

2020/21

Revenue and Capital Budgets



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BUDGET STATEMENT 2020/21

1. Introduction

- 1.1 The revenue and capital budgets for 2020/21 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]**.
- 1.2 By way of context, since 2010/11 the Council has seen its local government finance settlement (core funding) decrease by some 65% or £4.3m (from £6.6m to £2.3m in 2020/21).
- 1.3 The fall in core funding is, in part, negated by the grant award under the New Homes Bonus (NHB) scheme which in 2020/21 is around £3.4m. However, NHB, in its current form at least, is highly unlikely to continue beyond 2020/21 where legacy payments only, excluding the 2020/21 allocation, will be received, the last of which in 2022/23. Notwithstanding NHB would have continued to reduce over time as the changes already made to the scheme worked their way through the system and the recent above average housing delivery fell out of the calculation to around £1.8m. It remains our ambition to restructure the MTFS so it is not as reliant on NHB or its replacement.
- 1.4 In the latest iteration of the MTFS it is assumed overall government grant funding (core funding + NHB or its replacement) will **steadily** reduce to £2.45m in 2023/24 uplifted by inflation thereafter and where the latest projected 'outstanding' funding gap between expenditure and income is **circa £320,000** to be addressed over the medium term.
- 1.5 However, funding beyond 2020/21 will be **dependent** on the expected multi-year settlement to follow and the Fair Funding Review. The Spending Review determining the overall funding envelope for local government over the Spending Review period, the Fair Funding Review detailing how that funding is shaken down to individual councils and, in turn, business rates baselines and baseline funding levels. How we will fair at the end of that process is extremely difficult to predict at this stage making financial planning that more difficult. As a result 2019/20 and now 2020/21 could be seen as a **holding year**.
- 1.6 Dependent on the outcome of the Spending Review and the Fair Funding Review and what happens to NHB, there is a **risk** the funding gap could be more than is presently reflected in the MTFS. We do, however, believe that our MTFS is resilient and the financial pressures likely to confront us

can be addressed in a measured and controlled way, but this is becoming progressively more difficult.

- 1.7 That said, as in previous iterations of the MTFS the latest projected 'outstanding' funding gap can be broken down into tranches to enable more measured steps to be taken and give time for the Spending Review and the Fair Funding Review to be concluded (*Tranche 1* – £20,000 by April 2021; and *Tranche 2* – £300,000 by April 2024).
- 1.8 It is probably worthwhile reiterating 2019/20 and now 2020/21 could be seen as a **holding year**, but at the same time **acknowledge** based on the latest projections a not insignificant funding gap remains to be addressed over the period of the MTFS.

2. Medium Term Financial Strategy

2.1 Background

- 2.1.1 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.
- 2.1.2 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.
- 2.1.3 The aim of the MTFS is to give us a realistic and sustainable plan that reflects the Council's strategic priorities and objectives 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.
- 2.1.4 The MTFS spans a rolling ten-year period with two fundamental objectives: to achieve a balanced revenue budget and to retain a minimum of £3.0m 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]**.
- 2.1.5 Alongside the MTFS sits a **Savings and Transformation Strategy [Annex 2]**. The purpose of the Strategy is to provide structure, focus and direction in addressing the financial challenge faced by the Council. In so doing, it recognises that there is no one simple solution and as a result we will need to adopt a number of ways to deliver the required savings and transformation contributions within an agreed timescale. A number of key themes have been identified, together with outline targets and timescales.

2.2 Corporate Strategy

- 2.2.1 The Council's financial plans should be in support of its strategic priorities and objectives set out in overview in the [Corporate Strategy](#).
- 2.2.2 The Strategy sets out Our Vision: *To continue to be a financially sustainable Council with strong leadership that delivers valued services, a commitment to delivering innovation and change to meet the needs of our Borough* guided by our values and priorities:
Achieving efficiency;
Embracing effective partnership working;
Valuing our environment and encouraging sustainable growth; and
Innovation.

2.3 Financial Context

- 2.3.1 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 2020/21 is **£214.50 (an increase of £5.00 or 2.4%)**. In setting this level of council tax, the Council is to make a contribution of **£371,950** to its General Revenue Reserve.
- 2.3.2 In respect of Government Grant including New Homes Bonus (see paragraph 3) in 2020/21 the Council is to receive based on its baseline funding level (see paragraph 11) £5,676,815, a decrease of £45,463 or 0.8% when compared to the previous year.
- 2.3.3 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 financial challenge faced by the Council.

3. Local Government Finance Settlement

- 3.1 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.
- 3.2 Our Settlement Funding Assessment for 2020/21 is £2,301,752, a cash increase of £36,902 or 1.6% when compared to the equivalent figure of £2,264,850 in 2019/20.
- 3.3 In addition, the Council's grant award under the New Homes Bonus scheme in 2020/21 is £3,375,063, a cash decrease of £82,365 or 2.4% when compared to the equivalent figure of £3,457,428 in 2019/20 (NHB, in its current form at least, is highly unlikely to continue beyond 2020/21).

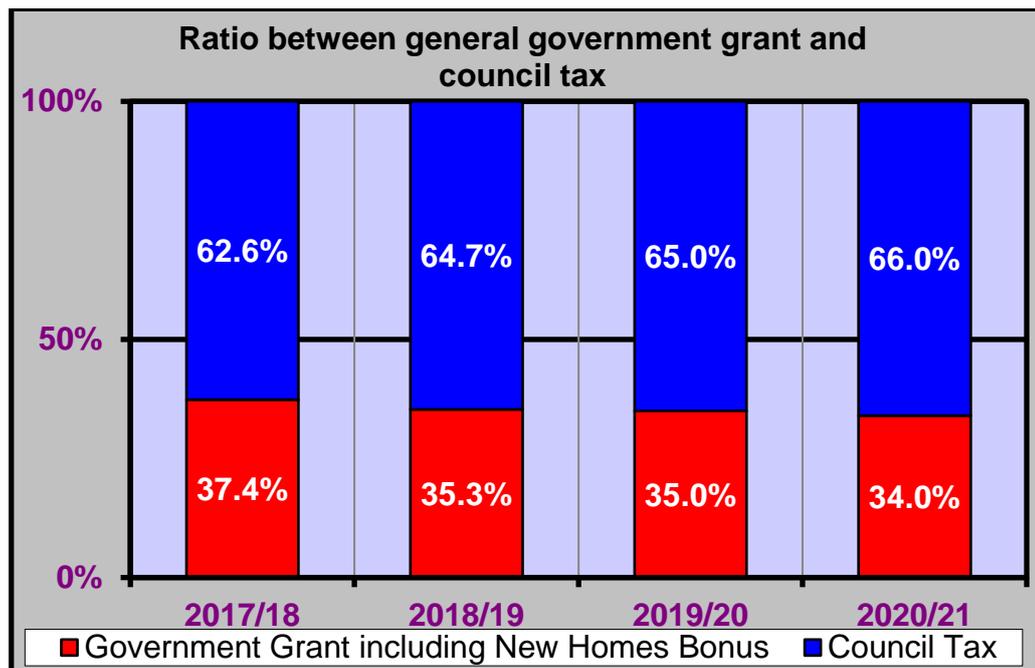
3.4 A breakdown of the total grant funding into the various funding streams is set out in the table below.

	2019/20	2020/21	Cash Increase/ (Decrease)	
	£	£	£	%
Local Share of Business Rates (baseline)	2,264,850	2,301,752	36,902	1.6
Settlement Funding Assessment	2,264,850	2,301,752	36,902	1.6
New Homes Bonus	3,457,428	3,375,063	(82,365)	(2.4)
Overall Grant Funding	5,722,278	5,676,815	(45,463)	(0.8)

3.5 As can be seen from the table our total grant funding is £5,676,815, a cash decrease of £45,463 or 0.8% when compared to the equivalent figure of £5,722,278 in 2019/20.

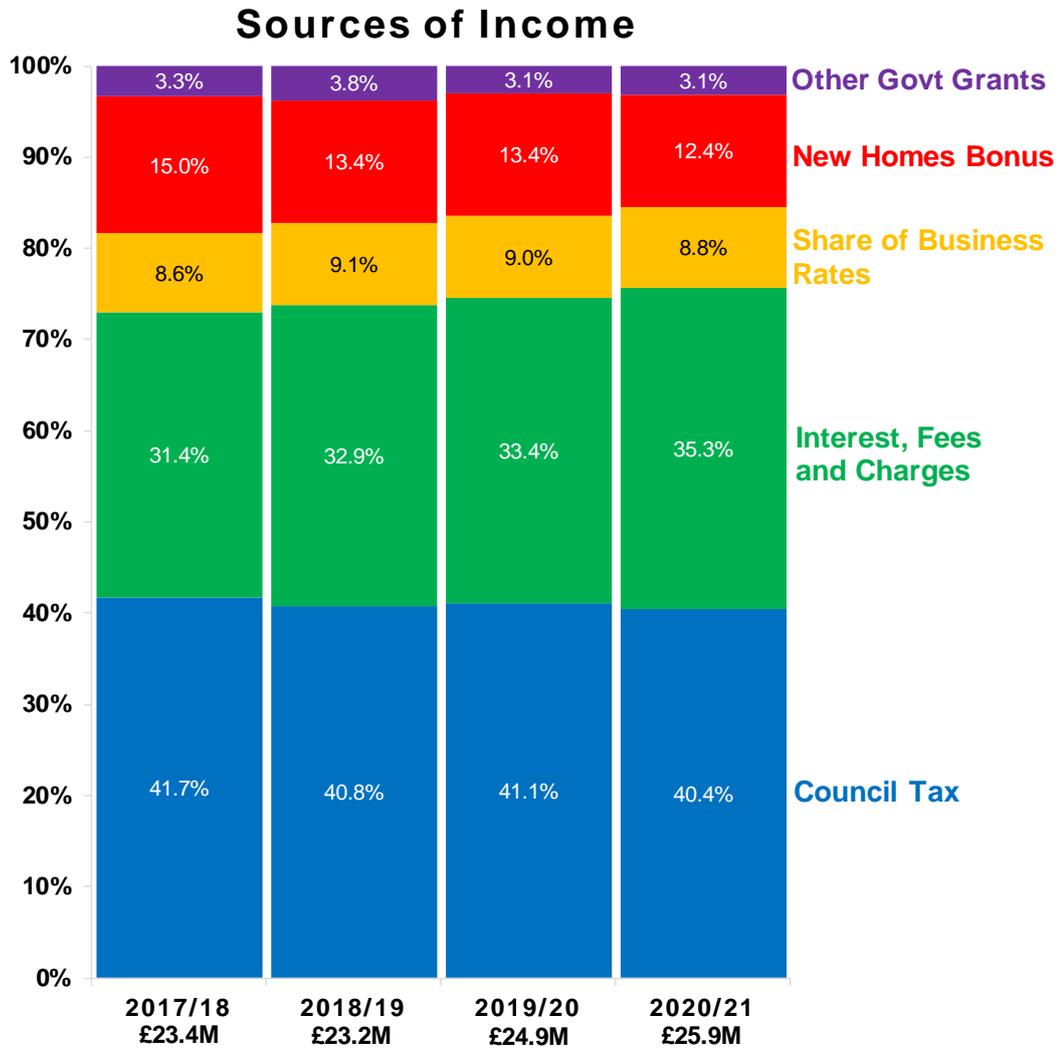
3.6 Of the twelve district councils in Kent, Tonbridge & Malling Borough Council receives **the lowest** Settlement Funding Assessment both in **total and per head**.

3.7 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.



3.8 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.

3.9 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.



4. Local Referendums to Veto Excessive Council Tax Increases

4.1 The Localism Act gives local communities the power to veto excessive council tax increases. The Secretary of State will determine a limit for council tax increases which has to be approved by the House of Commons. If an authority proposes to raise council tax above this limit they will have to hold a referendum to get approval for this from local voters who will be asked to approve or to veto the rise.

4.2 The level of council tax increase for 2020/21 above which the Council would be required to hold a referendum is **2.0%, or more than 2% and more than £5.**

5. General Fund

5.1 The Council's estimated net revenue expenditure for 2020/21 (prior to any contribution to or from the revenue reserve) amounts to £14,264,300. A contribution of £371,950 is to be made to the revenue reserve giving £14,636,250 as the Council's budget requirement. A statement of balances and reserves is shown on page GF1.

6. Collection Fund

6.1 As the billing authority for the area, this Council has responsibility for maintaining the 'collection fund' accounts into which council tax and business rates are paid.

6.2 Each year we have to estimate the surplus / deficit on the collection fund in respect of council tax and then share this between the major precepting authorities including ourselves; and 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. These are known as collection fund adjustments.

6.3 The estimated **surplus** on the collection fund in respect of council tax at 31 March 2020 is £459,604, of which our share is £66,826.

6.4 The estimated **surplus** on the collection fund in respect of business rates at 31 March 2020 is £2,057,735, of which our share is £823,094.

7. Council Tax Base

7.1 The Council Tax base, as determined by the Director of Finance and Transformation was set at **51,371.02** band D equivalents for 2020/21.

8. Council Tax Reduction Scheme

8.1 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). A new council tax reduction scheme following consultation is to be introduced on 1 April 2020.

9. Special Expenses and Parish Council Precepts

9.1 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 2020/21 can be found on page 24.

9.2 In addition, details of Parish Council precepts for 2020/21 can be found on page 25.

10. Consultation with Non-Domestic Ratepayers

10.1 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.

11. National Non-Domestic (Business) Rates

11.1 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 2020/21 is 51.2p compared to 50.4p for 2019/20. A lower rate of 49.9p (49.1p for 2019/20) applies to small businesses with rateable values below £51,000.

11.2 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. The Council is a member of the Kent Business Rates Pool for Business Rates Retention scheme purposes.

11.3 For medium term financial planning purposes it is assumed business rates income retained will be marginally above the baseline set.

12. Capital Estimates

12.1 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 2020. The progress on existing Capital Plan schemes has been noted and Cabinet on 13 February 2020 recommended the inclusion of new capital plan schemes.

12.2 Bearing in mind the challenging financial outlook 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.

13. Cabinet

13.1 Cabinet comprises the following Councillors:

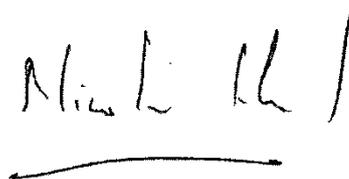
Cllr N Heslop	Leader and Economic Regeneration
Cllr M Coffin	Finance, Innovation and Property and Deputy Executive Leader
Cllr R Betts	Street Scene and Environment Services
Cllr D Lettington	Strategic Planning and Infrastructure
Cllr P Montague	Housing
Cllr M Rhodes	Community Services

14. Acknowledgement

14.1 The formulation of the Budget for 2020/21, 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 2020/21, and the updated Medium Term Financial Strategy and Savings and Transformation 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.



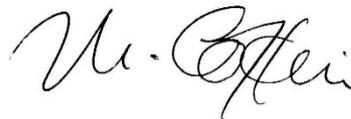
Julie Beilby
Chief Executive



Nicolas Heslop
Leader of the Council



Sharon Shelton
Director of Finance and Transformation



Martin Coffin
Finance, Innovation and Property and Deputy Executive Leader

MEDIUM TERM FINANCIAL STRATEGY 2020/21 – 2029/30

INTRODUCTION

The Council continues to face a financial challenge as a result of the Government's budget deficit reduction programme which has resulted in reductions in the financial support offered to local government. We do, however, 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 this is becoming progressively more difficult.

