | 92 | 92 | 92 | 657 |
| **Leisure** |  |  |  |  |  |  |  |  |  |
| Larkfield Leisure Centre | 357 | 13 | 505 | 0 | 0 | 0 | 0 | 0 | 875 |
| Sports Grounds | 0 | 32 | 60 | 0 | 0 | 0 | 0 | 0 | 92 |
| Open Spaces | 0 | 17 | 0 | 0 | 0 | 0 | 0 | 0 | 17 |
| Other Leisure Schemes | 114 | 14 | 23 | 8 | 8 | 8 | 8 | 8 | 191 |
| **Technical Services** |  |  |  |  |  |  |  |  |  |
| Car Parking | 12 | 114 | 30 | 30 | 30 | 30 | 30 | 30 | 306 |
| Transportation | 376 | 13 | 0 | 0 | 0 | 0 | 0 | 0 | 389 |
| Land Drainage / Flood Defence | 47 | 21 | 998 | 0 | 500 | 0 | 0 | 0 | 1,566 |
| Sub-total | 906 | 329 | 1,708 | 130 | 630 | 130 | 130 | 130 | 4,093 |
| **Capital Renewals** | n/a | 935 | 725 | 475 | 377 | 229 | 825 | 321 | 3,887 |
| Total Street Scene, Leisure & Technical Services | 906 | 1,264 | 2,433 | 605 | 1,007 | 359 | 955 | 451 | 7,980 |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Capital Plan: List A** | | | | | | | | | | | |
| **Street Scene, Leisure & Technical Services** | | | | | | | | | | | |
|  | | Code | Expenditure | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | Scheme |
| To 31/03/17 | Estimate inc | Estimate | Estimate | Estimate | Estimate | Estimate | Estimate | Total |
|  | Prior Year |  |  |  |  |  |  |  |
|  | Slippage |  |  |  |  |  |  |  |
| **Street Scene** | |  | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| (a) | Green Waste Bins Growth / Replacement | P02BC | n/a | 33 | 31 | 31 | 31 | 31 | 31 | 31 | 219 |
| (b) | Refuse Bins Growth / Replacement | P02DA | n/a | 72 | 61 | 61 | 61 | 61 | 61 | 61 | 438 |
| Total Street Scene to Summary | |  | n/a | 105 | 92 | 92 | 92 | 92 | 92 | 92 | 657 |
| **Larkfield Leisure Centre** | |  |  | 13 |  |  |  |  |  |  |  |
| (c) | Refurbishment of Lifestyles Health Suite | P05LL | 419 | 432 |
|  | Less TMLT Contribution |  | (62) | (62) |
|  | Sub-total |  | 357 | 13 | 0 | 0 | 0 | 0 | 0 | 0 | 370 |
| (d) | Ventilation and Boiler Replacement | P05LP | 505 | 505 |
| Total Larkfield Leisure Centre to Summary | |  | 357 | 13 | 505 | 0 | 0 | 0 | 0 | 0 | 875 |
| **Sports Grounds** | |  |  |  |  |  |  |  |  |  |  |
| (e) | Tonbridge School Athletics Track Improvements | P05DC | 11 | 150 | 161 |
|  | Less Developer Contributions |  | (11) | (150) | (161) |
|  | Sub-total |  | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (f) | Racecourse Sports Ground Riverside Revetment | P05DD | 60 | 60 | 120 |
|  | Less Grants |  | (28) |  | (28) |
|  | Sub-total |  | 0 | 32 | 60 | 0 | 0 | 0 | 0 | 0 | 92 |

|  |  |  |  |
| --- | --- | --- | --- |
|  |  |  | **Capital Plan: List A** |
| **Street Scene, Leisure & Technical Services** | | | |
|  | | Key Priorities  & Improvement Themes or *[CA & P]* | Notes |
| **Street Scene** | |  |  |
| (a) | Green Waste Bins Growth / Replacement | *[CA&P: 9a]* | } Provisions cater for growth in the number of properties served and the replacement of |
|  |  |  | } existing collection bins and boxes. Combined budget reviewed and reduced from £104,000 per annum |
| (b) | Refuse Bins Growth / Replacement | *[CA&P: 9a]* | } to £92,000 per annum for 2015/16 onwards, 2015/16 Capital Plan Review. Provision may need to be |
| **Larkfield Leisure Centre** | |  | } reviewed for 2019/20 onwards subject to outcome of the Waste Services Contract retender. |
| (c) | Refurbishment of Lifestyles Health Suite | 1(key),1g,  3(key), 3a | Refurbishment of existing health 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. Scheme budget increased by £50,000, FIPAB 7 January 2015. Following receipt of tenders the gross budget has been increased from £300,000 to £402,000 met by virements of £20,000 from the Renewable Energy Scheme, £32,000 from the Car Park Improvement Rolling Programme and a £50,000 contribution from the Tonbridge & Malling Leisure Trust. See report to Overview and Scrutiny Committee September 2015. Net cost of scheme increased from £352,000 to £370,000 reflecting the poor condition of the blockwork walls once exposed. Scheme now complete. |
| (d) | Ventilation and Boiler Replacement | H & Safety, protect existing income, reduce exp. | To repair / replace the current ventilation system serving the leisure pool and boilers serving both the leisure pool and main building. |
| **Sports Grounds** | |  |  |
| (e) | Tonbridge School Athletics Track Improvements | 3(key),  3a,4(key), 4e | Refurbishment of the existing track which provides community use via agreement with the Council. Developer contribution to be met from the new housing development at Priory Works. Additional £11,000 funding in 17/18 required to progress works to track floodlights to enable use of track throughout whole year. |
| (f) | Racecourse Sports Ground Riverside Revetment | Health & Safety | Replace sections of the existing wooden revetment which is failing and causing erosion of the riverbank at Tonbridge Racecourse Sports Ground. Scheme is part funded by grant from the Environment Agency.  Scheme being revised following outcome of tender. |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Capital Plan: List A** | | | | | | | | | | | |
| **Street Scene, Leisure & Technical Services** | | | | | | | | | | | |
|  | | Code | Expenditure | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | Scheme |
| To 31/03/17 | Estimate inc | Estimate | Estimate | Estimate | Estimate | Estimate | Estimate | Total |
|  | Prior Year |  |  |  |  |  |  |  |
|  | Slippage |  |  |  |  |  |  |  |
|  | | P05DE | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| **Sports Grounds Continued** | | 0 | 32 | 60 | 0 | 0 | 0 | 0 | 0 | 92 |
| (a) | Racecourse Sports Grnd Rugby Pitch Drainage |  |  | 25 |  |  |  |  |  | 25 |
|  | Less Developer Contributions |  |  | (25) |  |  |  |  |  | (25) |
|  | Sub-total | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Sports Grounds to Summary | | | 0 | 32 | 60 | 0 | 0 | 0 | 0 | 0 | 92 |
| **Open Spaces** | |  |  |  |  |  |  |  |  |  |  |
| (b) | Open Spaces Site Improvements - Phase 2 | P05FV | 57 | 12 | 69 |
|  | Less Developer Contributions |  | (57) | (12) | (69) |
|  | Sub-total |  | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (c) | Haysden Country Park Car Park Extension | P05FB | 30 | 30 |
|  | Less Developer Contributions |  | (30) | (30) |
|  | Sub-total |  | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (d) | Haysden Country Park Sewerage Treatment | P05FC | 75 | 75 |
|  | Less Developer Contributions |  | (75) | (75) |
|  | Sub-total |  | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (e) | Leybourne Lakes CP Car Park Extension | P05FY | 17 | 17 |
| Total Open Spaces to Summary | | | 0 | 17 | 0 | 0 | 0 | 0 | 0 | 0 | 17 |

