

2021/22

# Revenue and Capital Outturn



## Index

<b>Revenue Expenditure</b>	<b>Page</b>
<b>Service</b>	
Revenue Outturn Summary	S 1 - S 2
Corporate Services	CS 1 - CS 16
Chief Executive	CE 1 - CE 6
Director of Central Services	CEN 1 - CEN 10
Director of Finance & Transformation	FT 1 - FT 7
Director of Planning, Housing & Environmental Health	PHEH 1 - PHEH 21
Director of Street Scene, Leisure & Technical Services	SSLTS 1 - SSLTS 40
<b>Capital Plan</b>	CP 1 - CP 10

## Cabinet 7 June 2022

## General Fund Revenue Outturn 2021/22

## SUMMARY

	2021/22		
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>Corporate Services</b>	3,534,700	3,382,100	3,506,687
<b>Chief Executive</b>	2,544,300	1,009,950	937,423
<b>Director of Central Services</b>	231,050	703,400	286,316
<b>Director of Finance &amp; Transformation</b>	1,835,800	1,404,350	1,244,944
<b>Director of Planning, Housing &amp; Environmental Health</b>	4,523,000	4,655,800	3,571,401
<b>Director of Street Scene, Leisure &amp; Technical Services</b>	8,059,400	9,277,350	9,705,772
Sub Total	20,728,250	20,432,950	19,252,543
<b>Capital Accounting Reversals</b>			
Non-Current Asset Depreciation	(2,966,650)	(2,787,250)	(2,729,074)
Non-Current Asset Impairment	-	(218,550)	(1,533,286)
<b>Contributions to / (from) Reserves</b>			
Building Repairs Reserve			
Withdrawals to fund expenditure	(809,400)	(1,267,000)	(588,400)
Contribution to Reserve	725,000	725,000	725,000
Earmarked Reserves (see page S 2)			
Contributions from Reserves	(11,529,200)	(10,905,650)	(10,512,448)
Contributions to Reserves	2,101,500	6,909,900	8,153,725
Property & Multi Asset Income Fund Investment Reserve			
Contribution to Reserve	-	1,500,000	1,500,000
Revenue Reserve for Capital Schemes			
Withdrawals to fund expenditure			
Non-Current Assets	(2,175,000)	(810,000)	0
Revenue Expenditure Funded from Capital	(655,000)	(68,000)	(27,252)
Withdrawals to Adjust for Capital Receipts	-	(1,515,000)	(1,515,000)
Other contributions to / (from) Reserve (net)	792,000	809,000	769,000
<b>Capital Expenditure Charged to General Fund</b>	2,175,000	810,000	0
<b>Government Grants</b>			
New Homes Bonus	(2,209,800)	(2,209,800)	(2,209,818)
Under-indexing Business Rates Multiplier	(119,950)	(119,950)	(114,364)
Covid-19 Support Grant	(605,150)	(605,150)	(605,170)
Income Compensation Scheme	(200,000)	(223,800)	(223,849)
Lower Tier Services Grant	(665,500)	(665,500)	(665,485)
Local Council Tax Support Grant	-	(224,550)	(224,557)
Tax Income Guarantee	-	-	5,004
New Burdens Grants	-	-	(8,103)
<b>Contributions from KCC</b>	-	(205,600)	(205,585)
<b>Revenue Adjustments</b>	-	-	825
Sub Total	4,586,100	9,361,050	9,243,706
<b>National Non-Domestic Rates</b>			
Share of National Non-Domestic Rates	(22,398,263)	(22,398,263)	(22,398,263)
Tariff	21,310,255	21,310,255	21,310,255
Levy / (Safety Net)	-	-	20,167
Business Rates Pool	-	(3,605)	(3,891)
Small Business Rate Relief Grant	(1,042,729)	(1,074,809)	(1,091,325)
Covid-19 Business Rates Relief Measures	-	(3,255,777)	(3,290,901)
Covid 19 Additional Relief Fund	-	(1,507,254)	(1,507,254)
Supporting Small Business Grant	(9,030)	(8,203)	(8,203)
Public House Relief Grant	-	729	729
Discretionary Relief Grant	-	260	267
<b>Collection Fund Adjustments</b>			
Council Tax (Surplus) / Deficit	(19,582)	(19,582)	(19,582)
National Non-Domestic Rates (Surplus) / Deficit	8,444,961	8,444,961	8,444,962
Sub Total	10,871,712	10,849,762	10,700,667
<b>Contribution to / (from) General Revenue Reserve</b>	405,050	427,000	576,095
<b>Balance to be met from Council Tax Payers</b>	<b>11,276,762</b>	<b>11,276,762</b>	<b>11,276,762</b>

## Cabinet 7 June 2022

## General Fund Revenue Outturn 2021/22

## EARMARKED RESERVES

	2021/22		
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>Contributions from Earmarked Reserves</b>			
Additional Restrictions Support Reserve	(1,321,500)	-	-
Asset Review Reserve	-	(23,000)	(23,150)
Borough Signage Reserve	-	(3,600)	(3,606)
Business Rates Retention Scheme Reserve	(8,876,150)	(8,654,800)	(8,616,126)
Climate Change Reserve	(50,000)	(93,550)	(70,080)
Covid-19 Reserve	(15,000)	-	-
Economic Development Reserve	-	(5,150)	-
Election Reserve	-	(27,000)	(21,391)
Homelessness Reserve	(329,150)	(874,400)	(824,982)
Housing & Welfare Reform Reserve	-	(10,000)	(8,000)
Invest to Save Reserve	-	(2,800)	(2,804)
Minimum Energy Efficiency Project Reserve	-	(106,050)	-
Planning Services Reserve	(214,500)	(374,100)	(221,882)
Public Health Reserve	(20,900)	(16,850)	(6,077)
Reorientation / Post Emergency Reserve	-	(200,000)	(200,000)
Repossessions Prevention Fund Reserve	(2,000)	-	-
Tonbridge & Malling Leisure Trust Reserve	(700,000)	(507,850)	(507,850)
Transformation Reserve	-	(6,500)	(6,500)
	<b>(11,529,200)</b>	<b>(10,905,650)</b>	<b>(10,512,448)</b>
<b>Contributions to Earmarked Reserves</b>			
Asset Review Reserve	-	100,000	100,000
Budget Stabilisation Reserve	1,500,000	-	300,000
Business Rates Retention Scheme Reserve	-	4,770,000	4,798,000
Climate Change Reserve	-	100,000	600,000
Domestic Abuse Reserve	-	-	67,603
Election Reserve	25,000	25,000	25,000
Homelessness Reserve	346,500	866,350	846,000
Housing Assistance Reserve	-	-	40,000
Invest to Save Reserve	150,000	50,000	50,000
Minimum Energy Efficiency Project Reserve	-	67,550	-
Peer Review Reserve	-	-	100,000
Planning Services Reserve	80,000	890,300	1,162,122
Transformation Reserve	-	38,950	65,000
Waste & Street Scene Initiatives Reserve	-	1,750	-
	<b>2,101,500</b>	<b>6,909,900</b>	<b>8,153,725</b>

# CORPORATE SERVICES

## SUMMARY

	2021/22		
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
1 SALARIES AND ONCOSTS	12,567,600	12,671,450	12,581,089
2 OVERHEAD EXPENSES	4,508,400	4,521,900	4,766,383
3 RECHARGES TO SERVICE BUDGETS	(15,496,600)	(15,693,000)	(15,727,992)
NON DISTRIBUTED COSTS	<b>1,579,400</b>	<b>1,500,350</b>	<b>1,619,480</b>
4 DEMOCRATIC REPRESENTATION	1,346,550	1,324,950	1,321,353
5 CORPORATE MANAGEMENT	608,750	556,800	565,854
	<b>3,534,700</b>	<b>3,382,100</b>	<b>3,506,687</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	20.81	19.31	

## CORPORATE SERVICES

2021/22

**1 SALARIES AND ONCOSTS****(a) Salaries**

Salaries (see analysis on page CS 16)	8,573,350	8,748,950	8,640,755
Employers' National Insurance Contributions	826,900	824,600	813,501
Employers' Superannuation Contributions	1,493,600	1,464,000	1,414,773
Superannuation Backfunding Lump	1,336,000	1,330,000	1,330,000
Sum Staff Turnover Saving	-120,000	-120,000	-
Apprenticeship Scheme / Levy	45,000	36,300	27,513
Ring-fenced sums (Establishment Reviews)	88,650	32,450	-

12,243,500	12,316,300	12,226,542 a)
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**Full Time Equivalent Number of Staff**  
(including Support Service Staff)

241.17	234.13	
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**(b) Termination Payments**

Additional Annual Pension Contributions	231,000	216,000	212,348
Long Service Awards	-	800	1,835
Redundancy / Other Exit Payments	-	50,000	50,000

231,000	266,800	264,183
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**(c) Recruitment & Training**

Advertising & Other Recruitment Costs	6,500	20,250	30,854 b)
Training - Course Fees & Expenses	80,000	60,000	53,684 c)
Health Screening & Miscellaneous Employee Support Scheme	3,500	5,000	2,790
	3,100	3,100	3,036

93,100	88,350	90,364
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12,567,600	12,671,450	12,581,089
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## **CORPORATE SERVICES**

### **SALARIES**

- a) Management savings generated on the permanent establishment.

### **RECRUITMENT & TRAINING**

- b) Additional recruitment expenditure funded from management savings.
- c) Ongoing impact of Covid-19 on expenditure.

## CORPORATE SERVICES

2021/22			
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>2 OVERHEAD EXPENSES</b>			
<b>(a) COUNCIL OFFICES</b>			
<b>Employees</b>			
Salaries	155,350	144,550	136,829 a)
<b>Premises Related Expenses</b>			
Maintenance of Grounds	4,150	1,000	661
Energy Costs :			
Electricity	112,000	100,000	85,253 b)
Gas	27,000	27,000	36,196 b)
Rates	317,150	317,600	317,580
Water Services :			
Water Charges (metered)	11,250	11,250	2,541 c)
Sewerage & Environmental Services	12,250	12,250	10,233
Fixture & Fittings	3,000	2,000	-
Cleaning & Domestic Supplies	6,000	6,000	3,731
Insurance	24,150	24,650	24,665
Repairs expenditure	109,650	113,050	89,088 d)
<b>Supplies &amp; Services</b>			
Equipment, Furniture & Materials	1,350	9,600	9,108
Clothing, Uniforms & Laundry	4,250	4,250	4,148
Trade Refuse Charges	9,100	10,200	11,397
Security / Cleaning	10,500	43,500	46,873
Miscellaneous Services	7,300	7,300	5,735
<b>Third Party Payments</b>			
Ground Maintenance Contract	2,000	2,000	2,005
	816,450	836,200	786,043
<b>Less Income</b>			
Customer & Client Receipts	(2,000)	-	(68
Solemnization of Marriages	(10,000)	(10,000)	(7,742)
Hire of Tonbridge Council Chamber	(6,000)	(15,000)	(24,494) e)
Police Accommodation Licence Fee	(29,700)	(29,800)	(28,649)
Rent - Gibson Building	(7,100)	(7,100)	(7,726)
Rent - Tonbridge Castle	(24,400)	(17,800)	(23,981)
	(79,200)	(79,700)	(92,660)
<b>Sub-total</b>	737,250	756,500	693,383
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	30,650	30,850	31,291
Information Technology Expenses	2,550	2,550	2,568
Departmental Administrative Expenses	33,250	34,000	35,174
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	150,750	147,400	144,561
Non-Current Asset Impairment	-	-	297,679 f)
	<b>954,450</b>	<b>971,300</b>	<b>1,204,656</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	5.91	5.63	



## **CORPORATE SERVICES**

### **COUNCIL OFFICES**

- a) Savings arising from vacant posts within Caretaking section.
- b) Rising energy prices offset by reduced usage as a result of the transition to IT "cloud" based services.
- c) Infrequent meter readings make it difficult to determine actual in year level of expenditure.
- d) The lower than budgeted spend can be attributed in part to where works no longer required or deferred to 2022/23.
- e) Increased income can largely be attributed to the monthly Artisan market.
- f) Reflects the revaluation of council offices as at 31 March 2022.

## CORPORATE SERVICES

2021/22

**2 OVERHEAD EXPENSES - Continued****(b) PRINTING SECTION & MULTI FUNCTION****Employees**

Salaries	83,300	77,800	72,217
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**Supplies & Services**

Purchases	1,000	1,000	620
Print Room Maintenance & Copy Charges	20,000	15,000	9,085 a)
Multi Function Device Copy Charges	9,000	4,000	3,058
Multi Function Device Leasing Charges	11,150	11,150	11,147
Paper	19,000	12,000	8,559 a)

143,450	120,950	104,686
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**Less Income**

Sales	(20,000)	(10,000)	-
Recharges to non M&A Service Budgets	(14,000)	(14,000)	11,457
			-

(34,000)	(24,000)	15,223
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		26,680
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**Sub-total**

109,450	96,950	78,006
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**Central, Departmental & Technical Support Services**

Office Accommodation	36,100	37,850	49,810 b)
Central Salaries & Administration	7,700	7,650	7,685
Information Technology Expenses	10,750	10,750	10,765
Departmental Administrative Expenses	10,400	10,250	9,187

**Depreciation & Impairment**

Non-Current Asset Depreciation	20,800	15,400	15,375
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<b>195,200</b>	<b>178,850</b>	<b>170,828</b>
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**Full Time Equivalent Number of Staff**  
(including Support Service Staff)

2.71	2.69	
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a) Ongoing impact of Covid-19 and change in working arrangements on printing costs.

b) Reflects impairment of council offices following revaluation.

## CORPORATE SERVICES

2021/22			
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>2 OVERHEAD EXPENSES-Continued</b>			
<b>(c) CUSTOMER SERVICES</b>			
<b>Employees</b>			
Salaries	264,950	289,800	287,939
<b>Premises Related Expenses</b>			
Rent	-	-	(8,792) <b>a)</b>
Supplies & Services			
Purchases	650	650	154
Stationery	50	50	-
Postage	50	350	117
Mobile Telephones	750	250	193
Office Security	36,000	36,000	33,754
	302,450	327,100	313,365
<b>Less Income</b>			
Tonbridge Gateway Agreement / Licence	(130,000)	(130,000)	(141,892) <b>b)</b>
Gateway Partner Receipts	(5,000)	(3,500)	(225) <b>c)</b>
<b><u>Sub-total</u></b>	167,450	193,600	171,248
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	16,600	17,600	17,748
Information Technology Expenses	4,350	4,350	4,350
Departmental Administrative Expenses	175,700	178,500	179,381
	<b>364,100</b>	<b>394,050</b>	<b>372,727</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	9.87	11.47	

**a)** Reversal of a prior year adjustment.

**b)** Contribution to be made by Kent County Council for the year 2021/22.

**c)** Fewer partners made use of space at Tonbridge Gateway than anticipated.

## CORPORATE SERVICES

		2021/22		
		ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>2 OVERHEAD EXPENSES-Continued</b>				
<b>(d) GENERAL ADMINISTRATION</b>				
<b>Employees</b>				
Salaries		4,700	4,150	3,877
<b>Supplies &amp; Services</b>				
Insurance		99,700	102,850	102,824
Copyright Licence		2,100	2,100	2,112
		106,500	109,100	108,813
<b>Less Income</b>				
Fees & Charges		(100)	-	(35)
	<b>Sub-total</b>	106,400	109,100	108,778
<b>Central, Departmental &amp; Technical Support Services</b>				
Central Salaries & Administration		4,350	1,350	1,361
Departmental Administrative Expenses		550	600	604
		<b>111,300</b>	<b>111,050</b>	<b>110,743</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)		0.19	0.17	

## CORPORATE SERVICES

2021/22			
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>2 OVERHEAD EXPENSES-Continued</b>			
<b>(e) DEPARTMENTAL ADMINISTRATION</b>			
<b>Staff Transport Related Expenses</b>			
Car & Travelling Allowances	192,850	177,150	149,779 a)
<b>Supplies &amp; Services</b>			
Equipment, Furniture & Materials	13,300	11,050	2,393
Office Equipment - Maintenance	2,350	2,350	1,454
Protective Clothing	550	450	901
First Aid Supplies	250	300	17
Stationery	6,500	3,650	3,229
Reference Books & Publications	25,250	27,250	25,459
Legal Expenses	50,000	120,000	132,422 b)
Contracted Services	1,700	6,150	3,227
Health & Safety	7,700	7,150	4,500
Postage	16,600	14,450	16,938
Telephones - Calls	5,300	3,500	1,524 c)
Telephones - Other	32,200	32,150	14,609 c)
Costs Mobile Telephones	9,050	6,750	3,423
Subsistence Allowances	100	50	-
Professional Membership Fees	16,200	14,000	13,918
Subscriptions to Organisations	26,400	26,800	26,384
Other Expenses	1,850	1,450	158
Data Protection Act Registration	3,000	3,000	2,935
	411,150	457,650	403,270
<b>Less Income</b>			
Recovery of Court Costs	(5,000)	(5,000)	(4,994)
Customer & Client Receipts	(5,000)	(5,000)	(2,571)
Partnership Receipts	(26,700)	(22,700)	(19,698)
	(36,700)	(32,700)	(27,263)
<b>Sub-total</b>	374,450	424,950	376,007
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	16,400	11,500	11,464
Non-Current Asset Impairment	-	-	28,928 d)
	<b>390,850</b>	<b>436,450</b>	<b>416,399</b>

- a) Lower level of mileage claims than originally anticipated in part due to staff vacancies.
- b) Reflects the engagement of solicitors during the year to provide advice on, amongst other things, contractual, employment and planning related issues.
- c) Costs now part of IT Services budget on change in telephony system.
- d) Impairment on disposal.