This Medium Term Financial Strategy represents an update to the strategy approved by Council on 19 February 2019. The update has been prepared given the circumstances prevailing in February 2020. 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 2020/21.

Alongside the MTFs sits a Savings and Transformation Strategy. The purpose of the Strategy is to provide structure, focus and direction in addressing the financial challenge faced by the Council. In so doing, it recognises that there is no one simple solution and as a result we will need to adopt a number of ways to deliver the required savings and transformation contributions within an agreed timescale. A number of key themes have been identified, together with outline targets and timescales.

FINANCIAL CONTEXT

The Council's *notional* Band D tax rate for 2020/21 is £214.50 (an increase of £5.00 or 2.4%). In setting this level of Council Tax, the contribution to or from the General Revenue Reserve is a contribution to the Reserve of £371,950.

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 £2,301,752 in 2020/21, a cash increase of £36,902 or 1.6% when compared to the equivalent figure of £2,264,850 in 2019/20.

In addition, the Council's grant award under the New Homes Bonus scheme in 2020/21 is £3,375,063, a cash decrease of £82,365 or 2.4% when compared to the equivalent figure of £3,457,428 in 2019/20. However, NHB, in its current form at least, is highly unlikely to continue beyond 2020/21 where legacy payments only, excluding the 2020/21 allocation, will be received, the last of which in 2022/23. Notwithstanding NHB would have continued to reduce over time as the changes already made to the scheme worked their way through the system and the recent above average housing delivery fell out of the calculation to around £1.8m.

In the latest iteration of the MTFS it is assumed overall government grant funding (core funding + NHB or its replacement) will **steadily** reduce to £2.45m in 2023/24 uplifted by inflation thereafter and where the latest projected 'outstanding' funding gap between expenditure and income is **circa £320,000** to be addressed over the medium term.

However, funding beyond 2020/21 will be **dependent** on the expected multi-year settlement to follow and the Fair Funding Review. How we will fair at the end of that process is extremely difficult to predict at this stage making financial planning that more difficult. As a result 2019/20 and now 2020/21 could be seen as a **holding year**.

Dependent on the outcome of the Spending Review and the Fair Funding Review and what happens to NHB, there is a **risk** the funding gap could be more than is presently reflected in the MTFS.

That said, as in previous iterations of the MTFS the latest projected 'outstanding' funding gap can be broken down into tranches to enable more measured steps to be taken and give time for the Spending Review and the Fair Funding Review to be concluded (Tranche 1 – £20,000 by April 2021; and Tranche 2 – £300,000 by April 2024).

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. The annual allowance subject to review each year is to be set at £250,000 (previously £200,000) for the period 2020/21 to 2025/26. Based on current projections, from 2026/27 the Council may need to borrow to fund such expenditure.

This does not however, preclude a decision to borrow in order to fund in full or in part a commercial investment opportunity that meets the Council's strategic priorities and objectives, achieves value for money and delivers a financial return. Each such opportunity to be considered on a case by case basis as appropriate.

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 £3.0m 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 £250,000 from the Council's own resources) and give priority to those schemes that generate income or reduce costs.

THE STRATEGY

The updated Strategy is set out below. It incorporates:

Document 1: A Revenue Budget Plan for the period 2020/21 to 2029/30 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 2025/26.

The Strategy should be read in conjunction with:

- The Treasury Management and Annual Investment Strategy for 2020/21 recommended to full Council by Cabinet on 13 February 2020.
- The updated Capital Strategy recommended to full Council by Cabinet on 13 February 2020.
- The report to Cabinet on 13 February 2020 entitled 'Setting the Budget' for 2020/21.
- The report to Cabinet on 13 February 2020 entitled 'Setting the Council Tax 2020/21'.
- The Budget Statement 2020/21 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 2020

Medium Term Financial Strategy

	Estimate	Projection								
	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000
EXPENDITURE										
Employees	11,841	12,098	12,362	12,601	12,876	13,099	13,354	13,617	13,884	14,155
Transfer Payments	27,271	27,816	28,373	15,154	15,457	15,766	16,082	16,403	16,731	17,066
Other Expenditure	12,838	11,486	11,767	12,104	12,452	12,818	13,198	14,066	14,498	14,940
Capital Charges	3,321	3,387	3,455	3,524	3,595	3,667	3,740	3,815	3,891	3,969
Total Expenditure	55,271	54,787	55,957	43,383	44,380	45,350	46,374	47,901	49,004	50,130
INCOME										
Fees & Charges	(9,100)	(9,408)	(9,674)	(9,801)	(9,958)	(10,084)	(10,443)	(10,576)	(10,811)	(10,950)
Other Specific Grants & Misc	(28,146)	(28,415)	(28,946)	(15,583)	(15,894)	(16,210)	(16,533)	(16,863)	(17,198)	(17,541)
Investment Income	(525)	(834)	(935)	(1,050)	(1,133)	(1,239)	(1,306)	(1,335)	(1,332)	(1,325)
Total Income	(37,771)	(38,657)	(39,555)	(26,434)	(26,985)	(27,533)	(28,282)	(28,774)	(29,341)	(29,816)
Appropriations										
Capital Renewals	0	1,102	1,125	1,148	1,173	1,190	1,207	1,224	1,242	1,260
Provision for new Capital Schemes	850	250	250	250	250	250	0	0	0	0
Other Appropriations	(619)	(1,366)	(2,436)	(3,507)	(3,580)	(3,654)	(3,729)	(3,754)	(3,786)	(3,864)
SAVINGS & TRANSFORMATION TARGET	0	(20)	(20)	(21)	(21)	(22)	(22)	(23)	(23)	(23)
SAVINGS & TRANSFORMATION TARGET	0	0	0	0	(300)	(306)	(312)	(318)	(325)	(331)
NET BUDGETED SPEND	17,731	16,096	15,321	14,819	14,917	15,275	15,236	16,256	16,771	17,356
FUNDING										
Revenue Reserves	(372)	502	317	208	(137)	(229)	(723)	(166)	(120)	(10)
Government Grant	6,194	4,197	3,224	2,443	2,492	2,542	2,592	2,644	2,697	2,751
Council Tax	11,019	11,397	11,780	12,168	12,562	12,962	13,367	13,778	14,194	14,615
Collection Fund Adjustment	890	0	0	0	0	0	0	0	0	0
Total Funding	17,731	16,096	15,321	14,819	14,917	15,275	15,236	16,256	16,771	17,356
Council Tax Level at Band D	£214.50	£219.50	£224.50	£229.50	£234.50	£239.50	£244.50	£249.50	£254.50	£259.50
Increase on Previous Year	£5.00									
RESERVES BALANCE CARRIED FORWARD	6,876	6,374	6,057	5,849	5,986	6,215	6,938	7,104	7,224	7,234

Capital Plan Review 2019/20 : Funding the Draft Capital Plan

	2019/20 Estimate £'000	2020/21 Estimate £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000	2025/26 Estimate £'000
Capital Plan Schemes							
Capital Renewals	1,053	1,299	469	856	539	786	689
Other Recurring Expenditure (net of grants)	268	309	321	328	335	344	344
One-Off Schemes (net of grants & contributions)	4,448	1,134	560		1,113		
Capital Plan Totals	5,769	2,742	1,350	1,184	1,987	1,130	1,033
Add back grants / contributions	1,912	1,134	1,066	1,066	1,066	1,066	1,066
Total to be funded	7,681	3,876	2,416	2,250	3,053	2,196	2,099
Funded from:							
Grants							
BCF (Disabled Facilities Grant)	1,127	1,026	1,026	1,026	1,026	1,026	1,026
Environment Agency TRSG Revetment	14						
Leybourne Lakes Country Park Path Improvements		40					
Developer Contributions Attributed to							
Temporary Accommodation	500						
Tonbridge School Athletics Track	21						
Tonbridge Racecourse SG Rugby Pitch Drainage		8					
Tonbridge Racecourse SG Swimming Pool Bridge	65						
Open Spaces Site Improvements Phase 2	12						
Haysden Country Park Sewage Treatment Facility	130						
Leybourne Lakes Country Park Path Improvements		20					
Capital and Other Receipts							
DFG Grant Repayments	13	10	10	10	10	10	10
Housing Assistance Grant Repayments	30	30	30	30	30	30	30
Repayment of Mortgages	1						
Balance met from Revenue Reserve for Capital Schemes	5,768	2,742	1,350	1,184	1,987	1,130	1,033
Total funding	7,681	3,876	2,416	2,250	3,053	2,196	2,099

Savings & Transformation Strategy 2020/21 – 2029/30

INTRODUCTION

By way of context, since 2010/11 the Council has seen its local government finance settlement (core funding) decrease by some 65% or £4.3m (from £6.6m in 2010/11 to £2.3m in 2020/21).

The fall in core funding is, in part, negated by the grant award under the New Homes Bonus (NHB) scheme which in 2020/21 is around £3.4m. However, NHB, in its current form at least, is highly unlikely to continue beyond 2020/21 where legacy payments only, excluding the 2020/21 allocation, will be received, the last of which in 2022/23. Notwithstanding NHB would have continued to reduce over time as the changes already made to the scheme worked their way through the system and the recent above average housing delivery fell out of the calculation to around £1.8m.

We are fortunate that we do not have to make all the required savings and transformation contributions in one year and can spread the challenge into ‘tranches’ 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 transformation contributions and achieve as much as possible in the earlier years to provide the best long-term financial sustainability.

In the latest iteration of the MTFS it is assumed overall government grant funding (core funding + NHB or its replacement) will steadily reduce to £2.45m in 2023/24 uplifted by inflation thereafter and where the latest projected outstanding funding gap between expenditure and income is circa £320,000; and the Strategy ‘refreshed’ to ensure that future savings and transformation contributions can be delivered as required. In updating this Strategy, it is noted that the ‘tranches’ assumed within the MTFS are: *Tranche 1* - £20,000 to be achieved by April 2021; and *Tranche 2* - £300,000 to be achieved by April 2024.

OBJECTIVES

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

1. To deliver sufficient savings and transformation contributions in order to bridge the funding gap identified in the Council’s MTFS, and to deliver as much as possible in the earlier years 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'.
5. 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.
6. To engage, as appropriate, with stakeholders when determining how savings and transformation contributions will be achieved.

THE STRATEGY

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

This Strategy sets out a measured structure and framework for delivering the necessary savings and transformation contributions 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
Chief Executive

Sharon Shelton
Director of Finance and Transformation

Nicolas Heslop
Leader of the Council

Martin Coffin
Cabinet Member for Finance, Innovation and Property
and Deputy Executive Leader

February 2020

Savings & Transformation Strategy 2020/21 - 2029/30

Savings and Transformation Contributions in Previous Years of STS £000	Theme	Indicative Years	Target £000	Savings and Transformation Contributions Identified after Setting of 2020/21 Budget £000	Balance of Target to be Achieved £000
462	Income Generation & Cost Recovery	2020 - 2024	75	0	75
327	In-Service Efficiencies	2020 - 2021	20	0	20
369	Service Change & Reduction	2020 - 2024	170	0	170
785	Contracts	2020 - 2024	10	0	10
263	Organisation Structure Change	2020 - 2024	10	0	10
431	Partnership Funding	2020 - 2024	10	0	10
186	Asset Management	2020 - 2024	25	0	25
2,823	TOTAL		320	0	320

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 2020

Council 18 February 2020
General Fund Revenue Estimates 2020/21
SUMMARY

	2019/20 ESTIMATE		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
Corporate Services	3,700,900	3,692,400	3,568,250
Chief Executive	1,064,350	959,300	968,750
Director of Central Services	133,600	105,200	458,150
Director of Finance & Transformation	1,372,600	1,336,300	1,404,150
Director of Planning, Housing & Environmental Health	3,830,550	3,849,950	4,306,900
Director of Street Scene, Leisure & Technical Services	8,315,650	8,356,250	6,794,800
Sub Total	18,417,650	18,299,400	17,501,000
Capital Accounting Reversals			
Non-Current Asset Depreciation	(2,942,350)	(3,075,100)	(3,165,850)
Contributions to / (from) Reserves			
Building Repairs Reserve			
Withdrawals to fund expenditure	(1,014,700)	(1,019,150)	(1,410,400)
Contribution to Reserve	650,000	725,000	1,075,000
Earmarked Reserves (see page 18)			
Contributions from Reserves	(1,595,250)	(3,265,700)	(912,450)
Contributions to Reserves	1,351,900	2,134,750	3,949,300
Property Investment Fund Reserve			
Contribution to Reserve	500,000	-	-
Revenue Reserve for Capital Schemes			
Withdrawals to fund expenditure			
Non-Current Assets	(3,703,000)	(5,696,000)	(2,587,000)
Revenue Expenditure Funded from Capital	(70,000)	(72,000)	(155,000)
Other contributions to / (from) Reserve (net)	1,887,000	4,279,000	850,000
Capital Expenditure Charged to General Fund	3,703,000	5,696,000	2,587,000
Government Grants			
New Homes Bonus	(3,457,450)	(3,457,450)	(3,375,050)
Under-indexing Business Rates Multiplier	(73,800)	(73,800)	(92,250)
Brexit Preparedness Grant	-	(70,000)	-
Contributions from KCC	-	(156,500)	-
Sub Total	13,653,000	14,248,450	14,264,300
Contribution to / (from) General Revenue Reserve	450,600	(218,600)	371,950
Budget Requirement	14,103,600	14,029,850	14,636,250

Council 18 February 2020
General Fund Revenue Estimates 2020/21
EARMARKED RESERVES

	2019/20 ESTIMATE		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
Contributions from Earmarked Reserves			
Borough Signage Reserve	-	(700)	-
Business Rates Retention Scheme Reserve	(178,650)	(1,093,250)	(190,400)
Community Development Reserve	-	(1,800)	-
Community Safety Partnership Reserve	(6,900)	(6,900)	-
Democratic Representation Reserve	-	(250)	-
Economic Development Reserve	-	(8,500)	(5,900)
Election Expenses Reserve	(160,000)	(121,000)	-
Homelessness Reserve	(114,200)	(348,250)	(116,500)
Housing Assistance Reserve	(112,000)	-	(91,600)
Housing Survey Reserve	(36,000)	(55,800)	-
Housing & Welfare Reform Reserve	(15,000)	(15,000)	-
Invest to Save Reserve	(65,000)	(156,200)	(45,000)
Local Development Framework Reserve	(195,000)	(257,500)	(317,500)
Parks Improvement Fund Reserve	-	(20,250)	-
Public Health Reserve	(10,500)	(7,750)	(5,550)
Repossessions Prevention Fund Reserve	(2,000)	(2,100)	(2,000)
Tonbridge & Malling Leisure Trust Reserve	-	(262,000)	(138,000)
Transformation Reserve	-	(180,450)	-
Waste Services Contract Reserve	(700,000)	(700,000)	-
Waste & Street Scene Initiatives Reserve	-	(28,000)	-
	(1,595,250)	(3,265,700)	(912,450)
Contributions to Earmarked Reserves			
Budget Stabilisation Reserve	-	-	3,500,000
Business Rates Retention Scheme Reserve	983,100	1,090,000	75,650
Climate Change Reserve	-	250,000	-
Election Expenses Reserve	25,000	25,000	25,000
Homelessness Reserve	188,800	434,750	268,650
Local Development Framework Reserve	55,000	255,000	80,000
Tonbridge & Malling Leisure Trust Reserve	100,000	-	-
Transformation Reserve	-	80,000	-
	1,351,900	2,134,750	3,949,300