|  |  |  |  |
| --- | --- | --- | --- |
|  |  |  | **Capital Plan: List A** |
| **Street Scene, Leisure & Technical Services** | | | |
|  | | Key Priorities  & Improvement Themes or *[CA & P]* | Notes |
| **Sports Grounds Continued** | |  |  |
| (a) | Racecourse Sports Grnd Rugby Pitch Drainage | Externally funded | To improve drainage to the rugby pitches at Tonbridge Racecourse Sportsground that are currently subject to regular flooding to maintain and enhance their use. Funded in full from developer contributions. Project commencement subject to receipt of developer contributions. |
| **Open Spaces** | |  |  |
| (b) | 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. Works completed include Frog Bridge Play Area, Woodlands Walk and Brungers Pond. Provision in 2017/18 relates to surfacing of play area at St Philips Church and ongoing investigation in relation to the future of Frogbridge pavilion. |
| (c) | Haysden Country Park Car Park Extension | Income generating | Replacement of the current temporary overflow parking area in Tile Barn Field with a hard surface to allow parking at peak times throughout the entire year, including when the ground conditions are wet. Scheme funded in full from developer contributions. |
| (d) | Haysden Country Park Sewerage Treatment | Legislative requirement | To replace the existing Haysden Country Park sewage facility to meet current customer demand and legal environmental requirements. Scheme funded in full from developer contributions. |
| (e) | Leybourne Lakes CP Car Park Extension | Income generating | Additional parking provision to meet peak demand. Scheme part funded by South East Water. |

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Capital Plan: List A** | | | | | | | | | | | |
| **Street Scene, Leisure & Technical Services** | | | | | | | | | | | |
|  | | Code | Expenditure | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | Scheme |
| To 31/03/17 | Estimate inc | Estimate | Estimate | Estimate | Estimate | Estimate | Estimate | Total |
|  | Prior Year |  |  |  |  |  |  |  |
|  | Slippage |  |  |  |  |  |  |  |
| **Other Leisure Schemes** | |  | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| (a) | Tonbridge Cemetery Memorial Safety | P05KV | 92 | 4 | 15 | 111 |
|  | Less Developer Contributions |  | (3) |  |  | (3) |
|  | Sub-total |  | 89 | 4 | 15 | 0 | 0 | 0 | 0 | 0 | 108 |
| (b) | Tonbridge Cemetery Path Works | P05KD | 15 | 15 |
|  | Less Developer Contributions |  | (15) | (15) |
|  | Sub-total |  | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (c) | Tonbridge Memorial Garden Improvement | P05KA | 334 | 3 | 337 |
|  | Less Fund Raising & Developer Contrib'ns |  | (309) | (3) | (312) |
|  | Sub-total |  | 25 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 25 |
| (d) | Ton to Penshurst Cycle Route Refurbishment | P05KL | 60 | 60 |
|  | Less Developer Contributions |  | (60) | (60) |
|  | Sub-total |  | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (e) | Community Group Funding | P05KS | n/a | 10 | 8 | 8 | 8 | 8 | 8 | 8 | 58 |
| Total Other Leisure Schemes to Summary | | | 114 | 14 | 23 | 8 | 8 | 8 | 8 | 8 | 191 |

|  |  |  |  |
| --- | --- | --- | --- |
|  |  |  | **Capital Plan: List A** |
| **Street Scene, Leisure & Technical Services** | | | |
|  | | Key Priorities  & Improvement Themes or *[CA & P]* | Notes |
| **Other Leisure Schemes** | |  |  |
| (a) | Tonbridge Cemetery Memorial Safety | *[CA&P: 7d]* | Provision in 2018/19 based on Local Government Ombudsman's recommendation to inspect every five years. 2017/18 provision relates to work on tombs |
| (b) | Tonbridge Cemetery Path Works | Health & Safety | A recent review of the Cemetery by the Council's Health & Safety Officer identified a need to upgrade a section of path within the site. Works to be undertaken Spring 2018. Scheme funded in full from developer contributions. |
| (c) | Tonbridge Memorial Garden Improvement | *[CA&P*  *3b(key),*  *8a(key),*  *10a(key)]* | Original contribution to the Memorial Garden Improvement Fund of £25,000 in 2011/12 increased by £100,000 at Cabinet, March 2013 to enable works to progress in time for the centennial commemorations. The Council's additional contribution of £100,000 has been offset by developer contributions and funds raised by the Memorial Garden Trust. Gross budget for the Memorial Garden Improvement scheme of £250,000 increased by £55,000 (£50,000 2014/15 Capital Plan Review and £5,000 2015/16 Capital Plan Review) primarily for additional stone work and CCTV. This additional budget provision has been matched in full by developer contributions. A further sum of £4,000 has been added to the project budget as part of the 2016/17 Capital Plan Review to enhance the electrical feed to both the Memorial Garden and the adjacent Bradford Street Car Park. PA system wiring / ducting for the Memorial Garden has also been enhanced. Scheme completed**.** |
| (d) | Ton to Penshurst Cycle Route Refurbishment | Health & Safety | Refurbishment of a section of the cycle route that runs through Tonbridge Racecourse Sportsground. Scheme funded in full from developer contributions. |
| (e) | Community Group Funding | *[CA&P:*  *7b,7c,7d,*  *8a(key)]* | 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. Includes Tonbridge Allotments and Gardens Association, Woodland Walk, Platt Wood and Basted Mill management groups. |