## CORPORATE SERVICES

2021/22

**2 OVERHEAD EXPENSES-Continued****(f) DRINKS MACHINES****Supplies & Services**

Drinks Machine Purchases

**Less Income**

Customer &amp; Client Receipts

**Sub-total****Central, Departmental & Technical Support Services**

Central Salaries &amp; Administration

**Depreciation & Impairment**

Non-Current Asset Depreciation

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

ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
1,500	250	254
1,500	250	254
(200)	(50)	-
1,300	200	254
3,100	750	725
750	550	574
<b>5,150</b>	<b>1,500</b>	<b>1,553</b>
0.1	0.02	

## CORPORATE SERVICES

		2021/22		
		ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>2</b>	<b><u>OVERHEAD EXPENSES-Continued</u></b>			
	<b><u>(g) INFORMATION TECHNOLOGY SERVICES</u></b>			
	<b>Employees</b>			
	Salaries	1,069,650	1,020,050	972,198 <b>a)</b>
	<b>Transport Related Expenses</b>			
	Public Transport	1,500	500	-
	<b>Supplies &amp; Services</b>		10,000	11,850
	Equipment - Purchases	10,000		
	Equipment - Maintenance	93,000	93,000	53,438 <b>b)</b>
	Printing Consumables	2,500	700	2,078
	Insurance	6,800	7,000	7,008
	Professional Services / Consultancy	15,000	15,000	51,498 <b>c)</b>
	Other Expenses	7,400	7,250	6,624
	Software Support, Hire & Maintenance	685,000	745,000	800,833 <b>d)</b>
	Telephone leased lines and modems	15,000	15,000	22,606 <b>e)</b>
	Kent Connects	20,000	20,000	20,000
		1,925,850	1,933,500	1,948,133
	<b>Less Income</b>			
	Contributions from Other Bodies	-	-	8,000 <b>f)</b>
	<b><u>Sub-total</u></b>	1,925,850	1,933,500	1,956,133
	<b>Central, Departmental &amp; Technical Support Services</b>			
	Office Accommodation	105,900	109,050	134,703 <b>g)</b>
	Central Salaries & Administration	66,650	66,250	66,815
	Departmental Administrative Expenses	102,450	104,250	101,793
	<b>Depreciation &amp; Impairment</b>			
	Non-Current Asset Depreciation	286,500	215,650	221,221
	Non-Current Asset Impairment	-	-	8,812
		<b>2,487,350</b>	<b>2,428,700</b>	<b>2,489,477</b>
	<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	22.93	22.49	

## **CORPORATE SERVICES**

### **INFORMATION TECHNOLOGY SERVICES**

- a) Savings arising from vacant posts.
- b) Maintenance costs for both ancillary and computer equipment were lower than anticipated as a result of moving to "cloud" based services.
- c) Additional support associated with the migration of the Council's IT systems to "cloud" based services.
- d) Reflects software and support contract changes following transition to "cloud" based services, including the telephony system.
- e) Reflects an increase in the cost the of mobile telephones charged to IT Services and actual Kent Public Services Network charges for the current year.
- f) Reversal of a prior year adjustment.
- g) Reflects impairment of council offices following revaluation.



# CORPORATE SERVICES

2021/22

## 3 SALARIES & OVERHEADS

### Salaries & Oncosts

### Overheads

- (a) Council Offices
- (b) Printing & Multi Function Devices
- (c) Customer Services
- (d) Administration - General
- (e) Administration - Departmental
- (f) Drinks Machines
- (g) Information Technology Services

### Less Recharge to :

- Planning, Housing & Environmental Health
- Street Scene, Leisure & Technical
- Central Services
- Finance & Transformation
- Corporate Services
- Chief Executive
- Other Services
- Holding Accounts

### Sub-total

### TO SUMMARY

ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
12,567,600	12,671,450	12,581,089
954,450	971,300	1,204,656
195,200	178,850	170,828
364,100	394,050	372,727
111,300	111,050	110,743
390,850	436,450	416,399
5,150	1,500	1,553
2,487,350	2,428,700	2,489,477
17,076,000	17,193,350	17,347,472
(5,081,750)	(5,157,700)	(5,158,235)
(2,876,500)	(3,108,850)	(3,098,902)
(1,070,050)	(1,155,800)	(1,167,867)
(2,264,200)	(2,109,900)	(2,174,226)
(1,463,750)	(1,395,400)	(1,403,667)
(550,700)	(611,750)	(597,442)
(650)	(650)	(633)
(2,189,000)	(2,152,950)	(2,127,020)
(15,496,600)	(15,693,000)	(15,727,992)
1,579,400	1,500,350	1,619,480
1,579,400	1,500,350	1,619,480

## CORPORATE SERVICES

2021/22

### 4 DEMOCRATIC REPRESENTATION & MANAGEMENT

#### (a) DEMOCRATIC ADMINISTRATION

##### **Employees**

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
# Salaries	332,150	329,450	325,390

##### **Premises Related Expenses**

Accommodation Expenses (Forum/Area1)	7,000	5,000	2,845
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##### **Supplies & Services**

Members' Meeting Expenses	-	4,000	3,520
Twinning Committee Expenses	500	-	-
Subscriptions	17,200	18,100	18,107

##### **Sub-total**

##### **Central, Departmental & Technical Support Services**

Accommodation & Printing Services	40,900	41,250	48,950
# Central Salaries & Administration	255,650	228,750	229,959
Information Technology Expenses	12,550	12,400	13,657
# Departmental Administrative Expenses	119,950	123,550	127,697

**785,900**

**762,500**

**770,125**

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

11.54

10.88

#### **Memorandum**

# Service Salary & Overhead Allocations to Democratic Administration

Administration & Property Services	276,500	267,150	270,129
Chief Executives' Service	71,500	46,350	44,933
Environmental Health & Hsg Services	24,000	28,300	30,258
Financial Services	78,800	78,850	79,530
Legal Services	12,650	17,050	17,751
Personnel Services	2,100	-	-
Planning Services	121,350	122,600	118,596
Street Scene & Leisure Services	102,500	102,400	102,519
Technical Services	18,350	19,050	19,330

707,750

681,750

683,046

**CORPORATE SERVICES****2021/22****(b) PAYMENTS TO MEMBERS****Transport Related Expenses**

Members' Travel &amp; Subsistence

2,100

1,200

90

**Supplies and Services**

Basic Allowance

279,500

278,900

277,393

Special Responsibility Allowance

110,050

118,000

116,021

Mayors' and Deputy Mayors' Allowance

7,400

6,450

6,474

Members' National Insurance

7,000

7,400

8,128

Carers' Allowance

50

50

-

**Sub-total**

406,100

412,000

408,106

**Central, Departmental & Technical  
Support Services**

Central Salaries &amp; Administration

16,750

17,200

17,271

Information Technology Expenses

1,100

1,050

1,181

**423,950****430,250****426,558****Full Time Equivalent Number of Staff  
(including Support Service Staff)**

0.31

0.30

**CORPORATE SERVICES****2021/22**

	<b>ORIGINAL ESTIMATE £</b>	<b>REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>(c) MAYORAL &amp; OTHER MEMBER SUPPORT (INC. MEMBER TRAINING)</b>			
Employees	1,600	1,650	1,639
Salaries			
Transport Related Expenses	10,000	7,000	4,712
Mayors' Transport Allowance			
Supplies and Services	100	100	8
Stationery	250	200	217
Insurance	5,000	4,000	1,570
Civic Hospitality	150	150	41
Mobile Telephones	1,500	1,500	515
Other Expenses			
<b><u>Sub-total</u></b>	<b>18,600</b>	<b>14,600</b>	<b>8,702</b>
<b>Central, Departmental &amp; Technical Support Services</b>	<b>86,250</b>	<b>85,800</b>	<b>84,087</b>
Central Salaries & Administration	31,450	31,400	31,436
Information Technology Expenses	400	400	445
Departmental Administrative Expenses			
	<b>136,700</b>	<b>132,200</b>	<b>124,670</b>
<b>Full Time Equivalent Number of Staff</b>	<b>1.79</b>	<b>1.78</b>	
(including Support Service Staff)			
<b><u>SUMMARY</u></b>			
<b>(a) DEMOCRATIC ADMINISTRATION</b>	<b>785,900</b>	<b>762,500</b>	<b>770,125</b>
<b>(b) PAYMENTS TO MEMBERS</b>	<b>423,950</b>	<b>430,250</b>	<b>426,558</b>
<b>(c) MAYORAL &amp; OTHER MEMBER SUPPORT</b>	<b>136,700</b>	<b>132,200</b>	<b>124,670</b>
INC. MEMBER TRAINING			
<b><u>TO SUMMARY</u></b>	<b>1,346,550</b>	<b>1,324,950</b>	<b>1,321,353</b>

## CORPORATE SERVICES

2021/22

5 **CORPORATE MANAGEMENT**(a) **CORPORATE POLICY****Employees**

# Salaries

71,900

72,800

68,881

**Central, Departmental & Technical Support Services**

# Central Salaries &amp; Administration

385,750

342,550

344,600

Information Technology Expenses

-

-

10

# Departmental Administrative Expenses

20,450

19,900

20,508

**478,100****435,250****433,999****Full Time Equivalent Number of Staff**  
(including Support Service Staff)

5.92

5.12

(b) **PUBLIC ACCOUNTABILITY****Supplies and Services**

Professional Fees

750

900

1,447

Advertising

250

250

236

External Audit Fees

42,750

51,300

60,386 a)

43,750

52,450

62,069

**Less Income**

Government Grant

-

(18,150)

(18,170)

**Sub-total**

43,750

34,300

43,899

**Central, Departmental & Technical Support Services**

Central Salaries &amp; Administration

86,850

87,200

87,899

Information Technology Expenses

50

50

57

**130,650****121,550****131,855****Full Time Equivalent Number of Staff**  
(including Support Service Staff)

1.25

1.23

**SUMMARY**

(a) CORPORATE POLICY

478,100

435,250

433,999

(b) PUBLIC ACCOUNTABILITY

130,650

121,550

131,855

**TO SUMMARY****608,750****556,800****565,854**

## CORPORATE SERVICES

2021/22

		ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>Memorandum</b>				
#	<b>Service Allocations to Corporate Policy</b>	61,050	59,850	60,510
	Admin & Property Services	176,400	155,300	155,662
	Chief Executives' Service	12,200	13,800	14,916
	Environmental Health & Housing Services	126,050	125,850	126,813
	Financial Services	1,250	1,550	1,614
	Legal	21,000	-	-
	Personnel Services	52,700	51,700	47,378
	Planning Services	27,450	27,200	27,096
	Street Scene & Leisure Services			
		478,100	435,250	433,989

- a) Includes balance of audit fee payable for 2020/21.

## EMPLOYEES - SALARIES

### SERVICE ANALYSIS OF EXPENDITURE

	Basic Salaries	Overtime	Temporary Staff	Total Salaries	Council Nat. Ins.	Contributions Supern.	Total Salaries & Oncosts
	£	£	£	£	£	£	£
<b><u>2021/22 ESTIMATE</u></b>							
Original Estimate	8,392,550	35,800	145,000	8,573,350	826,900	1,493,600	10,893,850
Revised Estimate	8,155,650	100,050	493,250	8,748,950	824,600	1,464,000	11,037,550
<b><u>2021/22 OUTTURN</u></b>							
Service							
Administration & Property	639,816	8,121	33,000	680,937	64,156	113,499	858,592
Environmental Health & Housing	1,144,796	30,052	156,624	1,331,472	119,281	211,386	1,662,139
Executive	406,399	3,848	4,762	415,009	46,774	75,920	537,703
Finance	1,234,431	29,361	267,861	1,531,653	128,193	223,369	1,883,215
Information Technology	731,501	587	15,130	747,218	79,599	133,913	960,730
Legal	400,997	975	46,116	448,088	41,338	72,985	562,411
Personnel	365,207	8,213	11,855	385,275	28,288	65,529	479,092
Planning	1,379,270	-	153,727	1,532,997	149,445	247,419	1,929,861
Street Scene & Leisure	1,015,121	6,061	13,316	1,034,498	104,487	183,927	1,322,912
Technical	519,987	13,621	-	533,608	51,940	86,826	672,374
	7,837,525	100,839	702,391	8,640,755	813,501	1,414,773	10,869,029

## CHIEF EXECUTIVE

## SUMMARY

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
1 COMMUNITY DEVELOPMENT	92,450	68,000	66,413
2 ELECTIONS	389,250	413,550	401,544
3 GRANTS & PAYMENTS	121,900	122,150	121,956
4 CLIMATE CHANGE	105,500	89,450	80,522
5 ECONOMIC DEVELOPMENT & REGENER'N	1,835,200	316,800	266,988
	<b>2,544,300</b>	<b>1,009,950</b>	<b>937,423</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	8.79	9.77	



## CHIEF EXECUTIVE

2021/22

**1 COMMUNITY DEVELOPMENT**

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>Employees</b>	44,150	26,700	24,943
Salaries			

<b>Supplies &amp; Services</b>	5,000	5,000	5,000
West Kent Leader	15,000	18,000	15,000
Community Development Partnership	1,500	1,500	1,500
Safeguarding Children Board			

	65,650	51,200	46,443
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<b>Less Income</b>	-	(3,000)	-
Contributions from Other Bodies			

**Sub-total**

	65,650	48,200	46,443
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**Central, Departmental & Technical****Support Services**

Central Salaries & Administration	8,850	8,700	8,772
Departmental Administrative Expenses	17,950	11,100	11,198

**TO SUMMARY**

	<b>92,450</b>	<b>68,000</b>	<b>66,413</b>
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<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.11	0.75	
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## CHIEF EXECUTIVE

2021/22

**2 ELECTIONS****(a) ELECTORAL REGISTRATION**

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>Employees</b>	108,200	112,750	109,453
Salaries			
<b>Supplies &amp; Services</b>	1,000	1,000	1,201
Equipment & Materials - Purchases	750	750	375
Maintenance	5,000	5,000	5,676
Printing	3,500	3,500	4,055
Stationery	1,600	1,600	265
Reference Books & Publications	7,000	7,000	6,741
Electronic Elector Registration Responses	49,000	46,000	35,398 a)
Postages			
	176,050	177,600	163,164
<b>Less Income</b>	(3,000)	(3,000)	(2,787)
Sale of Registers			
<b>Sub-total</b>	173,050	174,600	160,377
<b>Central, Departmental &amp; Technical Support Services</b>	14,250	13,900	13,940
Central Salaries & Administration	27,100	26,700	29,457
Information Technology Expenses	48,600	47,600	51,054
Departmental Administrative Expenses			
	<b>263,000</b>	<b>262,800</b>	<b>254,828</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	3.31	3.27	

a) Reduction in the volume of incoming response service mail.

## CHIEF EXECUTIVE

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>(b) CONDUCT OF ELECTIONS</b>			
Employees	49,350	50,500	49,009
Salaries			
Premises Related Expenses	-	2,000	2,210
Rent			
Supplies & Services	-	4,500	8,153
Equipment & Materials - Purchases	-	1,500	1,439
Printing	-	11,000	11,291
Polling Fees & Postal Vote Processing	-	8,000	8,687
Postage			
	49,350	77,500	80,789
Less Income	-	-	(10,389) a)
Fees & Charges			
<b>Sub-total</b>	<b>49,350</b>	<b>77,500</b>	<b>70,400</b>
Central, Departmental & Technical Support Services	43,100	40,200	40,493
Central Salaries & Administration	11,900	11,750	12,963
Information Technology Expenses	21,900	21,300	22,860
Departmental Administrative Expenses			
	<b>126,250</b>	<b>150,750</b>	<b>146,716</b>
Full Time Equivalent Number of Staff (including Support Service Staff)	2.00	1.92	
<b>ELECTIONS</b>			
<b>SUMMARY</b>			
(a) ELECTORAL REGISTRATION	263,000	262,800	254,828
(b) CONDUCT OF ELECTIONS	126,250	150,750	146,716
<b>TO SUMMARY</b>	<b>389,250</b>	<b>413,550</b>	<b>401,544</b>

a) Charges for work undertaken in respect of contested and or uncontested third party elections.

## CHIEF EXECUTIVE

2021/22

**3 GRANTS & PAYMENTS**

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>Supplies &amp; Services</b>	95,000	95,000	95,000
Grants to Citizens Advice Bureaux	19,500	19,500	19,520
Grants to Other Charitable & Voluntary Org.	-	160,250	160,228
Household Support Grants	-	-	52,500 a)
Community Parks Grants	2,000	2,000	2,000
Tonbridge Historic Society Accommodation			
	116,500	276,750	329,248
<b>Less Income</b>	-	(160,250)	(212,728) a)
Contributions from Other Bodies			
<b><u>Sub-total</u></b>	116,500	116,500	116,520
<b>Central, Departmental and Technical Support Services</b>	5,400	5,650	5,417
Central Salaries & Administration	-	-	19
Information Technology Expenses			
<b><u>TO SUMMARY</u></b>	<b>121,900</b>	<b>122,150</b>	<b>121,956</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.07	0.08	

**4 CLIMATE CHANGE**

<b>Employees</b>			
Salaries	32,650	51,900	47,503
<b>Supplies &amp; Services</b>			
Initiatives	50,000	11,000	6,290
	82,650	62,900	53,793
<b>Less Income</b>			
Contributions from Other Bodies	-	(3,000)	(3,000)
<b><u>Sub-total</u></b>	82,650	59,900	50,793
<b>Central, Departmental and Technical Support Services</b>			
Central Salaries & Administration	9,650	9,550	9,623
Information Technology Expenses	-	-	3
Departmental Administrative Expenses	13,200	20,000	20,103
<b><u>TO SUMMARY</u></b>	<b>105,500</b>	<b>89,450</b>	<b>80,522</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.85	1.30	

## CHIEF EXECUTIVE

### **GRANTS & PAYMENTS**

- a) Community Parks grant funding, targeting priority areas of need in Trench, East Malling and Snodland, to provide outdoor seating and play equipment.