ESTIMATES FOR THE FINANCIAL YEAR 2020/21

COUNCIL TAX - BOROUGH COUNCIL AND PARISH COUNCIL REQUIREMENTS

2019/20 Estimate		DESCRIPTION	2020/21
Original £	Revised £		Estimate £
14,103,600	14,029,850	BOROUGH COUNCIL REQUIREMENT	14,636,250
2,923,122	2,923,122	PARISH COUNCIL PRECEPTS	3,130,729
<u>17,026,722</u>	<u>16,952,972</u>	Sub-total	<u>17,766,979</u>
		LESS:	
		National Non-Domestic Rates	
22,514,582	22,314,582	Share of National Non-Domestic Rates	22,918,471
(20,968,608)	(20,968,608)	(Tariff) / Top Up	(21,310,255)
(3,350)	(40,850)	(Levy) / Safety Net	(22,100)
(44,200)	(186,650)	Business Rates Pool	(100,850)
896,000	937,300	Small Business Rate Relief Grant	931,000
-	279,250	Retail Relief Grant	281,800
10,150	9,500	Supporting Small Business Grant	11,250
-	(850)	Public House Relief	-
27,000	14,150	Discretionary Relief	17,950
<u>14,595,148</u>	<u>14,595,148</u>	Sub-total	<u>15,039,713</u>
		LESS:	
		Collection Fund Adjustments -	
156,020	156,020	Council Tax Surplus / (Deficit)	66,826
869,089	869,089	National Non-Domestic Rates Surplus / (Deficit)	823,094
<u>13,570,039</u>	<u>13,570,039</u>	COUNCIL TAX REQUIREMENT	<u>14,149,793</u>

COUNCIL TAX - BAND "D" EQUIVALENT

2019/20 Estimate £	Band "D" Equivalent £	DESCRIPTION	2020/21 Estimate £	Band "D" Equivalent £
61,326,246	1,206.72	KENT COUNTY COUNCIL		
4,711,071	92.70	GENERAL	63,321,974	1,232.64
		ADULT SOCIAL CARE	6,093,630	118.62
<u>66,037,317</u>	<u>1,299.42</u>		<u>69,415,604</u>	<u>1,351.26</u>
9,816,001	193.15	POLICE & CRIME COMMISSIONER FOR KENT	10,436,023	203.15
3,951,811	77.76	KENT & MEDWAY FIRE & RESCUE AUTHORITY	4,073,208	79.29
		TONBRIDGE & MALLING BOROUGH COUNCIL		
9,795,754	192.75	GENERAL	10,154,976	197.68
851,163	16.75	SPECIAL EXPENSES (Average) #	864,088	16.82
<u>10,646,917</u>	<u>209.50</u>		<u>11,019,064</u>	<u>214.50</u>
90,452,046	1,779.83	BAND "D" COUNCIL TAX (excluding Parishes)	94,943,899	1,848.20
		PARISH COUNCILS (Average) #	3,130,729	60.94
2,923,122	57.52			
<u>93,375,168</u>	<u>1,837.35</u>	AVERAGE BAND "D" COUNCIL TAX	<u>98,074,628</u>	<u>1,909.14</u>

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

COUNCIL TAX

DRAFT RESOLUTION

1. It be noted that on 18th February 2020 the Council calculated:
- (a) the Council Tax Base 2020/21 for the whole Council area as 51,371.02 [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	13,756.80
Addington	423.52
Aylesford	4,383.69
Birling	205.14
Borough Green	1,686.49
Burham	460.56
Ditton	1,791.18
East Malling & Larkfield	5,003.43
East Peckham	1,305.24
Hadlow	1,525.27
Hildenborough	2,214.98
Ightham	1,113.13
Kings Hill	4,170.16
Leybourne	1,917.45
Mereworth	440.34
Offham	389.68
Platt	892.20
Plaxtol	593.42
Ryarsh	370.12
Shipbourne	273.21
Snodland	3,845.79
Stansted	282.02
Trottscliffe	274.79
Wateringbury	893.93
West Malling	1,137.77
West Peckham	181.22
Wouldham	892.99
Wrotham	946.50

2. £11,019,064 being the Council Tax requirement for the Council's own purposes for 2020/21 (excluding Parish precepts).

3. That the following amounts be calculated for the year 2020/21 in accordance with Sections 31 to 36 of the Act:

- (a) £87,060,534 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) £72,910,741 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
- (c) £14,149,793 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) £275.44 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) £3,994,817 being the aggregate amount of all special items (Special expenses and Parish precepts) referred to in Section 34(1) of the Act.
- (f) £197.68 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) <u>Part of the Council's area</u>	Band D
	£
Tonbridge	253.44
Addington	256.12
Aylesford	258.63
Birling	255.75
Borough Green	318.35
Burham	255.41
Ditton	348.29
East Malling & Larkfield	271.81
East Peckham	310.01
Hadlow	276.35
Hildenborough	232.68
Ightham	310.02
Kings Hill	291.08
Leybourne	304.28
Mereworth	273.77
Offham	253.09
Platt	283.14
Plaxtol	282.72
Ryarsh	267.30
Shipbourne	242.29
Snodland	285.17
Stansted	258.88
Trottscliffe	257.73
Wateringbury	304.79
West Malling	310.83
West Peckham	228.97
Wouldham	272.91
Wrotham	306.20

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.

(h)

Valuation Bands

<u>Part of the Council's area</u>	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Tonbridge	168.96	197.12	225.28	253.44	309.76	366.08	422.40	506.88
Addington	170.75	199.20	227.66	256.12	313.04	369.95	426.87	512.24
Aylesford	172.42	201.16	229.89	258.63	316.10	373.58	431.05	517.26
Birling	170.50	198.92	227.33	255.75	312.58	369.42	426.25	511.50
Borough Green	212.23	247.61	282.98	318.35	389.09	459.84	530.58	636.70
Burham	170.27	198.65	227.03	255.41	312.17	368.93	425.68	510.82
Ditton	232.19	270.89	309.59	348.29	425.69	503.09	580.48	696.58
East Malling & Larkfield	181.21	211.41	241.61	271.81	332.21	392.61	453.02	543.62
East Peckham	206.67	241.12	275.56	310.01	378.90	447.79	516.68	620.02
Hadlow	184.23	214.94	245.64	276.35	337.76	399.17	460.58	552.70
Hildenborough	155.12	180.97	206.83	232.68	284.39	336.09	387.80	465.36
Ightham	206.68	241.13	275.57	310.02	378.91	447.81	516.70	620.04
Kings Hill	194.05	226.40	258.74	291.08	355.76	420.45	485.13	582.16
Leybourne	202.85	236.66	270.47	304.28	371.90	439.52	507.13	608.56
Mereworth	182.51	212.93	243.35	273.77	334.61	395.45	456.28	547.54
Offham	168.73	196.85	224.97	253.09	309.33	365.57	421.82	506.18
Platt	188.76	220.22	251.68	283.14	346.06	408.98	471.90	566.28
Plaxtol	188.48	219.89	251.31	282.72	345.55	408.37	471.20	565.44
Ryarsh	178.20	207.90	237.60	267.30	326.70	386.10	445.50	534.60
Shipbourne	161.53	188.45	215.37	242.29	296.13	349.97	403.82	484.58
Snodland	190.11	221.80	253.48	285.17	348.54	411.91	475.28	570.34
Stansted	172.59	201.35	230.12	258.88	316.41	373.94	431.47	517.76
Trottscliffe	171.82	200.46	229.09	257.73	315.00	372.28	429.55	515.46
Wateringbury	203.19	237.06	270.92	304.79	372.52	440.25	507.98	609.58
West Malling	207.22	241.76	276.29	310.83	379.90	448.98	518.05	621.66
West Peckham	152.65	178.09	203.53	228.97	279.85	330.73	381.62	457.94
Wouldham	181.94	212.26	242.59	272.91	333.56	394.20	454.85	545.82
Wrotham	204.13	238.16	272.18	306.20	374.24	442.29	510.33	612.40

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.

4. That it be noted that for the year 2020/21 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:

<u>Precepting Authority</u>	<u>Valuation Bands</u>							
	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
The Police & Crime Commissioner for Kent	135.43	158.01	180.58	203.15	248.29	293.44	338.58	406.30
Kent & Medway Fire & Rescue Authority	52.86	61.67	70.48	79.29	96.91	114.53	132.15	158.58
Kent County Council	900.84	1,050.98	1,201.12	1,351.26	1,651.54	1,951.82	2,252.10	2,702.52

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 2020/21, for each of the categories of dwellings shown below:

<u>Part of the Council's area</u>	<u>Valuation Bands</u>							
	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Tonbridge	1,258.09	1,467.78	1,677.46	1,887.14	2,306.50	2,725.87	3,145.23	3,774.28
Addington	1,259.88	1,469.86	1,679.84	1,889.82	2,309.78	2,729.74	3,149.70	3,779.64
Aylesford	1,261.55	1,471.82	1,682.07	1,892.33	2,312.84	2,733.37	3,153.88	3,784.66
Birling	1,259.63	1,469.58	1,679.51	1,889.45	2,309.32	2,729.21	3,149.08	3,778.90
Borough Green	1,301.36	1,518.27	1,735.16	1,952.05	2,385.83	2,819.63	3,253.41	3,904.10
Burham	1,259.40	1,469.31	1,679.21	1,889.11	2,308.91	2,728.72	3,148.51	3,778.22
Ditton	1,321.32	1,541.55	1,761.77	1,981.99	2,422.43	2,862.88	3,303.31	3,963.98
East Malling & Larkfield	1,270.34	1,482.07	1,693.79	1,905.51	2,328.95	2,752.40	3,175.85	3,811.02
East Peckham	1,295.80	1,511.78	1,727.74	1,943.71	2,375.64	2,807.58	3,239.51	3,887.42
Hadlow	1,273.36	1,485.60	1,697.82	1,910.05	2,334.50	2,758.96	3,183.41	3,820.10
Hildenborough	1,244.25	1,451.63	1,659.01	1,866.38	2,281.13	2,695.88	3,110.63	3,732.76
Ightham	1,295.81	1,511.79	1,727.75	1,943.72	2,375.65	2,807.60	3,239.53	3,887.44
Kings Hill	1,283.18	1,497.06	1,710.92	1,924.78	2,352.50	2,780.24	3,207.96	3,849.56
Leybourne	1,291.98	1,507.32	1,722.65	1,937.98	2,368.64	2,799.31	3,229.96	3,875.96
Mereworth	1,271.64	1,483.59	1,695.53	1,907.47	2,331.35	2,755.24	3,179.11	3,814.94
Offham	1,257.86	1,467.51	1,677.15	1,886.79	2,306.07	2,725.36	3,144.65	3,773.58
Platt	1,277.89	1,490.88	1,703.86	1,916.84	2,342.80	2,768.77	3,194.73	3,833.68
Plaxtol	1,277.61	1,490.55	1,703.49	1,916.42	2,342.29	2,768.16	3,194.03	3,832.84
Ryarsh	1,267.33	1,478.56	1,689.78	1,901.00	2,323.44	2,745.89	3,168.33	3,802.00
Shipbourne	1,250.66	1,459.11	1,667.55	1,875.99	2,292.87	2,709.76	3,126.65	3,751.98
Snodland	1,279.24	1,492.46	1,705.66	1,918.87	2,345.28	2,771.70	3,198.11	3,837.74
Stansted	1,261.72	1,472.01	1,682.30	1,892.58	2,313.15	2,733.73	3,154.30	3,785.16
Trottscliffe	1,260.95	1,471.12	1,681.27	1,891.43	2,311.74	2,732.07	3,152.38	3,782.86
Wateringbury	1,292.32	1,507.72	1,723.10	1,938.49	2,369.26	2,800.04	3,230.81	3,876.98
West Malling	1,296.35	1,512.42	1,728.47	1,944.53	2,376.64	2,808.77	3,240.88	3,889.06
West Peckham	1,241.78	1,448.75	1,655.71	1,862.67	2,276.59	2,690.52	3,104.45	3,725.34
Wouldham	1,271.07	1,482.92	1,694.77	1,906.61	2,330.30	2,753.99	3,177.68	3,813.22
Wrotham	1,293.26	1,508.82	1,724.36	1,939.90	2,370.98	2,802.08	3,233.16	3,879.80

Special Expenses 2020/21

Special Expenses for 2019/20 £	Local Area	Closed Church-yards £	Open Spaces, Parks & Play Areas £	Sports Grounds £	Local Events £	Allotments £	Special Expenses for 2020/21 £	Tax Base	Amount Per Band D Property £
756,231	Tonbridge	10,700	185,884	517,050	44,239	9,200	767,073	13,756.80	55.76
1,716	Addington		1,748				1,748	423.52	4.13
8,840	Aylesford		9,361				9,361	4,383.69	2.14
981	Birling		999				999	205.14	4.87
1,554	Borough Green		1,577				1,577	1,686.49	0.94
0	Burham						0	460.56	0.00
527	Ditton		537				537	1,791.18	0.30
22,794	E. Malling & Larkfield		23,102				23,102	5,003.43	4.62
601	East Peckham		612				612	1,305.24	0.47
0	Hadlow						0	1,525.27	0.00
0	Hildenborough						0	2,214.98	0.00
0	Ightham						0	1,113.13	0.00
0	Kings Hill						0	4,170.16	0.00
27,600	Leybourne		28,119				28,119	1,917.45	14.66
29	Mereworth		30				30	440.34	0.07
0	Offham						0	389.68	0.00
1,222	Platt		1,245				1,245	892.20	1.40
0	Plaxtol						0	593.42	0.00
0	Ryarsh						0	370.12	0.00
0	Shipbourne						0	273.21	0.00
19,118	Snodland		19,476				19,476	3,845.79	5.06
0	Stansted						0	282.02	0.00
0	Trottiscliffe						0	274.79	0.00
1,906	Wateringbury		1,941				1,941	893.93	2.17
2,722	West Malling		360		2,357		2,717	1,137.77	2.39
0	West Peckham						0	181.22	0.00
3,505	Wouldham		4,634				4,634	892.99	5.19
1,817	Wrotham		917				917	946.50	0.97
851,163	Total	10,700	280,542	517,050	46,596	9,200	864,088	51,371.02	

