

2022/23

Revenue and Capital Budgets



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BUDGET STATEMENT 2022/23

1. Introduction

- 1.1 The revenue and capital budgets for 2022/23 are presented in this booklet for approval by full Council. In determining the budget the Council approves the financial resources necessary to achieve its plans for the provision of services and also sets the level of council tax for the year. The budget has been prepared within the context of a **Medium Term Financial Strategy (MTFS) [Annex 1]**.
- 1.2 By way of context, since 2010/11 the Council has seen its Settlement Funding Assessment (core funding) decrease by some 65% or £4.3m (from £6.6m in 2010/11 to £2.3m in 2022/23).
- 1.3 The fall in core funding is, in part, negated by the grant award under the New Homes Bonus (NHB) scheme which in 2022/23 is around £1.2m and other time limited grant income. The future of NHB or a replacement remains the subject of discussion, but at the very least will not continue in its current form leaving one of two options. The scheme is withdrawn and not replaced or is replaced, but where the funding stream and sum awarded is much reduced (our working assumption).
- 1.4 However, it is important to stress that **dependent** on the outcome of the Fair Funding Review, the future of NHB and the recently introduced lower tier services grant and new one-off services grant, business rates reforms and the extent and speed of the recovery following the pandemic, there is a **risk** the funding gap could be more than is presently reflected in the MTFS.
- 1.5 In the latest iteration of the MTFS it is assumed government grant funding will **steadily** reduce from circa £4.8m in 2022/23 to £2.7m in 2025/26 before seeing a modest increase year on year thereafter and that the reductions in income and increased costs seen as a result of the pandemic in large part **will return** to pre Covid-19 levels in the short to medium term; where the latest projected funding gap between expenditure and income is **circa £2,150,000. Plus** the initiative already built into the MTFS, scaling back of office accommodation in the sum of **£200,000** by April 2024.
- 1.6 As in previous iterations of the MTFS the latest projected funding gap can be broken down into tranches to enable more measured steps to be taken (Tranche 1 – £350,000 by April 2023; Tranche 2 – £500,000 by April 2024; Tranche 3 – £650,000 by April 25 and Tranche 4 – £650,000 by April 2028).
- 1.7 It goes without saying the Council faces a **difficult and challenging financial outlook** .

2. Medium Term Financial Strategy

2.1 Background

- 2.1.1 The Council's Medium Term Financial Strategy (MTFS) covers both revenue and capital budgets, and it is this Strategy that underpins the budget setting process for the forthcoming year and over the strategy period.
- 2.1.2 The aim of the MTFS is to give us a realistic and sustainable plan that reflects the Council's strategic priorities and objectives and takes us into the future. Underneath the Strategy sits detailed estimates formulated in conjunction with Services taking into account past outturn, current spending plans and likely future demand levels / pressures. It is acknowledged that circumstances will change and for this reason the Strategy needs to, and will, be kept under regular review.
- 2.1.3 The MTFS spans a rolling ten-year period with two fundamental objectives: to achieve a balanced revenue budget and to retain a minimum of £3.0m in the general revenue reserve by the end of the strategy period and not to fall below £2.0m at any time during the 10-year period. All of the key objectives currently set out in the MTFS can be found at **[Annex 1]**.
- 2.1.4 Alongside the MTFS sits a **Savings and Transformation Strategy [Annex 2]**. The purpose of the Strategy is to provide structure, focus and direction in addressing the financial challenge faced by the Council. In so doing, it recognises that there is no one simple solution and as a result we will need to adopt a number of ways to deliver the required savings and transformation contributions within an agreed timescale. A number of key themes have been identified, together with outline targets and timescales.

2.2 Corporate Strategy

- 2.2.1 The Council's financial plans should be in support of its strategic priorities and objectives set out in overview in the [Corporate Strategy](#). A [one-year Addendum](#) to the Corporate Strategy was adopted in June 2020 to provide a framework within which to consider a wide range of issues in response to the Covid-19 pandemic and development of a future recovery plan with the production of a second-year addendum work in progress for approval at a future Cabinet meeting.
- 2.2.2 The Strategy sets out Our Vision: *To continue to be a financially sustainable Council with strong leadership that delivers valued services, a commitment to delivering innovation and change to meet the needs of our Borough* guided by our values and priorities:

*Achieving efficiency;
Embracing effective partnership working;
Valuing our environment and encouraging sustainable growth; and
Innovation.*

2.3 Financial Context

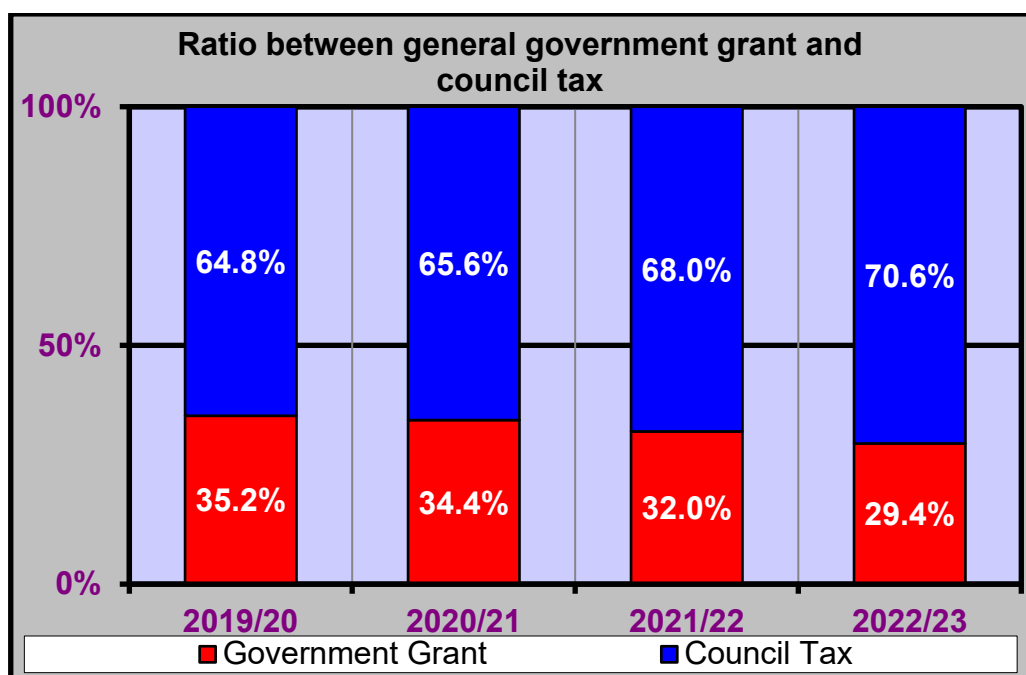
- 2.3.1 In April 2017 a Special Expenses Scheme was introduced and the Financial Arrangements with Parish Councils Scheme revoked from the same date. In accordance with the prescribed methodology we are required to aggregate all expenditure as if special expenses did not exist and calculate a *notional* Band D tax rate. The Council's *notional* Band D tax rate for 2022/23 is **£224.50 (an increase of £5.00 or 2.3%)**. In setting this level of council tax, the Council is to make a contribution of **£104,500** to its General Revenue Reserve.
- 2.3.2 In respect of Government Grant funding (see paragraph 3) in 2022/23 the Council is to receive based on its baseline funding level (see paragraph 11) £4,895,974, a decrease of £401,012 or 7.6% when compared to the previous year.
- 2.3.3 The Medium Term Financial Strategy is the Council's high level financial planning tool which underpins the budget setting process. Alongside the MTFS sits a Savings and Transformation Strategy to provide structure, focus and direction in addressing the financial challenge faced by the Council.
- 2.3.4 Our external auditor (Grant Thornton UK LLP) following the 2021 audit concluded *the Authority has put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources. No significant weaknesses in arrangements identified, but improvement recommendations made.*

3. Local Government Finance Settlement

- 3.1 One of the external factors affecting the Council's budget is the level of Government grant funding that is allocated to Tonbridge and Malling through the Local Government Finance Settlement.
- 3.2 The Council received a provisional grant settlement of £2,302,118 in 2022/23, to all intents and purposes the same as that received in 2021/22 plus a payment for the under-indexing of the business rates multiplier of £189,122, a Lower Tier Services Grant allocation of £1,052,110 and a new (one-off) Services Grant in the sum of £158,677.
- 3.3 In addition, the Council's grant award under the New Homes Bonus scheme in 2022/23 is £1,193,947, a cash decrease of £1,015,871 or 46.0% when compared to the equivalent figure of £2,209,818 in 2021/22.
- 3.4 A breakdown of Government grant funding into the various funding streams is set out in the table below.

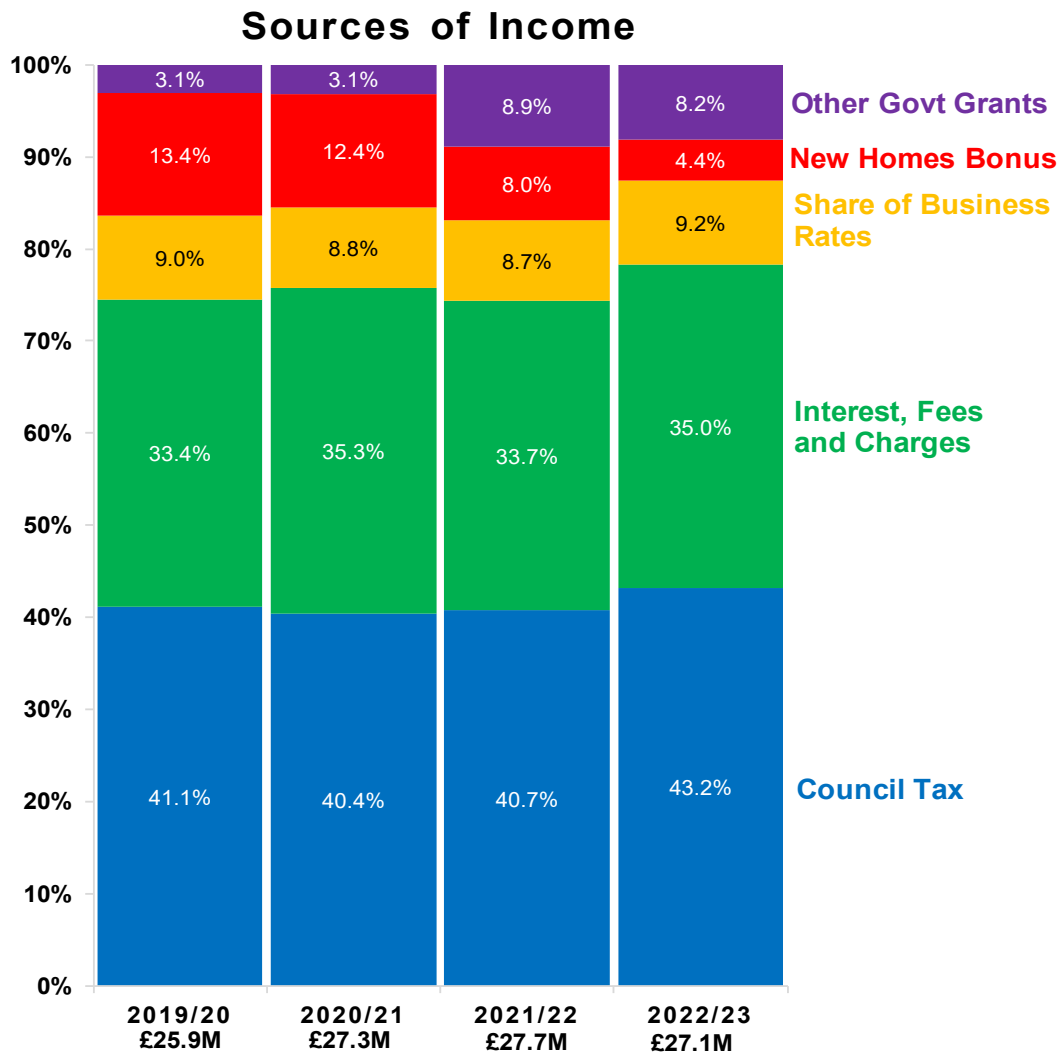
	2021/22 £	2022/23 £	Cash Increase/ (Decrease) £ %	
Local Share of Business Rates (baseline)	2,301,752	2,302,118	366	-
Tariff Adjustment ('negative RSG')				
Settlement Funding Assessment	2,301,752	2,302,118	366	-
New Homes Bonus	2,209,818	1,193,947	(1,015,871)	(46.0)
Under-indexing of the Business Rates Multiplier	119,931	189,122	69,191	57.7
Lower Tier Services Grant	665,485	1,052,110	386,625	58.1
2022-23 Services Grant	-	158,677	158,677	-
Total Grant Funding	5,296,986	4,895,974	(401,012)	(7.6)