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| **Capital Plan: List A** | | | | | | | | | | | | |
| **Street Scene, Leisure & Technical Services** | | | | | | | | | | | | |
|  | | | Code | Expenditure | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | Scheme |
| To 31/03/17 | Estimate inc | Estimate | Estimate | Estimate | Estimate | Estimate | Estimate | Total |
|  | Prior Year |  |  |  |  |  |  |  |
|  | Slippage |  |  |  |  |  |  |  |
| **Car Parking** | | |  | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| (a) | Existing Car Parks Improvement Programme | | P01AB | n/a | 86 | 30 | 30 | 30 | 30 | 30 | 30 | 266 |
| (b) | Car Parking Action Plan | |  |  |  |  |  |  |  |  |  |  |
|  | (i) | Phase 8 | P01AV | 12 | 8 |  |  |  |  |  |  | 20 |
|  | (ii) | Phase 9 | P01AW |  | 20 |  |  |  |  |  |  | 20 |
| Total Car Parking to Summary | | | | 12 | 114 | 30 | 30 | 30 | 30 | 30 | 30 | 306 |
| **Transportation** | | |  |  | 9 |  |  |  |  |  |  |  |
| (c) | Local Transport Plan Partnership Programme | | P01ED | 215 | 224 |
|  |  | Less Grants & Contributions |  | (9) | (9) |
|  |  | Sub-total |  | 206 | 9 | 0 | 0 | 0 | 0 | 0 | 0 | 215 |
| (d) | Community Partnership Initiatives | | P06FE | 170 | 4 | 174 |
| Total Transportation to Summary | | | | 376 | 13 | 0 | 0 | 0 | 0 | 0 | 0 | 389 |

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|  |  |  |  | **Capital Plan: List A** |
| **Street Scene, Leisure & Technical Services** | | | | |
|  | | | Key Priorities  & Improvement Themes or *[CA & P]* | Notes |
| **Car Parking** | | |  |  |
| (a) | Existing Car Parks Improvement Programme | | 2(Key), 2e, 2f, 2h | An annual provision for capital investment in our off-street car parks to ensure that their condition is adequate for health & safety, legislation, the needs of our customers and income generation. |
| (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 8 |  | Action plan to be drawn from the Member endorsed on-street waiting list. May include reviews and refinements of existing plan schemes. |
|  | (ii) | Phase 9 |  | Notes as Phase 8. Budget provision for subsequent phases and for the ongoing review of existing parking  action plans is now included in the revenue estimates (see Street Scene, Leisure and Technical Services revenue estimates: On-street Parking Services). |
| **Transportation** | | |  |  |
| (c) | 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. £11,000 vired to the Borough Transport Planning Policy revenue budget to meet consultancy costs associated with the Tonbridge Station interchange improvements. |
| (d) | Community Partnership Initiatives | | *[CA&P:*  *8a(key),8b, 13c]* | Scheme complete. |

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| **Capital Plan: List A** | | | | | | | | | | | |
| **Street Scene, Leisure & Technical Services** | | | | | | | | | | | |
|  | | Code | Expenditure | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | Scheme |
| To 31/03/17 | Estimate inc | Estimate | Estimate | Estimate | Estimate | Estimate | Estimate | Total |
|  | Prior Year |  |  |  |  |  |  |  |
|  | Slippage |  |  |  |  |  |  |  |
| **Land Drainage / Flood Defence** | |  | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| (a) | Drainage Improvement Programme | P01HR | 75 | 21 | 96 |
|  | Less DEFRA Grant and other Income |  | (30) |  | (30) |
|  | Sub-total |  | 45 | 21 | 0 | 0 | 0 | 0 | 0 | 0 | 66 |
| (b) | Wouldham River Wall | P01HS | 2 |  | 998 | 1,000 |
| (c) | Tonbridge Castle River Bank | P01HT | 120 | 2 |  | 122 |
|  | Less Environment Agency Grant |  | (120) | (2) |  | (122) |
|  | Sub-total |  | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (d) | Leigh Flood Storage Area | P01HV | 500 | 500 |
| Total Land Drainage / Flood Defence to Summary | | | 47 | 21 | 998 | 0 | 500 | 0 | 0 | 0 | 1,566 |

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|  |  |  | **Capital Plan: List A** |
| **Street Scene, Leisure & Technical Services** | | | |
|  | | Key Priorities  & Improvement Themes or  *[CA & P]* | Notes |
| **Land Drainage / Flood Defence** | |  |  |
| (a) | Drainage Improvement Programme | 3(Key), 3h | To support the Borough Council’s role as a flood risk management authority with powers to carry out works to reduce flood risk. £6,000 has been vired under delegated authority to part fund the replacement of lamp columns on the cycle way near Bradford Street car park. |
| (b) | Wouldham River Wall | 2(Key), 2g, 2h, 2i | Strengthening / rebuilding to address movement detected in the retaining wall between the public open space and the River Medway. Budget increased by £300,000 to £1,000,000, as part of the 2015/16 Capital Plan Review reflecting a re-evaluation of scheme costs by the consultant quantity surveyor. Movement in wall |
|  |  |  | currently being monitored by external consultant to determine timing of works. |
| (c) | Tonbridge Castle River Bank | 2(Key), 2g, 2h, 2i | Scheme to stabilise a section of the river bank at Tonbridge Castle by replacing an existing failing timber revetment with steel sheet piling. Scheme cost of £150,000 met in full by grant from the Environment Agency. Scheme completed at a gross cost of £122,000. The balance of grant funding of £28,000 is being used to address revetment works needed to the river bank adjacent to the Racecourse Sportsground. |
| (d) | Leigh Flood Storage Area |  | Contribution to an Environment Agency project to improve the Leigh Flood Storage Area. Project aims to provide additional flood protection and reduce the risk of flooding to local households and business premises and a range of community and leisure facilities, including those in the ownership of the Council, particularly in Central Tonbridge. Scheme approved Cabinet September 2016. |