## CHIEF EXECUTIVE

2021/22

**5 ECONOMIC DEVELOPMENT & REGENERATION**

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>Employees</b>	64,900	109,350	96,500 a)
Salaries			
<b>Supplies &amp; Services</b>	3,250	3,250	4,578
Economic Development Expenses	10,000	10,000	10,000
Business Growth Programme	-	5,150	-
Local Retail Centres Support	402,000	140,950	103,439 b)
Economic Development & Reg'n Initiatives			
Re-opening High Streets Safely /	-	235,050	203,954 c)
Welcome Back Fund			
Additional Restrictions Grants /	1,321,500	2,159,550	2,155,869
Business Restart Grants	4,000	4,000	4,000
Visit Kent			
	1,805,650	2,667,300	2,578,340
<b>Less Income</b>			
Government Grant - Covid 19			(260,019)
Additional Restrictions Grants /	-	(2,159,550)	(1,895,850)
Business Restart Grants	-	(235,050)	(199,615) c)
Welcome Back Funding			
<b><u>Sub-total</u></b>	1,805,650	272,700	222,856
<b>Central, Departmental &amp; Technical</b>			
<b>Support Services</b>	4,750	4,600	4,637
Central Salaries & Administration	150	150	190
Information Technology Expenses	24,650	39,350	39,305
Departmental Administrative Expenses			
<b><u>TO SUMMARY</u></b>	1,835,200	316,800	266,988
<b>Full Time Equivalent Number of Staff</b>	1.45	2.45	
(including Support Service Staff)			

## CHIEF EXECUTIVE

### **ECONOMIC DEVELOPMENT & REGENERATION**

- a) Savings arising from a vacant post within the Corporate Services team.
- b) Expenditure in support of economic development and regeneration initiatives in year lower than anticipated. Costs met from an earmarked reserve(s).
- c) Actual expenditure and associated grant allocation under the Welcome Back Fund initiative.

# DIRECTOR OF CENTRAL SERVICES

## SUMMARY

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
1 TONBRIDGE CASTLE GATEHOUSE	26,800	90,800	17,341
2 COMMUNITY SAFETY	164,000	145,500	109,335
3 MEDIA & COMMUNICATIONS	241,850	259,100	263,901
4 LOCAL LAND CHARGES	(30,250)	(38,550)	(38,757)
5 INDUSTRIAL ESTATE	(70,900)	(71,350)	(71,302)
6 COMMERCIAL PROPERTY	(229,300)	83,450	(239,608)
7 VALE RISE DEPOT	-	-	-
8 LAND REVIEW	92,950	122,250	134,802
9 LICENCES	35,900	112,200	110,604
	<b>231,050</b>	<b>703,400</b>	<b>286,316</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	18.84	20.07	



## DIRECTOR OF CENTRAL SERVICES

2021/22

1 **TONBRIDGE CASTLE GATEHOUSE**

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>Employees</b>	5,800	10,450	10,372
Salaries			
<b>Premises Related Expenses</b>	3,150	44,950	2,534 a)
Building Repairs Expenditure	250	250	248
Rates	13,300	13,600	13,607
Premises Insurance			
<b>Supplies &amp; Services</b>	1,000	1,000	681
Purchases - Equipment & Materials	2,000	2,000	-
Purchases - Exhibits	4,500	4,500	1,960
Maintenance - General	800	800	-
Streamline Service	7,000	7,000	3,340
Marketing	200	250	220
Subscriptions			
	38,000	84,800	32,962
<b>Less Income</b>			
Fees & Charges	(3,000)	(3,000)	(5,282)
Weddings / Hire of Gatehouse	(750)	-	(301)
Commission	(25,000)	(12,500)	(27,867)
Tonbridge Castle Attraction	(3,500)	(2,500)	(6,520)
Profit / Loss on Stock Sales			
	(32,250)	(18,000)	(39,970) b)
<b><u>Sub-total</u></b>	5,750	66,800	(7,008)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	15,600	16,650	16,835
Information Technology Expenses	950	950	1,057
Departmental Administrative Expenses	3,500	6,200	6,258
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	1,000	200	199
<b><u>TO SUMMARY</u></b>	<b>26,800</b>	<b>90,800</b>	<b>17,341</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.48	0.68	

a) Renewal of lighting in the Great Hall deferred to 2022/23.

b) Ongoing adverse impact of Covid-19 on income less than assumed.

## DIRECTOR OF CENTRAL SERVICES

2021/22

### 2 COMMUNITY SAFETY

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>Employees</b> Salaries	98,900	100,300	97,504
<b>Supplies &amp; Services</b> Other Community Safety Initiatives	14,100	14,100	12,100
	113,000	114,400	109,604
<b>Less Income</b> Government Grant	-	(34,250)	(34,242)
Anti Social Behaviour Fixed Penalty Notice	(200)	-	-
Contributions from Other Bodies	-	-	(33,361) a)
<b><u>Sub-total</u></b>	112,800	80,150	42,001
<b>Central, Departmental &amp; Technical Support Services</b> Central Salaries & Administration	3,400	16,850	15,722
Departmental Administrative Expenses	47,800	48,500	51,586
<b><u>TO SUMMARY</u></b>	<b>164,000</b>	<b>145,500</b>	<b>109,335</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	2.80	3.09	

### 3 MEDIA & COMMUNICATIONS

<b>Employees</b> Salaries	158,050	171,400	173,968
<b>Supplies &amp; Services</b> Media & Communications	7,000	10,500	10,835
<b><u>Sub-total</u></b>	165,050	181,900	184,803
<b>Central, Departmental &amp; Technical Support Services</b> Central Salaries & Administration	7,750	7,700	7,753
Information Technology Expenses	3,950	3,900	4,298
Departmental Administrative Expenses	65,100	65,600	67,047
<b><u>TO SUMMARY</u></b>	<b>241,850</b>	<b>259,100</b>	<b>263,901</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	4.16	4.20	

- a) Tunbridge Wells Borough Council grant allocation under the new Domestic Abuse Act. Grant allocations of both councils transferred to an earmarked reserve to fund the appointment of a joint Domestic Abuse Coordinator for a fixed period.

# DIRECTOR OF CENTRAL SERVICES

2021/22

## 4 LOCAL LAND CHARGES

**Employees**  
Salaries

115,400

115,350

113,959

**Supplies & Services**  
Insurance  
Kent Highways

1,950  
7,000

1,950  
7,000

1,928  
7,038

124,350

124,300

122,925

**Less Income**  
Fees & Charges

(250,000)

(260,000)

(262,863)

(250,000)

(260,000)

(262,863)

### Sub-total

(125,650)

(135,700)

(139,938)

**Central, Departmental & Technical  
Support Services**  
Central Salaries & Administration  
Information Technology Expenses  
Departmental Administrative Expenses

18,900  
22,200  
54,300

20,900  
21,900  
54,350

21,406  
24,154  
55,621

**(30,250)**

**(38,550)**

**(38,757)**

### TO SUMMARY

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

3.84

3.81

## Memorandum

Surplus from above

(30,250)

(38,550)

(38,757)

Share of:

Democratic Administration  
Corporate Management  
Non Distributed Costs

19,900  
9,000  
24,350

19,000  
8,050  
21,900

18,963  
8,121  
22,529

Deficit (Surplus) for Trading Purposes

23,000

10,400

10,856

## DIRECTOR OF CENTRAL SERVICES

2021/22

**5 INDUSTRIAL ESTATE**

**Employees**  
Salaries

**Less Income**  
Rents

**Sub-total**

**Central, Departmental and Technical  
Support Services**

Central Salaries & Administration  
Information Technology Expenses  
Departmental Administrative Expenses

**TO SUMMARY**

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

ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
1,650	1,150	1,142
1,650	1,150	1,142
(75,950)	(75,950)	(75,955)
(74,300)	(74,800)	(74,813)
2,450	2,500	2,508
50	50	56
900	900	947
(70,900)	(71,350)	(71,302)
0.08	0.08	

## DIRECTOR OF CENTRAL SERVICES

2021/22

**6 COMMERCIAL PROPERTY**

**Employees**  
Salaries

5,150

4,150

4,160

**Premises Related Expenses**

500

550

554

Insurance

1,000

1,000

3,275

Rates

37,050

342,250

8,315 a)

Repairs Expenditure

43,700

347,950

16,304

**Less Income**

Rents - Land

(5,500)

(5,500)

(5,157)

- Shops &amp; Maisonettes

(230,050)

(237,550)

(226,530) b)

- Offices

(46,000)

(37,750)

(41,017)

(281,550)

(280,800)

(272,704)

**Sub-total**

(237,850)

67,150

(256,400)

**Central, Departmental and Technical Support Services**

Central Salaries &amp; Administration

4,050

11,800

12,140

Information Technology Expenses

350

350

392

Departmental Administrative Expenses

3,500

3,500

3,616

**Depreciation & Impairment**

Non-Current Asset Depreciation

650

650

644

**TO SUMMARY**

(229,300)

83,450

(239,608)

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

0.19

0.25

a) Contribution towards repairs to the walkway at Martin Square and Twisden Road under the terms of the lease agreement with Clarion Homes and renewal of the flat roof at 32 Martin Square deferred to 2022/23.

b) Reflects vacant units in year including 29 Martin Square and 16A Chapman Way, East Malling.

## DIRECTOR OF CENTRAL SERVICES

2021/22

7 VALE RISE DEPOT

**Employees**  
Salaries

4,950

4,700

4,664

**Premises Related Expenses**

Premises Insurance

150

150

173

Rates

14,400

14,400

14,346

Repairs Expenditure

2,000

2,000

1,322

21,500

21,250

20,505

(36,550)

(36,600)

(35,416)

**Less Recharges to Other Services**

(15,050)

(15,350)

(14,911)

**Sub-total****Central, Departmental and Technical Support Services**

Central Salaries &amp; Administration

750

800

791

Departmental Administrative Expenses

2,100

2,100

2,169

**Depreciation & Impairment**

Non-Current Asset Depreciation

12,200

12,450

11,951

-

-

-

**TO SUMMARY**

0.11

0.12

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

## DIRECTOR OF CENTRAL SERVICES

2021/22

**8 LAND REVIEW****Employees**  
Salaries

40,300

31,950

31,966

**Premises Related Expenses**

1,900

2,000

1,886

Depot

1,000

10,000

21,381 **a)**

Estate Management

10,100

10,100

10,501

Rates

700

1,350

1,342

Insurance

13,100

13,100

13,043

Repairs Expenditure

**Supplies & Services**

5,000

15,000

9,420 **b)**

Professional Fees

-

31,000

31,350

Asset Review

72,100

114,500

120,889

**Less Income**

(1,000)

(1,000)

(1,078)

Fees &amp; Charges - General

-

(5,000)

- **c)**

De-Minimus Capital Receipts

(7,000)

(7,000)

(7,000)

Castle Lodge Rent

(500)

(500)

(411)

Wayleaves

-

(8,000)

(8,000)

Contributions from Other Bodies

(8,500)

(21,500)

(16,489)

**Sub-total**

63,600

93,000

104,400

**Central, Departmental and Technical  
Support Services**

2,550

2,600

2,605

Central Salaries &amp; Administration

150

150

184

Information Technology Expenses

26,650

26,500

27,613

Departmental Administrative Expenses

**92,950****122,250****134,802****TO SUMMARY**

0.96

0.97

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

## DIRECTOR OF CENTRAL SERVICES

### LAND REVIEW

- a) Includes costs in respect of public conveniences closed at the end of March 2021 whilst awaiting a decision as to the next step, e.g. disposal, alternative use.
- b) Asset valuations for Accounts purposes, in the main, now carried out in-house.
- c) Disposal of a small piece of amenity land at Welland Road, Tonbridge to be progressed in 2022/23.



## DIRECTOR OF CENTRAL SERVICES

2021/22

## 9 LICENCES

(a) FEE PAYING

**Employees**  
Salaries

202,250

235,550

233,524

**Premises Related Expenses**  
Rents

100

100

143

**Supplies & Services**

Purchases - Equipment & Materials  
Professional Fees  
Advertising

7,000

7,000

8,798

15,000

15,000

9,483

300

200

509

224,650

257,850

252,457

**Less Income**

Licence Fees  
Animal Boarding Establishments  
Dog Breeding  
Selling Animals as Pets  
Hackney Carriages & Private Hire  
Hiring Out Horses  
Alcohol & Entertainment - Premises  
Acupuncture / Tattooing / Ear Piercing  
Pleasure Boats & Boatmen  
Street Trading  
Pavement Licences  
Alcohol & Entertainment - Personal  
Sex Establishments/Sexual Entertainment  
Dangerous Wild Animals  
Gambling  
Scrap Metal Dealers  
Zoo Licences  
Investigations: New Animal Licences  
Contributions from Other Bodies  
Government Grant

(2,800)

(2,800)

(6,385)

(800)

(800)

(120)

(1,250)

(1,250)

(1,260)

(200,700)

(195,000)

(185,033) a)

(1,100)

(1,100)

(1,927)

(93,000)

(93,000)

(95,594)

(1,750)

(1,750)

(1,980)

(350)

(350)

(694)

(1,300)

-

-

(600)

(200)

(200)

(2,500)

(1,700)

(2,837)

(2,000)

(600)

(2,000)

-

-

(525)

(5,850)

(7,000)

(7,810)

(550)

(550)

(583)

-

-

-

(24,850)

(5,000)

-

-

(600)

(6,729) b)

(339,400)

(311,700)

(313,677)

(114,750)

(53,850)

(61,220)

**Sub-total****Central, Departmental & Technical Support Services**

Central Salaries & Administration  
Information Technology Expenses  
Departmental Administrative Expenses

9,300

14,800

14,829

7,700

7,600

8,352

91,850

97,650

102,700

**(5,900)****66,200****64,661**

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

5.49

6.10

## DIRECTOR OF CENTRAL SERVICES

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>(b) NON FEE PAYING</b>			
Employees	26,950	30,800	30,157
Salaries			
<b>Central, Departmental &amp; Technical Support Services</b>	2,350	2,150	2,114
Central Salaries & Administration	-	-	4
Information Technology Expenses	12,500	13,050	13,668
Departmental Administrative Expenses			
	<b>41,800</b>	<b>46,000</b>	<b>45,943</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.73	0.77	
<b>LICENCES</b>			
<b>SUMMARY</b>			
(a) FEE PAYING	(5,900)	66,200	64,661
(b) NON FEE PAYING	41,800	46,000	45,943
<b>TO SUMMARY</b>	<b>35,900</b>	<b>112,200</b>	<b>110,604</b>

**LICENCES - FEE PAYING / NON FEE PAYING**

- a) Ongoing adverse impact of Covid-19 and economic conditions on income levels.
- b) New Burdens Grant received for administering pavement licences.

# DIRECTOR OF FINANCE & TRANSFORMATION

## SUMMARY

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
1 HOUSING BENEFITS	517,350	232,450	311,479
2 LOCAL REVENUE & NNDR COLLECTION	673,500	600,600	428,964
3 COUNCIL TAX SUPPORT	209,950	153,950	165,905
4 TREASURY MANAGEMENT & BANKING	-112,450	-149,900	-200,318
5 DRAINAGE BOARDS SPECIAL LEVIES	450,400	450,400	450,377
6 GENERAL ADVICE TO PARISH COUNCILS	88,850	91,150	87,780
7 STREET NAMING & NUMBERING	3,200	2,700	3
ANNUAL ESTIMATES	1,830,800	1,381,350	1,244,190
8 CONTRIBUTIONS TO PROVISIONS	5,000	23,000	754
	<b>1,835,800</b>	<b>1,404,350</b>	<b>1,244,944</b>
Full Time Equivalent Number of Staff (including Support Service Staff)	46.09	37.03	

## DIRECTOR OF FINANCE &amp; TRANSFORMATION

2021/22

**1 HOUSING BENEFITS****Employees**

Salaries	260,550	214,450	227,752 a)
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**Supplies & Services**

Stationery	1,000	200	88
Reference Books & Publications Legal Fees	1,200	1,200	1,075
Bailiffs Commission Audit Fee	200	200	-
Postages	200	200	-
Subscriptions	17,000	17,000	15,000
Compensation Scheme	6,000	5,000	1,429
Other Expenses	450	450	-
Standard Self Isolation Payments	100	100	-
Discretionary Self Isolation Payments	-	14,400	15,232
Practical Support For Those Self-Isolating	-	88,000	242,500 b)
	-	135,000	189,000 b)
	-	62,900	- c)

**Housing Benefits**

Rent Allowances	25,702,000	24,815,500	24,550,270 d)
Non HRA Rent Rebates	800,000	1,015,000	1,098,476 d)
Local Scheme	75,000	66,500	58,848 d)
Discretionary Housing Payments	300,000	224,000	239,021 d)
Overpayments	(550,000)	(225,000)	(314,149) d)
Contribution to Bad Debt Provision	130,000	15,000	(22,439) d)

**Less Income**

Government Grant Government Grant - Covid 19	-	(53,350)	(79,920) e)
Government Grant - Covid 19	-	(88,000)	(242,000) b)
Standard Self Isolation Payments	-	(135,000)	(189,000) b)
Discretionary Self Isolation Payments	-	(43,200)	-43,205
New Burdens Grant	(25,340,000)	(24,705,000)	(24,243,101) d)
Rent Allowance Subsidy	(680,000)	(841,000)	(893,876) d)
Non HRA Rent Rebate Subsidy Local Scheme Subsidy	(40,000)	(45,000)	(44,136) d)
Discretionary Housing Payment Contribution	(300,000)	(224,000)	(239,021) d)
Administration Grant	(202,650)	(202,650)	(202,672)
Contributions from Other Bodies	-	(169,650)	(106,765) c)

<b>Sub-total</b>	(26,562,650)	(26,506,850)	(26,283,696)
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**Central, Departmental & Technical Support Services**

Central Salaries & Administration	181,050	(56,750)	18,407
Information Technology Expenses	139,300	112,400	112,803
Departmental Administrative Expenses	47,900	47,250	52,086
	149,100	129,550	128,183

<b>TO SUMMARY</b>	<b>517,350</b>	<b>232,450</b>	<b>311,479</b>
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**Full Time Equivalent Number of Staff**  
(including Support Service Staff)

12.47	9.2	
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## DIRECTOR OF FINANCE & TRANSFORMATION

### HOUSING BENEFITS

- a) Includes increased resource required (temporary staff and overtime) to administer Covid-19 related grant schemes on behalf of central government funded from New Burdens Grant.
- b) Actual payments made under the Self Isolation Payments Scheme and associated grant allocation.
- c) Practical support to those self isolating grant funding not required.
- d) Reflects actual level of benefit payments, recoupments and contribution to the bad debts provision with an overall net increase of £93,893 when compared to the revised estimate.
- e) Grants awarded to assist with the costs of implementing welfare reform and other changes. Balance transferred to an earmarked reserve to fund transformation initiatives.