- 3.5 Of the twelve district councils in Kent, Tonbridge & Malling Borough Council receives **the lowest** Settlement Funding Assessment both in **total and per head**.
- 3.6 Government grant funding continues the trend whereby the proportion of the Council's budget requirement met from council tax is increasing over time. The chart below shows the ratio between government grant and council tax.



- 3.7 In addition to council tax and grant funding streams, the Council also levies fees and charges locally for specific services and generates investment interest on monies held.

- 3.8 As the chart below demonstrates, the Council is becoming far more reliant on 'local' forms of income (i.e. the council tax levied, fees and charges and interest on monies held) to meet the cost of local services.



4. Local Referendums to Veto Excessive Council Tax Increases

- 4.1 The Localism Act gives local communities the power to veto excessive council tax increases. The Secretary of State will determine a limit for council tax increases which has to be approved by the House of Commons. If an authority proposes to raise council tax above this limit they will have to hold a referendum to get approval for this from local voters who will be asked to approve or to veto the rise.
- 4.2 The level of council tax increase for 2022/23 above which the Council would be required to hold a referendum is **2.0%, or more than 2% and more than £5.**

5. General Fund

- 5.1 The Council's estimated net revenue expenditure for 2022/23 (prior to any contribution to or from the revenue reserve) amounts to £8,174,100. This is lower than it would otherwise be due to the contribution from the Business Rates Retention Scheme reserve to meet the business rates account deficit accounted for 'below the line'. A contribution of £104,500 is to be made to the revenue reserve giving £8,278,600 as the Council's budget requirement. A statement of balances and reserves is shown on page GF1.

6. Collection Fund

- 6.1 As the billing authority for the area, this Council has responsibility for maintaining the 'collection fund' accounts into which council tax and business rates are paid.
- 6.2 Each year we have to estimate the surplus / deficit on the collection fund in respect of council tax and then share this between the major precepting authorities including ourselves; and estimate the surplus / deficit on the collection fund in respect of business rates and then share this between the relevant parties in accordance with the Business Rates Retention scheme.
- 6.3 These are known as collection fund adjustments (by exception for the year 2020/21 any in-year deficit is to be spread over three years rather than accounted for in full in the year 2021/22).
- 6.4 The estimated **surplus** on the collection fund in respect of council tax at 31 March 2022 is £1,115,772. Our share, to be reflected in the 2022/23 Estimates is £157,731 followed by a deficit of £8,164 in 2023/24.
- 6.5 The estimated **deficit** on the collection fund in respect of business rates at 31 March 2022 is £14,537,198. Our share, to be reflected in the 2022/23 Estimates is £5,814,879 followed by a deficit of £449,867 in 2023/24. A large part of the deficit met by central government via what is referred to as Section 31 Grant payments and accounted for in 2021/22.

7. Council Tax Base

- 7.1 The Council Tax base, as determined by the Director of Finance and Transformation was set at **52,246.97** band D equivalents for 2022/23.

8. Council Tax Reduction Scheme

- 8.1 From April 2013, the Council Tax Benefit Scheme (which operated nationally) was replaced by local Council Tax Reduction Schemes. As part of the arrangements, the value of the financial support towards council tax is applied to council taxpayers' accounts in the form of a discount. The

discounts awarded, in turn, are taken into account when determining the Council's tax base (see paragraph 7).

9. Special Expenses and Parish Council Precepts

9.1 In April 2017 a Special Expenses Scheme was introduced and the Financial Arrangements with Parish Councils Scheme revoked from the same date. The basic amount of council tax plus the special expenses Band D charge, where applicable, gives the total Borough Council Band D charge for that area. Details of the Special Expenses for 2022/23 can be found on page 24.

9.2 In addition, details of Parish Council precepts for 2022/23 can be found on page 25.

10. Consultation with Non-Domestic Ratepayers

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

11. National Non-Domestic (Business) Rates

11.1 National non-domestic rates are collected by billing authorities at a nationally prescribed rate in the pound and redistributed as part of the local government finance settlement. The prescribed standard rate for 2022/23 is 51.2p, the same as in 2021/22. A lower rate of 49.9p applies to small businesses with rateable values below £51,000.

11.2 From April 2013 business rates income collected above or below a pre-determined baseline funding level is shared between central government, the billing authority and other bodies covered by the Business Rates Retention scheme subject to safety net and levy arrangements.

11.3 It is assumed business rates income retained in 2022/23 will be below the baseline funding level, but above safety net.

12. Capital Estimates

12.1 The Borough Council's Capital Plan is shown on pages CP1 to CP24. This is the culmination of a review process which began in January 2022. The progress on existing Capital Plan schemes has been noted and Cabinet on 10 February 2022 recommended two new capital plan schemes.

12.2 Bearing in mind the challenging financial outlook and the limited funding available, only schemes meeting one or more of the following criteria would normally be considered for inclusion in the Capital Plan:

- to meet legislative requirements including health and safety obligations;
- funded from external resources; and
- reduce revenue expenditure and or generate income.

13. Cabinet


13.1 Cabinet comprises the following Councillors:

Cllr M Boughton	Leader and Strategic Planning and Infrastructure
Cllr R Betts	Environment and Climate Change
Cllr V Branson	Economic Regeneration
Cllr M Coffin	Finance, Innovation and Property
Cllr D Keers	Community Services
Cllr P Montague	Technical and Waste Services
Cllr K Tanner	Housing

14. Acknowledgement

14.1 The formulation of the Budget for 2022/23, as in recent years, has been challenging and we are indebted to the staff in Financial Services who have, once again, worked tirelessly to bring both the Budget for 2022/23, and the updated Medium Term Financial Strategy and Savings and Transformation Strategy, to fruition. We are also grateful to the Management Team and staff across the organisation for their support, advice and assistance throughout the process. Finally, we would like to thank the Cabinet and Members of the Council for their dedication and their support throughout the budget setting process.


Julie Beilby
Chief Executive


Matt Boughton
Leader of the Council


Sharon Shelton
Director of Finance and
Transformation


Martin Coffin
Cabinet Member for Finance,
Innovation and Property

MEDIUM TERM FINANCIAL STRATEGY 2022/23 – 2031/32

INTRODUCTION

It goes without saying that the Council faces a **difficult and challenging financial outlook**. We do, however, believe that our Medium Term Financial Strategy is resilient and the financial pressures likely to confront us can be addressed in a measured and controlled way, but this is becoming progressively more difficult.

This Medium Term Financial Strategy represents an update to the strategy approved by Council on 23 February 2021. The update has been prepared given the circumstances prevailing in February 2022. It will be reviewed and updated further as circumstances change, but nevertheless, remains a **statement of intent** by all stakeholders and should be read in conjunction with the Budget Statement for 2022/23.

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

FINANCIAL CONTEXT

The Council's *notional* Band D tax rate for 2022/23 is £224.50 (an increase of £5.00 or 2.3%). In setting this level of Council Tax, the contribution to or from the General Revenue Reserve is a contribution to the Reserve of £104,500.

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

The Council received a provisional grant settlement of £2,302,118 in 2022/23, to all intents and purposes the same as that received in 2021/22 plus a payment for the under-indexing of the business rates multiplier of £189,122, a Lower Tier Services Grant allocation of £1,052,110 and a new (one-off) Services Grant in the sum of £158,677.

In addition, the Council's grant award under the New Homes Bonus scheme in 2022/23 is £1,193,947, a cash decrease of £1,015,871 or 46.0% when compared to the equivalent figure of £2,209,818 in 2021/22. The future of NHB or a replacement remains the subject of discussion, but at the very least will not continue in its current form leaving one of two options. The scheme is withdrawn and not replaced or is replaced, but where the funding stream and sum awarded is much reduced (our working assumption).

However, it is important to stress that **dependent** on the outcome of the Fair Funding Review, the future of NHB and the recently introduced lower tier services grant and new one-off services grant, business rates reforms and the extent and speed of the recovery following the pandemic, there is a **risk** the funding gap could be more than is presently reflected in the MTFS.

In the latest iteration of the MTFS it is assumed government grant funding will **steadily** reduce from circa £4.8m in 2022/23 to £2.7m in 2025/26 before seeing a modest increase year on year thereafter and that the reductions in income and increased costs seen as a result of the pandemic in large part **will return** to pre Covid-19 levels in the short to medium term; where the latest projected funding gap between expenditure and income is **circa £2,150,000**. **Plus** the initiative already built into the MTFS, scaling back of office accommodation in the sum of **£200,000** by April 2024.

As in previous iterations of the MTFS the latest projected funding gap can be broken down into tranches to enable more measured steps to be taken (Tranche 1 – £350,000 by April 2023; Tranche 2 – £500,000 by April 2024; Tranche 3 – £650,000 by April 25 and Tranche 4 – £650,000 by April 2028).

The Council has a wide-ranging Capital Plan and has adopted a Capital Strategy and Capital Planning process which are regularly reviewed to reflect changing circumstances. Other than funding for the replacement of our assets which deliver services as well as recurring capital expenditure, there is now an annual capital allowance for all other capital expenditure.

Any 'bids' for capital schemes or discretionary capital grants are to be assessed in the context of the annual allowance. The annual capital allowance is currently set at £250,000. Based on current projections, from 2028/29 the Council may need to borrow to fund such expenditure.