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| **Capital Plan: List A** | | | | | | | | | | | |
| **Street Scene, Leisure & Technical Services** | | | | | | | | | | | |
|  | | Code | Expenditure | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | Scheme |
| To 31/03/17 | Estimate inc | Estimate | Estimate | Estimate | Estimate | Estimate | Estimate | Total |
|  | Prior Year |  |  |  |  |  |  |  |
|  | Slippage |  |  |  |  |  |  |  |
| **Capital Renewals** | |  | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Street Scene - Recycling Initiatives | | P02EBCR02 | n/a | 3 | 3 | 146 | 3 | 3 | 3 | 3 | 164 |
| Sports Grounds & Open Spaces | | P05KGBC05 | n/a | 113 | 162 | 177 | 70 | 63 | 165 | 62 | 812 |
| Technical Services: | |  |  |  |  |  |  |  |  |  |  |
| (a) | CCTV | P01BA | n/a | 16 | 14 | 14 | 14 | 14 | 14 | 14 | 100 |
| (b) | Car Parking | P01JF | n/a | 141 |  |  | 33 |  | 9 | 16 | 199 |
|  |  |  | n/a | 273 | 179 | 337 | 120 | 80 | 191 | 95 | 1,275 |
|  | Provision for Inflation |  | 5 | 17 | 9 | 7 | 22 | 13 | 73 |
|  | Sub-total |  |  | 273 | 184 | 354 | 129 | 87 | 213 | 108 | 1,348 |
| Leisure Centres: | |  |  |  |  |  |  |  |  |  |  |
| (c) | Angel Centre | P05KGBC01 | n/a | 245 | 232 | 30 | 36 | 39 | 213 | 77 | 872 |
| (d) | Larkfield Leisure Centre | P05KGBC02 | n/a | 427 | 178 | 77 | 83 | 62 | 322 | 101 | 1,250 |
| (e) | Tonbridge Swimming Pool | P05KGBC04 | n/a | 74 | 128 | 17 | 79 | 35 | 89 | 50 | 472 |
| (f) | Poult Wood Golf |  |  |  |  |  |  |  |  |  |  |
|  | Grounds Maintenance | P05KGBC06 | n/a | 90 | 32 | 17 | 82 | 21 | 83 | 4 | 329 |
|  | Clubhouse | P05KGBC03 | n/a | 47 | 58 | 6 | 29 | 17 | 11 | 15 | 183 |
|  | Course | P05KGBC07 | n/a |  | 72 | 6 |  |  | 14 | 3 | 95 |
|  |  |  |  | 883 | 700 | 153 | 309 | 174 | 732 | 250 | 3,201 |
|  | Provision for Inflation | P05KZ | n/a |  | 21 | 8 | 22 | 16 | 84 | 34 | 185 |
|  | Savings Target (assumes 25%) |  | n/a | (221) | (180) | (40) | (83) | (48) | (204) | (71) | (847) |
|  | Sub-total |  |  | 662 | 541 | 121 | 248 | 142 | 612 | 213 | 2,539 |
| Total Capital Renewals to Summary | | | n/a | 935 | 725 | 475 | 377 | 229 | 825 | 321 | 3,887 |

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|  |  |  | **Capital Plan: List A** |
| **Street Scene, Leisure & Technical Services** | | | |
|  | | Key Priorities  & Improvement Themes or *[CA & P]* | Notes |
| **Capital Renewals** | |  |  |
| Street Scene - Recycling Initiatives | | *[CA&P: 9a]* | The "Bring Site" recycling service is subject to review as part of the Waste Services contract retender. Dependent on the outcome, the £143,000 provision for replacement of the two recycling vehicles in 2019/20 may not be required. |
| Sports Grounds & Open Spaces | | *[CA&P: 7b, 7d, 18a]* | 2017/18 includes play equipment safety surfacing at Tonbridge Racecourse Sportsground, Tonbridge Farm Sportsground and other play areas. |
| Technical Services: | |  |  |
| (a) | CCTV | 2(Key),2e,  5(Key), 5a | Provisions scaled back as part of the Scrutiny Review of capital renewals carried out in 2014/15. |
| (b) | Car Parking | 2(Key.2e.2f | 2017/18 provision includes replacement of all car parking ticket machines. |
| Leisure Centres: | |  |  |
| (c) | Angel Centre | *[CA&P: 7b,*  *7d, 18a]* | } |
|  |  | } |
| (d) | Larkfield Leisure Centre |  | } Provision for the replacement of life expired assets (sports and other equipment) used at leisure facilities. |
|  |  |  | } Provisions subject to annual review. |
| (e) | Tonbridge Swimming Pool |  | } |
|  |  |  | } |
| (f) | Poult Wood Golf Course |  | } |
|  | Savings target |  | Following the Overview and Scrutiny Committee review of capitals renewals (September 2014) savings target increased from 20% to 25% for 2015/16 and embedded in the detailed estimates thereafter by increasing estimated useful life for scheduled items. However, no changes were made to the Leisure Trust's renewals schedules so the 25% savings target is retained throughout the plan period. |

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| **Capital Plan: List A** | | | | | | | | | |
| **Corporate** | | | | | | | | | |
|  | Expenditure | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | Scheme |
| To 31/03/17 | Estimate inc | Estimate | Estimate | Estimate | Estimate | Estimate | Estimate | Total |
|  | Prior Year |  |  |  |  |  |  |  |
|  | Slippage |  |  |  |  |  |  |  |
| **Capital Plan Schemes** | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| Land and Property | 10 | 0 | 60 | 0 | 0 | 0 | 0 | 0 | 70 |
| Information Technology Initiatives | 20 | 402 | 30 | 30 | 30 | 30 | 30 | 30 | 602 |
| Other | (3) | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sub-total | 27 | 405 | 90 | 30 | 30 | 30 | 30 | 30 | 672 |
| **Capital Renewals** | n/a | 185 | 598 | 229 | 230 | 165 | 389 | 202 | 1,998 |
| Total Corporate | 27 | 590 | 688 | 259 | 260 | 195 | 419 | 232 | 2,670 |