Parish Council Precepts 2020/21

Precept for 2019/20 £	Parish Council	Precept for 2020/21 £	Tax Base	Amount Per Band D Property £	Per Band D Variation %
23,000.00	Addington	23,000.00	423.52	54.31	(1.5)
250,700.00	Aylesford	257,800.00	4,383.69	58.81	1.9
10,324.00	Birling	10,913.00	205.14	53.20	3.5
177,470.00	Borough Green	201,920.00	1,686.49	119.73	13.1
26,588.09	Burham	26,588.09	460.56	57.73	(2.3)
269,287.00	Ditton	269,231.00	1,791.18	150.31	0.3
312,127.00	E. Malling & Larkfield	347,797.00	5,003.43	69.51	11.9
142,000.00	East Peckham	146,000.00	1,305.24	111.86	1.6
117,759.00	Hadlow	119,995.00	1,525.27	78.67	0.8
69,742.00	Hildenborough	77,524.00	2,214.98	35.00	10.1
122,467.00	Ightham	125,052.00	1,113.13	112.34	2.0
327,018.00	Kings Hill	389,502.00	4,170.16	93.40	15.1
163,950.00	Leybourne	176,299.00	1,917.45	91.94	10.0
32,500.00	Mereworth	33,475.00	440.34	76.02	2.1
21,415.00	Offham	21,592.00	389.68	55.41	0.0
75,000.00	Platt	75,000.00	892.20	84.06	0.1
42,052.00	Plaxtol	50,462.00	593.42	85.04	20.4
25,769.00	Ryarsh	25,769.00	370.12	69.62	5.9
11,215.00	Shipbourne	12,187.00	273.21	44.61	5.0
303,121.00	Snodland	317,025.00	3,845.79	82.43	1.2
17,260.00	Stansted	17,260.00	282.02	61.20	(5.9)
16,500.00	Trottiscliffe	16,500.00	274.79	60.05	(2.0)
97,852.42	Wateringbury	93,810.99	893.93	104.94	(3.8)
120,778.00	West Malling	126,015.13	1,137.77	110.76	3.2
5,400.00	West Peckham	5,670.00	181.22	31.29	3.7
47,533.00	Wouldham	62,545.00	892.99	70.04	3.0
94,294.00	Wrotham	101,797.00	946.50	107.55	5.0
2,923,121.51	Total	3,130,729.21	37,614.22		

CORPORATE SERVICES

SUMMARY

	2019/20		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
1 SALARIES & ONCOSTS	11,831,700	11,914,500	12,190,100
2 OVERHEAD EXPENSES	4,311,350	4,382,700	4,415,950
3 RECHARGES TO SERVICE BUDGETS	(14,340,300)	(14,474,200)	(14,962,100)
	<hr/>	<hr/>	<hr/>
NON DISTRIBUTED COSTS	1,802,750	1,823,000	1,643,950
4 DEMOCRATIC REPRESENTATION	1,301,550	1,275,850	1,332,250
5 CORPORATE MANAGEMENT	596,600	593,550	592,050
6 CAPITAL PROGRAMME REVENUE EXPENSES	-	-	-
	<hr/>	<hr/>	<hr/>
	3,700,900	3,692,400	3,568,250
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

	2019/20		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
1 <u>SALARIES & ONCOSTS</u>			
Salaries - see analysis page CS 9	10,031,550	10,132,900	10,523,150
Salaries - Ring-fenced Sums	90,700	36,500	105,650
Superannuation Backfunding	1,441,000	1,441,000	1,290,000
Staff Turnover Saving	(120,000)	(90,000)	(120,000)
Apprenticeship Scheme / Levy	40,250	33,500	42,500
Termination Payments	263,500	262,900	254,100
Recruitment & Training	84,700	97,700	94,700
	11,831,700	11,914,500	12,190,100
2 <u>OVERHEAD EXPENSES</u>			
(a) <u>COUNCIL OFFICES</u>			
Employees	134,450	138,650	145,550
Premises Related Expenses	711,350	684,000	699,750
Supplies & Services	34,500	37,500	34,700
Third Party Payments	1,950	1,950	2,000
	882,250	862,100	882,000
Less Income	(73,750)	(77,450)	(78,800)
	808,500	784,650	803,200
<u>Sub-total</u>	808,500	784,650	803,200
Central, Departmental & Technical Support Services	67,650	63,350	64,800
Depreciation & Impairment	151,500	154,400	154,650
	1,027,650	1,002,400	1,022,650

CORPORATE SERVICES

	2019/20		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
2 <u>OVERHEAD EXPENSES (Continued)</u>			
(b) <u>PRINTING SECTION & MULTI FUNCTION DEVICES</u>			
Employees	77,200	72,400	80,850
Supplies & Services	66,200	66,200	66,200
	<hr/>	<hr/>	<hr/>
	143,400	138,600	147,050
Less Income	(42,000)	(42,000)	(42,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	101,400	96,600	105,050
Central, Departmental & Technical Support Services	69,100	68,150	67,950
Depreciation & Impairment	21,950	15,000	16,900
	<hr/>	<hr/>	<hr/>
	192,450	179,750	189,900
	<hr/>	<hr/>	<hr/>
(c) <u>CUSTOMER SERVICES</u>			
Employees	254,000	239,650	248,100
Premises Related Expenses	3,250	3,250	-
Supplies & Services	44,650	47,300	37,450
	<hr/>	<hr/>	<hr/>
	301,900	290,200	285,550
Less Income	(129,000)	(141,300)	(141,300)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	172,900	148,900	144,250
Central, Departmental & Technical Support Services	161,350	167,800	178,400
	<hr/>	<hr/>	<hr/>
	334,250	316,700	322,650
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CORPORATE SERVICES

	2019/20		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
2 <u>OVERHEAD EXPENSES (Continued)</u>			
(d) <u>GENERAL ADMINISTRATION</u>			
Employees	4,300	4,250	4,450
Supplies & Services	93,650	97,250	101,100
	<hr/>	<hr/>	<hr/>
	97,950	101,500	105,550
Less Income	(100)	(100)	(100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	97,850	101,400	105,450
Central, Departmental & Technical Support Services	6,950	4,950	4,900
	<hr/>	<hr/>	<hr/>
	104,800	106,350	110,350
	<hr/>	<hr/>	<hr/>
(e) <u>DEPARTMENTAL ADMINISTRATION</u>			
Transport Related Expenses	207,200	199,750	199,000
Supplies & Services	289,200	328,400	224,250
	<hr/>	<hr/>	<hr/>
	496,400	528,150	423,250
Less Income	(71,600)	(56,750)	(35,900)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	424,800	471,400	387,350
Depreciation & Impairment	13,050	13,450	13,450
	<hr/>	<hr/>	<hr/>
	437,850	484,850	400,800
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

	2019/20		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
2 <u>OVERHEAD EXPENSES (Continued)</u>			
(f) <u>SNACK FACILITIES</u>			
Supplies & Services	1,000	1,500	1,500
Less Income	(200)	(200)	(200)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	800	1,300	1,300
Central, Departmental & Technical Support Services	2,850	2,850	2,950
Depreciation & Impairment	750	750	750
	<hr/>	<hr/>	<hr/>
	4,400	4,900	5,000
	<hr/>	<hr/>	<hr/>
(g) <u>INFORMATION TECHNOLOGY SERVICES</u>			
Employees	880,850	864,300	924,050
Transport Related Expenses	1,200	1,500	1,500
Supplies & Services	777,000	840,000	820,800
	<hr/>	<hr/>	<hr/>
	1,659,050	1,705,800	1,746,350
Less Income	(8,000)	(1,000)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,651,050	1,704,800	1,746,350
Central, Departmental & Technical Support Services	256,800	250,950	261,700
Depreciation & Impairment	302,100	332,000	356,550
	<hr/>	<hr/>	<hr/>
	2,209,950	2,287,750	2,364,600
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

3 SUMMARY

	2019/20		2020/21
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Salaries & Oncosts	11,831,700	11,914,500	12,190,100
Overhead Expenses :			
(a) Council Offices	1,027,650	1,002,400	1,022,650
(b) Printing & Multi Function Devices	192,450	179,750	189,900
(c) Customer Services	334,250	316,700	322,650
(d) General Administration	104,800	106,350	110,350
(e) Departmental Administration	437,850	484,850	400,800
(f) Snack Facilities	4,400	4,900	5,000
(g) Information Technology Services	2,209,950	2,287,750	2,364,600
	<hr/>	<hr/>	<hr/>
	16,143,050	16,297,200	16,606,050
	<hr/>	<hr/>	<hr/>
Less Recharged to :			
Planning, Housing & Environmental Health	(4,773,200)	(4,829,850)	(4,975,150)
Street Scene, Leisure & Technical	(2,463,450)	(2,510,750)	(2,573,750)
Central Services	(910,700)	(924,450)	(984,900)
Finance & Transformation	(2,177,000)	(2,252,950)	(2,276,550)
Corporate Services	(1,595,300)	(1,562,750)	(1,610,550)
Chief Executive	(504,450)	(515,700)	(557,000)
Other Services	(700)	(450)	(500)
Holding Accounts	(1,915,500)	(1,877,300)	(1,983,700)
	<hr/>	<hr/>	<hr/>
	(14,340,300)	(14,474,200)	(14,962,100)
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	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,802,750	1,823,000	1,643,950
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

	2019/20		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
4 <u>DEMOCRATIC REPRESENTATION</u>			
(a) <u>DEMOCRATIC ADMINISTRATION</u>			
Employees	300,100	300,050	317,050
Premises Related Expenses	7,000	7,000	7,000
Supplies & Services	16,750	17,150	17,150
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	323,850	324,200	341,200
Central, Departmental & Technical Support Services	426,500	411,400	425,450
	<hr/>	<hr/>	<hr/>
	750,350	735,600	766,650
	<hr/>	<hr/>	<hr/>
(b) <u>PAYMENTS TO MEMBERS</u>			
Transport Related Expenses	3,500	3,500	3,500
Supplies & Services	387,100	384,100	400,900
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	390,600	387,600	404,400
Central, Departmental & Technical Support Services	18,450	17,800	18,100
	<hr/>	<hr/>	<hr/>
	409,050	405,400	422,500
	<hr/>	<hr/>	<hr/>
(c) <u>MAYORAL & OTHER MEMBER SUPPORT (INC. MEMBER TRAINING)</u>			
Employees	8,750	5,850	8,050
Transport Related Expenses	10,000	10,000	10,000
Supplies & Services	9,000	6,950	7,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	27,750	22,800	25,050
Central, Departmental & Technical Support Services	114,400	112,050	118,050
	<hr/>	<hr/>	<hr/>
	142,150	134,850	143,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,301,550	1,275,850	1,332,250
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

	2019/20		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
5 <u>CORPORATE MANAGEMENT</u>			
(a) <u>CORPORATE POLICY</u>			
Employees	77,450	67,000	69,750
Central, Departmental & Technical Support Services	403,300	400,950	394,500
	<hr/>	<hr/>	<hr/>
	480,750	467,950	464,250
	<hr/>	<hr/>	<hr/>
(b) <u>PUBLIC ACCOUNTABILITY</u>			
Supplies & Services	36,250	45,850	43,750
Central, Departmental & Technical Support Services	79,600	79,750	84,050
	<hr/>	<hr/>	<hr/>
	115,850	125,600	127,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	596,600	593,550	592,050
	<hr/>	<hr/>	<hr/>
6 <u>CAPITAL PROGRAMME REVENUE <u>EXPENSES</u></u>			
Employees	89,900	91,450	94,700
Less Income	(166,750)	(167,900)	(175,550)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(76,850)	(76,450)	(80,850)
Central, Departmental & Technical Support Services	76,850	76,450	80,850
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	-	-	-
	<hr/>	<hr/>	<hr/>

EMPLOYEES - SALARIES

SERVICE ANALYSIS OF EXPENDITURE

	Basic Salaries	Overtime	Temporary Staff	Total Salaries	Council Contributions Nat. Ins.	Supern.	Total Salaries & Oncosts
	£	£	£	£	£	£	£
<u>2019/20 ESTIMATE</u>							
Original Estimate	7,907,150	21,250	170,200	8,098,600	763,050	1,169,900	10,031,550
Revised Estimate	7,802,000	55,500	348,400	8,205,900	771,150	1,155,850	10,132,900
<u>2020/21 ESTIMATE</u>							
Service							
Administration & Property	655,200	11,100	500	666,800	62,950	114,950	844,700
Environmental Health & Housing	1,110,500	-	-	1,110,500	108,000	189,800	1,408,300
Executive	408,950	1,400	15,000	425,350	46,650	75,150	547,150
Finance	1,427,850	1,400	65,450	1,494,700	138,350	251,550	1,884,600
Information Technology	724,150	1,200	-	725,350	78,100	129,800	933,250
Legal	407,100	1,200	-	408,300	40,900	69,750	518,950
Personnel	339,200	4,750	4,000	347,950	24,600	61,250	433,800
Planning	1,553,150	-	-	1,553,150	158,850	277,450	1,989,450
Street Scene & Leisure	1,005,050	250	2,450	1,007,750	99,200	183,450	1,290,400
Technical	544,550	550	-	545,100	46,550	80,900	672,550
	8,175,700	21,850	87,400	8,284,950	804,150	1,434,050	10,523,150

CHIEF EXECUTIVE

SUMMARY

	2019/20		2020/21
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1 COMMUNITY DEVELOPMENT	101,800	100,300	101,050
2 ELECTIONS	541,200	514,150	397,150
3 GRANTS & PAYMENTS	134,350	124,700	124,450
4 CLIMATE CHANGE	-	14,650	41,150
5 ECONOMIC DEVELOPMENT & REGENERATION	287,000	205,500	304,950
	<hr/>	<hr/>	<hr/>
	1,064,350	959,300	968,750
	<hr/>	<hr/>	<hr/>

CHIEF EXECUTIVE

1 COMMUNITY DEVELOPMENT

	2019/20		2020/21
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Employees	45,000	42,550	43,700
Supplies & Services	21,500	26,300	21,500
	<hr/>	<hr/>	<hr/>
	66,500	68,850	65,200
Less Income	-	(3,000)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	66,500	65,850	65,200
Central, Departmental & Technical Support Services	35,300	34,450	35,850
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	101,800	100,300	101,050
	<hr/>	<hr/>	<hr/>

CHIEF EXECUTIVE

2 ELECTIONS

(a) ELECTORAL REGISTRATION

	2019/20		2020/21
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Employees	107,500	112,100	114,050
Supplies & Services	68,100	77,400	76,400
	<hr/>	<hr/>	<hr/>
	175,600	189,500	190,450
Less Income	(15,500)	(19,550)	(18,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	160,100	169,950	172,450
Central, Departmental & Technical Support Services	90,900	91,350	94,600
Depreciation & Impairment	5,000	5,000	-
	<hr/>	<hr/>	<hr/>
	256,000	266,300	267,050
	<hr/>	<hr/>	<hr/>

(b) CONDUCT OF ELECTIONS

Employees	49,250	51,300	52,300
Premises Related Expenses	17,000	20,000	-
Supplies & Services	143,000	122,000	-
	<hr/>	<hr/>	<hr/>
	209,250	193,300	52,300
Less Income	-	(21,000)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	209,250	172,300	52,300
Central, Departmental & Technical Support Services	75,950	75,550	77,800
	<hr/>	<hr/>	<hr/>
	285,200	247,850	130,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	541,200	514,150	397,150
	<hr/>	<hr/>	<hr/>