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

OBJECTIVES

- To achieve a balanced revenue budget that delivers the Council's priorities by the end of the strategy period.
- To retain a minimum of £3.0m in the General Revenue Reserve by the end of the strategy period and not to fall below £2.0m at any time during the 10-year period.
- Seek to set future increases in council tax having regard to the guidelines issued by the Secretary of State.

- Continue to identify efficiency savings and opportunities for new or additional income sources and to seek appropriate reductions in service costs in delivery of the Savings and Transformation Strategy approved by Members.
- Subject to there being sufficient resources within the capital reserve, set a maximum 'annual capital allowance' each year as part of the budget setting process for all new capital schemes (set at £250,000 from the Council's own resources) and give priority to those schemes that generate income or reduce costs.

THE STRATEGY

The updated Strategy is set out below. It incorporates:

Document 1: A Revenue Budget Plan for the period 2022/23 to 2031/32 together with a projection of Council Tax Levels in order to support that Revenue Budget Plan and meet the objectives set out above.

Document 2: A Capital Plan Funding Statement for the period to 2027/28.

The Strategy should be read in conjunction with:

- The Treasury Management and Annual Investment Strategy for 2022/23 recommended to full Council by Cabinet on 10 February 2022.
- The updated Capital Strategy recommended to full Council by Cabinet on 10 February 2022.
- The report to Cabinet on 10 February 2022 entitled 'Setting the Budget 2022/23'.
- The report to Cabinet on 10 February 2022 entitled 'Setting the Council Tax 2022/23'.
- The Budget Statement 2022/23 to which this Strategy is annexed.

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

Director of Finance and Transformation
February 2022

Medium Term Financial Strategy

	Estimate	Projection								
	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
EXPENDITURE										
Employees	12,627	12,747	12,905	13,126	13,395	13,671	13,871	14,160	14,457	14,760
Transfer Payments	24,787	25,283	15,392	15,700	16,015	16,334	16,662	16,995	17,335	17,681
Other Expenditure	14,096	13,308	13,335	13,571	13,819	16,182	16,543	17,056	17,588	18,138
Capital Charges	3,390	3,458	3,527	3,597	3,669	3,743	3,818	3,894	3,972	4,051
Total Expenditure	54,900	54,796	45,159	45,994	46,898	49,930	50,894	52,105	53,352	54,630
INCOME										
Fees & Charges	(9,117)	(9,808)	(9,917)	(10,110)	(10,336)	(10,566)	(10,896)	(11,135)	(11,408)	(11,686)
Other Specific Grants & Misc	(25,737)	(25,924)	(15,952)	(16,268)	(16,591)	(16,921)	(17,257)	(17,600)	(17,951)	(18,308)
Investment Income	(397)	(521)	(563)	(622)	(647)	(720)	(759)	(860)	(861)	(869)
Total Income	(35,251)	(36,253)	(26,432)	(27,000)	(27,574)	(28,207)	(28,912)	(29,595)	(30,220)	(30,863)
Appropriations										
Capital Renewals	908	930	954	969	985	1,001	1,017	1,034	1,050	1,068
Provision for new Capital Schemes	250	250	250	250	250	250	0	0	0	0
Other Appropriations	(10,039)	(4,003)	(3,529)	(3,602)	(3,575)	(3,638)	(3,713)	(3,789)	(3,867)	(3,946)
SAVINGS & TRANSFORMATION TARGET	0	(350)	(357)	(364)	(371)	(379)	(386)	(394)	(402)	(410)
SAVINGS & TRANSFORMATION TARGET	0	0	(500)	(510)	(520)	(531)	(541)	(552)	(563)	(574)
SAVINGS & TRANSFORMATION TARGET	0	0	0	(650)	(663)	(676)	(690)	(704)	(718)	(732)
SAVINGS & TRANSFORMATION TARGET	0	0	0	0	0	0	(650)	(663)	(676)	(690)
NET BUDGETED SPEND	10,768	15,370	15,545	15,087	15,430	17,750	17,019	17,442	17,956	18,483
FUNDING										
Revenue Reserves	(104)	(58)	162	(546)	(671)	1,184	(30)	(85)	(69)	(32)
Government Grant	4,800	3,758	2,838	2,677	2,715	2,757	2,798	2,840	2,883	2,925
Council Tax	11,729	12,128	12,545	12,956	13,386	13,809	14,251	14,687	15,142	15,590
Collection Fund Adjustment	(5,657)	(458)	0	0	0	0	0	0	0	0
Total Funding	10,768	15,370	15,545	15,087	15,430	17,750	17,019	17,442	17,956	18,483
Council Tax Level at Band D Increase on Previous Year	£224.50 £5.00	£229.50 £5.00	£234.50 £5.00	£239.50 £5.00	£244.50 £5.00	£249.50 £5.00	£254.50 £5.00	£259.50 £5.00	£264.50 £5.00	£269.50 £5.00
RESERVES BALANCE CARRIED FORWARD	7,617	7,675	7,513	8,059	8,730	7,546	7,576	7,661	7,730	7,762

Document 2				Annex 1			
Capital Plan Review 2021/22 : Funding the Capital Plan							
<div>Capital Plan Schemes</div> <div>Capital Renewals</div> <div>Other Recurring Expenditure (net of grants)</div> <div>One-Off Schemes (net of grants & contributions)</div> <div>Capital Plan Totals</div> <div>Add back grants / contributions</div> <div>Total to be funded</div> <div>Funded from:</div> <div>Grants</div> <div>BCF (Disabled Facilities Grant)</div> <div>Environment Agency TRSG Revetment</div> <div>Electric Vehicle Charging Points</div> <div>Community Parks Funding</div> <div>Developer Contributions Attributed to</div> <div>Temporary Accommodation</div> <div>Tonbridge Racecourse SG Rugby Pitch Drainage</div> <div>Leybourne Lakes Country Park Facility Improvements</div> <div>Tonbridge Farm Sportsground Improvements</div> <div>Capital and Other Receipts</div> <div>DFG Grant Repayments</div> <div>Housing Assistance Grant Repayments</div> <div>River Walk Offices Capital Receipt</div> <div>Balance met from Revenue Reserve for Capital Schemes</div>	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000	2025/26 Estimate £'000	2026/27 Estimate £'000	2027/28 Estimate £'000
	758	1,684	583	688	410	655	879
	166	173	180	189	189	189	189
	1,469	693	1,115				
	2,393	2,550	1,878	877	599	844	1,068
	2,974	1,131	1,080	1,080	1,080	1,080	1,080
	5,367	3,681	2,958	1,957	1,679	1,924	2,148
	1,580	1,040	1,040	1,040	1,040	1,040	1,040
		11					
80							
45							
425							
8							
796							
	40						
10	10	10	10	10	10	10	
30	30	30	30	30	30	30	
1,515							
878	2,550	1,878	877	599	844	1,068	
5,367	3,681	2,958	1,957	1,679	1,924	2,148	

Savings & Transformation Strategy 2022/23 – 2031/32

INTRODUCTION

By way of context, since 2010/11 the Council has seen its Settlement Funding Assessment (core funding) decrease by some 65% or £4.3m (from £6.6m in 2010/11 to £2.3m in 2022/23).

The fall in core funding is, in part, negated by the grant award under the New Homes Bonus (NHB) scheme which in 2022/23 is around £1.2m and other grant income. However, the future of NHB or a replacement remains the subject of discussion, but at the very least will not continue in its current form leaving one of two options. The scheme is withdrawn and not replaced or is replaced, but where the funding stream and sum awarded is much reduced (our working assumption).

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

In the latest iteration of the MTFS it is assumed government grant funding will **steadily** reduce from circa £4.8m in 2022/23 to £2.7m in 2025/26 before seeing a modest increase year on year thereafter and that the reductions in income and increased costs seen as a result of the pandemic in large part **will return** to pre Covid-19 levels in the short to medium term; where the latest projected funding gap between expenditure and income is **circa £2,150,000**. In updating this Strategy, it is noted that the ‘tranches’ assumed within the MTFS are: *Tranche 1* – £350,000 by April 2023; *Tranche 2* – £500,000 by April 2024; *Tranche 3* – £650,000 by April 2025 and *Tranche 4* – £650,000 by April 2028. **Plus** the initiative already built into the MTFS, scaling back of office accommodation in the sum of **£200,000** by April 2024.

OBJECTIVES

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

1. To deliver sufficient savings and transformation contributions in order to bridge the funding gap identified in the MTFS, and to deliver as much as possible in the earlier years in order to minimise risk to the Council’s finances.
2. To direct resources in line with the principles of the Council’s Corporate Strategy.
3. To maintain the Council’s reputation of good front line service provision.

4. To adopt a 'mixed' approach to addressing the funding gap through a series of 'themes'.
5. To be open to accept 'cultural' change/transformation in the ways we work and offer services to the public in order to release efficiencies and savings.
6. To engage, as appropriate, with stakeholders when determining how savings and transformation contributions will be achieved.

THE STRATEGY

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

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

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

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

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

Julie Beilby
Chief Executive

Sharon Shelton
Director of Finance and Transformation

Matt Boughton
Leader of the Council

Martin Coffin
Cabinet Member for Finance, Innovation and Property

Savings & Transformation Strategy 2022/23 - 2031/32

Savings and Transformation Contributions in Previous Years of STS £000	Theme	Indicative Years	Target £000	Savings and Transformation Contributions Identified after Setting of 2022/23 Budget £000	Balance of Target to be Achieved £000
780	Income Generation & Cost Recovery	2022 - 2028	300	0	300
614	In-Service Efficiencies	2022 - 2025	75	0	75
386	Service Change & Reduction	2022 - 2028	1,150	0	1,150
798	Contracts	2022 - 2028	50	0	50
181	Organisation Structure Change	2022 - 2025	250	0	250
431	Partnership Funding	2022 - 2025	25	0	25
313	Asset Management	2022 - 2028	300	0	300
3,503	TOTAL		2,150	0	2,150