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| **Capital Plan: List A** | | | | | | | | | | | |
| **Corporate** | | | | | | | | | | | |
|  | | Code | Expenditure | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | Scheme |
| To 31/03/17 | Estimate inc | Estimate | Estimate | Estimate | Estimate | Estimate | Estimate | Total |
|  | Prior Year |  |  |  |  |  |  |  |
|  | Slippage |  |  |  |  |  |  |  |
| **Land and Property** | | P06AA | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| (a) | Tonbridge Castle Offices: Re-tile Roof | 10 | 60 | 70 |
| Total Land and Property to Summary | | | 10 | 0 | 60 | 0 | 0 | 0 | 0 | 0 | 70 |
| **Information Technology Initiatives** | |  |  |  | 30 | 30 | 30 | 30 | 30 | 30 |  |
| (b) | General IT Developments | P06DA | n/a | 30 | 210 |
| (c) | Revenues & Benefits Document Management | P06DG | 49 | 3 | 52 |
|  | Less Government Grant |  | (49) | (3) | (52) |
|  | Sub-total |  | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| (d) | Housing Services Document Management | P06DH | 28 | 12 | 40 |
|  | Less Government Grant |  | (8) |  | (8) |
|  | Sub-total |  | 20 | 12 | 0 | 0 | 0 | 0 | 0 | 0 | 32 |
| (e) | Council Chamber Conference System | P06ER | 95 | 95 |
| (f) | Virtual Desktop Infrastructure | P06ET | 200 | 200 |
| (g) | Revenues and Benefits IT Digital Solution | P06EW | 65 | 65 |
| Total Information Technology Initiatives to Summary | | | 20 | 402 | 30 | 30 | 30 | 30 | 30 | 30 | 602 |
| **Other** | | P06FJ |  | 3 |  |  |  |  |  |  |  |
| (h) | Local Strategic Partnership | 146 | 149 |
|  | Less Performance Reward Grant | (149) | (149) |
|  | Sub-total | (3) | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Other to Summary | | | (3) | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

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|  |  |  | **Capital Plan: List A** |
|  |  |  | **Corporate** |
|  | | Key Priorities  & Improvement Themes or *[CA & P]* | Notes |
| **Land and Property** | |  |  |
| (a) | Tonbridge Castle Offices : Re-tile roof | *[CA&P: 18a]* | Retiling of roof to protect asset. Condition has not materially worsened. Bulk of the budget has been deferred to 2018/19. Spend to 31/3/16 relates to re-roofing works associated with the Tonbridge Castle Reception enhancement project carried out a number of years ago. |
| **Information Technology Initiatives** | |  |
| (b) | General IT Developments | *[CA&P: 17a,17b,2c]* | Global provision for identified IT developments with estimated expenditure of less than £5,000 each. |
| (c) | Revenues & Benefits Document Management | 1a | Replacement for the existing, outdated, document management system used in the Revenues and Benefits systems. £8,000 vired to the new Housing Service Document Management System - see below. |
| (d) | Housing Services Document Management | 1a | Document management system approved by Communities & Housing Advisory Board, November 2016. Scheme funded by virements of: £8,000 Revenues & Benefits Document Management; £16,000 Renewable Energy; and £16,000 from the Council's contribution to Housing Disabled Facility Grants which was underspent in 2015/16. |
| (e) | Council Chamber Conference System | Maintain capability | Replace the ageing microphone and projector systems in the Council Chamber and Committee Room |
| (f) | Virtual Desktop Infrastructure | Cost Saving | Transfers processing capability from desktop PCs to centralised servers to enhance security and facilitate remote and alternative working arrangements. The project is a catalyst for other initiatives including enhanced shared, remote and home working arrangements to deliver efficiency savings. |
| (g) | Revenues and Benefits IT Digital Solution | Cost Saving | IT digital solution which all staff in the service can readily access and improvements to online presentation of information and 24/7 access for tax payers. |
| **Other** | |  |  |
| (h) | Local Strategic Partnership | *[CA&P:*  *13a(key)]* | Capital element of Performance Reward grant received in 2008/09 and 2009/10. |

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| **Capital Plan: List A** | | | | | | | | | | | |
| **Corporate** | | | | | | | | | | | |
|  | | Code | Expenditure | 2017/18 | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | Scheme |
| To 31/03/17 | Estimate inc | Estimate | Estimate | Estimate | Estimate | Estimate | Estimate | Total |
|  | Prior Year |  |  |  |  |  |  |  |
|  | Slippage |  |  |  |  |  |  |  |
| **Capital Renewals** | | P06FA | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 | £'000 |
| (a) | General |  |  |  |  |  |  |  |  |  |  |
|  | Departmental Administration | GR01 | n/a | 5 | 21 |  | 3 | 16 |  |  | 45 |
|  | Council Offices | GR02 | n/a |  |  |  | 2 | 15 |  |  | 17 |
|  | Print Unit | GR03 | n/a |  | 129 |  | 29 |  | 7 |  | 165 |
|  | Photocopiers | GR04 | n/a |  |  |  |  |  |  |  | 0 |
|  | Telephones | GR05 | n/a |  | 3 | 5 |  |  | 3 | 2 | 13 |
|  | Snack Facilities | GR06 | n/a |  | 5 |  |  |  |  | 3 | 8 |
|  | Tonbridge Christmas Lighting | GR09 | n/a |  | 32 |  |  |  |  |  | 32 |
|  | Elections | GR10 | n/a |  |  |  |  |  | 27 |  | 27 |
|  | Sub-total |  | n/a | 5 | 190 | 5 | 34 | 31 | 37 | 5 | 307 |
| (b) | Information Technology | P06FB |  | 43 | 48 |  |  |  |  |  | 91 |
|  | Desktop Hardware | FB10 | n/a | 6 | 6 | 22 | 6 | 6 | 16 | 16 | 78 |
|  | Mobile Hardware | FB20 | n/a | 36 | 18 | 5 | 5 | 30 | 22 | 5 | 121 |
|  | Computer Suite | FB30 | n/a | 37 | 141 | 80 | 26 | 26 | 216 | 37 | 563 |
|  | Other Hardware | FB40 | n/a | 3 | 14 | 14 | 14 | 3 | 3 | 3 | 54 |
|  | Network | FB50 | n/a | 4 | 113 | 41 | 79 | 4 | 4 | 61 | 306 |
|  | Corporate Software | FB60 | n/a | 7 | 7 | 7 | 7 | 7 | 7 | 7 | 49 |
|  | Operational Software | FB70 | n/a | 20 | 20 | 20 | 20 | 20 | 20 | 20 | 140 |
|  | User Software | FB80 | n/a | 24 | 24 | 24 | 24 | 24 | 24 | 24 | 168 |
|  | Sub-total |  | n/a | 180 | 391 | 213 | 181 | 120 | 312 | 173 | 1,570 |
|  | Provision for Inflation | P06FZ | n/a | 17 | 11 | 15 | 14 | 40 | 24 | 121 |
| Total Capital Renewals to Summary | | | n/a | 185 | 598 | 229 | 230 | 165 | 389 | 202 | 1,998 |