CHIEF EXECUTIVE

	2019/20		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
3 <u>GRANTS & PAYMENTS</u>			
Employees	1,900	950	-
Supplies & Services	134,850	118,200	117,800
	<hr/>	<hr/>	<hr/>
	136,750	119,150	117,800
Less Income	(10,400)	(1,200)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	126,350	117,950	117,800
Central, Departmental & Technical Support Services	8,000	6,750	6,650
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	134,350	124,700	124,450
	<hr/>	<hr/>	<hr/>
4 <u>CLIMATE CHANGE</u>			
Employees	-	8,600	26,350
Central, Departmental & Technical Support Services	-	6,050	14,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	-	14,650	41,150
	<hr/>	<hr/>	<hr/>
5 <u>ECONOMIC DEVELOPMENT & REGENERATION</u>			
Employees	62,550	59,150	62,900
Supplies & Services	196,350	119,450	214,050
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	258,900	178,600	276,950
Central, Departmental & Technical Support Services	28,100	26,900	28,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	287,000	205,500	304,950
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DIRECTOR OF CENTRAL SERVICES

SUMMARY

	2019/20		2020/21
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1 TONBRIDGE CASTLE GATEHOUSE	58,150	21,650	60,350
2 COMMUNITY SAFETY	145,350	147,000	150,150
3 INFORMATION & PUBLICITY	137,550	143,850	177,250
4 LOCAL LAND CHARGES	(67,800)	(26,200)	(48,350)
5 INDUSTRIAL ESTATE	(66,300)	(75,100)	(70,950)
6 COMMERCIAL PROPERTY	(243,250)	(264,800)	35,900
7 VALE RISE DEPOT	-	-	-
8 LAND REVIEW	106,500	100,200	91,850
9 BOROUGH CHRISTMAS LIGHTING	44,000	47,800	40,000
10 LICENCES	19,400	10,800	21,950
	<hr/>	<hr/>	<hr/>
	133,600	105,200	458,150
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

	2019/20		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
1 <u>TONBRIDGE CASTLE GATEHOUSE</u>			
Employees	5,500	5,250	5,500
Premises Related Expenses	54,600	14,350	51,800
Supplies & Services	14,850	15,200	15,500
	<hr/>	<hr/>	<hr/>
	74,950	34,800	72,800
Less Income	(36,000)	(32,800)	(33,250)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	38,950	2,000	39,550
Central, Departmental & Technical Support Services	19,000	19,450	20,050
Depreciation & Impairment	200	200	750
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	58,150	21,650	60,350
	<hr/>	<hr/>	<hr/>
2 <u>COMMUNITY SAFETY</u>			
Employees	84,700	86,150	87,700
Supplies & Services	14,100	14,100	14,100
	<hr/>	<hr/>	<hr/>
	98,800	100,250	101,800
Less Income	-	(100)	(100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	98,800	100,150	101,700
Central, Departmental & Technical Support Services	46,550	46,850	48,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	145,350	147,000	150,150
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

	2019/20		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
3 <u>INFORMATION & PUBLICITY</u>			
Employees	73,800	78,100	106,450
Supplies & Services	12,000	12,000	12,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	85,800	90,100	118,450
Central, Departmental & Technical Support Services	51,750	53,750	58,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	137,550	143,850	177,250
	<hr/>	<hr/>	<hr/>
4 <u>LOCAL LAND CHARGES</u>			
Employees	106,150	109,550	112,900
Supplies & Services	11,350	9,200	10,100
	<hr/>	<hr/>	<hr/>
	117,500	118,750	123,000
Less Income	(280,000)	(240,000)	(270,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(162,500)	(121,250)	(147,000)
Central, Departmental & Technical Support Services	94,700	95,050	98,650
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(67,800)	(26,200)	(48,350)
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

	2019/20		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
5 <u>INDUSTRIAL ESTATE</u>			
Employees	1,900	1,850	1,650
Less Income	(71,600)	(80,250)	(75,950)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(69,700)	(78,400)	(74,300)
Central, Departmental & Technical Support Services	3,400	3,300	3,350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(66,300)	(75,100)	(70,950)
	<hr/>	<hr/>	<hr/>
6 <u>COMMERCIAL PROPERTY</u>			
Employees	5,700	5,200	5,100
Premises Related Expenses	23,350	8,450	303,600
	<hr/>	<hr/>	<hr/>
	29,050	13,650	308,700
Less Income	(280,850)	(286,850)	(281,300)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(251,800)	(273,200)	27,400
Central, Departmental & Technical Support Services	7,950	7,750	7,850
Depreciation & Impairment	600	650	650
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(243,250)	(264,800)	35,900
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

	2019/20		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
7 <u>VALE RISE DEPOT</u>			
Employees	5,900	6,100	4,650
Premises Related Expenses	16,300	16,300	16,600
	<hr/>	<hr/>	<hr/>
	22,200	22,400	21,250
Less Income	(34,000)	(37,600)	(36,200)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(11,800)	(15,200)	(14,950)
Central, Departmental & Technical Support Services	2,950	3,000	2,750
Depreciation & Impairment	8,850	12,200	12,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	-	-	-
	<hr/>	<hr/>	<hr/>
8 <u>LAND REVIEW</u>			
Employees	40,950	38,750	40,000
Premises Related Expenses	41,750	41,900	26,050
Supplies & Services	5,000	5,000	5,000
	<hr/>	<hr/>	<hr/>
	87,700	85,650	71,050
Less Income	(8,500)	(13,050)	(8,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	79,200	72,600	62,550
Central, Departmental & Technical Support Services	27,300	27,600	29,300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	106,500	100,200	91,850
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

	2019/20		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
9 <u>BOROUGH CHRISTMAS LIGHTING</u>			
Employees	550	550	550
Supplies & Services	34,000	40,000	32,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	34,550	40,550	32,550
Central, Departmental & Technical Support Services	2,850	2,800	3,000
Depreciation & Impairment	6,600	4,450	4,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	44,000	47,800	40,000
	<hr/>	<hr/>	<hr/>
10 <u>LICENCES</u>			
a) <u>FEE PAYING</u>			
Employees	189,350	190,450	200,400
Premises Related Expenses	100	100	100
Supplies & Services	22,300	22,300	22,300
	<hr/>	<hr/>	<hr/>
	211,750	212,850	222,800
Less Income	(333,300)	(346,150)	(349,900)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(121,550)	(133,300)	(127,100)
Central, Departmental & Technical Support Services	103,100	106,000	109,100
	<hr/>	<hr/>	<hr/>
	(18,450)	(27,300)	(18,000)
	<hr/>	<hr/>	<hr/>
b) <u>NON FEE PAYING</u>			
Employees	24,650	24,700	26,100
Central, Departmental & Technical Support Services	13,200	13,400	13,850
	<hr/>	<hr/>	<hr/>
	37,850	38,100	39,950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	19,400	10,800	21,950
	<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

SUMMARY

	2019/20		2020/21
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1 HOUSING BENEFITS	466,950	473,450	465,250
2 LOCAL REVENUE & NNDR COLLECTION	513,300	524,100	564,300
3 COUNCIL TAX SUPPORT	228,350	248,400	222,100
4 TREASURY MANAGEMENT & BANKING	(348,800)	(436,350)	(381,250)
5 DRAINAGE BOARDS SPECIAL LEVIES	420,450	420,450	431,850
6 GENERAL ADVICE TO PARISH COUNCILS	84,800	84,300	85,100
7 STREET NAMING & NUMBERING	2,550	14,700	11,800
8 CONTRIBUTIONS TO PROVISIONS	5,000	7,000	5,000
9 ITEMS FUNDED FROM RESERVES	-	250	-
	<hr/>	<hr/>	<hr/>
	1,372,600	1,336,300	1,404,150
	<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

	2019/20		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
1 <u>HOUSING BENEFITS</u>			
Employees	293,300	325,500	309,650
Supplies & Services	26,650	44,050	25,150
Housing Benefits	32,598,000	30,408,000	27,271,000
	<hr/>	<hr/>	<hr/>
	32,917,950	30,777,550	27,605,800
Less Income	(32,817,550)	(30,664,150)	(27,510,450)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	100,400	113,400	95,350
Central, Departmental & Technical Support Services	366,550	360,050	369,900
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	466,950	473,450	465,250
	<hr/>	<hr/>	<hr/>
2 <u>LOCAL REVENUE & NNDR COLLECTION</u>			
Employees	348,450	359,100	374,950
Supplies & Services	66,950	93,950	81,850
	<hr/>	<hr/>	<hr/>
	415,400	453,050	456,800
Less Income	(412,150)	(462,950)	(440,600)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	3,250	(9,900)	16,200
Central, Departmental & Technical Support Services	510,050	534,000	548,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	513,300	524,100	564,300
	<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

	2019/20		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
3 <u>COUNCIL TAX SUPPORT</u>			
Employees	214,300	237,550	226,300
Supplies & Services	38,750	38,750	9,350
Transfer Payments	(3,000)	(3,000)	-
	<hr/>	<hr/>	<hr/>
	250,050	273,300	235,650
Less Income	(281,250)	(281,050)	(275,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(31,200)	(7,750)	(39,350)
Central, Departmental & Technical Support Services	259,550	256,150	261,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	228,350	248,400	222,100
	<hr/>	<hr/>	<hr/>
4 <u>TREASURY MANAGEMENT & BANKING ARRANGEMENTS</u>			
Employees	30,000	29,500	31,100
Supplies & Services	79,150	87,450	89,750
	<hr/>	<hr/>	<hr/>
	109,150	116,950	120,850
Less Income	(483,150)	(575,150)	(525,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(374,000)	(458,200)	(404,150)
Central, Departmental & Technical Support Services	25,200	21,850	22,900
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(348,800)	(436,350)	(381,250)
	<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

	2019/20		2020/21
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
5 <u>DRAINAGE BOARDS SPECIAL LEVIES</u>			
Supplies & Services	420,200	420,200	431,550
Central, Departmental & Technical Support Services	250	250	300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	420,450	420,450	431,850
	<hr/>	<hr/>	<hr/>
6 <u>GENERAL ADVICE TO PARISH COUNCILS</u>			
Employees	43,050	42,250	41,700
Central, Departmental & Technical Support Services	41,750	42,050	43,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	84,800	84,300	85,100
	<hr/>	<hr/>	<hr/>
7 <u>STREET NAMING & NUMBERING</u>			
Income	(42,000)	(30,000)	(35,000)
Central, Departmental & Technical Support Services	44,550	44,700	46,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	2,550	14,700	11,800
	<hr/>	<hr/>	<hr/>
8 <u>CONTRIBUTIONS TO PROVISIONS</u>			
Supplies & Services	5,000	7,000	5,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	5,000	7,000	5,000
	<hr/>	<hr/>	<hr/>
9 <u>ITEMS FUNDED FROM RESERVES</u>			
Supplies & Services	-	250	-
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	-	250	-
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

SUMMARY

	2019/20 ESTIMATE		2020/21
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. DEVELOPMENT MANAGEMENT	907,500	934,650	975,050
2. CONSERVATION	64,800	64,350	68,900
3. BUILDING CONTROL	49,750	46,650	61,850
4. PLANNING POLICY	720,850	635,750	944,400
5. HOUSING STRATEGY & ENABLING ROLE	278,500	281,950	263,000
6. HOMELESSNESS	341,300	495,800	371,000
7. HOUSING ADVICE & PREVENTION	184,800	201,750	194,400
8. HOME SAFETY	3,200	2,800	3,400
9. PRIVATE SECTOR HOUSING RENEWAL	352,500	229,950	484,400
10. PRIVATE SECTOR HOUSING STANDARDS	112,000	105,150	81,050
11. PUBLIC HEALTH ACT 1984	4,100	3,950	4,200
12. ENVIRONMENTAL PROTECTION ACT - PART 1	31,450	30,850	33,850
13. ENVIRONMENTAL PROTECTION	300,050	332,800	323,100
14. FOOD & SAFETY	353,000	353,200	368,200
15. PUBLIC HEALTH	126,750	130,350	130,100
	<hr/>	<hr/>	<hr/>
	3,830,550	3,849,950	4,306,900
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2019/20 ESTIMATE		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
1. <u>DEVELOPMENT MANAGEMENT</u>			
Employees	1,008,600	972,650	1,062,100
Supplies & Services	47,000	55,500	95,500
	<hr/>	<hr/>	<hr/>
	1,055,600	1,028,150	1,157,600
Less Income	(871,100)	(864,100)	(877,600)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	184,500	164,050	280,000
Central, Departmental & Technical Support Services	723,000	770,600	695,050
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	907,500	934,650	975,050
	<hr/>	<hr/>	<hr/>
2. <u>CONSERVATION</u>			
Employees	39,000	37,850	41,400
Supplies & Services	7,800	7,800	7,800
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	46,800	45,650	49,200
Central, Departmental & Technical Support Services	18,000	18,700	19,700
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	64,800	64,350	68,900
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2019/20 ESTIMATE		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
3. <u>BUILDING CONTROL</u>			
Employees	247,600	243,150	259,550
Supplies & Services	4,000	4,000	4,000
Third Party Payments	39,000	45,000	45,000
	<hr/>	<hr/>	<hr/>
	290,600	292,150	308,550
Less Income	(388,000)	(395,000)	(400,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(97,400)	(102,850)	(91,450)
Central, Departmental & Technical Support Services	147,150	149,500	153,300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	49,750	46,650	61,850
	<hr/>	<hr/>	<hr/>
4. <u>PLANNING POLICY</u>			
Employees	426,800	429,300	456,850
Supplies & Services	157,800	222,800	317,900
	<hr/>	<hr/>	<hr/>
	584,600	652,100	774,750
Less Income	(15,000)	(180,000)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	569,600	472,100	774,750
Central, Departmental & Technical Support Services	151,250	163,650	169,650
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	720,850	635,750	944,400
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2019/20 ESTIMATE		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
5. <u>HOUSING STRATEGY & ENABLING ROLE</u>			
Employees	176,500	183,150	174,400
Supplies & Services	5,800	22,300	4,800
Third Party Payments	6,500	6,500	6,500
	<hr/>	<hr/>	<hr/>
	188,800	211,950	185,700
Less Income	(1,000)	(4,000)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	187,800	207,950	185,700
Central, Departmental & Technical Support Services	90,700	74,000	77,300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	278,500	281,950	263,000
	<hr/>	<hr/>	<hr/>
6. <u>HOMELESSNESS</u>			
Employees	220,100	246,150	231,850
Premises Related Expenses	21,000	12,300	30,300
Transport Related Expenses	300	300	300
Supplies & Services	496,550	914,500	634,550
Third Party Payments	200	200	200
	<hr/>	<hr/>	<hr/>
	738,150	1,173,450	897,200
Less Income	(543,550)	(876,450)	(728,900)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	194,600	297,000	168,300
Central, Departmental & Technical Support Services	129,050	138,100	142,000
Depreciation & Impairment	17,650	60,700	60,700
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	341,300	495,800	371,000
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2019/20 ESTIMATE		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
7. <u>HOUSING ADVICE & PREVENTION</u>			
Employees	123,950	139,650	130,400
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	123,950	139,650	130,400
Central, Departmental & Technical Support Services	60,850	62,100	64,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	184,800	201,750	194,400
	<hr/>	<hr/>	<hr/>
8. <u>HOME SAFETY</u>			
Employees	2,050	1,650	2,150
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	2,050	1,650	2,150
Central, Departmental & Technical Support Services	1,150	1,150	1,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	3,200	2,800	3,400
	<hr/>	<hr/>	<hr/>
9. <u>PRIVATE SECTOR HOUSING RENEWAL</u>			
Employees	145,150	127,100	162,250
Supplies & Services	1,131,800	1,384,750	1,314,100
	<hr/>	<hr/>	<hr/>
	1,276,950	1,511,850	1,476,350
Less Income	(989,050)	(1,354,450)	(1,067,250)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	287,900	157,400	409,100
Central, Departmental & Technical Support Services	64,600	72,550	75,300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	352,500	229,950	484,400
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2019/20 ESTIMATE		2020/21
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
10. <u>PRIVATE SECTOR</u>			
<u>HOUSING STANDARDS</u>			
Employees	55,050	47,850	58,800
Supplies & Services	36,000	36,000	-
Less Income	(3,300)	(3,300)	(3,300)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	87,750	80,550	55,500
Central, Departmental & Technical Support Services	24,250	24,600	25,550
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	112,000	105,150	81,050
	<hr/>	<hr/>	<hr/>
11. <u>PUBLIC HEALTH ACT 1984</u>			
Employees	850	650	850
Third Party Payments	2,500	2,500	2,500
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	3,350	3,150	3,350
Central, Departmental & Technical Support Services	750	800	850
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	4,100	3,950	4,200
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2019/20 ESTIMATE		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
12. <u>ENVIRONMENTAL PROTECTION ACT</u>			
Employees	24,350	24,150	26,500
Less Income	(9,400)	(9,750)	(9,750)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	14,950	14,400	16,750
Central, Departmental & Technical Support Services	16,500	16,450	17,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	31,450	30,850	33,850
	<hr/>	<hr/>	<hr/>
13. <u>ENVIRONMENTAL PROTECTION</u>			
Employees	180,500	179,250	195,250
Supplies & Services	3,950	4,150	3,900
Third Party Payments	13,950	43,750	15,250
	<hr/>	<hr/>	<hr/>
	198,400	227,150	214,400
Less Income	(2,750)	(2,750)	(2,750)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	195,650	224,400	211,650
Central, Departmental & Technical Support Services	100,900	103,250	107,100
Depreciation & Impairment	3,500	5,150	4,350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	300,050	332,800	323,100
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2019/20 ESTIMATE		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
14. <u>FOOD & SAFETY</u>			
Employees	215,050	210,000	223,000
Supplies & Services	3,700	3,700	3,800
Third Party Payments	100	100	100
	<hr/>	<hr/>	<hr/>
	218,850	213,800	226,900
Less Income	(5,100)	(6,950)	(6,100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	213,750	206,850	220,800
Central, Departmental & Technical Support Services	139,250	146,350	147,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	353,000	353,200	368,200
	<hr/>	<hr/>	<hr/>
15. <u>PUBLIC HEALTH</u>			
Employees	158,450	162,000	168,350
Supplies & Services	23,000	10,000	10,000
	<hr/>	<hr/>	<hr/>
	181,450	172,000	178,350
Less Income	(136,700)	(125,150)	(134,150)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	44,750	46,850	44,200
Central, Departmental & Technical Support Services	82,000	83,500	85,900
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	126,750	130,350	130,100
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