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

Savings & Transformation Strategy updated February 2022

Council 22 February 2022
General Fund Revenue Estimates 2022/23
SUMMARY

	2021/22 ESTIMATE		2022/23
	ORIGINAL £	REVISED £	ESTIMATE £
Corporate Services	3,534,700	3,382,100	3,523,550
Chief Executive	2,544,300	1,009,950	1,142,700
Director of Central Services	231,050	703,400	345,650
Director of Finance & Transformation	1,835,800	1,404,350	1,449,500
Director of Planning, Housing & Environmental Health	4,523,000	4,655,800	5,152,750
Director of Street Scene, Leisure & Technical Services	8,059,400	9,277,350	8,035,550
Sub Total	20,728,250	20,432,950	19,649,700
Capital Accounting Reversals			
Non-Current Asset Depreciation	(2,966,650)	(2,787,250)	(2,859,950)
Non-Current Asset Impairment	-	(218,550)	-
Contributions to / (from) Reserves			
Building Repairs Reserve			
Withdrawals to fund expenditure	(809,400)	(1,267,000)	(857,850)
Contribution to Reserve	725,000	725,000	750,000
Earmarked Reserves (see page 18)			
Contributions from Reserves	(11,529,200)	(10,905,650)	(7,038,450)
Contributions to Reserves	2,101,500	6,909,900	496,500
Property & Multi Asset Income Fund Investment Reserve			
Contribution to Reserve	-	1,500,000	-
Revenue Reserve for Capital Schemes			
Withdrawals to fund expenditure			
Non-Current Assets	(2,175,000)	(810,000)	(2,020,000)
Revenue Expenditure Funded from Capital	(655,000)	(68,000)	(530,000)
Withdrawals to Adjust for Capital Receipts	-	(1,515,000)	-
Other contributions to / (from) Reserve (net)	792,000	809,000	1,158,000
Capital Expenditure Charged to General Fund	2,175,000	810,000	2,020,000
Government Grants			
New Homes Bonus	(2,209,800)	(2,209,800)	(1,193,950)
Under-indexing Business Rates Multiplier	(119,950)	(119,950)	(189,100)
Covid-19 Support Grant	(605,150)	(605,150)	-
Income Compensation Scheme	(200,000)	(223,800)	-
Lower Tier Services Grant	(665,500)	(665,500)	(1,052,100)
2022/23 Services Grant	-	-	(158,700)
Local Council Tax Support Grant	-	(224,550)	-
Contributions from KCC	-	(205,600)	-
Sub Total	4,586,100	9,361,050	8,174,100
Contribution to / (from) General Revenue Reserve	405,050	427,000	104,500
Budget Requirement	4,991,150	9,788,050	8,278,600

Council 22 February 2022
General Fund Revenue Estimates 2022/23
EARMARKED RESERVES

	2021/22 ESTIMATE		2022/23
	ORIGINAL £	REVISED £	ESTIMATE £
Contributions from Earmarked Reserves			
Additional Restrictions Support Reserve	(1,321,500)	-	-
Asset Review Reserve	-	(23,000)	-
Borough Signage Reserve	-	(3,600)	-
Business Rates Retention Scheme Reserve	(8,876,150)	(8,654,800)	(6,116,350)
Climate Change Reserve	(50,000)	(93,550)	(75,250)
Covid-19 Reserve	(15,000)	-	-
Economic Development Reserve	-	(5,150)	-
Election Reserve	-	(27,000)	-
Homelessness Reserve	(329,150)	(874,400)	(203,650)
Housing & Welfare Reform Reserve	-	(10,000)	-
Invest to Save Reserve	-	(2,800)	-
Local Development Framework Reserve	(214,500)	(374,100)	(633,200)
Minimum Energy Efficiency Project Reserve	-	(106,050)	-
Public Health Reserve	(20,900)	(16,850)	-
Reorientation / Post Emergency Reserve	-	(200,000)	-
Repossessions Prevention Fund Reserve	(2,000)	-	-
Tonbridge & Malling Leisure Trust Reserve	(700,000)	(507,850)	-
Transformation Reserve	-	(6,500)	(10,000)
	(11,529,200)	(10,905,650)	(7,038,450)
Contributions to Earmarked Reserves			
Asset Review Reserve	-	100,000	-
Budget Stabilisation Reserve	1,500,000	-	-
Business Rates Retention Scheme Reserve	-	4,770,000	-
Climate Change Reserve	-	100,000	-
Election Reserve	25,000	25,000	25,000
Homelessness Reserve	346,500	866,350	346,500
Invest to Save Reserve	150,000	50,000	-
Local Development Framework Reserve	80,000	890,300	125,000
Minimum Energy Efficiency Project Reserve	-	67,550	-
Transformation Reserve	-	38,950	-
Waste & Street Scene Initiatives Reserve	-	1,750	-
	2,101,500	6,909,900	496,500

ESTIMATES FOR THE FINANCIAL YEAR 2022/23

COUNCIL TAX - BOROUGH COUNCIL AND PARISH COUNCIL REQUIREMENTS

2021/22 Estimate		DESCRIPTION	2022/23 Estimate
Original £	Revised £		£
4,991,150	9,788,050	BOROUGH COUNCIL REQUIREMENT	8,278,600
3,326,832	3,326,832	PARISH COUNCIL PRECEPTS	3,554,738
<u>8,317,982</u>	<u>13,114,882</u>	Sub-total	<u>11,833,338</u>
		LESS:	
		National Non-Domestic Rates	
22,398,263	22,398,263	Share of National Non-Domestic Rates	20,174,231
(21,310,255)	(21,310,255)	Tariff	(21,310,255)
-	3,605	Business Rates Pool	-
1,042,729	1,074,809	Small Business Rate Relief Grant	1,053,869
-	4,763,031	Covid-19 Business Rates Relief Measures	2,220,897
9,030	8,203	Supporting Small Business Grant	8,198
-	-	Transitional Relief Grant	51,658
-	-	Public Toilets Relief Grant	7,751
-	(729)	Public House Relief Grant	-
-	(260)	Discretionary Relief Grant	-
<u>6,178,215</u>	<u>6,178,215</u>	Sub-total	<u>9,626,989</u>
		LESS:	
		Collection Fund Adjustments -	
19,582	19,582	Council Tax Surplus / (Deficit)	157,731
(8,444,961)	(8,444,961)	National Non-Domestic Rates Surplus / (Deficit)	(5,814,879)
<u>14,603,594</u>	<u>14,603,594</u>	COUNCIL TAX REQUIREMENT	<u>15,284,137</u>

COUNCIL TAX - BAND "D" EQUIVALENT

2021/22 Estimate	Band "D" Equivalent	DESCRIPTION	2022/23 Estimate	Band "D" Equivalent
£	£		£	£
		KENT COUNTY COUNCIL		
64,713,829	1,259.64	GENERAL	67,293,575	1,287.99
8,174,768	159.12	ADULT SOCIAL CARE	9,051,788	173.25
<u>72,888,596</u>	<u>1,418.76</u>		<u>76,345,362</u>	<u>1,461.24</u>
11,207,426	218.15	POLICE & CRIME COMMISSIONER FOR KENT	11,920,146	228.15
4,152,116	80.82	KENT & MEDWAY FIRE & RESCUE AUTHORITY	4,302,538	82.35
		TONBRIDGE & MALLING BOROUGH COUNCIL		
10,392,517	202.29	GENERAL	10,748,284	205.72
884,245	17.21	SPECIAL EXPENSES (Average) #	981,115	18.78
<u>11,276,762</u>	<u>219.50</u>		<u>11,729,399</u>	<u>224.50</u>
99,524,900	1,937.23	BAND "D" COUNCIL TAX (excluding Parishes)	104,297,445	1,996.24
3,326,832	64.76	PARISH COUNCILS (Average) #	3,554,738	68.04
<u>102,851,732</u>	<u>2,001.99</u>	AVERAGE BAND "D" COUNCIL TAX	<u>107,852,183</u>	<u>2,064.28</u>

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

COUNCIL TAX

DRAFT RESOLUTION

1. It be noted that on 22nd February 2022 the Council calculated:

- (a) the Council Tax Base 2022/23 for the whole Council area as 52,246.97 [Item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended (the "Act")] and,
- (b) for dwellings in those parts of its area to which one or more special items (Special expenses and or a Parish precept) relates as follows:

Tonbridge	13,852.84
Addington	437.45
Aylesford	4,399.76
Birling	199.22
Borough Green	1,723.53
Burham	471.90
Ditton	1,801.08
East Malling & Larkfield	5,041.67
East Peckham	1,316.95
Hadlow	1,553.43
Hildenborough	2,216.10
Ightham	1,112.27
Kings Hill	4,353.68
Leybourne	1,907.50
Mereworth	443.46
Offham	404.25
Platt	895.84
Plaxtol	593.86
Ryarsh	373.53
Shipbourne	267.57
Snodland	3,965.13
Stansted	281.01
Trottiscliffe	272.59
Wateringbury	941.40
West Malling	1,166.63
West Peckham	182.69
Wouldham	1,102.91
Wrotham	968.72

2. £11,729,399 being the Council Tax requirement for the Council's own purposes for 2022/23 (excluding Parish Precepts).

3. That the following amounts be calculated for the year 2022/23 in accordance with Sections 31 to 36 of the Act:

- (a) £88,780,622 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils.
- (b) £73,496,485 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
- (c) £15,284,137 being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year. (Item R in the formula in Section 31B of the Act).
- (d) £292.54 being the amount at 3(c) above (Item R), all divided by Item T (1(a) above), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year including Parish precepts.
- (e) £4,535,853 being the aggregate amount of all special items (Special expenses and Parish precepts) referred to in Section 34(1) of the Act.
- (f) £205.72 being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by Item T (1(a) above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special items relate (this is the Council Tax for General Expenses to which Special expenses and Parish precepts are added as applicable).

(g) <u>Part of the Council's area</u>	£
Tonbridge	268.33
Addington	263.03
Aylesford	269.74
Birling	266.95
Borough Green	344.83
Burham	264.88
Ditton	357.76
East Malling & Larkfield	293.94
East Peckham	317.13
Hadlow	286.92
Hildenborough	260.49
Ightham	320.22
Kings Hill	329.01
Leybourne	327.88
Mereworth	287.43
Offham	263.90
Platt	294.43
Plaxtol	294.94
Ryarsh	274.67
Shipbourne	251.22
Snodland	296.23
Stansted	268.99
Trottscliffe	286.43
Wateringbury	320.04
West Malling	322.56
West Peckham	238.02
Wouldham	275.85
Wrotham	325.42

being the amounts given by adding to the amount at 3(f) above the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned above divided in each case by the amount at 1(b) above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its council tax for the year for dwellings in those parts of its area to which one or more special items (Special expenses and Parish precepts) relate.