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|  |  |  | **Capital Plan: List A** |
|  |  |  | **Corporate** |
|  | | Key Priorities  & Improvement Themes or [CA & P] | Notes |
| **Capital Renewals** | | *[CA&P: 2c,17a,17b]* |  |
| (a) | General | } |
|  |  | } |
|  | Departmental Admin | } |
|  |  | } |
|  | Council Offices | } |
|  |  | } |
|  | Print Unit | } |
|  |  | } Provision for the renewal of life-expired or obsolete equipment. Subject to annual review. Provisions for |
|  | Photocopiers | } the purchase of replacement photocopiers deleted from 2017/18 onwards. Photocopiers now |
|  |  | } rented. |
|  | Telephones | } |
|  |  | } |
|  | Snack Facilities | } |
|  |  | } |
|  | Tonbridge Christmas Lighting | } |
|  |  | } |
|  | Elections | } |
| (b) | Information Technology | See sub-headings for type of equipment covered by renewals provisions. Software provisions cater for minor upgrades to existing systems. Full replacement, significant upgrades and new systems are identified as Capital Plan schemes in their own right. |

# 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.

**CP 26**

### 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.

**CP 27**

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

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

5a Reducing anti-social behaviour (ASB):

* Reducing the number of incidents of ASB.
* Reducing the number of persistent/repeat ASB offenders.

5b Reducing domestic abuse:

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

5c Reducing substance misuse:

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

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

6a Allocating land for new employment and housing development. 6b Providing affordable housing for low income households.

6c Reducing the shortfall in Gypsy and Traveller pitches. 6d Making better use of existing affordable housing.

6e Tackling homelessness.

6f Securing good sources of good quality affordable private rented accommodation. 6g Meeting the accommodation needs of vulnerable people.

6h Improving housing for young people.

6i Improving the energy efficiency of homes in the borough. 6j Making it easier for people to apply for benefits.

**CP 28**

### 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.

**CP 29**

**Corporate Aims and Priorities 2011/12**

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|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Overall aim(s)** |  | **Ref** | **Improvement Priority** | **Period** |
| **Corporate affairs and planning** | | | | |
| To continuously improve our services in terms of value for money. | Improving efficiency | 1a | Improve the efficiency of the Council’s services in the context of changes in  the economic climate and the Government's 3% efficiency saving target for Local Government. (2.5% per year for 2005/08) | 2005/10 |
| Our approach to buying | 1b | Achieve best value through robust procurement. | 2009/11 |
| Meeting the challenges of the recession | **1c (Key)** | **Manage the Council's financial resources and performance to meet the challenges of the national budget strategy and its impact on public**  **finances.** | **2010/11** |
|  | | | | |
| **Public access and involvement** | | | | |
| To improve the public’s access to, and influence over, services provided by the Council and the Council’s role in representing the public. | Customer Services Strategy and  customer care | 2a | Improve how we manage customer contacts and customer care. | 2006/11 |
| Responding to complaints from the  public | 2b | Respond better to complaints from the public. | 2003/11 |
| Electronic service delivery (www.tmbc.gov.uk) | 2c | Increase the availability of electronic information and transactions to help make local services more accessible, convenient, responsive and seamless. | 2000/11 |
| Improving Services through research  based on consultation | 2d | Improve, cost effectively, the public’s influence over services provided by the  Council and by other organisations. | 2005/11 |
| Diversity | 2e | Ensure the Council meets its obligations fully in respect of its diverse  communities. | 2003/11 |
| 2f | Improve access to Council services and facilities in accordance with  Disability Discrimination Act (DDA) requirements. | 2004/11 |
|  | | | | |
| **Planning and development** | | | | |
| To protect and enhance the built and natural environment. | Local Development Framework | 3a | Progress preparation of the Local Development Framework. | 2003/11 |
| Tonbridge town centre | **3b (Key)** | **Promote and support the sustainable regeneration and economic**  **development of Tonbridge town centre.** | **2004/11** |
| Development control | 3c | Improve the speed of determining planning applications. | 2003/11 |
| Public access to the planning  process | 3d | Improve public access to the planning process. | 2003/11 |
| Community and leisure facilities | 3e | Encourage developer contributions in support of community leisure facilities. | 2003/11 |
|  | | | | |

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**CP 30**

## Corporate Aims and Priorities 2011/12

4

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| --- | --- | --- | --- | --- |
| **Overall aim(s)** |  | **Ref** | **Improvement Priority** | **Period** |
| **Transport and land drainage** | | | | |
| To provide good parking  management. | Parking | 4a | Improve local parking to meet the needs of drivers such as residents,  businesses, shoppers and visitors. | 2004/11 |
| To achieve better management of  local land drainage. | Land drainage | 4b | Reduce the risk of flooding of residential and commercial premises. | 2008/11 |
| To promote improvements in  transportation. | Traffic and transportation | 4c | Improve the efficiency and sustainability of transportation at key locations. | 2005/11 |
| 4d | Improve access to and parking at West Malling station. | 2003/11 |
|  | | | | |
| **Housing** | | | | |
| To improve the availability and quality of housing for those most in need. | Providing affordable housing and  tackling homelessness | **5a (Key)** | **Secure a continuing supply of affordable housing across all tenures**  **and work to prevent homelessness.** | **2004/11** |
| Private sector renewal and energy  efficiency | 5b | Improve sub-standard housing and the energy efficiency of existing and new  housing provision. | 2004/11 |
| Assisting vulnerable households | 5c | Improve support and assistance to vulnerable, elderly and disabled  households to enable independent living. | 2003/11 |
|  | | | | |
| **Housing – benefit payments** | | | | |
| To provide financial assistance through the timely and accurate processing of claims for Housing and  Council Tax benefit. | Housing and Council Tax benefit | 6a | Achieve high performance in both accuracy of calculating benefit due and speed of processing. | 2003/11 |
|  | | | | |
| **Leisure, arts and young people** | | | | |
| To develop leisure and arts services  for local people and visitors. | Access for everyone | 7a | Enable the whole community, including those most in need, to more fully  enjoy leisure and cultural activities. | 2001/11 |
|  | Involving the community | 7b | Increase community involvement in the delivery and design of leisure  services. | 2004/11 |
| To involve, safeguard and meet the  needs of children and young people. | Cost effective operation | 7c | Improve the quality and sustainability of the Council's leisure facilities and  services. | 2004/11 |
|  | Safety and security at our leisure  facilities | 7d | Improve security/health and safety at leisure facilities. | 2003/11 |
|  | Outdoor leisure | 7e | Improve public access to the countryside and public open spaces across the  borough. | 2004/11 |
|  | 7f | Enhance the landscape of, and improve public access to, the Medway valley  countryside. | 2006/11 |
|  | Young people | **7g (Key)** | **Involve, safeguard and meet the needs of children and young people.** | **2003/11** |
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**CP 31**