SUMMARY

	2019/20 ESTIMATE		2020/21
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. REFUSE COLLECTION	1,586,150	1,475,150	1,321,350
2. RECYCLING	990,900	953,050	296,150
3. STREET SCENE	1,050,700	1,025,750	1,072,900
4. PUBLIC CONVENIENCES	260,050	285,300	311,750
5. PEST CONTROL	24,450	22,650	22,750
6. TONBRIDGE & MALLING LEISURE TRUST	93,250	94,650	113,750
7. LARKFIELD LEISURE CENTRE	2,217,100	2,255,850	1,334,150
8. ANGEL CENTRE	426,100	432,700	468,900
9. TONBRIDGE SWIMMING POOL	658,850	710,400	922,700
10. POULT WOOD GOLF CENTRE	241,550	289,400	213,250
11. SPORTS GROUNDS	505,100	478,850	637,050
12. PLEASURE GROUNDS & OPEN SPACES	719,900	755,150	704,900
13. ALLOTMENTS	9,400	9,350	9,200
14. CHURCHYARDS	10,400	10,350	10,700
15. CEMETERY	77,200	82,800	86,750
16. YOUTH & PLAY DEVELOPMENT	68,000	65,500	69,400
17. SPORTS DEVELOPMENT	58,500	62,150	64,400
18. EVENTS DEVELOPMENT	52,250	55,000	57,750
19. LEISURE MARKETING / PROMOTION	166,600	156,250	165,800
20. PARKING SERVICES	(1,306,900)	(1,299,400)	(1,512,700)
21. TRANSPORTATION	118,650	130,150	130,700
22. SECURITY SERVICES MANAGEMENT (CCTV)	71,750	71,000	73,000
23. BOROUGH DRAINAGE & LAND DRAINAGE RELATED WORK	74,250	75,150	75,200
24. CIVIL CONTINGENCIES	141,450	159,050	145,000
	8,315,650	8,356,250	6,794,800

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2019/20 ESTIMATE		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
1. <u>REFUSE COLLECTION</u>			
Employees	125,250	134,950	122,350
Premises Related Expenses	31,100	47,650	32,450
Supplies & Services	22,350	34,350	17,350
Third Party Payments	1,371,300	1,232,400	1,118,400
	<hr/>	<hr/>	<hr/>
	1,550,000	1,449,350	1,290,550
Less Income	(97,600)	(109,800)	(106,150)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,452,400	1,339,550	1,184,400
Central, Departmental & Technical Support Services	78,600	83,850	82,700
Depreciation & Impairment	55,150	51,750	54,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,586,150	1,475,150	1,321,350
	<hr/>	<hr/>	<hr/>
2. <u>RECYCLING</u>			
Employees	123,350	149,300	120,600
Premises Related Expenses	11,000	11,000	3,000
Transport Related Expenses	127,500	161,000	-
Supplies & Services	127,800	155,600	67,000
Third Party Payments	1,605,950	1,907,050	1,629,050
	<hr/>	<hr/>	<hr/>
	1,995,600	2,383,950	1,819,650
Less Income	(1,180,000)	(1,631,600)	(1,705,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	815,600	752,350	114,650
Central, Departmental & Technical Support Services	75,750	90,700	80,050
Depreciation & Impairment	99,550	110,000	101,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	990,900	953,050	296,150
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2019/20 ESTIMATE		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
3. <u>STREET SCENE</u>			
Employees	129,350	112,550	127,950
Supplies & Services	112,100	112,150	113,600
Third Party Payments	784,000	783,000	804,000
	<hr/>	<hr/>	<hr/>
	1,025,450	1,007,700	1,045,550
Less Income	(50,850)	(45,400)	(46,850)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	974,600	962,300	998,700
Central, Departmental & Technical Support Services	76,100	63,450	74,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,050,700	1,025,750	1,072,900
	<hr/>	<hr/>	<hr/>
4. <u>PUBLIC CONVENIENCES</u>			
Employees	19,250	21,400	18,550
Premises Related Expenses	82,250	103,750	117,500
Third Party Payments	66,650	67,050	82,850
	<hr/>	<hr/>	<hr/>
	168,150	192,200	218,900
Less Income	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	168,100	192,150	218,850
Central, Departmental & Technical Support Services	14,950	16,150	15,900
Depreciation & Impairment	77,000	77,000	77,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	260,050	285,300	311,750
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2019/20 ESTIMATE		2020/21
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
5. <u>PEST CONTROL</u>			
Employees	7,600	7,750	7,550
Financial Hardship Subsidy	2,000	1,500	1,500
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	9,600	9,250	9,050
Central, Departmental & Technical Support Services	14,850	13,400	13,700
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	24,450	22,650	22,750
	<hr/>	<hr/>	<hr/>
6. <u>TONBRIDGE & MALLING LEISURE TRUST</u>			
Employees	38,100	41,450	43,200
Third Party Payments	27,000	25,500	41,300
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	65,100	66,950	84,500
Central, Departmental & Technical Support Services	28,150	27,700	29,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	93,250	94,650	113,750
	<hr/>	<hr/>	<hr/>
7. <u>LARKFIELD LEISURE CENTRE</u>			
Employees	1,050	1,100	1,100
Premises Related Expenses	423,800	427,550	193,350
Third Party Payments	1,000,000	951,400	238,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,424,850	1,380,050	432,450
Central, Departmental & Technical Support Services	30,600	32,400	35,250
Depreciation & Impairment	761,650	843,400	866,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	2,217,100	2,255,850	1,334,150
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2019/20 ESTIMATE		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
8. <u>ANGEL CENTRE</u>			
Employees	2,750	2,650	3,000
Premises Related Expenses	60,650	73,700	91,250
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	63,400	76,350	94,250
Central, Departmental & Technical Support Services	11,500	11,650	12,200
Depreciation & Impairment	351,200	344,700	362,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	426,100	432,700	468,900
	<hr/>	<hr/>	<hr/>
9. <u>TONBRIDGE SWIMMING POOL</u>			
Employees	2,750	2,700	3,000
Premises Related Expenses	123,700	166,800	373,600
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	126,450	169,500	376,600
Central, Departmental & Technical Support Services	12,900	12,950	13,050
Depreciation & Impairment	519,500	527,950	533,050
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	658,850	710,400	922,700
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2019/20 ESTIMATE		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
10. <u>POULT WOOD GOLF CENTRE</u>			
Employees	1,400	1,350	1,400
Premises Related Expenses	80,750	130,050	44,000
Transport Related Expenses	4,400	5,500	6,250
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	86,550	136,900	51,650
Central, Departmental & Technical Support Services	8,600	8,800	8,900
Depreciation & Impairment	146,400	143,700	152,700
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	241,550	289,400	213,250
	<hr/>	<hr/>	<hr/>
11. <u>SPORTS GROUNDS</u>			
Employees	36,950	35,400	38,150
Premises Related Expenses	44,650	34,750	167,600
Transport Related Expenses	1,750	1,550	1,600
Supplies & Services	3,550	24,550	3,550
Third Party Payments	242,500	241,350	246,200
	<hr/>	<hr/>	<hr/>
	329,400	337,600	457,100
Less Income	(14,200)	(36,350)	(14,850)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	315,200	301,250	442,250
Central, Departmental & Technical Support Services	55,700	54,450	57,600
Depreciation & Impairment	134,200	123,150	137,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	505,100	478,850	637,050
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2019/20 ESTIMATE		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
12. <u>PLEASURE GROUNDS & OPEN SPACES</u>			
Employees	191,250	186,400	199,800
Premises Related Expenses	122,600	195,700	115,400
Transport Related Expenses	2,050	3,050	1,850
Supplies & Services	90,550	98,150	92,000
Third Party Payments	251,050	254,700	259,500
	<hr/>	<hr/>	<hr/>
	657,500	738,000	668,550
Less Income	(173,350)	(210,150)	(206,450)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	484,150	527,850	462,100
Central, Departmental & Technical Support Services	121,250	121,800	129,850
Depreciation & Impairment	114,500	105,500	112,950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	719,900	755,150	704,900
	<hr/>	<hr/>	<hr/>
13. <u>ALLOTMENTS</u>			
Employees	300	300	300
Premises Related Expenses	150	150	150
Third Party Payments	5,100	5,100	5,100
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	5,550	5,550	5,550
Central, Departmental & Technical Support Services	2,450	2,400	2,550
Depreciation & Impairment	1,400	1,400	1,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	9,400	9,350	9,200
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2019/20 ESTIMATE		2020/21
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
14. <u>CHURCHYARDS</u>			
Employees	2,150	2,100	2,300
Premises Related Expenses	2,150	2,150	2,150
Third Party Payments	4,250	4,250	4,300
	<hr/>	<hr/>	<hr/>
	8,550	8,500	8,750
Less Income	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	8,500	8,450	8,700
Central, Departmental & Technical Support Services	1,900	1,900	2,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	10,400	10,350	10,700
	<hr/>	<hr/>	<hr/>
15. <u>CEMETERY</u>			
Employees	23,600	22,950	24,600
Premises Related Expenses	16,600	16,750	18,950
Supplies & Services	2,000	1,950	1,950
Third Party Payments	61,800	61,800	63,050
	<hr/>	<hr/>	<hr/>
	104,000	103,450	108,550
Less Income	(70,550)	(63,350)	(64,550)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	33,450	40,100	44,000
Central, Departmental & Technical Support Services	17,400	17,400	18,150
Depreciation & Impairment	26,350	25,300	24,600
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	77,200	82,800	86,750
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2019/20 ESTIMATE		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
16. <u>YOUTH & PLAY DEVELOPMENT</u>			
Employees	24,300	26,700	28,600
Supplies & Services	24,500	20,500	21,000
	<hr/>	<hr/>	<hr/>
	48,800	47,200	49,600
Less Income	-	(100)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	48,800	47,100	49,600
Central, Departmental & Technical Support Services	19,200	18,400	19,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	68,000	65,500	69,400
	<hr/>	<hr/>	<hr/>
17. <u>SPORTS DEVELOPMENT</u>			
Employees	33,700	38,100	39,300
Supplies & Services	5,000	8,800	5,000
	<hr/>	<hr/>	<hr/>
	38,700	46,900	44,300
Less Income	(500)	(4,300)	(500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	38,200	42,600	43,800
Central, Departmental & Technical Support Services	20,300	19,550	20,600
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	58,500	62,150	64,400
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2019/20 ESTIMATE		2020/21
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
18. <u>EVENTS DEVELOPMENT</u>			
Employees	26,400	28,500	29,700
Supplies & Services	22,350	43,250	31,800
	<hr/>	<hr/>	<hr/>
	48,750	71,750	61,500
Less Income	(12,600)	(32,150)	(20,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	36,150	39,600	41,500
Central, Departmental & Technical Support Services	16,100	15,400	16,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	52,250	55,000	57,750
	<hr/>	<hr/>	<hr/>
19. <u>LEISURE MARKETING / PROMOTION</u>			
Employees	72,000	74,900	79,450
Supplies & Services	38,850	27,600	29,750
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	110,850	102,500	109,200
Central, Departmental & Technical Support Services	55,750	53,750	56,600
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	166,600	156,250	165,800
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2019/20 ESTIMATE		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
20. <u>PARKING SERVICES</u>			
Employees	449,450	431,500	481,100
Premises Related Expenses	538,650	530,700	541,550
Transport Related Expenses	11,150	12,200	11,650
Supplies & Services	834,800	778,150	808,950
	<hr/>	<hr/>	<hr/>
	1,834,050	1,752,550	1,843,250
Less Income	(3,586,950)	(3,505,800)	(3,812,600)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(1,752,900)	(1,753,250)	(1,969,350)
Central, Departmental & Technical Support Services	336,700	347,300	349,500
Depreciation & Impairment	109,300	106,550	107,150
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(1,306,900)	(1,299,400)	(1,512,700)
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2019/20 ESTIMATE		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
21. <u>TRANSPORTATION</u>			
Employees	60,000	67,400	70,400
Premises Related Expenses	18,800	22,300	19,250
Supplies & Services	5,000	5,000	5,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	83,800	94,700	94,650
Central, Departmental & Technical Support Services	32,000	32,600	34,000
Depreciation & Impairment	2,850	2,850	2,050
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	118,650	130,150	130,700
	<hr/>	<hr/>	<hr/>
22. <u>SECURITY SERVICES MANAGEMENT</u>			
Employees	29,200	29,050	30,200
Premises Related Expenses	200	350	350
Supplies & Services	15,900	17,100	16,700
Third Party Payments	184,500	184,500	190,000
	<hr/>	<hr/>	<hr/>
	229,800	231,000	237,250
Less Income	(193,950)	(192,000)	(197,450)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	35,850	39,000	39,800
Central, Departmental & Technical Support Services	25,450	24,350	25,400
Depreciation & Impairment	10,450	7,650	7,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	71,750	71,000	73,000
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2019/20 ESTIMATE		2020/21
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
23. <u>BOROUGH DRAINAGE & LAND DRAINAGE RELATED WORK</u>			
Employees	33,200	35,750	34,200
Supplies & Services	5,750	5,750	5,750
Third Party Payments	3,000	3,000	3,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	41,950	44,500	42,950
Central, Departmental & Technical Support Services	31,200	30,400	32,000
Depreciation & Impairment	1,100	250	250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	74,250	75,150	75,200
	<hr/>	<hr/>	<hr/>
24. <u>CIVIL CONTINGENCIES</u>			
Employees	59,300	72,000	60,850
Supplies & Services	33,050	36,550	33,250
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	92,350	108,550	94,100
Central, Departmental & Technical Support Services	49,100	50,500	50,900
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	141,450	159,050	145,000
	<hr/>	<hr/>	<hr/>