(h)

Valuation Bands

<u>Part of the Council's area</u>	A £	B £	C £	D £	E £	F £	G £	H £
Tonbridge	178.89	208.70	238.51	268.33	327.96	387.59	447.22	536.66
Addington	175.35	204.58	233.80	263.03	321.48	379.93	438.38	526.06
Aylesford	179.83	209.80	239.77	269.74	329.68	389.62	449.57	539.48
Birling	177.97	207.62	237.29	266.95	326.28	385.60	444.92	533.90
Borough Green	229.89	268.20	306.51	344.83	421.46	498.09	574.72	689.66
Burham	176.59	206.01	235.45	264.88	323.75	382.60	441.47	529.76
Ditton	238.51	278.25	318.01	357.76	437.27	516.77	596.27	715.52
East Malling & Larkfield	195.97	228.61	261.28	293.94	359.27	424.58	489.91	587.88
East Peckham	211.43	246.65	281.89	317.13	387.61	458.07	528.56	634.26
Hadlow	191.28	223.16	255.04	286.92	350.68	414.44	478.20	573.84
Hildenborough	173.66	202.60	231.54	260.49	318.38	376.26	434.15	520.98
Ightham	213.48	249.06	284.64	320.22	391.38	462.54	533.70	640.44
Kings Hill	219.34	255.89	292.45	329.01	402.13	475.24	548.35	658.02
Leybourne	218.59	255.02	291.44	327.88	400.74	473.61	546.47	655.76
Mereworth	191.62	223.55	255.49	287.43	351.31	415.18	479.05	574.86
Offham	175.94	205.25	234.58	263.90	322.55	381.19	439.84	527.80
Platt	196.29	229.00	261.72	294.43	359.86	425.29	490.72	588.86
Plaxtol	196.63	229.39	262.17	294.94	360.49	426.02	491.57	589.88
Ryarsh	183.12	213.63	244.15	274.67	335.71	396.74	457.79	549.34
Shipbourne	167.48	195.39	223.30	251.22	307.05	362.87	418.70	502.44
Snodland	197.49	230.40	263.31	296.23	362.06	427.88	493.72	592.46
Stansted	179.33	209.21	239.10	268.99	328.77	388.54	448.32	537.98
Trottiscliffe	190.96	222.77	254.60	286.43	350.09	413.73	477.39	572.86
Watlingbury	213.37	248.92	284.48	320.04	391.16	462.27	533.41	640.08
West Malling	215.04	250.88	286.72	322.56	394.24	465.92	537.60	645.12
West Peckham	158.68	185.12	211.57	238.02	290.92	343.81	396.70	476.04
Wouldham	183.91	214.55	245.20	275.85	337.15	398.44	459.76	551.70
Wrotham	216.95	253.10	289.26	325.42	397.74	470.05	542.37	650.84

being the amounts given by multiplying the amounts at 3(g) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

4. That it be noted that for the year 2022/23 The Police & Crime Commissioner for Kent, the Kent & Medway Fire & Rescue Authority and the Kent County Council have stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:

<u>Precepting Authority</u>	<u>Valuation Bands</u>							
	A £	B £	C £	D £	E £	F £	G £	H £
The Police & Crime Commissioner for Kent	152.10	177.45	202.80	228.15	278.85	329.55	380.25	456.30
Kent & Medway Fire & Rescue Authority	54.90	64.05	73.20	82.35	100.65	118.95	137.25	164.70
Kent County Council	974.16	1,136.52	1,298.88	1,461.24	1,785.96	2,110.68	2,435.40	2,922.48

5. That, having calculated the aggregate in each case of the amounts at 3(h) and 4. above, the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of council tax for the year 2022/23, for each of the categories of dwellings shown below:

<u>Part of the Council's area</u>	<u>Valuation Bands</u>							
	A £	B £	C £	D £	E £	F £	G £	H £
Tonbridge	1,360.05	1,586.72	1,813.39	2,040.07	2,493.42	2,946.77	3,400.12	4,080.14
Addington	1,356.51	1,582.60	1,808.68	2,034.77	2,486.94	2,939.11	3,391.28	4,069.54
Aylesford	1,360.99	1,587.82	1,814.65	2,041.48	2,495.14	2,948.80	3,402.47	4,082.96
Birling	1,359.13	1,585.64	1,812.17	2,038.69	2,491.74	2,944.78	3,397.82	4,077.38
Borough Green	1,411.05	1,646.22	1,881.39	2,116.57	2,586.92	3,057.27	3,527.62	4,233.14
Burham	1,357.75	1,584.03	1,810.33	2,036.62	2,489.21	2,941.78	3,394.37	4,073.24
Ditton	1,419.67	1,656.27	1,892.89	2,129.50	2,602.73	3,075.95	3,549.17	4,259.00
East Malling & Larkfield	1,377.13	1,606.63	1,836.16	2,065.68	2,524.73	2,983.76	3,442.81	4,131.36
East Peckham	1,392.59	1,624.67	1,856.77	2,088.87	2,553.07	3,017.25	3,481.46	4,177.74
Hadlow	1,372.44	1,601.18	1,829.92	2,058.66	2,516.14	2,973.62	3,431.10	4,117.32
Hildenborough	1,354.82	1,580.62	1,806.42	2,032.23	2,483.84	2,935.44	3,387.05	4,064.46
Ightham	1,394.64	1,627.08	1,859.52	2,091.96	2,556.84	3,021.72	3,486.60	4,183.92
Kings Hill	1,400.50	1,633.91	1,867.33	2,100.75	2,567.59	3,034.42	3,501.25	4,201.50
Leybourne	1,399.75	1,633.04	1,866.32	2,099.62	2,566.20	3,032.79	3,499.37	4,199.24
Mereworth	1,372.78	1,601.57	1,830.37	2,059.17	2,516.77	2,974.36	3,431.95	4,118.34
Offham	1,357.10	1,583.27	1,809.46	2,035.64	2,488.01	2,940.37	3,392.74	4,071.28
Platt	1,377.45	1,607.02	1,836.60	2,066.17	2,525.32	2,984.47	3,443.62	4,132.34
Plaxtol	1,377.79	1,607.41	1,837.05	2,066.68	2,525.95	2,985.20	3,444.47	4,133.36
Ryarsh	1,364.28	1,591.65	1,819.03	2,046.41	2,501.17	2,955.92	3,410.69	4,092.82
Shipbourne	1,348.64	1,573.41	1,798.18	2,022.96	2,472.51	2,922.05	3,371.60	4,045.92
Snodland	1,378.65	1,608.42	1,838.19	2,067.97	2,527.52	2,987.06	3,446.62	4,135.94
Stansted	1,360.49	1,587.23	1,813.98	2,040.73	2,494.23	2,947.72	3,401.22	4,081.46
Trottiscliffe	1,372.12	1,600.79	1,829.48	2,058.17	2,515.55	2,972.91	3,430.29	4,116.34
Watlingbury	1,394.53	1,626.94	1,859.36	2,091.78	2,556.62	3,021.45	3,486.31	4,183.56
West Malling	1,396.20	1,628.90	1,861.60	2,094.30	2,559.70	3,025.10	3,490.50	4,188.60
West Peckham	1,339.84	1,563.14	1,786.45	2,009.76	2,456.38	2,902.99	3,349.60	4,019.52
Wouldham	1,365.07	1,592.57	1,820.08	2,047.59	2,502.61	2,957.62	3,412.66	4,095.18
Wrotham	1,398.11	1,631.12	1,864.14	2,097.16	2,563.20	3,029.23	3,495.27	4,194.32

Special Expenses 2022/23

Special Expenses for 2021/22 £	Local Area	Public Conveniences £	Closed Churchyards £	Open Spaces, Parks & Play Areas £	Sports Grounds £	Local Events £	Allotments £	Special Expenses for 2022/23 £	Tax Base	Amount Per Band D Property £	Per Band D Variation %
774,926	Tonbridge	78,100	11,800	221,115	482,150	66,875	7,350	867,390	13,852.84	62.61	10.7
1,955	Addington			2,067				2,067	437.45	4.73	3.7
10,954	Aylesford			10,000				10,000	4,399.76	2.27	(10.6)
1,118	Birling			1,181				1,181	199.22	5.93	7.6
1,724	Borough Green			1,803				1,803	1,723.53	1.05	1.9
0	Burham							0	471.90	0.00	0.0
601	Ditton			635				635	1,801.08	0.35	2.9
25,678	E. Malling & Larkfield			27,113				27,113	5,041.67	5.38	4.7
685	East Peckham			723				723	1,316.95	0.55	3.8
0	Hadlow							0	1,553.43	0.00	0.0
0	Hildenborough							0	2,216.10	0.00	0.0
0	Ightham							0	1,112.27	0.00	0.0
0	Kings Hill							0	4,353.68	0.00	0.0
31,454	Leybourne			33,242				33,242	1,907.50	17.43	5.9
34	Mereworth			35				35	443.46	0.08	0.0
0	Offham							0	404.25	0.00	0.0
1,393	Platt			1,472				1,472	895.84	1.64	4.5
0	Plaxtol							0	593.86	0.00	0.0
0	Ryarsh							0	373.53	0.00	0.0
0	Shipbourne							0	267.57	0.00	0.0
21,787	Snodland			23,026				23,026	3,965.13	5.81	3.2
0	Stansted							0	281.01	0.00	0.0
0	Trottscliffe							0	272.59	0.00	0.0
2,172	Wateringbury			2,295				2,295	941.40	2.44	0.8
3,595	West Malling			425		3,255		3,680	1,166.63	3.15	(0.3)
0	West Peckham							0	182.69	0.00	0.0
5,143	Wouldham			5,369				5,369	1,102.91	4.87	(5.8)
1,026	Wrotham			1,084				1,084	968.72	1.12	4.7
884,245	Total	78,100	11,800	331,585	482,150	70,130	7,350	981,115	52,246.97		

Parish Council Precepts 2022/23

Precept for 2021/22 £	Parish Council	Precept for 2022/23 £	Tax Base	Amount Per Band D Property £	Per Band D Variation %
23,000.00	Addington	23,000.00	437.45	52.58	(2.0)
253,155.00	Aylesford	271,685.00	4,399.76	61.75	5.0
10,858.00	Birling	11,016.00	199.22	55.30	3.3
206,920.00	Borough Green	237,958.00	1,723.53	138.06	12.2
26,588.09	Burham	27,917.49	471.90	59.16	3.7
269,260.00	Ditton	273,201.00	1,801.08	151.69	0.6
399,396.00	E. Malling & Larkfield	417,631.00	5,041.67	82.84	3.6
146,000.00	East Peckham	146,000.00	1,316.95	110.86	(1.4)
122,510.00	Hadlow	126,136.00	1,553.43	81.20	1.0
97,098.00	Hildenborough	121,373.00	2,216.10	54.77	25.2
124,000.00	Ightham	127,350.00	1,112.27	114.50	2.0
484,279.00	Kings Hill	536,745.18	4,353.68	123.29	7.0
190,140.00	Leybourne	199,772.00	1,907.50	104.73	5.2
34,814.00	Mereworth	36,200.00	443.46	81.63	2.5
21,885.00	Offham	23,519.26	404.25	58.18	5.0
75,000.00	Platt	78,000.00	895.84	87.07	3.1
50,462.00	Plaxtol	52,985.00	593.86	89.22	4.6
25,755.00	Ryarsh	25,755.00	373.53	68.95	(1.0)
12,337.00	Shipbourne	12,175.00	267.57	45.50	0.0
325,816.00	Snodland	335,841.00	3,965.13	84.70	0.7
17,260.00	Stansted	17,780.00	281.01	63.27	1.8
19,000.00	Trottscliffe	22,000.00	272.59	80.71	17.7
85,185.13	Wateringbury	105,321.05	941.40	111.88	17.7
126,015.13	West Malling	132,633.72	1,166.63	113.69	2.7
5,670.00	West Peckham	5,900.00	182.69	32.30	1.7
66,153.00	Wouldham	71,972.05	1,102.91	65.26	(1.9)
108,276.00	Wrotham	114,871.00	968.72	118.58	5.0
3,326,832.35	Total	3,554,737.75	38,394.13		