## Corporate Aims and Priorities 2011/12

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

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**CP 32**

## Corporate Aims and Priorities 2011/12

12

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| --- | --- | --- | --- | --- |
| **Overall aim(s)** |  | **Ref** | **Improvement Priority** | **Period** |
| **Climate Change** | | | | |
| To deliver, with others, benefits beyond those possible from the  Council's resources. | Making a difference | **12a (Key)** | **Work with partners to make a positive local contribution to tackling the causes and effects of climate change.** | **2007/11** |
| To provide leadership on community issues that are beyond the remit of a  single agency. |
| To improve the well-being of  communities in Tonbridge and Malling. |
|  | | | | |
| **Community leadership** | | | | |
| To deliver, with others, benefits beyond those possible from the  Council's resources. | Community planning | 13a | Achieve with our partners the priorities set out: |  |
| * in the Sustainable Community Strategy for Tonbridge and | 2009/10 |
| Malling (2009/12) |
| To provide leadership on community issues that are beyond the remit of a  single agency. | * in the Local Area Agreement |
| * arising from work of the borough's Local Strategic Partnership. |
| **13b (Key)** | **Work with partners to:** |  |
| To improve the well-being of communities in Tonbridge and  Malling. | * **reduce crime, anti-social behaviour and fear of crime.** | **2010/11** |
| * **promote, encourage and provide opportunities for healthy** |
| **living.** |
|  | * **make a positive local contribution to tackling the causes and** |
|  | **effects of climate change.** |
|  | * **achieve further shared priorities to improve residents' quality of** |
|  | **life in Tonbridge and Malling.** |
|  | Advocacy | 13c | Better represent the community’s interests in respect of services provided by  agencies or organisations separate from the Council. | 2005/10 |
|  | | | | |
| **Local economy** | | | | |
| To promote the well-being of the local economy and enhance the viability and vitality of population  centres. | Our approach to the local economy | 14a | Contribute to improving the West Kent economy. | 2003/11 |
| Tourism | 14b | Increase tourism within the borough. | 2000/11 |
|  | | | | |

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**CP 33**

## Corporate Aims and Priorities 2011/12

15

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| **Overall aim(s)** |  | **Ref** | **Improvement Priority** | **Period** |
| **Resources – Personnel and Organisational Development** | | | | |
| To recruit, develop and retain well- informed, qualified staff who also take responsibility for developing  themselves. | 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 |
| To improve the Council's ability to achieve its strategic and operational  objectives through its: |
| * Organisational structure. |
| * Performance Management |
| System. |
| To improve health and safety in  Council premises and activities. |
|  | | | | |
| **Resources – Finance** | | | | |
| To manage the Council’s financial  affairs to support its service delivery objectives. | Revenue | 16a | Further improve on the prompt collection of monies due to the Council. | 2003/11 |
| To maintain the Council’s high standards of financial management  and probity. |
| To identify and exploit cost-effective  opportunities for external funding. |
|  | | | | |
| **Resources – Information technology** | | | | |
| To improve management of information within the Council. | Information technology | 17a | Improve the Council’s own use and cost effectiveness of technology. | 2001/11 |
| Kent Connects | 17b | Improve the management and cost effectiveness of technology via shared  use of resources within Kent. | 2003/11 |
|  | | | | |
| **Resources – Property** | | | | |
| To continue improving the match between the Council’s property holdings and its service delivery,  organisational and financial needs. | Property | 18a | Improve the fabric of our leisure facilities and access for all. | 2004/11 |
|  | | | | |

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**CP 34**

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| --- | --- | --- |
| **GENERAL FUND WORKING BALANCE** | | |
|  |  | **£** |
| Balance at 1.4.2017 |  | 1,250,000 |
| Balance at 31.3.2019 |  | 1,250,000 |
| **GENERAL REVENUE RESERVE** | | |
|  | **£** | **£** |
| Balance 1.4.2017 |  | 5,948,858 |
| Budgeted to be transferred to the Reserve | 434,500 | |
| Decrease on Original Estimate | 123,600 | |
|  |  | 558,100 |
| Estimated Balance at 1.4.2018 |  | 6,506,958 |
| Contribution to the Reserve 2018/19 |  | 433,400 |
| Estimated Balance at 31.3.2019 |  | 6,940,358 |

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| --- | --- | --- | --- |
| **Tonbridge and Malling Borough Council** | | | |
| **Estimate of Collection Fund Surplus / (Deficit) 2017/18 - Council Tax** | | | |
| **Income** | | **Estimate** | |
| **£** | **£** |
| Surplus / (Deficit) Brought Forward |  |  | 1,108,189 |
| Income from Council Tax Payers (Net of Discounts, CTR and Exemptions) | |  | 82,351,113 |
| **Total Income for the Year** |  |  | 83,459,302 |
| **Expenditure** | |  |  |
| Precepts and Demands for 2017/18 |  |  |  |
| Kent County Council |  | 57,619,401 |  |
| Police & Crime Commissioner for Kent |  | 7,681,316 |  |
| Kent & Medway Fire & Rescue Authority |  | 3,585,266 |  |
| Parishes |  | 2,665,633 |  |
| Tonbridge & Malling Borough Council |  | 9,654,030 | 81,205,646 |
| Provision for Council Tax Non-Collection |  |  | 445,000 |
| Payments of Estimated Surplus for 2016/17 |  |  |  |
| Kent County Council |  | 702,534 |  |
| Police & Crime Commissioner for Kent |  | 94,324 |  |
| Kent & Medway Fire & Rescue Authority |  | 44,638 |  |
| Tonbridge & Malling Borough Council |  | 148,267 | 989,763 |
| **Total Expenditure for the Year** |  |  | 82,640,409 |
| **Estimated Surplus / (Deficit) for 2017/18** |  |  | **818,893** |
| **Allocation of Estimated Surplus / (Deficit) for 2017/18** | | | |
|  | **Precepts 2017/18** | | **Surplus /** |
|  | **(Deficit)** |
|  | **£** | **%** | **£** |
| Kent County Council | 57,619,401 | 70.95 | 581,005 |
| Police & Crime Commissioner for Kent | 7,681,316 | 9.46 | 77,467 |
| Kent & Medway Fire & Rescue Authority | 3,585,266 | 4.42 | 36,195 |
| Tonbridge & Malling Borough Council | 12,319,663 | 15.17 | 124,226 |
| **Total** | 81,205,646 | 100.00 | **818,893** |