## DIRECTOR OF FINANCE &amp; TRANSFORMATION

2021/22

**2 LOCAL REVENUE & NNDR COLLECTION****Employees**

Salaries	359,350	434,200	458,756 a)
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**Supplies & Services**

Equipment, Furniture & Materials - Purchases	500	500	132
Direct Debit / Bank Charges	2,500	2,500	3,153
Court Fees	3,000	3,000	(38,274) b)
Debt Recovery Fees	7,000	7,000	930 c)
Other Expenses	6,500	13,300	19,573 d)
Stationery	4,800	4,800	4,959
Reference Books & Publications	400	400	335
Bar Code Payment Charges	-	4,200	2,804
Tracing Services	14,000	23,000	16,455 e)
Advertising	450	400	343
Postages	50,600	50,500	62,487 f)
Compensation Scheme	100	100	60
Small Business / Retail, Hospitality & Leisure	-	95,000	94,995
Local Restrictions Support (Addendum)	-	40,000	40,002
Local Restrictions Support Closed (Tier 3)	-	5,800	5,783
Tier Change Pro Rata Payment	-	21,700	21,715
Closed Business Lockdown Grants	-	120,000	120,000
Local Restrictions Support (Closed) January	-	149,600	149,584
Restart Grant Scheme	-	4,496,700	4,496,688
Omicron Hospitality & Leisure Support	-	996,050	670,696 g)

**Less Income**

Government Grant	(157,400)	(156,400)	(156,394)
Allowances for Cost of NNDR Collection	-	(13,550)	(14,014)
Other	-	-	-
Government Grant - Covid 19	-	(337,100)	(337,200)
Local Restrictions Support Grant	-	(4,496,700)	(4,496,688)
Restart Grant Scheme	-	(996,050)	(670,696) g)
Omicron Hospitality & Leisure Support	-	(104,000)	(130,680) h)
New Burdens Grant	(245,000)	(250,000)	(385,893) i)
Summons Costs Recovered	(3,000)	(3,000)	(4,900)
Civil Penalty	-	(27,700)	(28,909)
Contributions from Other Bodies	-	-	-

<b>Sub-total</b>	(405,400)	(6,384,500)	(6,225,374)
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**Central, Departmental & Technical**

Support Services	43,800	84,250	(94,198)
Central Salaries & Administration	268,800	148,300	148,262
Information Technology Expenses	99,300	97,950	107,988 j)
Departmental Administrative Expenses	261,600	270,100	266,912

<b>TO SUMMARY</b>	<b>673,500</b>	<b>600,600</b>	<b>428,964</b>
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**Full Time Equivalent Number of Staff**  
(including Support Service Staff)

20.49	16.91	
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## DIRECTOR OF FINANCE & TRANSFORMATION

### LOCAL REVENUE & NNDR COLLECTION

- a) Includes increased resource required (temporary staff and overtime) to administer Covid-19 related grant schemes on behalf of central government funded from New Burdens Grant.
- b) Includes reimbursement of court fees overcharged in prior years by HM Courts and Tribunal Service.
- c) Reflects delayed recovery action following Covid-19 pandemic.
- d) Software upgrade fee associated with processing energy rebate payments.
- e) Reduction in cost of tracing service fees as part of the product is no longer being used.
- f) Includes postage not separately identifiable to Housing Benefits budget heading, together with an increase in postage costs.
- g) Actual business grants paid and associated grant allocation. Balance to be repaid to the Department for Business, Energy and Industrial Strategy.
- h) New Burdens Grant received for administering the various Business Grant Funded Schemes.
- i) Reflects recommencement of court hearings following none in 2020/21.
- j) Reflects share of increased IT software maintenance costs and office accommodation chargeable to IT Services - see Corporate Services page CS 9.

## DIRECTOR OF FINANCE & TRANSFORMATION

2021/22

### 3 COUNCIL TAX SUPPORT

#### Employees

Salaries

#### Supplies & Services

Equipment, Furniture & Materials - Purchases

Stationery

Postages

Council Tax Support Scheme

Council Tax Covid-19 Hardship

Fund LCTS Grant (Main) via KCC

LCTS Grant (Discretionary) via KCC

Transfer Payments

Benefits

#### Less Income

Government Grants Administration

Dept. for Work and Pensions

Dept. for Levelling Up, Housing and Communities

Government Grant - Covid 19

Council Tax Covid-19

Hardship Fund LCTS Grant via KCC

Contributions from Other Bodies

#### Sub-total

#### Central, Departmental & Technical Support Services

Central Salaries & Administration

Information Technology Expenses

Departmental Administrative Expenses

#### TO SUMMARY

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

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
	233,100	231,150	244,257 <b>a)</b>
	-	-	625
	1,250	650	-
	2,500	200	-
	-	4,500	4,500
	-	53,450	53,451 <b>b)</b>
	-	215,250	258,173 <b>b)</b>
	-	162,550	147,595 <b>b)</b>
	-	(1,000)	(3,634)
	236,850	666,750	704,967
	(57,900)	(57,900)	(57,906)
	(103,350)	(121,150)	(121,155)
	-	(53,450)	(53,451) <b>b)</b>
	-	(379,750)	(405,768) <b>b)</b>
	(124,500)	(136,700)	(138,697)
	(285,750)	(748,950)	(776,977)
	(48,900)	(82,200)	(72,010)
	84,150	53,700	53,203
	39,200	38,650	42,600
	135,500	143,800	142,112
	<b>209,950</b>	<b>153,950</b>	<b>165,905</b>
	10.4	8.21	



## **DIRECTOR OF FINANCE & TRANSFORMATION**

### **COUNCIL TAX SUPPORT**

- a)** Includes increased resource required (temporary staff and overtime) to administer Covid-19 related grant schemes on behalf of central government and or Kent County Council.
- b)** Support for low income households funded either directly by government grant or via Kent County Council.

## DIRECTOR OF FINANCE &amp; TRANSFORMATION

2021/22

**4 TREASURY MANAGEMENT  
& BANKING ARRANGEMENTS****Employees**

Salaries

**Supplies & Services**

Treasury Advisor &amp; Dealing Fees

Credit / Debit Card Charges

Bank Charges

Other Hired and Contracted Services

Transfers in Lieu of Interest

**Less Income**

Interest on:

Cash Flow Investments

Core Cash Investments

Property Fund Investments

Multi Asset Income Fund Investments

Other Miscellaneous Interest

**Sub-total****Central, Departmental & Technical Support Services**

Central Salaries &amp; Administration

Information Technology Expenses

Departmental Administrative Expenses

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

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
Salaries	31,800	31,100	31,058
	11,000	19,500	20,850
Treasury Advisor & Dealing Fees	35,700	41,000	51,182 a)
Credit / Debit Card Charges	26,250	20,950	18,783
Bank Charges	2,750	4,300	4,379
Other Hired and Contracted Services	2,850	1,200	1,177
	110,350	118,050	127,429
Cash Flow Investments	(31,000)	(9,200)	(30,581) b)
Core Cash Investments	(49,000)	(55,000)	(69,874) b)
Property Fund Investments	(170,000)	(170,000)	(158,725) c)
Multi Asset Income Fund Investments	-	(61,900)	(95,869) c)
Other Miscellaneous Interest	-	-	(1,387)
	(250,000)	(296,100)	(356,436)
<b>Sub-total</b>	(139,650)	(178,050)	(229,007)
<b>Central, Departmental &amp; Technical Support Services</b>	10,650	10,550	10,548
Central Salaries & Administration	700	700	779
Information Technology Expenses	15,850	16,900	17,362
Departmental Administrative Expenses			
<b>TO SUMMARY</b>	<b>(112,450)</b>	<b>(149,900)</b>	<b>(200,318)</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.92	0.9	

## **DIRECTOR OF FINANCE & TRANSFORMATION**

### **TREASURY MANAGEMENT** **& BANKING ARRANGEMENTS**

- a) Higher than anticipated use of credit or debit cards attributed to the ongoing impact of Covid-19 and closure of kiosk facilities at Council Offices.
- b) Reflects impact of recent interest rate rises and higher cash balances.
- c) Performance of Multi-Asset Diversified Income Funds above profile offset in part by below profile performance of Property Investment Funds.

## DIRECTOR OF FINANCE &amp; TRANSFORMATION

2021/22			
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>5 <u>DRAINAGE BOARDS SPECIAL LEVIES</u></b>			
<b>Payments to Drainage Boards</b>	450,100	450,100	450,085
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	300	300	292
<b>TO SUMMARY</b>	<b>450,400</b>	<b>450,400</b>	<b>450,377</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0	0	
<b>6 <u>GENERAL ADVICE TO PARISH COUNCILS</u></b>			
<b>Employees</b>			
Salaries	44,100	46,800	42,869
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	28,600	28,150	28,403
Information Technology Expenses	-	-	4
Departmental Administrative Expenses	16,150	16,200	16,504
<b>TO SUMMARY</b>	<b>88,850</b>	<b>91,150</b>	<b>87,780</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.24	1.24	
<b>7 <u>STREET NAMING &amp; NUMBERING</u></b>			
<b>Income</b>			
Street / House Naming & Numbering	(35,000)	(35,000)	(41,490) a)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	750	750	743
Information Technology Expenses	37,450	36,950	40,750
<b>TO SUMMARY</b>	<b>3,200</b>	<b>2,700</b>	<b>3</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.57	0.57	

a) Demand led service.

## DIRECTOR OF FINANCE & TRANSFORMATION

2021/22

### 8 CONTRIBUTIONS TO PROVISIONS

General Bad Debts Provision

TO SUMMARY

ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
5,000	23,000	754 a)
<b>5,000</b>	<b>23,000</b>	<b>754</b>

- a) Lower than anticipated contribution to the bad debt provision required following receipt of an interim dividend of 45p in the £ from the administrators of Aylesford Newsprint.

# DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

## SUMMARY

2021/22			
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
1. DEVELOPMENT MANAGEMENT	945,750	697,650	108,988
2. CONSERVATION	71,200	68,950	70,626
3. BUILDING CONTROL	53,100	42,300	11,875
4. PLANNING POLICY	839,000	1,006,250	739,746
5. HOUSING STRATEGY & ENABLING ROLE	246,300	239,000	263,387
6. HOMELESSNESS	814,000	1,257,900	1,141,166
7. HOUSING ADVICE & PREVENTION	162,600	198,750	213,950
8. HOME SAFETY	3,700	4,100	3,903
9. PRIVATE SECTOR HOUSING RENEWAL	403,900	288,650	207,550
10. PRIVATE SECTOR HOUSING STANDARDS	81,100	97,050	94,171
11. PUBLIC HEALTH ACT 1984	7,650	7,950	3,781
12. ENVIRONMENTAL PROTECTION ACT - PART 1	34,050	29,000	29,699
13. ENVIRONMENTAL PROTECTION	328,800	306,000	295,840
14. FOOD & SAFETY	376,550	284,450	275,779
15. PUBLIC HEALTH	155,300	127,800	110,940
	<b>4,523,000</b>	<b>4,655,800</b>	<b>3,571,401</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	90.97	88.4	

# DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>1. DEVELOPMENT MANAGEMENT</b>			
<b>Employees</b>			
Salaries	1,107,400	1,075,050	1,104,135 <b>a)</b>
	9,000	3,000	1,001
<b>Supplies &amp; Services</b>			
Professional Fees	40,000	20,000	3,650 <b>b)</b>
Planning Enforcement Fund	21,000	70,150	48,447 <b>c)</b>
Application & Appeals	13,000	13,100	13,910
Advertising			
	1,190,400	1,181,300	1,171,143
<b>Less Income</b>			
Fees & Charges	(792,000)	(1,000,000)	(1,593,761) <b>d)</b>
Planning Applications	(76,500)	(76,500)	(69,737
Pre-Planning Advice	(50,000)	(67,000)	(80,083) <b>e)</b>
Planning Performance Agreements	(9,100)	(3,050)	-
Viability Assessments	-	-	(5,700) <b>f)</b>
s.106 Agreement Monitoring			
<b>Sub-total</b>	(927,600)	(1,146,550)	(1,749,281)
	262,800	34,750	(578,138)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	132,600	140,900	145,826
Information Technology Expenses	75,450	74,450	82,062
Departmental Administrative Expenses	474,900	447,550	459,238
<b>TO SUMMARY</b>	<b>945,750</b>	<b>697,650</b>	<b>108,988</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	32.92	30.13	

## DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

### **DEVELOPMENT MANAGEMENT**

- a) Challenging recruitment market has led to increased use of agency staff to cover vacant posts, including senior staff.
- b) Further enforcement actions to tackle illegal development on greenfield sites postponed till 2022/23.
- c) Lower than anticipated demand for external consultant support.
- d) Increased levels of planning applications, particularly reserved matters applications in respect of outline applications submitted in previous years. Includes Bushey Wood (£95,612) which had been anticipated would be submitted during 2022/23.
- e) Increased number of planning performance agreements, with additional income used to off-set additional staff costs - see note a).
- f) New fee introduced as part of the Planning Obligations Protocol which is anticipated to increase over the coming financial years. Used to off-set cost of Senior Development Obligations Officer post.



## DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>2. CONSERVATION</b>			
<b>Employees</b>			
Salaries	42,850	41,500	42,442
<b>Supplies &amp; Services</b>			
Archaeological Advice	7,800	7,900	8,117
<b><u>Sub-total</u></b>			
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	1,550	1,450	1,467
Information Technology Expenses	50	50	61
Departmental Administrative Expenses	18,950	18,050	18,539
<b><u>TO SUMMARY</u></b>	<b>71,200</b>	<b>68,950</b>	<b>70,626</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.22	1.13	

# DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

2021/22			
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>3. BUILDING CONTROL</b>			
<b>Employees</b>			
Salaries	257,350	269,250	250,740 <b>a)</b>
<b>Supplies &amp; Services</b>			
Professional Fees	-	-	3,315 <b>b)</b>
Competent Persons Scheme	-	-	165
<b>Third Party Payments</b>			
Building Control Partnership	45,000	30,000	30,805
	302,350	299,250	285,025
<b>Less Income</b>			
Fees & Charges			
Building Regulations	(404,000)	(415,000)	(438,628) <b>c)</b>
<b>Sub-total</b>	(101,650)	(115,750)	(153,603)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	12,850	13,250	15,253
Information Technology Expenses	21,850	21,550	23,788
Departmental Administrative Expenses	120,050	123,250	126,437
<b>TO SUMMARY</b>	<b>53,100</b>	<b>42,300</b>	<b>11,875</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	7.05	7.38	

- a)** Management savings arising from vacant Building Control Surveyor and Building Control Technica Officer posts.
- b)** Use of external company to carry out structural checking following the cessation of the shared service with Sevenoaks District Council.
- c)** Building regulation work continues to grow post Covid-19.

# DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

2021/22			
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>4. PLANNING POLICY</b>			
<b>(a) DEVELOPMENT OF LOCAL PLAN</b>			
<b>Employees</b>			
Salaries	255,800	299,050	251,158 a)
<b>Supplies &amp; Services</b>			
Development of Local Plan	150,000	190,100	110,396 b)
<b><u>Sub-total</u></b>	405,800	489,150	361,554
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	2,650	10,450	10,778
Information Technology Expenses	400	400	447
Departmental Administrative Expenses	80,250	88,800	90,318
	489,100	588,800	463,097
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	5.24	5.99	

- a) Management savings arising from vacant Planning Policy Manager, Senior Development Obligations Officer and Principal Planning Officer posts.
- b) Vacant senior management posts in Planning has resulted in anticipated timetable for producing and adopting the new Local Plan slipping by nine months. See reports to Planning and Transportation Advisory Board on 10 November 2021 and 1 March 2022.

# DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

2021/22

## 4. PLANNING POLICY (continued)

### (b) PLANNING POLICY

#### Employees

Salaries	213,550	216,300	200,493 a)
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#### Supplies & Services

Transport Policy Consultancy	15,000	15,000	14,249
Borough Green Gardens	24,500	90,000	24690 b)
AONB Management	4,450	4,450	4,438
Local Wildlife Sites Register Update	3,550	3,550	3,500
	261,050	329,300	247,370

#### Less Income

Government Grant			(60,047) c)
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#### Sub-total

261,050	329,300	187,323
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#### Central, Departmental & Technical Support Services

Central Salaries & Administration	18,500	14,750	14,613
Information Technology Expenses	2,000	1,950	2,173
Departmental Administrative Expenses	68,350	71,450	72,540

#### TO SUMMARY

349,900	417,450	276,649
---------	---------	---------

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

4.73	5.04	
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### PLANNING POLICY

(a) DEVELOPMENT OF LOCAL PLAN

489,100	588,800	463,097
---------	---------	---------

(b) PLANNING POLICY

349,900	417,450	276,649
---------	---------	---------

#### TO SUMMARY

839,000	1,006,250	739,746
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- a) Management savings arising from vacant Planning Policy Manager, Senior Development Obligations Officer and Principal Planning Officer posts.
- b) Project extended into 2022/23.
- c) Reflects Garden Communities funding (£50,000) and Biodiversity Net Gain Grant (£10,047). Transferred to an earmarked reserve for future use.

# DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

2021/22			
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>5. <u>HOUSING STRATEGY &amp; ENABLING ROLE</u></b>			
<b><u>(a) HOUSING STRATEGY</u></b>			
<b>Employees</b>			
Salaries	58,900	70,050	76,775 a)
<b>Supplies &amp; Services</b>			
Publicity & Promotion	100	-	-
Support for External Agencies	3,500	3,500	3,500
	62,500	73,550	80,275
<b>Less Income</b>			
Contribution from Other Bodies	(4,200)	(4,183)	
<b><u>Sub-total</u></b>	62,500	69,350	76,092
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	3,800	3,800	3,828
Information Technology Expenses	500	500	528
Departmental Administrative Expenses	19,800	21,900	22,447
<b><u>TO SUMMARY</u></b>	<b>86,600</b>	<b>95,550</b>	<b>102,895</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.46	1.70	

- a) Challenging recruitment market has led to increased use of agency staff to cover vacant posts.

# DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

2021/22

## 5. HOUSING STRATEGY & ENABLING ROLE (continued)

### (b) HOUSING REGISTER

#### Employees

Salaries

108,300

125,900

141,799

#### Third Party Payments

Choice Based Lettings

5,950

7,300

7,311

114,250

133,200

149,110

#### Less Income

Contribution from Other Bodies

-

(37,400)

(37,398)

#### Sub-total

114,250

95,800

111,712

#### Central, Departmental & Technical Support Services

Central Salaries & Administration

5,750

5,350

5,266

Information Technology Expenses

1,350

1,350

1,466

Departmental Administrative Expenses

38,350

40,950

42,048

#### TO SUMMARY

159,700.00

143,450.00

160,492

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

2.88

3.22

## HOUSING STRATEGY & ENABLING ROLE

### (a) HOUSING STRATEGY

86,600

95,550

102,895

### (b) HOUSING REGISTER

159,700

143,450

160,492

#### TO SUMMARY

246,300

239,000

263,387

- a) Challenging recruitment market has led to increased use of agency staff to cover vacant posts.

# DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>6. HOMELESSNESS</b>			
<b>Employees</b>			
Salaries	285,400	318,850	320,368
<b>Premises Related Expenses</b>			
Repairs & Maintenance to Buildings	18,000	6,000	5,226
Maintenance of Grounds	2,500	-	-
Electricity	600	3,450	5,084
Gas	-	-	986
Rates	1,000	-	-
Council Tax	2,000	7,700	9,790
Water Charges (Metered)	-	950	1,483
Fixtures & Fittings	4,500	200	101
Premises Insurance	1,400	1,400	1,387
<b>Transport Related Expenses</b>			
Public Transport	200	500	386
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	3,500	1,750	-
Maintenance - General	1,200	500	-
Professional Fees	22,500	38,100	39,843
Rough Sleeping Initiative	-	379,000	373,463
Temporary Accommodation	1,500,000	2,350,000	2,174,298 a)
Storage of Furniture, Transport, etc.	500	500	1,090
Repossession Prevention Fund	5,000	-	-
Rent Deposits / Rent in Advance - Payments	33,550	20,000	13,057 b)
Contain Outbreak Management Fund	-	175,000	55,456 c)
Homelessness Reduction Initiatives	25,000	8,350	13,692 d)
Landlord Incentive Initiative	-	43,000	1,422 e)
Contribution to Bad Debt Provision	25,000	43,000	65,619 f)
<b>Third Party Payments</b>			
Medical Assessments	200	100	153
<b><u>Carried Forward</u></b>	<b>1,932,050.00</b>	<b>3,398,350.00</b>	<b>3,082,904</b>

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

- a) Following an external review of homeless caseload, new and improved processes have been put in place which has seen caseload reduce from a peak of around 160 in October 2021 to around 125 in March 2022.
- b) Reduced opportunities to use private sector rented accommodation to tackle homelessness caseload.
- c) Lower than anticipated need in 2021/22. Kent County Council have agreed for the funding to roll forward into 2022/23.
- d) Increased use to reduce caseload - see note a).
- e) Project rolled forward to 2022/23.
- f) Increased use of accommodation with service charges not covered by housing benefits.



# DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

2021/22			
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>6. HOMELESSNESS (continued)</b>			
<u><b>Brought Forward</b></u>	1,932,050	3,398,350	3,082,904
<b>Less Income</b>			
Government Grant	(382,700)	(902,550)	(882,201) <b>g</b>
Repossession Prevention Fund - Recharges	(3,000)	-	-
Rent Deposits/Rent in Advance - Recharges	(33,550)	(20,000)	(6,270) <b>b</b>
Customer & Client Receipts - Accommodation	(780,000)	(1,222,000)	(1,186,216) <b>a</b>
Customer & Client Receipts - Service Charge	(17,250)	(27,000)	(31,360)
Rent of Temporary Accommodation	(120,400)	(40,000)	(30,662) <b>h</b>
Contribution from Other Bodies	-	(200,350)	(80,820) <b>c</b>
	(1,336,900)	(2,411,900)	(2,217,529)
<u><b>Sub-total</b></u>	595,150	986,450	865,375
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	37,900	107,850	110,634
Information Technology Expenses	13,750	13,550	14,933
Departmental Administrative Expenses	101,750	100,450	101,520
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	65,450	49,600	48,704
<u><b>TO SUMMARY</b></u>	<b>814,000.00</b>	<b>1,257,900.00</b>	<b>1,141,166</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	7.95	9.28	

## Memorandum

Cost of temporary accommodation including net deficit on non-HRA rent rebates reflected in the Housing Benefits budget on page FT 2.

Temporary Accommodation	1,500,000	2,350,000	2,174,298
Customer & Client Receipts - Accommodation	(780,000)	(1,222,000)	(1,186,216)
Customer & Client Receipts - Service Charge	(17,250)	(27,000)	(31,360)
Non HRA Rent Rebates	800,000	1,015,000	1,098,476
Non HRA Rent Rebate Subsidy	(680,000)	(841,000)	(893,876)
Total including non-HRA rent rebates	822,750	1,275,000	1,161,322

**DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH****HOMELESSNESS (continued)**

- g)** Protect and Vaccinate grant (£34,717) is to be repaid to the government as not required. Off-set b an additional Ex-Offenders grant (£14,370) instalment transferred to an earmarked reserve for future use.
- h)** Three of the six flats at 47 High Street, Tonbridge remained vacant for almost all of 2021/22 due t maintenance issues, that were the responsibility of the freeholder, being required to bring the flats to a required standard. Occupancy rate for the year was 56%.

# DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

2021/22			
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>7. HOUSING ADVICE &amp; PREVENTION</b>			
<b>Employees</b>			
Salaries	109,650	134,250	147,549 a)
<b><u>Sub-total</u></b>			
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	9,150	16,250	16,724
Information Technology Expenses	5,050	5,000	5,513
Departmental Administrative Expenses	38,750	43,250	44,164
<b><u>TO SUMMARY</u></b>	<b>162,600</b>	<b>198,750</b>	<b>213,950</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	2.99	3.60	

- a) Challenging recruitment market has led to increased use of agency staff to cover vacant posts.

# DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>8. HOME SAFETY</b>			
<b>Employees</b>			
Salaries	2,350	2,750	2,515
<b><u>Sub-total</u></b>			
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	500	500	525
Information Technology Expenses	-	-	4
Departmental Administrative Expenses	850	850	859
<b><u>TO SUMMARY</u></b>	<b>3,700</b>	<b>4,100</b>	<b>3,903</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.07	0.07	

# DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

2021/22			
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>9. PRIVATE SECTOR HOUSING RENEWAL</b>			
<b>Employees</b>			
Salaries	169,200	188,500	17,6780 a)
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	250	-	-
Professional Fees	250	250	246
Better Care Fund Initiatives			
Housing & Health Coordinator (Pembury)	11,500	11,500	11,490
Housing & Health Coordinator (Maidstone)	32,100	32,100	32,171
Handy Person Service (Pembury)	29,400	29,400	24,926
Handy Person Service (Boroughwide)	17,000	17,000	17,000
Minimum Energy Efficiency Project	-	59,400	4,765 b)
Energy Efficiency Initiatives	4,000	4,000	2,994
Capital Grants & Contributions (RECS)	1,298,000	1,650,000	745,954 c)
	1,561,700	1,992,150	1,016,326
<b>Less Income</b>			
Government Grant	(90,000)	(157,550)	(130,219) b)
Fees & Charges	(4,250)	(4,000)	(1,207)
Capital Grants Received (RECS)	(1,143,000)	(1,620,000)	(756,436) c)
-	(1,237,250.00)	(1,781,550.00)	(887,862)
<b>Sub-total</b>	<b>324,450.00</b>	<b>210,600.00</b>	<b>128,464</b>
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	10,500	9,850	9,918
Information Technology Expenses	8,150	8,050	8,867
Departmental Administrative Expenses	60,800	60,150	60,301
<b>TO SUMMARY</b>	<b>403,900</b>	<b>288,650</b>	<b>207,550</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	4.48	4.40	

- a) Staffing resources in respect of the Minimum Energy Efficiency Project lower than anticipated.
- b) Project aims and objectives delivered. Balance of funding to be repaid.
- c) Lower than anticipated spend on Disabled Facilities Grant and Housing Assistance Grant - see page CP 3. Balance of Better Care Fund received in 2021/22 is to be rolled forward to 2022/23.

# DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

2021/22			
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>10. PRIVATE SECTOR HOUSING STANDARDS</b>			
<b>Employees</b>			
Salaries	61,200	70,250	66,282
<b>Supplies &amp; Services</b>			
Other Expenses	5,250	5,265	
	61,200	75,500	71,547
<b>Less Income</b>			
Houses in Multiple Occupation /Caravan Site Licences	(6,000)	(4,800)	(4,175)
<b><u>Sub-total</u></b>	<b>55,200.00</b>	<b>70,700.00</b>	<b>67,372</b>
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	1,500	1,500	1,515
Information Technology Expenses	3,150	3,100	3,441
Departmental Administrative Expenses	21,250	21,750	21,843
<b><u>TO SUMMARY</u></b>	<b>81,100</b>	<b>97,050</b>	<b>94,171</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.54	1.57	

# DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

2021/22			
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>11. PUBLIC HEALTH ACT 1984</b>			
<b>Employees</b>			
Salaries	1,550	1,850	1,677
<b>Third Party Payments</b>			
Funeral Expenses	5,000	5,000	986 a)
<b><u>Sub-total</u></b>	<b>6,550.00</b>	<b>6,850.00</b>	<b>2,663</b>
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	500	500	525
Information Technology Expenses	-	-	20
Departmental Administrative Expenses	600	600	573
<b><u>TO SUMMARY</u></b>	<b>7,650</b>	<b>7,950</b>	<b>3,781</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.05	0.05	

a) Fewer funerals than previous years.

# DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

2021/22			
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>12. ENVIRONMENTAL PROTECTION ACT - PART 1</b>			
<b>Employees</b>			
Salaries	26,850	23,800	23,732
<b>Less Income</b>			
Fees & Charges	(9,050)	(9,750)	(9,749)
<b><u>Sub-total</u></b>	<b>17,800.00</b>	<b>14,050.00</b>	<b>13,983</b>
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	1,300	1,300	1,323
Information Technology Expenses	4,600	4,550	4,992
Departmental Administrative Expenses	10,350	9,100	9,401
<b><u>TO SUMMARY</u></b>	<b>34,050</b>	<b>29,000</b>	<b>29,699</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.74	0.66	

## Memorandum

Full cost of Local Authority Pollution Prevention Control (LAPPC) and Local Authority Integrated Pollution Prevention and Control (LA-IPPC) duties under Pollution Prevention and Control (PPC) Regulations 2000 :

Total from above	<b>34,050</b>	<b>29,000</b>	<b>29,699</b>
Share of:			
Democratic Administration	4,350	3,650	3,699
Corporate Management	1,950	1,550	1,584
Non Distributed Costs	5,300	4,250	4,395
Full Cost of LAPPC / LA-IPPC	<b>45,650</b>	<b>38,450</b>	<b>39,377</b>



# DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

2021/22			
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>13. ENVIRONMENTAL PROTECTION</b>			
<b>Employees</b>			
Salaries	197,950	177,150	177,076
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	1,000	500	292
Maintenance - Calibration of Instruments	2,000	1,500	1,736
Miscellaneous Insurance	900	900	897
Third Party Payments			
Water Sampling	750	500	324
General	1,250	1,000	502
Air Quality	11,750	23,550	12,037 a)
Contaminated Land - Site Inspections	2,000	2,000	819
	217,600	207,100	193,683
<b>Less Income</b>			
Fees & Charges			
Water Sampling	(750)	(500)	(592)
Provision of Information	(1,500)	(1,000)	(1,186)
	(2,250)	(1,500)	(1,778)
<b><u>Sub)total</u></b>	<b>215,350.00</b>	<b>205,600.00</b>	<b>191,905</b>
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	17,600	19,500	19,956
Information Technology Expenses	9,300	9,150	10,094
Departmental Administrative Expenses	81,150	65,900	68,066
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	5,400	5,850	5,819
<b><u>TO SUMMARY</u></b>	<b>328,800</b>	<b>306,000</b>	<b>295,840</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	5.4	4.45	

- a) Anticipated use of external consultants to visit the Tarmac site in Snodland to monitor potential statutory nuisance following complaints from local residents not required.

# DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

2021/22

## 14. FOOD & SAFETY

### (a) GENERAL

#### Employees

Salaries	109,100	85,850	81,764
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#### Supplies & Services

Protective Clothing	150	100	94
Health General	500	250	21
Miscellaneous Insurance	650	550	540
	110,400	86,750	82,419

#### Less Income

Fees & Charges			
Health & Safety	-500	-	-

#### Sub-total

<b>109,900.00</b>	<b>86,750.00</b>	<b>82,419</b>
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#### Central, Departmental & Technical Support Services

Central Salaries & Administration	9,850	11,100	11,414
Information Technology Expenses	9,000	8,900	9,807
Departmental Administrative Expenses	54,550	33,000	34,051

<b>183,300</b>	<b>139,750</b>	<b>137,691</b>
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**Full Time Equivalent Number of Staff**  
(including Support Service Staff)

3.16	2.02	
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# DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

2021/22

## 14. FOOD & SAFETY (continued)

### (b) FOOD SAFETY

#### Employees

Salaries	120,800	103,650	98,581 a)
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#### Supplies & Services

Health General	400	200	1
Other Expenses	1,300	500	449

#### Third Party Payments

Food Sampling	200	100	16
	122,700	104,450	99,047

#### Less Income

Government Grant	-	-	(2,807)
Food Hygiene Rating Systems Re-inspections	(350)	(650)	(1,482)
Court Costs	(500)	-	-
Fees & Charges			
Food Inspection	(1,350)	(1,450)	(1,428)
Training Courses	(3,000)	-	-
Contribution from Other Bodies	-	(15,000)	(15,000)
	(5,200)	(17,100)	(20,717)

#### Sub-total

<b>117,500.00</b>	<b>87,350.00</b>	<b>78,330</b>
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#### Central, Departmental & Technical Support Services

Central Salaries & Administration	8,000	9,000	9,239
Information Technology Expenses	9,150	9,000	9,940
Departmental Administrative Expenses	58,600	39,350	40,579

<b>193,250</b>	<b>144,700</b>	<b>138,088</b>
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#### Full Time Equivalent Number of Staff (including Support Service Staff)

3.34	2.31	
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### FOOD & SAFETY

#### (a) GENERAL

183,300	139,750	<b>137,691</b>
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#### (b) FOOD SAFETY

193,250	144,700	<b>138,088</b>
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#### TO SUMMARY

376,550	284,450	<b>275,779</b>
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**DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**

**FOOD & SAFETY - FOOD SAFETY**

- a) Management savings arising from a member of the Food and Safety team working reduced hours

# DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>15. <u>PUBLIC HEALTH</u></b>			
<b>(a) HEALTHY LIVING</b>			
<b>Employees</b>			
Salaries	158,600	141,250	12,1641 a)
<b>Supplies &amp; Services</b>			
Healthy Living Initiatives	10,000	10,000	7,155
	168,600	151,250	128,796
<b>Less Income</b>			
Public Health Funding	(120,700)	(120,700)	(120,720)
<b><u>Sub-total</u></b>	<b>47,900.00</b>	<b>30,550.00</b>	<b>8,076</b>
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	2,050	2,200	2,229
Information Technology Expenses	300	250	300
Departmental Administrative Expenses	83,800	75,150	80,521
	<b>134,050</b>	<b>108,150</b>	<b>91,126</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	5.51	5.18	

a) Maternity cover provided within existing staffing resources.

# DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

2021/22

## 15. PUBLIC HEALTH (continued)

### (b) GENERAL

#### Employees

Salaries

16,800

15,600

15,564

#### Central, Departmental & Technical Support Services

Departmental Administrative Expenses

4,450

4,050

4,250

**21,250**

**19,650**

**19,814**

#### Full Time Equivalent Number of Staff

(including Support Service Staff)

0.24

0.22

### PUBLIC HEALTH

#### (a) HEALTHY LIVING

134,050

108,150

91,126

#### (b) GENERAL

21,250

19,650

19,814

#### TO SUMMARY

**155,300**

**127,800**

**110,940**

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

## SUMMARY

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
1. REFUSE COLLECTION	1,411,900	1,432,150	1,419,620
2. RECYCLING	251,050	1,637,850	1,691,061
3. STREET SCENE	1,082,350	1,044,450	1,111,625
4. PUBLIC CONVENIENCES	191,850	500,250	565,084
5. PEST CONTROL	22,150	20,900	21,571
6. TONBRIDGE & MALLING LEISURE TRUST	833,850	671,650	673,991
7. LARKFIELD LEISURE CENTRE	999,350	1,070,600	955,209
8. ANGEL CENTRE	448,800	557,050	436,098
9. TONBRIDGE SWIMMING POOL	652,800	639,150	558,180
10. POULT WOOD GOLF CENTRE	232,200	238,250	235,427
11. SPORTS GROUNDS	638,600	483,350	515,207
12. PLEASURE GROUNDS & OPEN SPACES	800,850	825,350	794,918
13. ALLOTMENTS	7,350	7,300	7,242
14. CHURCHYARDS	11,800	11,100	10,982
15. TONBRIDGE CEMETERY	85,100	84,150	73,054
16. YOUTH PARTNERSHIPS	61,900	56,250	56,113
17. SPORTS PARTNERSHIPS	66,450	62,950	64,163
18. EVENTS DEVELOPMENT	106,100	110,750	107,509
19. LEISURE STRATEGY	97,650	90,000	87,973
20. CHRISTMAS LIGHTING	46,700	46,250	46,812
21. PARKING SERVICES	(933,000)	(688,000)	(1,199)
22. TRANSPORTATION	145,550	147,300	145,001
23. SECURITY SERVICES MANAGEMENT (CCTV)	66,050	59,950	60,199
24. BOROUGH DRAINAGE & LAND DRAINAGE RELATED WORK	568,150	67,050	68,252
25. CIVIL CONTINGENCIES	163,850	101,300	1,680
	<b>8,059,400</b>	<b>9,277,350</b>	<b>9,705,772</b>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	55.48	59.38	-

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>1. <u>REFUSE COLLECTION</u></b>			
<b>Employees</b>			
Salaries	139,800	179,800	175,105
<b>Premises Related Expenses</b>			
Vale Rise Depot Recharge	32,800	32,750	31,800
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	3,000	-	-
Publicity & Promotion	2,000	1,000	-
Emergency Arrangements	150	50	41
Information Leaflets	1,000	-	-
Other Expenses	2,200	30,000	36,788 a)
Third Party Payments			
Residual Waste Collection	1,204,000	1,137,000	1,117,362 b)
Commercial Waste Collection	400	450	431
	1,385,350	1,381,050	1,361,527
<b>Less Income</b>			
Fees & Charges			
Bulky Waste Collection	(120,000)	(130,000)	(131,195)
Additional Collections	(200)	(300)	(340)
Commercial Waste Collection	(400)	(450)	(143)
Contributions from Other Bodies	(2,500)	11,000	11,000)
Contract Default Penalty	-	(3,500)	- c)
	(123,100)	(123,250)	(120,678)
<b><u>Sub-total</u></b>	1,262,250	1,257,800	1,240,849
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	10,100	14,050	14,282
Information Technology Expenses	6,000	5,950	6,535
Departmental Administrative Expenses	74,750	96,450	98,350
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	58,800	57,900	59,604
<b>TO SUMMARY</b>	<b>1,411,900</b>	<b>1,432,150</b>	<b>1,419,620</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	4.27	5.56	



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

### **REFUSE COLLECTION**

- a) Higher than anticipated legal costs for contractual related advice.
- b) Lower than anticipated ad-hoc jobs in second half of year.
- c) Discussions with Urbaser are ongoing in respect of financial penalties associated with contract default notices.