CORPORATE SERVICES

SUMMARY

	2021/22		2022/23
	ORIGINAL £	REVISED £	ESTIMATE £
1 SALARIES & ONCOSTS	12,567,600	12,671,450	12,940,950
2 OVERHEAD EXPENSES	4,508,400	4,521,900	4,477,150
3 RECHARGES TO SERVICE BUDGETS	(15,496,600)	(15,693,000)	(15,845,050)
NON DISTRIBUTED COSTS	1,579,400	1,500,350	1,573,050
4 DEMOCRATIC REPRESENTATION	1,346,550	1,324,950	1,363,700
5 CORPORATE MANAGEMENT	608,750	556,800	586,800
	3,534,700	3,382,100	3,523,550

CORPORATE SERVICES

		2021/22		2022/23
		ORIGINAL £	REVISED £	ESTIMATE £
1	<u>SALARIES & ONCOSTS</u>			
	Salaries - see analysis page CS 9	10,893,850	11,037,550	11,280,300
	Salaries - Ring-fenced Sums	88,650	32,450	39,850
	Superannuation Backfunding	1,336,000	1,330,000	1,380,000
	Staff Turnover Saving	(120,000)	(120,000)	(120,000)
	Apprenticeship Scheme / Levy	45,000	36,300	46,600
	Termination Payments	231,000	266,800	218,000
	Recruitment & Training	93,100	88,350	96,200
		12,567,600	12,671,450	12,940,950
2	<u>OVERHEAD EXPENSES</u>			
	(a) <u>COUNCIL OFFICES</u>			
	Employees	155,350	144,550	164,500
	Premises Related Expenses	626,600	614,800	616,850
	Supplies & Services	32,500	74,850	34,000
	Third Party Payments	2,000	2,000	2,050
		816,450	836,200	817,400
	Less Income	(79,200)	(79,700)	(86,950)
		737,250	756,500	730,450
	<u>Sub-total</u>			
	Central, Departmental & Technical Support Services	66,450	67,400	68,850
	Depreciation & Impairment	150,750	147,400	147,400
		954,450	971,300	946,700

CORPORATE SERVICES

2 OVERHEAD EXPENSES (Continued)

(b) PRINTING SECTION & MULTI FUNCTION DEVICES

	2021/22 ORIGINAL £	REVISED £	2022/23 ESTIMATE £
Employees	83,300	77,800	84,700
Supplies & Services	60,150	43,150	49,000
	<hr/> 143,450	<hr/> 120,950	<hr/> 133,700
Less Income	(34,000)	(24,000)	(29,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	109,450	96,950	104,700
Central, Departmental & Technical Support Services	64,950	66,500	64,500
Depreciation & Impairment	20,800	15,400	15,400
	<hr/>	<hr/>	<hr/>
	195,200	178,850	184,600
	<hr/>	<hr/>	<hr/>

(c) CUSTOMER SERVICES

Employees	264,950	289,800	307,400
Supplies & Services	37,500	37,300	37,300
	<hr/> 302,450	<hr/> 327,100	<hr/> 344,700
Less Income	(135,000)	(133,500)	(134,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	167,450	193,600	210,700
Central, Departmental & Technical Support Services	196,650	200,450	200,600
	<hr/>	<hr/>	<hr/>
	364,100	394,050	411,300
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

2 OVERHEAD EXPENSES (Continued)

(d) GENERAL ADMINISTRATION

	2021/22 ORIGINAL £	REVISED £	2022/23 ESTIMATE £
Employees	4,700	4,150	4,800
Supplies & Services	101,800	104,950	106,650
	<hr/> 106,500	<hr/> 109,100	<hr/> 111,450
Less Income	(100)	-	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	106,400	109,100	111,450
Central, Departmental & Technical Support Services	4,900	1,950	1,950
	<hr/>	<hr/>	<hr/>
	111,300	111,050	113,400
	<hr/>	<hr/>	<hr/>

(e) DEPARTMENTAL ADMINISTRATION

Transport Related Expenses	192,850	177,150	182,600
Supplies & Services	218,300	280,500	204,900
	<hr/> 411,150	<hr/> 457,650	<hr/> 387,500
Less Income	(36,700)	(32,700)	(19,200)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	374,450	424,950	368,300
Depreciation & Impairment	16,400	11,500	11,150
	<hr/>	<hr/>	<hr/>
	390,850	436,450	379,450
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

2 OVERHEAD EXPENSES (Continued)

(f) DRINK MACHINES

	2021/22 ORIGINAL £	REVISED £	2022/23 ESTIMATE £
Supplies & Services	1,500	250	-
Less Income	(200)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,300	200	(50)
Central, Departmental & Technical Support Services	3,100	750	150
Depreciation & Impairment	750	550	550
	<hr/>	<hr/>	<hr/>
	5,150	1,500	650
	<hr/>	<hr/>	<hr/>

(g) INFORMATION TECHNOLOGY SERVICES

Employees	1,069,650	1,020,050	1,079,650
Transport Related Expenses	1,500	500	1,000
Supplies & Services	854,700	912,950	872,850
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,925,850	1,933,500	1,953,500
Central, Departmental & Technical Support Services	275,000	279,550	280,100
Depreciation & Impairment	286,500	215,650	207,450
	<hr/>	<hr/>	<hr/>
	2,487,350	2,428,700	2,441,050
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

3 SUMMARY

	2021/22		2022/23
	ORIGINAL £	REVISED £	ESTIMATE £
Salaries & Oncosts	12,567,600	12,671,450	12,940,950
Overhead Expenses :			
(a) Council Offices	954,450	971,300	946,700
(b) Printing & Multi Function Devices	195,200	178,850	184,600
(c) Customer Services	364,100	394,050	411,300
(d) General Administration	111,300	111,050	113,400
(e) Departmental Administration	390,850	436,450	379,450
(f) Drink Machines	5,150	1,500	650
(g) Information Technology Services	2,487,350	2,428,700	2,441,050
	<hr/>	<hr/>	<hr/>
	17,076,000	17,193,350	17,418,100
	<hr/>	<hr/>	<hr/>
Less Recharged to :			
Planning, Housing & Environmental Health	(5,081,750)	(5,157,700)	(5,427,550)
Street Scene, Leisure & Technical	(2,876,500)	(3,108,850)	(2,875,850)
Central Services	(1,070,050)	(1,155,800)	(1,172,500)
Finance & Transformation	(2,264,200)	(2,109,900)	(2,062,300)
Corporate Services	(1,463,750)	(1,395,400)	(1,430,450)
Chief Executive	(550,700)	(611,750)	(618,550)
Other Services	(650)	(650)	(650)
Holding Accounts	(2,189,000)	(2,152,950)	(2,257,200)
	<hr/>	<hr/>	<hr/>
	(15,496,600)	(15,693,000)	(15,845,050)
	<hr/>	<hr/>	<hr/>
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,579,400	1,500,350	1,573,050
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

4 DEMOCRATIC REPRESENTATION

(a) DEMOCRATIC ADMINISTRATION

	2021/22 ORIGINAL £	REVISED £	2022/23 ESTIMATE £
Employees	332,150	329,450	335,200
Premises Related Expenses	7,000	5,000	7,000
Supplies & Services	17,700	22,100	22,400
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	356,850	356,550	364,600
Central, Departmental & Technical Support Services	429,050	405,950	409,600
	<hr/>	<hr/>	<hr/>
	785,900	762,500	774,200
	<hr/>	<hr/>	<hr/>

(b) PAYMENTS TO MEMBERS

Transport Related Expenses	2,100	1,200	2,100
Supplies & Services	404,000	410,800	430,300
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	406,100	412,000	432,400
Central, Departmental & Technical Support Services	17,850	18,250	18,650
	<hr/>	<hr/>	<hr/>
	423,950	430,250	451,050
	<hr/>	<hr/>	<hr/>

(c) MAYORAL & OTHER MEMBER SUPPORT (INC. MEMBER TRAINING)

Employees	1,600	1,650	1,700
Transport Related Expenses	10,000	7,000	10,000
Supplies & Services	7,000	5,950	7,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	18,600	14,600	18,700
Central, Departmental & Technical Support Services	118,100	117,600	119,750
	<hr/>	<hr/>	<hr/>
	136,700	132,200	138,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,346,550	1,324,950	1,363,700
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

5 CORPORATE MANAGEMENT

(a) CORPORATE POLICY

	2021/22 ORIGINAL £	REVISED £	2022/23 ESTIMATE £
Employees	71,900	72,800	75,000
Central, Departmental & Technical Support Services	406,200	362,450	382,000
	478,100	435,250	457,000

(b) PUBLIC ACCOUNTABILITY

Supplies & Services	43,750	52,450	59,400
Less Income	-	(18,150)	(18,150)
	43,750	34,300	41,250
<u>Sub-total</u>			
Central, Departmental & Technical Support Services	86,900	87,250	88,550
	130,650	121,550	129,800
<u>TO SUMMARY</u>	608,750	556,800	586,800

EMPLOYEES - SALARIES

SERVICE ANALYSIS OF EXPENDITURE

	Basic Salaries	Overtime	Temporary Staff	Total Salaries	Council Contributions		Total Salaries & Oncosts
	£	£	£	£	Nat. Ins. £	Supern. £	£
<u>2021/22 ESTIMATE</u>							
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
<u>2022/23 ESTIMATE</u>							
Service							
Administration & Property	688,800	10,850	-	699,650	73,250	123,300	896,200
Environmental Health & Housing	1,166,300	-	-	1,166,300	124,950	205,250	1,496,500
Executive	442,750	-	13,000	455,750	53,900	81,000	590,650
Finance	1,289,350	1,000	179,500	1,469,850	142,300	228,800	1,840,950
Information Technology	829,250	-	-	829,250	98,200	148,750	1,076,200
Legal	456,250	1,500	-	457,750	51,600	83,400	592,750
Personnel	412,450	4,200	500	417,150	34,650	70,800	522,600
Planning	1,694,800	-	60,650	1,755,450	192,850	306,200	2,254,500
Street Scene & Leisure	1,004,800	-	1,500	1,006,300	108,650	180,500	1,295,450
Technical	564,850	550	-	565,400	53,950	95,150	714,500
	8,549,600	18,100	255,150	8,822,850	934,300	1,523,150	11,280,300

CHIEF EXECUTIVE

SUMMARY

	2021/22		2022/23
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1 COMMUNITY DEVELOPMENT	92,450	68,000	72,800
2 ELECTIONS	389,250	413,550	385,700
3 GRANTS & PAYMENTS	121,900	122,150	122,350
4 CLIMATE CHANGE	105,500	89,450	124,800
5 ECONOMIC DEVELOPMENT & REGENERATION	1,835,200	316,800	437,050
	<hr/>	<hr/>	<hr/>
	2,544,300	1,009,950	1,142,700
	<hr/>	<hr/>	<hr/>