**Capital Plan: List A
Service Summary**

	Expenditure To 31/03/19	2019/20 Estimate inc Prior Year Slippage	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Planning, Housing & Environmental Health	0	1,555	755	155	155	155	155	155	3,085
Street Scene, Leisure & Technical Services	235	2,881	658	636	143	1,263	159	159	6,134
Corporate	271	280	30	90	30	30	30	30	791
Sub-total	506	4,716	1,443	881	328	1,448	344	344	10,010
Capital Renewals									
Planning, Housing & Environmental Health	n/a	24	0	0	0	13	0	0	37
Street Scene, Leisure & Technical Services	n/a	533	923	287	576	389	402	304	3,414
Corporate	n/a	496	376	182	280	137	384	385	2,240
Sub-total	n/a	1,053	1,299	469	856	539	786	689	5,691
Total	506	5,769	2,742	1,350	1,184	1,987	1,130	1,033	15,701

Capital Plan: List A
Planning, Housing and Environmental Health

	Expenditure To 31/03/19	2019/20 Estimate inc Prior Year Slippage	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Housing	0	1,530	755	155	155	155	155	155	3,060
Environmental Health	0	25	0	0	0	0	0	0	25
Sub-total	0	1,555	755	155	155	155	155	155	3,085
Capital Renewals	n/a	24	0	0	0	13	0	0	37
Total Planning, Housing and Environmental Health	0	1,579	755	155	155	168	155	155	3,122

Capital Plan: List A
Planning, Housing and Environmental Health

	Code	Expenditure To 31/03/19	2019/20 Estimate inc Prior Year Slippage	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Housing										
(a) Disabled Facility Grants										
	(i) Mandatory Grants Less repayments	P03AC	n/a	1,140 (13)	1,161 (10)	1,161 (10)	1,161 (10)	1,161 (10)	1,161 (10)	8,106 (73)
	(ii) Discretionary Grants	P03AT	n/a	0						0
	(iii) Government Grant		n/a	(1,127)	(1,026)	(1,026)	(1,026)	(1,026)	(1,026)	(7,283)
	Sub-total		n/a	0	125	125	125	125	125	750
	(b) Housing Assistance Less repayments	P03AD	n/a	60 (30)	60 (30)	60 (30)	60 (30)	60 (30)	60 (30)	420 (210)
	Sub-total		n/a	30	30	30	30	30	30	210
	(c) Temporary Accommodation Less Developer Contributions	P03AX	1,088 (1,088)	2,000 (500)	600					3,688 (1,588)
			0	1,500	600	0	0	0	0	2,100
Total Housing to Summary			0	1,530	755	155	155	155	155	3,060

Capital Plan: List A
Planning, Housing and Environmental Health

	Justification	Scheme notes
<p>Housing</p> <p>(a) Disabled Facility Grants</p> <p>(b) Housing Assistance</p> <p>(c) Temporary Accommodation</p>	<p><i>Former Corp't Aims & Priorities</i></p> <p><i>Former Corp't Aims & Priorities</i></p> <p>Cost saving</p>	<p>Mandatory grant budget in 2019/20 comprises £959,000 approved by Communities & Housing Advisory Board, July 2019 following receipt of the Council's Better Care Fund allocation. The level of demand for mandatory DFGs in the current financial year is such that £41,000 intended for discretionary grants and £140,000 prior year grant underspends is also being applied to fund mandatory grants in 2019/20. The £140,000 prior year grant underspend was intended to support a continuation of associated revenue schemes in 2020/21. As a consequence, grant funding is no longer available to support the West Kent Hospital Discharge Scheme, Handy Person Service or seconded Occupational Therapist beyond March 2020. Over previous presentations the mandatory DFGs budget is increased by £181,000, discretionary budget reduced by £41,000 to nil and Government grant increased by £140,000.</p> <p>Government support in 2020/21 is expected to be at the same level as the current financial year at £1,026,000. The level of demand for mandatory DFGs is also expected to continue at its present rate. Over previous presentations the mandatory DFGs budget is increased by £496,000 and Government grant increased by the same amount. No grant surplus is anticipated for discretionary grants or to support associated revenue schemes in 2020/21.</p> <p>Demand for mandatory DFGs and the level of Government support are expected to continue at the 2020/21 level throughout the remainder of the plan period. Figures for 2021/22 and beyond will be informed by, and may require amendment, once a new multi-year settlement has been determined by Government. Over previous presentations the mandatory DFGs budget is increased by £496,000 and the Government grant increased by the same amount.</p> <p>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.</p> <p>£1.6m provision to purchase property for temporary accommodation purposes approved Cabinet March 2018. Expenditure in 2018/19 relates to the purchase of six apartments at 47 High Street, Tonbridge. £65,000 has been applied to revenue to fund service charges, ground rents and repairs associated with the property.</p> <p>Budget increased by £1.5m, FIPAB September 2019 and a further £0.6m, Cabinet, October 2019. These additional sums are part funded from the Business Rates Retention Scheme Reserve (£1m) and the Property Fund Investment Reserve (£0.5m).</p>

Capital Plan: List A
Planning, Housing and Environmental Health

	Code	Expenditure To 31/03/19	2019/20 Estimate inc Prior Year Slippage	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Environmental Health										
(a) Air Quality Monitoring Station	P02EN		25							25
Total Environmental Health to Summary		0	25	0	0	0	0	0	0	25
Capital Renewals										
(b) Environmental Protection Provision for Inflation	P02EBCR01 P02EZ	n/a n/a	24				12 1			36 1
Total Capital Renewals to Summary		n/a	24	0	0	0	13	0	0	37

Capital Plan: List A
Planning, Housing and Environmental Health

	Justification	Scheme notes
<p>Environmental Health</p> <p>(a) Air Quality Monitoring Station</p> <p>Capital Renewals</p> <p>(b) Environmental Protection</p>	<p>Statutory requirement, Health & safety</p> <p><i>Former Corp't Aims & Priorities</i></p>	<p>Purchase of “particulate matter” air quality monitoring station to enable roadside pollution levels to be monitored in identified locations in the borough. Budget increased by £5,000 to £25,000 reflecting higher than anticipated cost of equipment.</p> <p>Provisions relate to the replacement of noise and gas pollution monitoring equipment.</p>

Capital Plan: List A
Street Scene, Leisure & Technical Services

	Expenditure To 31/03/19	2019/20 Estimate inc Prior Year Slippage	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Street Scene	n/a	855	99	106	113	120	129	129	1,551
Leisure									
Larkfield Leisure Centre	113	1,716	300	0	0	0	0	0	2,129
Sports Grounds	4	248	8	0	0	0	0	0	260
Open Spaces	0	5	0	0	0	0	0	0	5
Other Leisure Schemes	95	5	16	0	0	15	0	0	131
Technical Services									
Car Parking	0	48	235	30	30	30	30	30	433
Land Drainage / Flood Defence	23	4	0	500	0	1,098	0	0	1,625
Sub-total	235	2,881	658	636	143	1,263	159	159	6,134
Capital Renewals	n/a	533	923	287	576	389	402	304	3,414
Total Street Scene, Leisure & Technical Services	235	3,414	1,581	923	719	1,652	561	463	9,548

Capital Plan: List A
Street Scene, Leisure & Technical Services

	Code	Expenditure To 31/03/19	2019/20 Estimate inc Prior Year Slippage	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Street Scene										
(a) Green Waste Bins Growth / Replacement	P02BC	n/a	115	31	31	31	31	31	31	301
(b) Refuse Bins Growth / Replacement	P02DA	n/a	45	61	61	61	61	61	61	411
(c) Containers for new Waste / Recycling Service										
(i) Initial purchase	P02CN		695							695
(ii) Additional take-up / Growth / Replacement	P02CF			7	14	21	28	37	37	144
Total Street Scene to Summary		n/a	855	99	106	113	120	129	129	1,551
Larkfield Leisure Centre										
(d) Ventilation, Boiler and Pool Hall Roof	P05LP	113	1,716	300						2,129
Total Larkfield Leisure Centre to Summary		113	1,716	300	0	0	0	0	0	2,129

**Capital Plan: List A
Street Scene, Leisure & Technical Services**

	Justification	Scheme notes
<p>Street Scene</p> <p>(a) Green Waste Bins Growth / Replacement</p> <p>(b) Refuse Bins Growth / Replacement</p> <p>(c) Containers for new Waste / Recycling Service</p>	<p><i>Former Corp't Aims & Priorities</i></p> <p>Reduce expenditure, income generation</p>	<p>} 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 to £92,000 per annum for 2015/16 onwards (2015/16 Capital Plan Review).</p> <p>2019/20 Green Waste provision is increased by £84,000 attributed to the replacement of recycling boxes which householders are required to use under the new waste collection arrangement. Increase part offset by a £16,000 reduction for new / replacement refuse bins required in 2019/20.</p> <p>Containers for new Waste Contract including internal and external food waste caddies and wheeled bins for 'opt in' garden waste service. Scheme approved by Council September 2018 with funding from an earmarked reserve established for this purpose. Income generating / revenue saving scheme. Provision increased by £95,000 reflecting higher than expected demand for brown garden waste bins. The additional cost is covered in full by the service charge recouped from households participating in the new garden waste collection service.</p>
<p>Larkfield Leisure Centre</p> <p>(d) Ventilation, Boiler and Pool Hall Roof</p>	<p>Health & safety, protect existing income, reduce exp.</p>	<p>To repair / replace the current ventilation system serving the leisure pool and boilers serving both the leisure pool and main building. Scheme to be progressed as part of a package of improvements in 2019/20 including the refurbishment/repainting of leisure pool spaceframe. Scheme budget of £505,000 increased by £445,000 following a detailed assessment by consultant heating and ventilation engineers. Replacement of the pool hall roof, at an estimated cost of £450,000, was added as part of the 2018/19 Capital Plan Review increasing the scheme cost to £1,400,000.</p> <p>In progressing the scheme with Kier Construction under the SCAPE framework, additional budget provision of £499,000 was approved by FIPAB June 2019 and a further £230,000 approved by Cabinet October 2019. Cost increases attributed, in part, to the complexity and scale of the scaffolding required to provided a safe working environment to replace the high level ventilation ducting, roof and associated works. Works commenced onsite October 2019 and are expected to be complete May 2020.</p> <p>The £2,129,000 capital budget is augmented by a £250,000 BREP provision to allow repainting of the internal roof support (space frame) and £1,138,000 revenue provision to cover loss of income by the Leisure Trust whilst the work progress. Combined project budget is £3,517,000.</p>

Capital Plan: List A
Street Scene, Leisure & Technical Services

	Code	Expenditure To 31/03/19	2019/20 Estimate inc Prior Year Slippage	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	Scheme Total
Sports Grounds										
(a) Tonbridge School Athletics Track Improvements Less Developer Contributions	P05DC	140 (140)	21 (21)							161 (161)
Sub-total		0	0	0	0	0	0	0	0	0
(b) Racecourse Sportsground Riverside Revetment Less Grants	P05DD	18 (14)	207 (14)							225 (28)
Sub-total		4	193	0	0	0	0	0	0	197
(c) Racecourse Sportsground Rugby Pitch Drainage Less Developer Contributions	P05DE			16 (8)						16 (8)
Sub-total		0	0	8	0	0	0	0	0	8
(d) Racecourse Sportsground Swimming Pool Bridge Less Developer Contributions	P05DN		120 (65)							120 (65)
Sub-total		0	55	0	0	0	0	0	0	55
Total Sports Grounds to Summary		4	248	8	0	0	0	0	0	260

**Capital Plan: List A
Street Scene, Leisure & Technical Services**

	Justification	Scheme notes
Sports Grounds		
(a) Tonbridge School Athletics Track Improvements	<i>Former Corp't Aims & Priorities</i>	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. Scheme budget increased by £11,000 (2017/18 Capital Plan Review) to progress works to track floodlights to enable use of track throughout the year. Long term Community Use Agreement secured and implemented as a result of the investment. Scheme completed with exception of improvement works to the clubhouse.
(b) Racecourse Sportsground Riverside Revetment	Health & safety	Replace sections of the existing wooden revetment which is failing and causing erosion of the riverbank at Tonbridge Racecourse Sportsground. Scheme is part funded by grant from the Environment Agency. Budget increased by £105,000 following unsuccessful outcome of tender exercise and cost review by the Building and Facilities Manager in liaison with external consultants. Works delayed to enable bridge replacement to be completed first. Works now to take place in early spring 2020.
(c) Racecourse Sportsground 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 from developer contributions and a virement of £8,000 from the Land Drainage Improvement Programme. Scheme budget reduced by £9,000 and rescheduled to 2019/20 to enable further monitoring of water levels over the winter period. Regrading/levelling works deferred to Autumn 2020.
(d) Racecourse Sportsground Swimming Pool Bridge	Health & safety	Replacement of the metal bridge linking Tonbridge Pool Car Park to the Racecourse Sportsground. New bridge to be installed October/November 2019.