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>2. RECYCLING</b>			
<b>Employees</b>			
Salaries	159,300	224,300	218,586 a)
<b>Premises Related Expenses</b>			
Recycling Centres - Servicing	2,000	10,100	10,646
Rates	1,000	1,000	998
<b>Transport Related Expenses</b>			
Vehicle Fuel and Maintenance	-	-3,050	-3,061
Vehicle Contract Costs and Licences	-	24,600	26,058
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	2,000	2,000	880
Direct Debit / Bank Charges	200	200	-
Credit / Debit Card Charges	4,000	4,000	-
Publicity & Promotion	7,450	2,450	3,087
Emergency Arrangements	50	-	-
Contribution to Kent Resource Partnership	15,000	15,000	15,000
Other Expenses	1,300	33,000	51,890 b)
Contribution to Bad Debt Provision	-	-	18,000 c)
<b>Third Party Payments</b>			
Kerbside Waste Collection			
Dry Recycling	903,000	907,000	921,161 d)
Food Recycling	345,000	346,000	354,693 d)
Garden Waste Recycling	326,000	273,000	340,836 e)
Bring Sites Waste Collection			
Cardboard Recycling	-	-	10,104 f)
Plastic Recycling	-	56,400	55,747
Paper Recycling	-	11,400	8,292
Mixed Dry Recycling	46,000	45,700	45,644
<b>Carried Forward</b>	<b>1,812,300</b>	<b>1,953,100</b>	<b>2,078,561</b>

- a) Management savings arising from vacant Senior Administration Assistant and Administration Assistant posts.
- b) The challenges faced by Urbaser due to the Covid-19 pandemic and HGV driver shortages have required the use of a third party contractor to assist with container deliveries throughout the year.
- c) Bad debt provision in respect of outstanding debt prior to suspension of garden waste collection.
- d) Reflects higher than estimated ad-hoc jobs including late submissions from 2020/21.
- e) The Council continued to pay Urbaser for routine garden waste collection during the period the service was suspended (26 July 2021 to 11 March 2022).
- f) The revised programme for the roll out of recycling to communal bin properties led to increased demand for cardboard recycling at a small number of bring sites.

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22			
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONA L OUTTURN £
<b>2. RECYCLING (continued)</b>			
<u><b>Brought Forward</b></u>	1,812,300	1,953,100	2,078,561
<b>Less Income</b>			
Garden Waste Collection	(1,175,000)	-	(16,263) <b>g)</b>
Textile Recycling	(10,000)	(2,500)	(1,128)
Contributions from Other Bodies	-	(300)	(296)
Performance Payment	(590,000)	(570,000)	(637,586) <b>h)</b>
	(1,775,000)	(572,800)	(655,273)
<u><b>Sub-total</b></u>	37,300	1,380,300	1,423,288
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	10,600	13,350	13,553
Information Technology Expenses	26,450	26,050	28,737
Departmental Administrative Expenses	77,850	116,700	119,225
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	98,850	101,450	106,258
<u><b>TO SUMMARY</b></u>	<b>251,050</b>	<b>1,637,850</b>	<b>1,691,061</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	4.77	7.00	

- g)** Lower than anticipated cancellation of invoices issued prior to the suspension of the service.
- h)** Recycling Performance Payment higher than assumed.

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>3. STREET SCENE</b>			
<b>Employees</b>			
Salaries	142,700	130,400	127,489
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	10,000	13,000	18,990 a)
Abatement Initiatives (Self Help)	15,000	5,000	88
Responsible Dog Ownership	11,000	10,400	10,388
Graffiti Removal	4,000	1,000	200
Dog Warden	65,500	69,800	70,244
Emergency Arrangements	150	50	41
<b>Third Party Payments</b>			
Amenity & Street Cleansing	801,000	748,000	818,234 b)
	1,049,350	977,650	1,045,674
<b>Less Income</b>			
Fees & Charges			
Amenity Cleansing for Clarion Homes	(26,800)	-	-
Stray Dogs Redemption Fees	(6,000)	(4,000)	(5,615)
Fixed Penalty Notices	(8,000)	-	(100)
Clearance Costs and Contributions from Other Bodies	(6,800)	(3,500)	(3,956)
	(47,600)	(7,500)	(9,671)
<b><u>Sub-total</u></b>	1,001,750	970,150	1,036,003
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	9,050	9,200	9,298
Information Technology Expenses	4,400	4,300	4,763
Departmental Administrative Expenses	67,150	60,800	61,561
<b>TO SUMMARY</b>	<b>1,082,350</b>	<b>1,044,450</b>	<b>1,111,625</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	3.99	3.73	

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

**STREET SCENE**

- a) The number of litter and dog waste bins purchased during the year was higher than anticipated.
- b) Cost of cleansing of high speed roads higher than anticipated, including £43,179 in respect of 2020/21 which was under dispute.

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>4. PUBLIC CONVENIENCES</b>			
<b>Employees</b>			
Salaries	20,450	21,600	21,113
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	11,400	106,400	63,182 a)
Electricity	6,500	6,500	7,007
Rates	-	(18,900)	(18,887)
Water Charges (Metered)	5,700	5,700	1,999 b)
Sewerage & Environmental Services	8,500	8,500	2,904 b)
Premises Insurance	3,250	2,400	2,411
<b>Supplies &amp; Services</b>			
Contribution to Other Bodies	54,000	26,250	20,250 c)
<b>Third Party Payments</b>			
Public Convenience Cleansing	25,000	65,500	60,165 d)
	134,800	223,950	160,144
<b>Less Income</b>			
Fees & Charges			
Radar Keys	(50)	(50)	(35)
<b>Sub-total</b>	134,750	223,900	160,109
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	5,750	5,800	5,871
Information Technology Expenses	400	400	441
Departmental Administrative Expenses	11,000	11,650	11,728
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	39,950	39,950	44,840
Non-Current Asset Impairment	-	218,550	342,095 e)
<b>TO SUMMARY</b>	<b>191,850</b>	<b>500,250</b>	<b>565,084</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.68	0.73	

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

- a) Aylesford public convenience conversion (£20,000) and upgrade/refurbishment works (£14,530) slipped to 2022/23.
- b) Lower than anticipated charges following the reduction in public conveniences managed by the Council.
- c) Lower than anticipated amount paid to Borough Green Parish Council following transfer of public conveniences.
- d) The contractor reduced the unit cost of cleaning public conveniences on the transfer of management of Leybourne Lakes Country Park to TMLT in November 2021 as all four conveniences covered by the contract are now in Tonbridge.
- e) Higher than anticipated impairment following transfer/closure of public conveniences. Impairment is not a charge to the General Fund and is reversed out on the Summary (page S1).

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

**2021/22**

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>5. PEST CONTROL</b>			
<b>Employees</b>			
Salaries	8,450	8,000	7,682
<b>Financial Hardship Subsidy</b>	1,000	650	899
<b><u>Sub-total</u></b>	9,450	8,650	8,581
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	2,350	2,250	2,244
Information Technology Expenses	5,750	5,650	6,250
Departmental Administrative Expenses	4,600	4,350	4,496
<b><u>TO SUMMARY</u></b>	<b>22,150</b>	<b>20,900</b>	<b>21,571</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.38	0.36	



# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>6. TONBRIDGE &amp; MALLING LEISURE TRUST</b>			
<b>Employees</b>			
Salaries	44,650	44,100	43,866
<b>Supplies &amp; Services</b>			
Capital Grants & Contributions (RECS)	-	38,000	37,734
Other Expenses	-	1,800	1,800
<b>Third Party Payments</b>			
Employers' Superannuation Costs	56,500	49,500	51,190
General / Management Fee	700,000	700,000	700,000
	801,150	833,400	834,590
<b>Less Income</b>			
Government Grant	-	-193,950	-193,964
<b><u>Sub-total</u></b>	801,150	639,450	640,626
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	12,250	12,550	12,687
Information Technology Expenses	50	50	23
Departmental Administrative Expenses	20,400	19,600	20,655
<b><u>TO SUMMARY</u></b>	<b>833,850</b>	<b>671,650</b>	<b>673,991</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.33	1.3	

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22			
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>7. LARKFIELD LEISURE CENTRE</b>			
<b>Employees</b>			
Salaries	1,150	1,150	1,155
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	132,750	207,000	130,573 a)
Premises Insurance	26,450	27,100	27,093
<b>Third Party Payments</b>			
Loss of Income Claims	-	-	5,081 b)
<b><u>Sub-total</u></b>	160,350	235,250	163,902
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	15,950	16,300	16,500
Information Technology Expenses	200	150	191
Departmental Administrative Expenses	400	400	450
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	822,450	818,500	774,166
<b><u>TO SUMMARY</u></b>	<b>999,350</b>	<b>1,070,600</b>	<b>955,209</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.26	0.26	

a) Sports hall stores retaining wall (£35,000), legionella works (£11,600), BMS system maintenance/upgrade (£9,910) and sports hall roof consultancy work (£8,750) slipped to 2022/23.

b) Loss of income claim in respect of ongoing legionella testing.

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>8. <u>ANGEL CENTRE</u></b>			
<b>Employees</b>			
Salaries	3,050	3,000	2,869
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	89,000	176,550	78,484 a)
Premises Insurance	12,900	13,350	13,344
<b><u>Sub-total</u></b>	104,950	192,900	94,697
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	6,550	6,650	6,706
Information Technology Expenses	150	150	146
Departmental Administrative Expenses	800	800	832
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	336,350	356,550	333,717
<b><u>TO SUMMARY</u></b>	<b>448,800</b>	<b>557,050</b>	<b>436,098</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.19	0.19	

- a) Gym flat roof renewal (£27,300), changing room works (£25,000), ventilation control panel replacement (£15,000) and duct cleaning (£10,000) slipped to 2022/23.

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>9. <u>TONBRIDGE SWIMMING POOL</u></b>			
<b>Employees</b>			
Salaries	3,050	3,000	2,869
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	168,600	148,350	85,932 a)
Premises Insurance	20,100	20,650	20,648
<b><u>Sub-total</u></b>	191,750	172,000	109,449
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	11,550	11,700	11,840
Information Technology Expenses	150	150	165
Departmental Administrative Expenses	800	800	832
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	448,550	454,500	435,894
<b><u>TO SUMMARY</u></b>	<b>652,800</b>	<b>639,150</b>	<b>558,180</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.26	0.26	

a) BMS system maintenance/upgrade (£33,240) and duct cleaning (£10,000) slipped to 2022/23.

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>10. <u>POULT WOOD GOLF CENTRE</u></b>			
<b>Employees</b>			
Salaries	1,450	1,500	1,486
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	50,950	66,450	45,585 a)
Maintenance of Grounds	900	900	905
Premises Insurance	5,100	5,200	5,191
<b>Transport Related Expenses</b>			
Transport Insurance	5,900	5,850	5,871
<b><u>Sub-total</u></b>	64,300	79,900	59,038
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	7,800	7,900	8,024
Information Technology Expenses	100	100	91
Departmental Administrative Expenses	600	600	689
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	159,400	149,750	140,771
Non-Current Asset Impairment	-	-	26,814 b)
<b><u>TO SUMMARY</u></b>	<b>232,200</b>	<b>238,250</b>	<b>235,427</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.15	0.15	

a) Various work cost less than anticipated or were not required.

b) Revaluation of golf course has resulted in a reduction in value. As the reduction exceeds amount held on the Revaluation Reserve, the excess has been charged to revenue.

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>11. <u>SPORTS GROUNDS</u></b>			
<b>Employees</b>			
Salaries	41,350	40,500	39,434
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	175,500	31,250	47,899 a)
Maintenance of Grounds	20,650	48,000	48,348
Rates	550	(1,300)	(1,285)
Premises Insurance	2,400	2,450	2,457
<b>Transport Related Expenses</b>			
Repairs & Maintenance	200	200	40
Licences	150	150	139
Petrol / Oil	600	750	822
Car Allowances	400	400	75
Transport Insurance	200	200	199
<b>Supplies &amp; Services</b>			
Clothing, Uniform & Laundry	150	150	77
Stationery	50	50	30
Gates / Security	2,000	3,650	3,861
Honoraria	1,100	1,100	1,100
Postages	50	50	-
Telephones	100	100	19
Licences	100	100	70
<b>Third Party Payments</b>			
Grounds Maintenance Contract	244,150	246,550	247,397
<b><u>Carried Forward</u></b>	<b>489,700</b>	<b>374,350</b>	<b>390,682</b>

a) Unbudgeted spend on relaying water supply at Tonbridge Farm Sportsground (£21,965).

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>11. SPORTS GROUNDS (continued)</b>			
<u>Brought Forward</u>	489,700	374,350	390,682
<b>Less Income</b>			
Rents	-15,200	16,250)	-14,249
Rents	-10,000	-2,500	-1,128
Partnership Funding	-	-12,650	-12,645
	-15,200	-28,900	-26,894
<u>Sub-total</u>	474,500	345,450	363,788
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	12,650	12,550	12,608
Information Technology Expenses	50	550	604
Departmental Administrative Expenses	19,250	19,300	19,818
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	131,650	105,500	118,389 b)
<u>TO SUMMARY</u>	<b>638,600</b>	<b>483,350</b>	<b>515,207</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.43	1.39	

b) Includes depreciation on early renewal of equipment at Tonbridge Farm Sportsground.

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

**2021/22**

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>12. <u>PLEASURE GROUNDS &amp; OPEN SPACES</u></b>			
<b>(a) TONBRIDGE CASTLE GROUNDS</b>			
<b>Employees</b>			
Salaries	17,250	17,050	16,602
<b>Premises Related Expenses</b>			
Maintenance of Grounds	4,500	4,500	6,595
Electricity	1,000	800	446
Rates	1,300	1,300	1,272
Premises Insurance	50	50	50
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	10,000	7,500	7,471
Licences	400	300	295
<b>Third Party Payments</b>			
Grounds Maintenance Contract	84,950	85,750	86,061
Tonbridge Hanging Baskets	5,000	5,000	7,009
	124,450	122,250	125,801
<b>Less Income</b>			
Fees & Charges - Mooring Fees	(300)	(300)	(262)
Rents			
Mobile Catering Concession	(2,000)	(1,750)	(1,500)
	(2,300)	(2,050)	(1,762)
<b><u>Sub-total</u></b>	122,150	120,200	124,039
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	2,650	2,650	2,665
Information Technology Expenses	200	200	245
Departmental Administrative Expenses	7,400	7,550	7,730
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	11,500	7,600	7,620
	<b>143,900</b>	<b>138,200</b>	<b>142,299</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.55	0.55	



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

**PLEASURE GROUNDS & OPEN SPACES - TONBRIDGE CASTLE GROUNDS**

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# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>12. PLEASURE GROUNDS &amp; OPEN SPACES</b> (continued)			
<b>(b) HAYSDEN COUNTRY PARK</b>			
<b>Employees</b>			
Salaries	41,300	38,500	37,479
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	5,000	4,550	13,008 a)
Maintenance of Grounds	9,250	18,000	18,093
Electricity	1,500	1,500	-608
Water Charges (Metered)	50	50	-
Sewerage & Environmental Services	900	1,100	1,835
Cleaning & Domestic Supplies	6,800	14,350	12,084
Premises Insurance	300	300	314
<b>Supplies &amp; Services</b>			
Grounds Maintenance Contract	2,850	2,000	1,692
Maintenance - General	1,950	2,300	2,308
Clothing, Uniforms & Laundry	50	100	99
Cash Collection	1,450	1,550	1,581
Trade Refuse Charges	650	700	710
Dog Bin Emptying	300	300	287
Gates / Security	8,500	8,500	6,444
Rodent Control	1,000	350	650
Litter Collection	5,550	5,650	5,675
Advertising	700	400	389
<b>Third Party Payments</b>			
Grounds Maintenance Contract	25,850	26,100	26,206
<b><u>Carried Forward</u></b>	<b>113,950</b>	<b>126,300</b>	<b>128,246</b>

- a) Includes unbudgeted spend on installation of bollards at Poult Wood Golf Course (£3,120) and Haysden Country Park (£1,566).