CHIEF EXECUTIVE

1 COMMUNITY DEVELOPMENT

Employees

Supplies & Services

Less Income

Sub-total

**Central, Departmental & Technical
Support Services**

TO SUMMARY

2021/22		2022/23
ORIGINAL	REVISED	ESTIMATE
£	£	£
44,150	26,700	34,150
21,500	24,500	16,500
65,650	51,200	50,650
-	(3,000)	-
65,650	48,200	50,650
26,800	19,800	22,150
92,450	68,000	72,800

CHIEF EXECUTIVE

2 ELECTIONS

(a) ELECTORAL REGISTRATION

	2021/22	
	ORIGINAL	2022/23
	£	ESTIMATE
	£	£
Employees	108,200	112,750
Supplies & Services	67,850	64,850
	<hr/>	<hr/>
	176,050	177,600
Less Income	(3,000)	(3,000)
	<hr/>	<hr/>
<u>Sub-total</u>	173,050	172,750
Central, Departmental & Technical Support Services	89,950	87,250
	<hr/>	<hr/>
	263,000	260,000
	<hr/>	<hr/>

(b) CONDUCT OF ELECTIONS

Employees	49,350	50,500	51,900
Premises Related Expenses	-	2,000	-
Supplies & Services	-	25,000	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	49,350	77,500	51,900
Central, Departmental & Technical Support Services	76,900	73,250	73,800
	<hr/>	<hr/>	<hr/>
	126,250	150,750	125,700
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	389,250	413,550	385,700
	<hr/>	<hr/>	<hr/>

CHIEF EXECUTIVE

		2021/22		2022/23
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
3	<u>GRANTS & PAYMENTS</u>			
	Supplies & Services	116,500	276,750	116,500
		<hr/>	<hr/>	<hr/>
		116,500	276,750	116,500
	Less Income	-	(160,250)	-
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	116,500	116,500	116,500
	Central, Departmental & Technical Support Services	5,400	5,650	5,850
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	121,900	122,150	122,350
		<hr/>	<hr/>	<hr/>
4	<u>CLIMATE CHANGE</u>			
	Employees	32,650	51,900	61,600
	Supplies & Services	50,000	11,000	31,000
		<hr/>	<hr/>	<hr/>
		82,650	62,900	92,600
	Less Income	-	(3,000)	-
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	82,650	59,900	92,600
	Central, Departmental & Technical Support Services	22,850	29,550	32,200
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	105,500	89,450	124,800
		<hr/>	<hr/>	<hr/>

CHIEF EXECUTIVE

5 ECONOMIC DEVELOPMENT & REGENERATION

		2021/22		2022/23
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
Employees		64,900	109,350	96,650
Supplies & Services		1,740,750	2,557,950	303,300
	<u>Sub-total</u>	1,805,650	2,667,300	399,950
Less Income		-	(2,394,600)	-
	<u>Sub-total</u>	1,805,650	272,700	399,950
Central, Departmental & Technical Support Services		29,550	44,100	37,100
	<u>TO SUMMARY</u>	1,835,200	316,800	437,050

DIRECTOR OF CENTRAL SERVICES

SUMMARY

	2021/22		2022/23
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1 TONBRIDGE CASTLE GATEHOUSE	26,800	90,800	39,000
2 COMMUNITY SAFETY	164,000	145,500	174,050
3 MEDIA & COMMUNICATIONS	241,850	259,100	247,650
4 LOCAL LAND CHARGES	(30,250)	(38,550)	(25,000)
5 INDUSTRIAL ESTATE	(70,900)	(71,350)	(71,200)
6 COMMERCIAL PROPERTY	(229,300)	83,450	(169,000)
7 VALE RISE DEPOT	-	-	-
8 LAND REVIEW	92,950	122,250	78,250
9 LICENCES	35,900	112,200	71,900
	<hr/>	<hr/>	<hr/>
	231,050	703,400	345,650
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

1 TONBRIDGE CASTLE GATEHOUSE

	2021/22		2022/23
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Employees	5,800	10,450	11,050
Premises Related Expenses	16,700	58,800	20,200
Supplies & Services	15,500	15,550	15,550
	<hr/>	<hr/>	<hr/>
	38,000	84,800	46,800
Less Income	(32,250)	(18,000)	(32,250)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	5,750	66,800	14,550
Central, Departmental & Technical Support Services	20,050	23,800	24,250
Depreciation & Impairment	1,000	200	200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	26,800	90,800	39,000
	<hr/>	<hr/>	<hr/>

2 COMMUNITY SAFETY

Employees	98,900	100,300	103,450
Supplies & Services	14,100	14,100	14,100
	<hr/>	<hr/>	<hr/>
	113,000	114,400	117,550
Less Income	(200)	(34,250)	(9,600)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	112,800	80,150	107,950
Central, Departmental & Technical Support Services	51,200	65,350	66,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	164,000	145,500	174,050
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

		2021/22		2022/23
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
3	<u>MEDIA & COMMUNICATIONS</u>			
	Employees	158,050	171,400	163,150
	Supplies & Services	7,000	10,500	7,000
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	165,050	181,900	170,150
	Central, Departmental & Technical Support Services	76,800	77,200	77,500
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	241,850	259,100	247,650
		<hr/>	<hr/>	<hr/>
4	<u>LOCAL LAND CHARGES</u>			
	Employees	115,400	115,350	121,000
	Supplies & Services	8,950	8,950	8,950
		<hr/>	<hr/>	<hr/>
		124,350	124,300	129,950
	Less Income	(250,000)	(260,000)	(250,000)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(125,650)	(135,700)	(120,050)
	Central, Departmental & Technical Support Services	95,400	97,150	95,050
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	(30,250)	(38,550)	(25,000)
		<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

		2021/22		2022/23
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
5	<u>INDUSTRIAL ESTATE</u>			
	Employees	1,650	1,150	1,250
	Less Income	(75,950)	(75,950)	(75,950)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(74,300)	(74,800)	(74,700)
	Central, Departmental & Technical Support Services	3,400	3,450	3,500
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	(70,900)	(71,350)	(71,200)
		<hr/>	<hr/>	<hr/>
6	<u>COMMERCIAL PROPERTY</u>			
	Employees	5,150	4,150	4,450
	Premises Related Expenses	38,550	343,800	88,700
		<hr/>	<hr/>	<hr/>
		43,700	347,950	93,150
	Less Income	(281,550)	(280,800)	(280,550)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(237,850)	67,150	(187,400)
	Central, Departmental & Technical Support Services	7,900	15,650	17,750
	Depreciation & Impairment	650	650	650
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	(229,300)	83,450	(169,000)
		<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

7 VALE RISE DEPOT

	2021/22		2022/23
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Employees	4,950	4,700	4,700
Premises Related Expenses	16,550	16,550	16,600
	<hr/>	<hr/>	<hr/>
	21,500	21,250	21,300
Less Income	(36,550)	(36,600)	(36,700)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(15,050)	(15,350)	(15,400)
Central, Departmental & Technical Support Services	2,850	2,900	2,950
Depreciation & Impairment	12,200	12,450	12,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	-	-	-
	<hr/>	<hr/>	<hr/>

8 LAND REVIEW

Employees	40,300	31,950	34,300
Premises Related Expenses	26,800	36,550	17,800
Supplies & Services	5,000	46,000	5,000
	<hr/>	<hr/>	<hr/>
	72,100	114,500	57,100
Less Income	(8,500)	(21,500)	(8,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	63,600	93,000	48,600
Central, Departmental & Technical Support Services	29,350	29,250	29,650
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	92,950	122,250	78,250
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

9 LICENCES

a) FEE PAYING

	2021/22	2022/23
	ORIGINAL	ESTIMATE
	£	£
Employees	202,250	243,800
Premises Related Expenses	100	100
Supplies & Services	22,300	22,200
	<hr/>	<hr/>
	224,650	266,100
Less Income	(339,400)	(362,800)
	<hr/>	<hr/>
<u>Sub-total</u>	(114,750)	(96,700)
Central, Departmental & Technical Support Services	108,850	121,450
	<hr/>	<hr/>
	(5,900)	24,750
	<hr/>	<hr/>

b) NON FEE PAYING

Employees	26,950	31,750
Central, Departmental & Technical Support Services	14,850	15,400
	<hr/>	<hr/>
	41,800	47,150
	<hr/>	<hr/>
	<hr/>	<hr/>
<u>TO SUMMARY</u>	35,900	71,900
	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

SUMMARY

	2021/22		2022/23
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1 HOUSING BENEFITS	517,350	232,450	387,350
2 LOCAL REVENUE & NNDR COLLECTION	673,500	600,600	611,550
3 COUNCIL TAX SUPPORT	209,950	153,950	155,550
4 TREASURY MANAGEMENT & BANKING	(112,450)	(149,900)	(261,300)
5 DRAINAGE BOARDS SPECIAL LEVIES	450,400	450,400	461,300
6 GENERAL ADVICE TO PARISH COUNCILS	88,850	91,150	90,000
7 STREET NAMING & NUMBERING	3,200	2,700	50
8 CONTRIBUTIONS TO PROVISIONS	5,000	23,000	5,000
	<hr/>	<hr/>	<hr/>
	1,835,800	1,404,350	1,449,500
	<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

		2021/22		2022/23
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
1	<u>HOUSING BENEFITS</u>			
	Employees	260,550	214,450	201,900
	Supplies & Services	26,150	324,650	22,350
	Housing Benefits	26,457,000	25,911,000	24,787,000
		<hr/>	<hr/>	<hr/>
		26,743,700	26,450,100	25,011,250
	Less Income	(26,562,650)	(26,506,850)	(24,916,250)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	181,050	(56,750)	95,000
	Central, Departmental & Technical Support Services	336,300	289,200	292,350
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	517,350	232,450	387,350
		<hr/>	<hr/>	<hr/>
2	<u>LOCAL REVENUE & NNDR COLLECTION</u>			
	Employees	359,350	434,200	410,650
	Supplies & Services	89,850	6,034,550	113,750
		<hr/>	<hr/>	<hr/>
		449,200	6,468,750	524,400
	Less Income	(405,400)	(6,384,500)	(427,500)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	43,800	84,250	96,900
	Central, Departmental & Technical Support Services	629,700	516,350	514,650
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	673,500	600,600	611,550
		<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

3 COUNCIL TAX SUPPORT

	2021/22	2022/23
	ORIGINAL	ESTIMATE
	£	£
Employees	233,100	218,650
Supplies & Services	3,750	200
Transfer Payments	-	-
	<hr/>	<hr/>
	236,850	218,850
Less Income	(285,750)	(300,050)
	<hr/>	<hr/>
<u>Sub-total</u>	(48,900)	(81,200)
Central, Departmental & Technical Support Services	258,850	236,750
	<hr/>	<hr/>
<u>TO SUMMARY</u>	209,950	155,550
	<hr/>	<hr/>