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| --- | --- | --- |
| **Tonbridge and Malling Borough Council** | | |
| **Estimate of Collection Fund Surplus / (Deficit) 2017/18 - Business Rates** | | |
| **Income** | **Estimate** | |
| **£** | **£** |
| Surplus / (Deficit) Brought Forward |  | (649,649) |
| Income from Business Rate Payers |  | 55,214,618 |
| Recovery of Estimated Deficit for 2016/17 |  |  |
| Kent County Council | 2,681 |  |
| Kent & Medway Fire & Rescue Authority | 298 |  |
| Tonbridge & Malling Borough Council | 11,914 |  |
| Central Government | 14,892 | 29,785 |
| **Total Income for the Year** |  | 54,594,754 |
| **Expenditure** |  |  |
| Demands for 2017/18 based upon NNDR 1 2017/18 |  |  |
| Kent County Council | 4,803,354 |  |
| Kent & Medway Fire & Rescue Authority | 533,706 |  |
| Tonbridge & Malling Borough Council | 21,348,238 |  |
| Central Government | 26,685,297 | 53,370,595 |
| Allowance for Losses - Bad Debts |  | 500,000 |
| Allowance for Losses - Appeals |  | 442,000 |
| Cost of Collection Allowance |  | 162,575 |
| Transitional Protection Payments |  | 104,276 |
| **Total Expenditure for the Year** |  | 54,579,446 |
| **Estimated Surplus / (Deficit) for 2017/18** |  | **15,308** |
| **Allocation of Estimated Surplus / (Deficit) for 2017/18** | | |
|  | **Allocation** | **Surplus /** |
|  | **(Deficit)** |
|  | **%** | **£** |
| Kent County Council | 9 | 1,378 |
| Kent & Medway Fire & Rescue Authority | 1 | 153 |
| Tonbridge & Malling Borough Council | 40 | 6,123 |
| Central Government | 50 | 7,654 |
| **Total** | 100 | **15,308** |

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**Estimated Comprehensive Income and Expenditure Account 2017 - 2019**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **2017/18** |  |  | **2018/19** |
|  | **Original** | **Revised** |  | **Original** |
|  | **Estimate** | **Estimate** |  | **Estimate** |
|  | **£** | **£** |  | **£** |
| **Continuing Operations** |  |  |  |  |
| Corporate Services | 3,316,600 | 3,713,500 |  | 4,054,800 |
| Chief Executive | 680,200 | 701,950 |  | 695,450 |
| Director of Central Services | 334,700 | 423,300 |  | 346,750 |
| Director of Finance & Transformation | 1,387,350 | 1,384,550 |  | 1,544,550 |
| Director of Planning, Housing & Environmental Health | 3,478,250 | 3,181,650 |  | 3,321,500 |
| Director of Street Scene, Leisure & Technical Services | 7,430,100 | 7,295,400 |  | 7,578,600 |
| **Net Cost of Services** | **16,627,200** | **16,700,350** |  | **17,541,650** |
| **Other Operating Expenditure** |  |  |  |  |
| Parish Council Precepts | 2,665,633 | 2,665,633 |  | 2,779,637 |
| Drainage Board Levies | 394,800 | 394,800 |  | 440,200 |
| Corporate Provisions for Bad Debts | 5,000 | 5,000 |  | 5,000 |
| Payments to Housing Capital Receipts Pool | 1,000 | 1,000 |  | 1,000 |
| **Financing & Investing Income & Expenditure** |  |  |  |  |
| Trading Undertakings | (319,550) | (318,250) |  | (310,900) |
| Interest Payable & Similar Charges - Leases | 75,800 | 89,000 |  | 79,000 |
| Interest & Investment Income | (127,400) | (277,250) |  | (377,450) |
| IAS 19 Pension Costs | 2,093,000 | 1,721,000 |  | 1,721,000 |
| **Taxation & Non-Specific Grant Income** |  |  |  |  |
| Council Tax Income | (12,319,663) | (12,319,663) |  | (12,935,278) |
| Collection Fund - Council Tax (Surplus)/Deficit | (148,267) | (148,267) |  | (124,226) |
| Collection Fund - Non Dom Rates (Surplus)/Deficit | 11,914 | 11,914 |  | (6,123) |
| National Non-Domestic Rate Distribution | (1,377,603) | (1,377,603) |  | (1,283,881) |
| General Government Grants | (4,212,964) | (4,245,764) |  | (4,810,529) |
| **(SURPLUS) / DEFICIT ON PROVISION OF SERVICES** | **3,368,900** | **2,901,900** |  | **2,719,100** |

**Estimated Movement in Reserves Statement 2017 -2019**

|  |  |  |  |
| --- | --- | --- | --- |
| **2017/18** | | | **2018/19** |
|  | **Original** | **Revised** | **Original** |
|  | **Estimate** | **Estimate** | **Estimate** |
|  | **General** | **General** | **General** |
|  | **Fund** | **Fund** | **Fund** |
|  | **& Reserves** | **& Reserves** | **& Reserves** |
|  | **£** | **£** | **£** |
| **BALANCE AT 1 APRIL** | **16,146,938** | **17,792,893** | **17,727,293** |
| **Total Comprehensive Income & Expenditure** | (3,368,900) | (2,901,900) | (2,719,100) |
| **Adjustments Between Accounting Basis & Funding Basis Under Regulations** |  |  |  |
| Depreciation of Non-Current Assets | 3,000,100 | 3,149,470 | 3,203,800 |
| Net Charges made for Retirement Benefits | 1,688,000 | 1,903,000 | 1,934,000 |
| Minimum Revenue Provision | (381,100) | (424,170) | (379,000) |
| Capital Exp. Charged to the General Fund | (2,076,000) | (1,793,000) | (3,112,000) |
| Capital Receipts | 1,000 | 1,000 | 1,000 |
| **Net Increase / (Decrease) in Reserves** | (1,136,900) | (65,600) | (1,071,300) |
| **BALANCE AT 31 MARCH** | **15,010,038** | **17,727,293** | **16,655,993** |

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