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22			
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>12. PLEASURE GROUNDS &amp; OPEN SPACES</b> (continued)			
<b>(b) HAYSDEN COUNTRY PARK</b> (continued)			
<b><u>Brought Forward</u></b>	113,950	126,300	128,246
<b>Less Income</b>			
Fees & Charges			
Car Parking Fees	(63,000)	(75,000)	(83,320) <b>b)</b>
Car Park Season Tickets	(16,000)	(16,000)	(16,875)
Educational Visits	(350)	-	-
Rents			
Rights over Water	(5,300)	(5,350)	(5,335)
Mobile Catering Concession	(7,850)	(8,000)	(7,720)
	(92,500)	(104,350)	(113,250)
<b><u>Sub-total</u></b>	21,450	21,950	14,996
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	2,650	2,650	2,665
Information Technology Expenses	1,150	1,100	1,223
Departmental Administrative Expenses	19,200	18,350	18,612
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	35,000	34,550	29,855
	<b>79,450</b>	<b>78,600</b>	<b>67,351</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.32	1.22	

**b)** Increased usage of country park experienced during Covid-19 restrictions has continued.

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>12. PLEASURE GROUNDS &amp; OPEN SPACES (continued)</b>			
<b>(c) OPEN SPACES &amp; AMENITY AREAS BOROUGH - WIDE</b>			
<b>Employees</b>			
Salaries	70,050	76,400	75,090
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	1,000	-	-
Maintenance of Grounds	27,400	35,850	36,933
Maintenance of Play Equipment	7,500	30,000	25,631
Bridge Maintenance	10,500	30,000	6,801 a)
Electricity	3,100	3,100	1,715
Premises Insurance	2,000	1,950	1,975
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	800	1,800	1,317
Professional Fees	10,000	10,000	9,950
Dog Bin Emptying	150	150	153
Rodent Control	200	150	340
Miscellaneous Insurance	150	150	147
Telephones	150	150	49
<b>Third Party Payments</b>			
Grounds Maintenance Contract	134,850	140,550	139,152
<b><u>Carried Forward</u></b>	<b>267,850</b>	<b>330,250</b>	<b>299,253</b>

- a) Anticipated bridge maintenance work delayed due to issues with contractors. Works are expected to be carried out during 2022/23.

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>12. PLEASURE GROUNDS &amp; OPEN SPACES (continued)</b>			
<b>(d) <u>PATROLLING</u></b>			
<b>Employees</b>			
Salaries	5,650	5,550	5,399
<b>Transport Related Expenses</b>			
Repairs & Maintenance	200	200	41
Licences	100	150	139
Petrol / Oil	650	750	822
Transport Insurance	200	200	199
<b>Supplies &amp; Services</b>			
Clothing, Uniform & Laundry	150	150	78
Gates / Security	2,000	3,650	3,861
Telephones	50	50	3
<b><u>Sub-total</u></b>	9,000	10,700	10,542
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	1,250	1,250	1,252
Information Technology Expenses	100	100	74
Departmental Administrative Expenses	2,600	2,600	2,657
	<b>12,950</b>	<b>14,650</b>	<b>14,525</b>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	0.19	0.18	

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>12. PLEASURE GROUNDS &amp; OPEN SPACES</b> (continued)			
<b>(e) <u>COUNTRYSIDE / WOODLAND</u></b> <b><u>MANAGEMENT</u></b>			
<b>Employees</b>			
Salaries	15,200	14,850	14,454
<b>Premises Related Expenses</b>			
Maintenance of Grounds	12,500	8,000	11,091
Tree Planting Schemes	2,300	2,300	2,154
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	300	300	-
Health & Safety - Trees	40,000	80,000	88,860 a)
Miscellaneous Insurance	50	50	16
<b>Third Party Payments</b>			
Medway Valley Countryside Partnership	9,000	9,000	7,125
	79,350	114,500	123,700
<b>Less Income</b>			
Partnership Funding	-	-	(1,050)
<b><u>Sub-total</u></b>	79,350	114,500	122,650
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	6,350	6,350	6,414
Information Technology Expenses	950	950	1,024
Departmental Administrative Expenses	7,050	7,050	7,253
	<b>93,700</b>	<b>128,850</b>	<b>137,341</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.56	0.55	

a) Higher than anticipated reactive work including following damage caused by storms such as Eunice

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>12. PLEASURE GROUNDS &amp; OPEN SPACES</b> (continued)			
<b>(f) <u>LEYBOURNE LAKES COUNTRY PARK</u></b>			
<b>Employees</b>			
Salaries	72,150	42,900	42,789
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	2,950	9,550	8,116
Maintenance of Grounds	12,050	11,500	13,762 a)
Electricity	2,500	1,000	800
Drainage Rates	50	50	-
Water Charges (Metered)	2,000	400	445
Sewerage & Environmental Services	1,000	1,050	1,010
Cleaning & Domestic Supplies	6,550	6,500	9,941 b)
Premises Insurance	600	600	622
<b>Transport Related Expenses</b>			
Repairs & Maintenance	250	350	351
Transport Insurance	400	400	398
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	850	1,200	1,101
Maintenance - General	1,300	1,300	1,048
Clothing, Uniforms & Laundry	500	200	171
Printing & Stationery	700	150	170
Cash Collection	1,150	1,150	1,220
Trade Refuse Charges	2,000	1,250	1,252
Dog Bin Emptying	300	200	287
Gates / Security	9,950	15,900	11,214 c)
Pest Control	300	200	50
Wildlife Monitoring	350	-	-
Hall Hire for User Group	100	-	-
Telephones	1,100	550	298
<b>Third Party Payments</b>			
Management Fee	-	16,100	16,100
<b><u>Carried Forward</u></b>	119,100	112,500	111,145

**DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES****PLEASURE GROUNDS & OPEN SPACES - LEYBOURNE LAKES COUNTRY PARK**

- a) The Council has carried out some previously agreed maintenance work at the park following transfer of management to Tonbridge and Malling Leisure Trust in November 2021.
- b) Delay to renewal of public convenience cleansing contract led to increased costs as existing contract was extended.
- c) Lower than anticipated use of Covid-19 marshals during the weekends in the spring and summer.



# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>12. PLEASURE GROUNDS &amp; OPEN SPACES</b> (continued)			
<b>(f) LEYBOURNE LAKES COUNTRY PARK</b> (continued)			
<b><u>Brought Forward</u></b>	119,100	112,500	111,145
<b>Less Income</b>			
Car Parking Fees	-42,000	-37,000	-38,919
Car Park Season Tickets	-200	-200	-208
Educational Visits	-450	-	-42
Interest Receipts	-1,500	-	-
Rents			
Land	-350	-200	-188
Windsurfing / Diving Concession	-5,300	-3,100	-3,098
Wayleave Agreement	-6,000	-3,550	-3,869
Fishing Concession	-21,250	-11,850	-12,206
Contributions from Other Bodies	-6,000	-13,300	-13,286
Partnership Funding	-	-1,000	-1,000
	-83,050	-70,200	-72,816
<b><u>Sub-total</u></b>	36,050	42,300	38,329
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	4,900	4,900	4,942
Information Technology Expenses	1,050	1,050	1,130
Departmental Administrative Expenses	37,850	26,000	22,605
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	71,250	31,800	37,737 d)
	<b>151,100</b>	<b>106,050</b>	<b>104,743</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	2.76	1.66	
<b><u>PLEASURE GROUNDS &amp; OPEN SPACES</u></b>			
(a) TONBRIDGE CASTLE GROUNDS	143,900	138,200	142,299
(b) HAYSDEN COUNTRY PARK	79,450	78,600	67,351
(c) OPEN SPACES & AMENITY AREAS	319,750	359,000	328,659
(d) PATROLLING	12,950	14,650	14,525
(e) COUNTRYSIDE / WOODLAND MANAGE'T	93,700	128,850	137,341
(f) LEYBOURNE LAKES COUNTRY PARK	151,100	106,050	104,743
<b><u>TO SUMMARY</u></b>	<b>800,850</b>	<b>825,350</b>	<b>794,918</b>

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

**PLEASURE GROUNDS & OPEN SPACES - LEYBOURNE LAKES COUNTRY PARK (continued)**

- d) Additional works undertaken as part of the Path Improvements works funded by Kent County Council. See page CP 6.

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>13. ALLOTMENTS</b>			
<b>Employees</b>			
Salaries	500	500	498
<b>Premises Related Expenses</b>			
Drainage Rates	50	50	15
Premises Insurance	100	100	89
<b>Third Party Payments</b>			
Management Fee to T.A.G.A.	5,100	5,100	5,100
	5,750	5,750	5,702
<b>Less Income</b>			
Rents	-	-	(1)
<b><u>Sub-total</u></b>	5,750	5,750	5,701
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	400	350	332
Information Technology Expenses	-	-	13
Departmental Administrative Expenses	250	250	234
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	950	950	962
<b><u>TO SUMMARY</u></b>	<b>7,350</b>	<b>7,300</b>	<b>7,242</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.02	0.02	

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>14. CHURCHYARDS</b>			
<b>Employees</b>			
Salaries	3,100	3,050	2,986
<b>Premises Related Expenses</b>			
Maintenance of Grounds	2,150	1,500	1,368
<b>Third Party Payments</b>			
Grounds Maintenance Contract	4,250	4,300	4,307
	9,500	8,850	8,661
<b>Less Income</b>			
Contributions from Other Bodies	(50)	(50)	(13)
<b><u>Sub-total</u></b>	9,450	8,800	8,648
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	1,000	950	937
Information Technology Expenses	100	100	102
Departmental Administrative Expenses	1,250	1,250	1,295
<b><u>TO SUMMARY</u></b>	<b>11,800</b>	<b>11,100</b>	<b>10,982</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.09	0.09	

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22			
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>15. <u>TONBRIDGE CEMETERY</u></b>			
<b>Employees</b>			
Salaries	26,000	25,450	24,822
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	7,300	1,550	1,318
Maintenance of Grounds	5,600	9,000	11,240
Electricity	2,000	3,000	1,693
Rates	9,900	9,900	9,855
Water Charges (Metered)	200	250	398
Sewerage & Environmental Services	150	250	143
Premises Insurance	800	800	792
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	1,950	2,050	2,050
<b>Third Party Payments</b>			
Grounds Maintenance Contract	57,300	57,800	59,578
<b><u>Carried Forward</u></b>	111,200	110,050	111,889
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	1,000	950	937
Information Technology Expenses	100	100	102
Departmental Administrative Expenses	1,250	1,250	1,295
<b><u>TO SUMMARY</u></b>	11,800	11,100	10,982
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.09	0.09	

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

		2021/22		
		ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
15. <u>TONBRIDGE CEMETERY (continued)</u>				
<u>Brought Forward</u>		111,200	110,050	111,889
Less Income				
Fees & Charges				
Graves - Exclusive Right of Burial		(20,200)	(22,000)	(28,922)
Interments		(25,300)	(26,000)	(22,466)
Memorials - Erection		(2,200)	(3,500)	(4,800)
Memorials - Inscription		(1,500)	(1,500)	(1,308)
Register Search		(500)	(1,000)	(603)
Memorial Garden - Lease of Tablet / Vault		(12,600)	(12,600)	(21,131)
Memorial Garden - Plaque / Inscription		(5,100)	(1,400)	(705)
Use of Chapel		(1,500)	(1,000)	(1,850)
		(68,900)	(69,000)	(81,785) a)
<u>Sub-total</u>		42,300	41,050	30,104
Central, Departmental & Technical Support Services				
Central Salaries & Administration		6,300	6,350	6,398
Information Technology Expenses		800	800	855
Departmental Administrative Expenses		11,550	11,550	11,820
Depreciation & Impairment				
Non-Current Asset Depreciation		24,150	24,400	23,877
<u>TO SUMMARY</u>		85,100	84,150	73,054
Full Time Equivalent Number of Staff (including Support Service Staff)		0.85	0.83	

a) Higher than anticipated demand for services.

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>16. <u>YOUTH PARTNERSHIPS</u></b>			
<b>Employees</b>			
Salaries	30,700	29,450	29,535
<b>Supplies &amp; Services</b>			
Leisure Pass Subsidy	8,000	5,900	5,881
Marketing	1,000	500	24
Youth Development Initiatives	2,000	1,000	2,258
	41,700	36,850	37,698
<b>Less Income</b>			
Fees & Charges			
Activate	(100)	-	-
Contributions from Other Bodies	-	-	-2,000
<b><u>Sub-total</u></b>	41,600	36,850	35,698
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	4,200	4,100	4,109
Information Technology Expenses	2,300	2,300	2,521
Departmental Administrative Expenses	13,800	13,000	13,785
<b><u>TO SUMMARY</u></b>	<b>61,900</b>	<b>56,250</b>	<b>56,113</b>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	0.9	0.86	

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>17. <u>SPORTS PARTNERSHIPS</u></b>			
<b>Employees</b>			
Salaries	41,150	40,100	40,163
<b>Supplies &amp; Services</b>			
Sports Development Programme	5,000	3,000	3,000
	46,150	43,100	43,163
<b>Less Income</b>			
Contributions from Other Bodies	(500)	-	-
<b><u>Sub-total</u></b>	45,650	43,100	43,163
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	1,550	1,550	1,560
Information Technology Expenses	300	300	352
Departmental Administrative Expenses	18,950	18,000	19,088
<b><u>TO SUMMARY</u></b>	<b>66,450</b>	<b>62,950</b>	<b>64,163</b>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	1.13	1.1	



# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>18. <u>EVENTS DEVELOPMENT</u></b>			
<b>Employees</b>			
Salaries	53,850	47,700	47,662
<b>Supplies &amp; Services</b>			
Events Support	22,000	19,000	21,304
Marketing	4,000	1,000	2,006
Licences	1,000	1,550	1,555
	80,850	69,250	72,527
<b>Less Income</b>			
Events Income	(30,000)	(12,250)	(19,901) a)
Marketing Income	-	-	(105)
<b><u>Sub-total</u></b>	50,850	57,000	52,521
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	31,150	32,450	32,419
Information Technology Expenses	550	500	577
Departmental Administrative Expenses	23,550	20,800	21,992
<b><u>TO SUMMARY</u></b>	<b>106,100</b>	<b>110,750</b>	<b>107,509</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	2.03	1.98	

a) Increased activities and the introduction of the new charging policy.

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22

## 19. LEISURE STRATEGY

### Employees

Salaries

63,000

60,800

60,639

### Supplies & Services

Market Research / Audit Programme

4,250

-

-

Community Group Funding

8,000

8,000

5,235

### Sub-total

75,250

68,800

65,874

### Central, Departmental & Technical Support Services

Central Salaries & Administration

1,250

1,100

1,118

Information Technology Expenses

-

-

33

Departmental Administrative Expenses

21,150

20,100

20,948

### TO SUMMARY

97,650

90,000

87,973

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

1.29

1.21

Analysis of Salaries:

Leisure Planning / Policy

31,100

30,900

30,775

Market Research

1,700

450

416

Liaison with Outside Bodies

30,200

29,450

29,448

63,000

60,800

60,639

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>20. <u>CHRISTMAS LIGHTING</u></b>			
<b>Employees</b>			
Salaries	5,950	5,950	5,981
<b>Supplies &amp; Services</b>			
Christmas Lighting	32,000	32,000	33,956
	37,950	37,950	39,937
<b>Less Income</b>			
Contributions from Other Bodies	-	-	(1,500)
<b><u>Sub-total</u></b>	37,950	37,950	38,437
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	1,500	1,100	1,122
Information Technology Expenses	200	150	217
Departmental Administrative Expenses	2,600	2,600	2,584
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	4,450	4,450	4,452
<b><u>TO SUMMARY</u></b>	<b>46,700</b>	<b>46,250</b>	<b>46,812</b>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	0.16	0.15	

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22

## 21. PARKING SERVICES

### (a) OFF-STREET

#### Employees

Salaries	227,650	217,850	209,635 a)
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#### Premises Related Expenses

Maintenance of Grounds	204,800	206,000	206,794
Repairs & Maintenance	30,000	40,000	29,183 b)
Winter Maintenance	5,000	10,000	6,967
Electricity	2,300	2,300	2,429
Rates	269,000	269,900	269,890
Premises Insurance	2,100	2,600	2,611

#### Transport Related Expenses

Repairs & Maintenance	1,200	1,200	2,255
Licences	650	450	333
Petrol / Oil	3,000	3,500	3,306
Transport Insurance	800	800	796

#### Supplies & Services

Purchases - Equipment & Materials	2,000	10,000	7,536
Maintenance - General	22,150	25,000	27,459
Uniforms	1,000	750	1,092
Stationery	10,000	10,000	7,740
Professional Fees	-	-	(126)
Cash Collection	50,000	68,000	71,761
Payment to Principals / Ticket Refunds	438,000	349,000	306,566 c)
Advertising	1,000	500	674
Adjudication & Enforcement Services	6,000	6,000	5,672
Security Services Mgt. Recharge (CCTV)	178,650	162,150	162,759

#### Carried Forward

1,455,300	1,386,000	1,325,332
-----------	-----------	-----------

- a) Management savings arising from vacant Senior Civil Enforcement Officer, Civil Enforcement Officer Supervisor and Civil Enforcement Officer posts.
- b) Lower than anticipated need for maintenance at Council car parks.
- c) Levels of ticket refunds continue to decrease as use of home delivery of groceries grows.

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22			
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>21. PARKING SERVICES (continued)</b>			
<b>(a) OFF-STREET (continued)</b>			
<b><u>Brought Forward</u></b>	1,455,300	1,386,000	1,325,332
<b>Less Income</b>			
Fees & Charges			
Car Park Season Tickets	(166,000)	(181,000)	(206,267) <b>d)</b>
Short Stay Parking	(1,640,000)	(1,500,000)	(1,452,896) <b>e)</b>
Long Stay Parking	(620,000)	(478,000)	(522,919) <b>e)</b>
Penalty Charge Notices	(98,000)	(98,000)	(110,703) <b>f)</b>
General	(13,000)	(22,000)	(35,610) <b>g)</b>
Management of Angel / Botany Car Parks	(100,600)	(100,700)	(100,752)
Rent - Snodland Town Market / Tonbridge	(28,400)	(22,000)	(22,153)
Saturday Market / Tonbridge Sunday			
Farmers' Market			
	(2,666,000)	(2,401,700)	(2,451,300)
<b><u>Sub-total</u></b>	<b>(1,210,700)</b>	<b>(1,015,700)</b>	<b>(1,125,968)</b>
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	26,400	26,550	26,692
Information Technology Expenses	31,400	30,950	34,146
Departmental Administrative Expenses	74,200	73,850	77,650
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	110,750	98,250	106,076 <b>h)</b>
Non-Current Asset Impairment	-	-	828,959 <b>i)</b>
	<b>(967,950)</b>	<b>(786,100)</b>	<b>(52,445)</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	7.93	7.9	

**d)** Higher than anticipated season ticket income due to a local business bulk purchasing tickets for Sovereign East car park on a monthly basis.