Capital Plan: List A
Street Scene, Leisure & Technical Services

	Code	Expenditure To 31/03/19	2019/20 Estimate inc Prior Year Slippage	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Open Spaces										
(a) Open Spaces Site Improvements - Phase 2 Less Developer Contributions	P05FV	57 (57)	17 (12)							74 (69)
Sub-total		0	5	0	0	0	0	0	0	5
(b) Haysden Country Park Sewage Treatment Less Developer Contributions	P05FC		130 (130)							130 (130)
Sub-total		0	0	0	0	0	0	0	0	0
(c) Leybourne Lakes County Park Path Improvements Less Grants & Developer Contributions	P05FH			60 (60)						60 (60)
Sub-total		0	0	0	0	0	0	0	0	0
Total Open Spaces to Summary		0	5	0	0	0	0	0	0	5
Other Leisure Schemes										
(d) Tonbridge Cemetery / Closed Churchyards Memorial Safety Less Developer Contributions	P05KV	98 (3)	5				15			118 (3)
Sub-total		95	5	0	0	0	15	0	0	115
(e) Tonbridge Cemetery Memorial Garden Vaults	P05KC			16						16
Total Other Leisure Schemes to Summary		95	5	16	0	0	15	0	0	131

**Capital Plan: List A
Street Scene, Leisure & Technical Services**

	Justification	Scheme notes
<p>Open Spaces (a) Open Spaces Site Improvements Phase 2</p> <p>(b) Haysden Country Park Sewage Treatment</p> <p>(c) Leybourne Lakes County Park Path Improvements</p> <p>Other Leisure Schemes (d) Tonbridge Cemetery / Closed Churchyards Memorial Safety</p> <p>(e) Tonbridge Cemetery Memorial Garden Vaults</p>	<p><i>Former Corp't Aims & Priorities</i></p> <p>Legislative requirement</p> <p>External funding</p> <p><i>Former Corp't Aims & Priorities</i></p> <p>Income generation</p>	<p>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, Brungers Pond and surfacing of play area at St Philips Church. Provision in 2019/20 to undertake improvements at Woodland Walk to paths, signage and coppicing. Scheme funded from developer contributions and budget increase of £5,000 by virement from the Memorial Safety provision.</p> <p>To replace the existing Haysden Country Park sewage facility to meet current customer demand and environmental requirements. Scheme budget increased by £55,000 to £130,000 following receipt of tenders. Original budget based on quotations for an under specified sewage treatment facility. Scheme funded in full from developer contributions. Works will be completed in Spring 2020.</p> <p>Due to increased usage of the Country Park, including the popular weekly Parkrun, resurfacing of the path around the main lake is required in order to maintain good access for the public and make it accessible for less able users. Scheme to be funded in full from grants and developer contributions.</p> <p>Provision based on Local Government Ombudsman's recommendation to inspect every five years. Provision in 2019/20 reduced by £8,000 to reflect required works. £5,000 of this reduction has been vired to the Open Spaces Site Improvement Phase 2 scheme to facilitate works at Woodland Walk.</p> <p>Due to an increase in the sale of vaults within the Memorial Garden at Tonbridge Cemetery, additional vaults are required in order to continue to offer this service to the public. Existing supply of vaults will run out in 2020/21. Income from sale of vaults exceeds capital cost.</p>

Capital Plan: List A
Street Scene, Leisure & Technical Services

	Code	Expenditure To 31/03/19	2019/20 Estimate inc Prior Year Slippage	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Car Parking										
(a) Existing Car Parks Improvement Programme	P01AB	n/a	48	25	30	30	30	30	30	223
(b) Car Parking Improvement Works	P01AD			210						210
Total Car Parking to Summary		0	48	235	30	30	30	30	30	433
Land Drainage / Flood Defence										
(c) Wouldham River Wall	P01HS	23	4				1,098			1,125
(d) Leigh Flood Storage Area	P01HV				500					500
Total Land Drainage / Flood Defence to Summary		23	4	0	500	0	1,098	0	0	1,625

Capital Plan: List A
Street Scene, Leisure & Technical Services

	Justification	Scheme notes
<p>Car Parking</p> <p>(a) Existing Car Parks Improvement Programme</p> <p>(b) Car Parking Improvement Works</p> <p>Land Drainage / Flood Defence</p> <p>(c) Wouldham River Wall</p> <p>(d) Leigh Flood Storage Area</p>	<p><i>Former Corp't Aims & Priorities</i></p> <p>Income generation, Health & Safety</p> <p><i>Former Corp't Aims & Priorities</i></p> <p><i>Former Corp't Aims & Priorities</i></p>	<p>An annual provision for capital investment in the Council's off-street car parks to ensure that their condition is adequate for health & safety, legislation, the needs of our customers and income generation. A condition survey of the car parks has been progressed to determine a future work programme.</p> <p>£5,000 of the 2020/21 provision had been brought forward to facilitate works in 2019/20.</p> <p>The Street Scene & Environment Services Advisory Board on 30 October 2019 recommended to Cabinet that subject to consultation the proposed increase in existing car parking fees and charges and the introduction of new charges set out in the report be approved. A number of the proposals will require improvement works including new ticket machines, signage and surfacing works primarily to the car parks at Martin Square, Larkfield, Aylesford and Snodland. Overtime, capital costs will be recouped from additional income.</p> <p>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 cost by the consultant Quantity Surveyor. Movement in the wall is being monitored by an external consultant over the next 5 years to determine requirement for works. Funding rescheduled to 2023/24 in liaison with local Members and the Parish Council. Funding may need to be brought forward if monitoring identifies significant changes in movement levels of the wall. Budget increased by £125,000 to maintain the purchasing power of the reprogrammed scheme and health and safety related path repairs to be undertaken in 2018/19. Path repair works completed.</p> <p>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.</p>

Capital Plan: List A
Street Scene, Leisure & Technical Services

	Code	Expenditure To 31/03/19	2019/20 Estimate inc Prior Year Slippage	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Renewals										
Sports Grounds & Open Spaces	P05KGBC05	n/a	95	346	64	196	36	148	45	930
Technical Services:										
(a) CCTV	P01BA	n/a	17	15	15	15	15	15	15	107
(b) Car Parking	P01JF	n/a	3			10	17	34	8	72
			115	361	79	221	68	197	68	1,109
Provision for Inflation		n/a		7	3	14	6	21	9	60
Sub-total			115	368	82	235	74	218	77	1,169
Leisure Centres:										
(c) Angel Centre	P05KGBC01	n/a	70	245	41	195	36	45	97	729
(d) Larkfield Leisure Centre	P05KGBC02	n/a	139	218	78	71	287	84	89	966
(e) Tonbridge Swimming Pool	P05KGBC04	n/a	128	88	68	92	39	37	54	506
(f) Poult Wood Golf Clubhouse	P05KGBC03	n/a	72	65	21	8	8	10	13	197
Course	P05KGBC07	n/a	83			7	11		6	107
Grounds Maintenance	P05KGBC06	n/a	66	109	54	56	7	46	10	348
			558	725	262	429	388	222	269	2,853
Provision for Inflation	P05KZ	n/a		15	11	26	32	23	34	141
Savings Target (assumes 25%)		n/a	(140)	(185)	(68)	(114)	(105)	(61)	(76)	(749)
Sub-total			418	555	205	341	315	184	227	2,245
Total Capital Renewals to Summary		n/a	533	923	287	576	389	402	304	3,414

**Capital Plan: List A
Corporate**

	Expenditure To 31/03/19	2019/20 Estimate inc Prior Year Slippage	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Land and Property	10	0	0	60	0	0	0	0	70
Information Technology Initiatives	261	280	30	30	30	30	30	30	721
Sub-total	271	280	30	90	30	30	30	30	791
Capital Renewals	n/a	496	376	182	280	137	384	385	2,240
Total Corporate	271	776	406	272	310	167	414	415	3,031

**Capital Plan: List A
Corporate**

	Code	Expenditure To 31/03/19	2019/20 Estimate inc Prior Year Slippage	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Land and Property										
(a) Tonbridge Castle Offices: Re-tile Roof	P06AA	10			60					70
Total Land and Property to Summary		10	0	0	60	0	0	0	0	70
Information Technology Initiatives										
(b) General IT Developments	P06DA	n/a	30	30	30	30	30	30	30	210
(c) Council Chamber Conference System	P06ER	68	27							95
(d) Virtual Desktop Infrastructure	P06ET	188								188
(e) Revenues and Benefits IT Digital Solution	P06EW	5	60							65
(f) Enterprise Mobile Working Solution	P06EV		23							23
(g) CMS Website Solution	P06EX		140							140
Total Information Technology Initiatives to Summary		261	280	30	30	30	30	30	30	721

**Capital Plan: List A
Corporate**

	Justification	Scheme notes
<p>Land and Property (a) Tonbridge Castle Offices : Re-tile roof</p> <p>Information Technology Initiatives (b) General IT Developments</p> <p>(c) Council Chamber Conference System</p> <p>(d) Virtual Desktop Infrastructure</p> <p>(e) Revenues and Benefits IT Digital Solution</p> <p>(f) Enterprise Mobile Working Solution</p> <p>(g) CMS Website Solution</p>	<p><i>Former Corp't Aims & Priorities</i></p> <p><i>Former Corp't Aims & Priorities</i></p> <p>Maintain capability</p> <p>Cost saving</p> <p>Cost saving</p> <p>Cost saving</p> <p>Cost saving</p>	<p>Retiling of roof to protect asset. Condition has not materially worsened. Bulk of the budget has been deferred to 2021/22. 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.</p> <p>Provision for identified IT developments with estimated expenditure of less than £5,000 each.</p> <p>Replace the ageing microphone and projector systems in the Council Chamber and Committee Room. Balance of funding to be used for Council Chamber voting facility and to upgrade meeting room projection equipment.</p> <p>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. Unused balance of £12,000 is no longer required. Elements of VDI now superseded by VPN solution.</p> <p>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.</p> <p>To enable in-field workers to work more efficiently without having to duplicate their efforts in typing the information into line of business application systems.</p> <p>Replacement of the Council's existing website Content Management System (CMS) to improve customer experience and allow customers to access all Council services via a secure unified customer portal with single sign-on.</p>

GENERAL FUND WORKING BALANCE

	£
Balance at 1.4.2019	1,250,000
	<hr/>
Balance at 31.3.2021	1,250,000
	<hr/>

GENERAL REVENUE RESERVE

	£	£
Balance at 1.4.2019		6,723,099
Budgeted to be transferred to the Reserve	450,600	
Increase on Original Estimate	(669,200)	
	<hr/>	(218,600)
		<hr/>
Estimated Balance at 1.4.2020		6,504,499
Contribution to the Reserve 2020/21		371,950
		<hr/>
Estimated Balance at 31.3.2021		6,876,449

Tonbridge and Malling Borough Council
Estimate of Collection Fund Surplus / (Deficit) 2019/20 - Council Tax

	Estimate	
	£	£
<u>Income</u>		
Surplus / (Deficit) Brought Forward		1,015,737
Income from Council Tax Payers (Net of Discounts, CTR and Exemptions)		94,122,556
Total Income for the Year		95,138,293
<u>Expenditure</u>		
Precepts and Demands for 2019/20		
Kent County Council	66,037,317	
Police & Crime Commissioner for Kent	9,816,001	
Kent & Medway Fire & Rescue Authority	3,951,811	
Parishes	2,923,122	
Tonbridge & Malling Borough Council	10,646,917	93,375,168
Provision for Council Tax Non-Collection		255,000
Payments of Estimated Surplus for 2018/19		
Kent County Council	745,184	
Police & Crime Commissioner for Kent	101,811	
Kent & Medway Fire & Rescue Authority	45,506	
Tonbridge & Malling Borough Council	156,020	1,048,521
Total Expenditure for the Year		94,678,689
Estimated Surplus / (Deficit) for 2019/20		459,604

Allocation of Estimated Surplus / (Deficit) for 2019/20

	Precepts 2019/20		Surplus / (Deficit)
	£	%	£
Kent County Council	66,037,317	70.72	325,033
Police & Crime Commissioner for Kent	9,816,001	10.51	48,304
Kent & Medway Fire & Rescue Authority	3,951,811	4.23	19,441
Tonbridge & Malling Borough Council	13,570,039	14.54	66,826
Total	93,375,168	100.00	459,604

Tonbridge and Malling Borough Council
Estimate of Collection Fund Surplus / (Deficit) 2019/20 - Business Rates

	Estimate	
	£	£
<u>Income</u>		
Surplus / (Deficit) Brought Forward		2,731,232
Income from Business Rate Payers		59,755,149
Total Income for the Year		62,486,381
<u>Expenditure</u>		
Demands for 2019/20 based upon NNDR 1 2019/20		
Kent County Council	5,020,781	
Kent & Medway Fire & Rescue Authority	557,865	
Tonbridge & Malling Borough Council	22,314,582	
Central Government	27,893,228	55,786,456
Allowance for Losses - Bad Debts		400,000
Allowance for Losses - Appeals		2,177,000
Cost of Collection Allowance		161,137
Transitional Protection Payments		(268,669)
Payment of Estimated Surplus for 2018/19		
Kent County Council	1,234,793	
Kent & Medway Fire & Rescue Authority	21,727	
Tonbridge & Malling Borough Council	869,089	
Central Government	47,113	2,172,722
Total Expenditure for the Year		60,428,646
Estimated Surplus / (Deficit) for 2019/20		2,057,735
<u>Allocation of Estimated Surplus / (Deficit) for 2019/20</u>		
	Allocation	Surplus / (Deficit)
	%	£
Kent County Council	59 / 9	464,451
Kent & Medway Fire & Rescue Authority	1	20,577
Tonbridge & Malling Borough Council	40	823,094
Central Government	0 / 50	749,613
Total		2,057,735

Estimated Comprehensive Income and Expenditure Account 2019 - 2021

	2019/20		2020/21
	Original	Revised	Original
	Estimate	Estimate	Estimate
	£	£	£
Continuing Operations			
Corporate Services	3,867,900	3,837,400	3,712,250
Chief Executive	1,064,350	959,300	968,750
Director of Central Services	443,150	(234,700)	423,100
Director of Finance & Transformation	1,430,550	1,412,750	1,492,600
Director of Planning, Housing & Environmental Health	3,830,550	3,849,950	4,306,900
Director of Street Scene, Leisure & Technical Services	8,315,650	8,271,250	6,794,800
Net Cost of Services	18,952,150	18,095,950	17,698,400
Other Operating Expenditure			
Parish Council Precepts	2,923,122	2,923,122	3,130,729
Drainage Board Levies	420,200	420,200	431,550
Corporate Provisions for Bad Debts	5,000	7,000	5,000
Payments to Housing Capital Receipts Pool	450	450	0
Financing & Investing Income & Expenditure			
Trading Undertakings	(309,550)	339,900	35,050
Interest & Investment Income	(483,150)	(575,150)	(525,000)
IAS 19 Pension Costs	1,371,000	1,371,000	1,371,000
Taxation & Non-Specific Grant Income			
Council Tax Income	(13,570,039)	(13,570,039)	(14,149,793)
Collection Fund - Council Tax (Surplus)/Deficit	(156,020)	(156,020)	(66,826)
Collection Fund - Non Dom Rates (Surplus)/Deficit	(869,089)	(869,089)	(823,094)
National Non-Domestic Rate Distribution	(1,545,974)	(1,345,974)	(1,608,216)
General Government Grants	(4,416,850)	(4,613,100)	(4,586,350)
(SURPLUS) / DEFICIT ON PROVISION OF SERVICES	2,321,250	2,028,250	912,450

Estimated Movement in Reserves Statement 2019 - 2021

	2019/20		2020/21
	Original	Revised	Original
	Estimate	Estimate	Estimate
	General Fund & Reserves	General Fund & Reserves	General Fund & Reserves
	£	£	£
BALANCE AT 1 APRIL	21,407,973	22,749,846	19,617,146
Total Comprehensive Income & Expenditure	(2,321,250)	(2,028,250)	(912,450)
Adjustments Between Accounting Basis & Funding Basis Under Regulations			
Depreciation of Non-Current Assets	2,942,350	3,075,100	3,165,850
Net Charges made for Retirement Benefits	1,538,000	1,516,000	1,515,000
Capital Exp. Charged to the General Fund	(3,703,000)	(5,696,000)	(2,587,000)
Capital Receipts	450	450	0
Net Increase / (Decrease) in Reserves	(1,543,450)	(3,132,700)	1,181,400
BALANCE AT 31 MARCH	19,864,523	19,617,146	20,798,546

2020/21