**e)** Changes in behaviour by motorists has seen a shift from short stay to long stay car parks.

**f)** Reduced staff turnover has resulted in an increase in numbers of PCNs being issued.

**g)** Compensation from Southern Water for loss of income due to road closure in Borough Green.

**h)** Increase reflects depreciation of works at Angel East car park funded by Sainsbury's.

**i)** First full revaluation of car parks post Covid-19 has resulted in the value of most chargeable car parks decreasing due to reduction in usage and income. Where the reduction exceeds amounts held on the Revaluation Reserve, the excess has been charged to revenue. Impairment is not a charge to the General Fund and is reversed out on the Summary (page S1).

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22

## 21. PARKING SERVICES (continued)

### (b) ON-STREET

#### Employees

Salaries	302,600	296,150	283,516 a)
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#### Premises Related Expenses

Repairs & Maintenance	15,000	15,000	12,858
Car Parking Action Plans	15,000	15,000	6,329 b)

#### Transport Related Expenses

Repairs & Maintenance	1,500	1,500	2,799
Licences	250	350	859
Petrol / Oil	3,000	3,500	3,333
Transport Insurance	1,200	1,200	1,194

#### Supplies & Services

Purchases - Equipment & Materials	1,950	9,950	8,484
Maintenance - General	5,200	5,200	8,233
Uniforms	1,500	1,500	1,399
Stationery	1,000	500	1,663
Cash Collection	2,000	1,500	2,008
Advertising	1,000	1,000	1,715
Adjudication & Enforcement Services	6,100	6,100	4,607

#### Carried Forward

357,300	358,450	338,997
---------	---------	---------

a) Management savings arising from vacant Senior Civil Enforcement Officer, Civil Enforcement Officer Supervisor and Civil Enforcement Officer posts.

b) Progress and delivery of Parking Actions Plans delayed due to Covid-19.

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22			
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>21. <u>PARKING SERVICES</u> (continued)</b>			
<b>(b) <u>ON-STREET</u> (continued)</b>			
<b><u>Brought Forward</u></b>	357,300	358,450	338,997
<b>Less Income</b>			
Fees & Charges			
Business Parking Permits	(37,000)	(27,000)	(28,115)
Residents Parking Permits	(140,000)	(133,000)	(136,139)
Visitors Parking Permits	(33,000)	(25,000)	(23,616)
Dispensations	(6,000)	(22,000)	(19,310)
General	-	-	(800)
On-street Parking	(72,500)	(43,000)	(48,087) c)
Penalty Charge Notices	(175,000)	(155,000)	(185,215) d)
	(463,500)	(405,000)	(441,282)
<b><u>Sub-total</u></b>	(106,200)	(46,550)	(102,285)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	18,350	18,250	18,276
Information Technology Expenses	23,450	23,150	25,523
Departmental Administrative Expenses	94,700	97,800	104,273
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	4,650	5,450	5,459
	<b>34,950</b>	<b>98,100</b>	<b>51,246</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	10.4	10.52	
<b><u>PARKING SERVICES</u></b>			
(a) OFF-STREET	(967,950)	(786,100)	(52,445)
(b) ON-STREET	<b>34,950</b>	<b>98,100</b>	<b>51,246</b>
<b><u>TO SUMMARY</u></b>	<b>(933,000)</b>	<b>(688,000)</b>	<b>(1,199)</b>

c) Usage of on-street parking bays on Tonbridge High Street increased during second half of year.

d) Reduced staff turnover has resulted in an increase in numbers of PCNs being issued.

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>22. <u>TRANSPORTATION</u></b>			
<b>Employees</b>			
Salaries	80,350	83,000	79,590
<b>Premises Related Expenses</b>			
Repairs, Alterations & Maintenance	17,000	17,000	17,079
Electricity	400	500	294
Vale Rise Depot Recharge	1,850	1,850	1,730
Premises Insurance	100	100	84
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	5,000	5,000	5,148
<b><u>Sub-total</u></b>	104,700	107,450	103,925
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	6,800	6,800	6,834
Information Technology Expenses	2,050	1,950	2,197
Departmental Administrative Expenses	30,650	29,750	30,682
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	1,350	1,350	1,363
<b><u>TO SUMMARY</u></b>	<b>145,550</b>	<b>147,300</b>	<b>145,001</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.92	1.87	



# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22			
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>23. SECURITY SERVICES MANAGEMENT</b>			
<b>Employees</b>			
Salaries	30,800	28,900	28,886
<b>Premises Related Expenses</b>			
Electricity	350	450	366
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	1,500	1,500	48
Maintenance - General	12,000	12,000	6,082 a)
Miscellaneous Insurance	3,350	3,300	3,320
<b>Third Party Payments</b>			
CCTV Monitoring Station	165,000	150,000	155,128 b)
	213,000	196,150	193,830
<b>Less Income</b>			
Recharge to Parking Services	(178,650)	(162,150)	(162,759)
<b><u>Sub-total</u></b>	34,350	34,000	31,071
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	4,900	4,850	4,886
Information Technology Expenses	800	800	861
Departmental Administrative Expenses	14,200	13,300	13,646
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	11,800	7,000	9,735
<b><u>TO SUMMARY</u></b>	<b>66,050</b>	<b>59,950</b>	<b>60,199</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.82	0.77	

a) Lower than anticipated demand for repairs/maintenance to CCTV cameras.

b) Maintenance costs of monitoring station higher than anticipated.

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>24. BOROUGH DRAINAGE &amp; LAND DRAINAGE RELATED WORK</b>			
<b>Employees</b>			
Salaries	38,300	39,900	39,945
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	750	750	342
Professional Fees	5,400	4,950	4,920
Capital Grants & Contributions (RECS)	500,000	-	-
<b>Third Party Payments</b>			
Contract Payments	3,000	2,100	3,400
<b><u>Sub-total</u></b>	547,450	47,700	48,607
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	1,750	1,800	1,786
Information Technology Expenses	550	550	603
Departmental Administrative Expenses	18,300	16,900	17,169
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	100	100	87
<b><u>TO SUMMARY</u></b>	<b>568,150</b>	<b>67,050</b>	<b>68,252</b>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	0.93	0.87	

# DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

2021/22

	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	PROVISIONAL OUTTURN £
<b>25. CIVIL CONTINGENCIES</b>			
<b>Employees</b>			
Salaries	64,650	176,800	175,446
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	500	1,500	1,116
Provision of Sandbags	500	500	500
Out of Hours Call Service	14,900	14,900	15,120
Other Expenses	250	250	278
Contribution to Kent Resilience Forum	17,150	14,600	14,613
Covid-19	-	1,000	
Community Hub, etc.	-	61,600	976
Containment Outbreak Management	-	61,600	73,948 a)
	97,950	271,150	281,997
<b>Less Income</b>			
Government Grant - Covid 19	-	(156,150)	(109,777) b)
Contribution from Other Bodies	-	(113,600)	(271,982) c)
<b><u>Sub-total</u></b>	97,950	1,400	(99,762)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	34,800	34,150	34,396
Information Technology Expenses	150	150	182
Departmental Administrative Expenses	30,950	65,600	66,864
<b><u>TO SUMMARY</u></b>	<b>163,850</b>	<b>101,300</b>	<b>1,680</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.92	4.00	

a) Higher than anticipated spend on Covid marshals.

b) Balance of Contain Outbreak Management Fund (COMF) received from the Department of Health and Social Care carried forward to 2022/23.

c) COMF received from Kent County Council used retrospectively to fund costs incurred in managing Covid-19.

## CAPITAL OUTTURN

### SUMMARY OF SERVICES

	Expenditure To 31/03/21	2021/22 Including Prior year Slippage	2021/22 Actual to 31 March 2022	
<b>Capital Plan Schemes</b>	£'000	£'000	£'000	
Planning, Housing & Environmental Health	1,490	1,094	54	
Street Scene, Leisure & Technical Services	4	318	396	
Corporate	97	223	147	
<b>Sub-total</b>	1,591	1,635	597	
<b>Capital Renewals</b>				
Planning, Housing & Environmental Health	n/a	0	0	
Street Scene, Leisure & Technical Services	n/a	561	225	
Corporate	n/a	197	35	
<b>Sub-total</b>	n/a	758	260	
<b>Total</b>	1,591	2,393	857	

## CAPITAL OUTTURN

### PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	Expenditure To 31/03/21	2021/22 Including Prior year Slippage	2021/22 Actual to 31 March 2022	
<b>Capital Plan Schemes</b>	£'000	£'000	£'000	
Housing				
Grants	n/a	30	(10)	
Temporary Accommodation	1,490	1,064	64	
<b>Sub-total</b>	1,490	1,094	54	
<b>Capital Renewals</b>	n/a	0	0	
<b>Total</b>	1,490	1,094	54	

## CAPITAL OUTTURN

## PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	Code	Expenditure To 31/03/21	2021/22 Including Prior year Slippage	2021/22 Actual to 31 March 2022	Notes
<b>Housing</b>		£'000	£'000	£'000	
(a) Disabled Facility Grants					
(i) Mandatory Grants	P03AC	n/a	1,590	717	
Less repayments		n/a	(10)	(35)	
(ii) Government Grant		n/a	(1,580)	(682)	
Sub-total		n/a	0	0	Government grant support of £682,000 attributed to 2021/22 and a further £85,600 of grant funding applied to related revenue initiatives in 2021/22.
(b) Housing Assistance	P03AD	n/a	60	29	Unused government grant carried forward to 2022/23.
Less repayments		n/a	(30)	(39)	
Sub-total		n/a	30	(10)	
<b>Total Grants to Summary</b>		n/a	30	(10)	
<b>(c) Temporary Accommodation</b>					
(i) 4 Dwellings Pembury Road, Tonbridge	P03AX	1,996	1,229	64	
Less Developer Contributions		(506)	(425)	0	Revised plans under consideration at 31 March 2022. Agreed works will be being carried out in 2022/23.
Sub-total		1,490	804	64	
(ii) Ground Floor Unit High Street, Tonbridge	P03AY	n/a	40	0	
(iii) Freehold of 47 High Street, Tonbridge	P03AZ	n/a	220	0	
<b>Total Temporary Accommodation to Summary</b>		1,490	1,064	64	

## CAPITAL OUTTURN

### STREET SCENE, LEISURE & TECHNICAL SERVICES

	Expenditure To 31/03/21	2021/22 Including Prior year Slippage	2021/22 Actual to 31 March 2022	
<b>Capital Plan Schemes</b>	£'000	£'000	£'000	
<b>Street Scene</b>	n/a	106	217	
<b>Leisure</b>				
Sports Grounds	4	18	29	
Open Spaces	0	124	124	
<b>Technical Services</b>				
Car Parking	0	30	23	
Transportation	0	40	3	
<b>Sub-total</b>	4	318	396	
<b>Capital Renewals</b>	n/a	561	225	
<b>Total Street Scene, Leisure &amp; Technical Services</b>	4	879	621	

## CAPITAL OUTTURN

## STREET SCENE, LEISURE &amp; TECHNICAL SERVICES

	Code	Expenditure To 31/03/21	2021/22 Including Prior year Slippage	2021/22 Actual to 31 March 2022	Notes
<b>Street Scene</b>		£'000	£'000	£'000	
(a) Garden Waste Bins Growth / Replacement	P02BC	n/a	31	64	A combination of new bins to facilitate the roll out of the agreed programme for flats, higher demand for subscription services, and the requirement to pre-order units due to supplier shortage and protracted lead times, has led to an overspend against budgets in 2021/22.
(b) Refuse Bins Growth / Replacement	P02DA	n/a	61	86	
(c) Garden Waste Bin Replacement	P03CF	n/a	14	67	
<b>Total Street Scene to Summary</b>		n/a	106	217	
<b>Sports Grounds</b>					
(d) Racecourse Sports Ground Riverside Revetment Less Grants	P05DD	21 (17)	10	29	Further consideration being given to most effective option to address bank erosion. Bulk of scheme budget attributed to 2022/23.
Sub-total		4	10	29	
(e) Racecourse Sportsground Rugby Pitch Drainage Less Developer Contributions	P05DE	10 (10)	16 (8)		
Sub-total		0	8	0	
<b>Total Sports Grounds to Summary</b>		4	18	29	



## CAPITAL OUTTURN

## STREET SCENE, LEISURE &amp; TECHNICAL SERVICES

	Code	Expenditure To 31/03/21	2021/22 Including Prior year Slippage	2021/22 Actual to 31 March 2022	Notes
<b>Open Spaces</b>		£'000	£'000	£'000	
(a) Leybourne Lakes Country Park Path Improvements Less Grants & Contributions	P05FH		52	74 (22)	Scheme completed.
Sub-total		0	52	52	
(b) Leybourne Lakes Country Park Facility Improvements Less Grants & Developer Contributions	P05FF	34 (34)	868 (796)	510 (438)	
Sub-total		0	72	72	
<b>Total Open Spaces to Summary</b>		0	124	124	
<b>Car Parking</b>					
(a) Existing Car Parks Improvement Rolling Programme Less Grants & Contributions	P01AB	n/a	30	23	Works commenced on the Café in Q4 2021/22 and is scheduled to be completed and opened to the public by late June provided no unexpected delay occurs.
Sub-total		0	30	23	
<b>Total Car Parking to Summary</b>		0		23	
<b>Transportation</b>					
(a) Electric Vehicle Charging Points Less Grants & Contributions	P01EA	n/a	120 (80)	3	Scheme to be completed in early 2022/23.
Sub-total		n/a	40	3	
<b>Total Transportation to Summary</b>		0	40	3	

## CAPITAL OUTTURN

## STREET SCENE, LEISURE &amp; TECHNICAL SERVICES

	Code	Expenditure To 31/03/21	2021/22 Including Prior year Slippage	2021/22 Actual to 31 March 2022	Notes
<b>Capital Renewals</b>					
Sports Grounds & Open Spaces	P05KGBC05	n/a	86	65	} Underspend / carry forward to 2022/23 to be reviewed Autumn 2022.
Less Grants & Contributions		n/a	(45)	(54)	
		n/a	41	11	}
<b>Technical Services</b>					}
(a) CCTV Capital Renewals	P01BA	n/a	33	14	}
(b) Car Parking	P01JF	n/a			}
Sub-total		n/a	74	25	}
<b>Leisure Centres</b>					}
(c) Angel Centre	P05KGBC01	n/a	80	3	}
(d) Larkfield Leisure Centre	P05KGBC02	n/a	257	17	}
(e) Tonbridge Swimming Pool	P05KGBC04	n/a	41	9	}
(f) Poult Wood Golf					}
Clubhouse	P05KGBC03	n/a	77	1	}
Course	P05KGBC07	n/a	5		}
Grounds Maintenance	P05KGBC06	n/a	190	170	}
			650	200	}
Provision for inflation	P05KZ	n/a			}
Savings Target (assumes 25%)		n/a	(163)		}
Sub-total			487	200	}
<b>Total Capital Renewals to Summary</b>		n/a	561	225	}

## CAPITAL OUTTURN

### CORPORATE

	Expenditure To 31/03/21	2021/22 Including Prior year Slippage	2021/22 Actual to 31 March 2022	
<b>Capital Plan Schemes</b>	£'000	£'000	£'000	
Land & Property	10	60	0	
Information Technology Initiatives	87	101	89	
Other Schemes	0	62	58	
<b>Sub-total</b>	97	223	147	
<b>Capital Renewals</b>	n/a	197	35	
<b>Total Corporate</b>	97	420	182	

## CAPITAL OUTTURN

## CORPORATE

	Code	Expenditure To 31/03/21	2021/22 Including Prior year Slippage	2021/22 Actual to 31 March 2022	Notes
<b>Land &amp; Property</b>		£'000	£'000	£'000	Works deferred to a future date.
(a) Tonbridge Castle Offices: Re-tile Roof	P06AA	10	60		
<b>Total land and property to summary</b>		10	60	0	
<b>Information Technology Initiatives</b>					
(b) General IT Developments	P06DA	n/a			
(c) Revenues and Benefits IT Digital Solution	P06EW	5	15		
(d) CMS Website Solution	P06EX	82	58	61	
(e) Hybrid Meetings	P06ER		28	28	
<b>Total Information Technology Initiatives to Summary</b>		87	101	89	
<b>Other Schemes</b>					
(f) Electric / Hybrid Pool Car	P06EZ	n/a	24	20	
(g) TMLT Telephony Capital Grant	P06EP		38	38	
<b>Total Other Schemes to Summary</b>		0	62	58	

## CAPITAL OUTTURN

## COPORATE

	Code	Expenditure To 31/03/21	2021/22 Including Prior year Slippage	2021/22 Actual to 31 March 2022	
<b>Capital Renewals</b>		£'000	£'000	£'000	
(a) General	P06FA				} Underspend / carry forward to 2022/23 to be reviewed Autumn 2022.
Departmental Administration	GR01	n/a	16		
Print Unit	GR03	n/a	43		
Telephones	GR05	n/a	9		
Elections	GR10	n/a			
Sub-total		n/a	68	0	
<b>(b) Information Technology</b>	P06FB		129		}
Desktop Hardware	FB10	n/a		23	
Mobile Hardware	FB20	n/a		8	
Computer Suite	FB30	n/a		4	
Other Hardware	FB40	n/a			
Network	FB50	n/a			
Corporate Software	FB60	n/a			
Operational Software	FB70	n/a			
User Software	FB80	n/a			
Sub-total		n/a	129	35	
Total Capital Renewals to Summary		n/a	197	35	}

**2021 / 22**