4 TREASURY MANAGEMENT & BANKING ARRANGEMENTS

Employees	31,800	31,950
Supplies & Services	78,550	75,550
	<hr/>	<hr/>
	110,350	107,500
Less Income	(250,000)	(397,100)
	<hr/>	<hr/>
<u>Sub-total</u>	(139,650)	(289,600)
Central, Departmental & Technical Support Services	27,200	28,300
	<hr/>	<hr/>
<u>TO SUMMARY</u>	(112,450)	(261,300)
	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

	2021/22		2022/23
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
5 <u>DRAINAGE BOARDS SPECIAL LEVIES</u>			
Supplies & Services	450,100	450,100	461,000
Central, Departmental & Technical Support Services	300	300	300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	450,400	450,400	461,300
	<hr/>	<hr/>	<hr/>
6 <u>GENERAL ADVICE TO PARISH COUNCILS</u>			
Employees	44,100	46,800	45,000
Central, Departmental & Technical Support Services	44,750	44,350	45,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	88,850	91,150	90,000
	<hr/>	<hr/>	<hr/>
7 <u>STREET NAMING & NUMBERING</u>			
Income	(35,000)	(35,000)	(36,750)
Central, Departmental & Technical Support Services	38,200	37,700	36,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	3,200	2,700	50
	<hr/>	<hr/>	<hr/>
8 <u>CONTRIBUTIONS TO PROVISIONS</u>			
Supplies & Services	5,000	23,000	5,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	5,000	23,000	5,000
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

SUMMARY

	2021/22 ESTIMATE		2022/23
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. DEVELOPMENT MANAGEMENT	945,750	697,650	788,850
2. CONSERVATION	71,200	68,950	72,650
3. BUILDING CONTROL	53,100	42,300	26,900
4. PLANNING POLICY	839,000	1,006,250	1,314,050
5. HOUSING STRATEGY & ENABLING ROLE	246,300	239,000	264,600
6. HOMELESSNESS	814,000	1,257,900	1,206,550
7. HOUSING ADVICE & PREVENTION	162,600	198,750	180,550
8. HOME SAFETY	3,700	4,100	4,050
9. PRIVATE SECTOR HOUSING RENEWAL	403,900	288,650	297,650
10. PRIVATE SECTOR HOUSING STANDARDS	81,100	97,050	95,600
11. PUBLIC HEALTH ACT 1984	7,650	7,950	7,900
12. ENVIRONMENTAL PROTECTION ACT - PART 1	34,050	29,000	34,600
13. ENVIRONMENTAL PROTECTION	328,800	306,000	339,200
14. FOOD & SAFETY	376,550	284,450	379,700
15. PUBLIC HEALTH	155,300	127,800	139,900
	4,523,000	4,655,800	5,152,750

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

1. DEVELOPMENT MANAGEMENT

	2021/22 ESTIMATE		2022/23 ESTIMATE
	ORIGINAL £	REVISED £	£
Employees	1,107,400	1,075,050	1,156,600
Supplies & Services	83,000	106,250	73,100
	<hr/>	<hr/>	<hr/>
	1,190,400	1,181,300	1,229,700
Less Income	(927,600)	(1,146,550)	(1,077,150)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	262,800	34,750	152,550
Central, Departmental & Technical Support Services	682,950	662,900	636,300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	945,750	697,650	788,850
	<hr/>	<hr/>	<hr/>

2. CONSERVATION

Employees	42,850	41,500	45,300
Supplies & Services	7,800	7,900	7,900
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	50,650	49,400	53,200
Central, Departmental & Technical Support Services	20,550	19,550	19,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	71,200	68,950	72,650
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

3. BUILDING CONTROL

	2021/22 ESTIMATE		2022/23 ESTIMATE
	ORIGINAL £	REVISED £	£
Employees	257,350	269,250	291,250
Supplies & Services	-	-	2,150
Third Party Payments	45,000	30,000	-
	<hr/>	<hr/>	<hr/>
	302,350	299,250	293,400
Less Income	(404,000)	(415,000)	(423,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(101,650)	(115,750)	(129,600)
Central, Departmental & Technical Support Services	154,750	158,050	156,500
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	53,100	42,300	26,900
	<hr/>	<hr/>	<hr/>

4. PLANNING POLICY

Employees	469,350	515,350	598,100
Supplies & Services	197,500	303,100	510,100
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	666,850	818,450	1,108,200
Central, Departmental & Technical Support Services	172,150	187,800	205,850
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	839,000	1,006,250	1,314,050
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

**5. HOUSING STRATEGY
& ENABLING ROLE**

	2021/22 ESTIMATE ORIGINAL £	REVISED £	2022/23 ESTIMATE £
Employees	167,200	195,950	182,100
Supplies & Services	3,600	3,500	3,600
Third Party Payments	5,950	7,300	6,550
	<hr/>	<hr/>	<hr/>
	176,750	206,750	192,250
Less Income	-	(41,600)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	176,750	165,150	192,250
Central, Departmental & Technical Support Services	69,550	73,850	72,350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	246,300	239,000	264,600
	<hr/>	<hr/>	<hr/>

6. HOMELESSNESS

Employees	285,400	318,850	305,300
Premises Related Expenses	30,000	19,700	10,350
Transport Related Expenses	200	500	200
Supplies & Services	1,616,250	3,059,200	2,117,500
Third Party Payments	200	100	100
	<hr/>	<hr/>	<hr/>
	1,932,050	3,398,350	2,433,450
Less Income	(1,336,900)	(2,411,900)	(1,527,250)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	595,150	986,450	906,200
Central, Departmental & Technical Support Services	153,400	221,850	224,600
Depreciation & Impairment	65,450	49,600	75,750
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	814,000	1,257,900	1,206,550
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

7. HOUSING ADVICE & PREVENTION

Employees

109,650

134,250

119,550

Sub-total

109,650

134,250

119,550

Central, Departmental & Technical
Support Services

52,950

64,500

61,000

TO SUMMARY

162,600

198,750

180,550

8. HOME SAFETY

Employees

2,350

2,750

2,550

Sub-total

2,350

2,750

2,550

Central, Departmental & Technical
Support Services

1,350

1,350

1,500

TO SUMMARY

3,700

4,100

4,050

9. PRIVATE SECTOR HOUSING RENEWAL

Employees

169,200

188,500

183,000

Supplies & Services

1,392,500

1,803,650

1,204,500

1,561,700

1,992,150

1,387,500

Less Income

(1,237,250)

(1,781,550)

(1,174,000)

Sub-total

324,450

210,600

213,500

Central, Departmental & Technical
Support Services

79,450

78,050

84,150

TO SUMMARY

403,900

288,650

297,650

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

		2021/22 ESTIMATE		2022/23
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
10. <u>PRIVATE SECTOR</u>				
	<u>HOUSING STANDARDS</u>			
	Employees	61,200	70,250	65,900
	Supplies & Services	-	5,250	5,250
	Less Income	(6,000)	(4,800)	(3,250)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	55,200	70,700	67,900
	Central, Departmental & Technical Support Services	25,900	26,350	27,700
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	81,100	97,050	95,600
		<hr/>	<hr/>	<hr/>
11. <u>PUBLIC HEALTH ACT 1984</u>				
	Employees	1,550	1,850	1,700
	Third Party Payments	5,000	5,000	5,000
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	6,550	6,850	6,700
	Central, Departmental & Technical Support Services	1,100	1,100	1,200
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	7,650	7,950	7,900
		<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2021/22 ESTIMATE		2022/23 ESTIMATE
	ORIGINAL £	REVISED £	£
12. <u>ENVIRONMENTAL PROTECTION ACT</u>			
Employees	26,850	23,800	28,100
Less Income	(9,050)	(9,750)	(9,750)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	17,800	14,050	18,350
Central, Departmental & Technical Support Services	16,250	14,950	16,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	34,050	29,000	34,600
	<hr/>	<hr/>	<hr/>
13. <u>ENVIRONMENTAL PROTECTION</u>			
Employees	197,950	177,150	207,000
Supplies & Services	3,900	2,900	3,950
Third Party Payments	15,750	27,050	15,250
	<hr/>	<hr/>	<hr/>
	217,600	207,100	226,200
Less Income	(2,250)	(1,500)	(1,750)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	215,350	205,600	224,450
Central, Departmental & Technical Support Services	108,050	94,550	108,900
Depreciation & Impairment	5,400	5,850	5,850
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	328,800	306,000	339,200
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

		2021/22 ESTIMATE		2022/23
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
14. <u>FOOD & SAFETY</u>				
Employees		229,900	189,500	234,200
Supplies & Services		3,000	1,600	2,100
Third Party Payments		200	100	200
		<hr/>	<hr/>	<hr/>
		233,100	191,200	236,500
Less Income		(5,700)	(17,100)	(5,350)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	227,400	174,100	231,150
Central, Departmental & Technical Support Services		149,150	110,350	148,550
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	376,550	284,450	379,700
		<hr/>	<hr/>	<hr/>
15. <u>PUBLIC HEALTH</u>				
Employees		175,400	156,850	162,500
Supplies & Services		10,000	10,000	18,000
		<hr/>	<hr/>	<hr/>
		185,400	166,850	180,500
Less Income		(120,700)	(120,700)	(120,700)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	64,700	46,150	59,800
Central, Departmental & Technical Support Services		90,600	81,650	80,100
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	155,300	127,800	139,900
		<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

SUMMARY

	2021/22 ESTIMATE		2022/23
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. REFUSE COLLECTION	1,411,900	1,432,150	1,499,850
2. RECYCLING	251,050	1,637,850	1,057,650
3. STREET SCENE	1,082,350	1,044,450	1,113,050
4. PUBLIC CONVENIENCES	191,850	500,250	137,100
5. PEST CONTROL	22,150	20,900	22,150
6. TONBRIDGE & MALLING LEISURE TRUST	833,850	671,650	143,000
7. LARKFIELD LEISURE CENTRE	999,350	1,070,600	988,600
8. ANGEL CENTRE	448,800	557,050	488,400
9. TONBRIDGE SWIMMING POOL	652,800	639,150	678,250
10. POULT WOOD GOLF CENTRE	232,200	238,250	199,500
11. SPORTS GROUNDS	638,600	483,350	642,150
12. PLEASURE GROUNDS & OPEN SPACES	800,850	825,350	767,450
13. ALLOTMENTS	7,350	7,300	7,350
14. CHURCHYARDS	11,800	11,100	11,800
15. CEMETERY	85,100	84,150	29,550
16. YOUTH PARTNERSHIPS	61,900	56,250	57,300
17. SPORTS PARTNERSHIPS	66,450	62,950	64,950
18. EVENTS DEVELOPMENT	106,100	110,750	104,350
19. LEISURE STRATEGY	97,650	90,000	99,600
20. CHRISTMAS LIGHTING	46,700	46,250	46,500
21. PARKING SERVICES	(933,000)	(688,000)	(1,068,300)
22. TRANSPORTATION	145,550	147,300	148,800
23. SECURITY SERVICES MANAGEMENT (CCTV)	66,050	59,950	61,850
24. BOROUGH DRAINAGE & LAND DRAINAGE RELATED WORK	568,150	67,050	568,200
25. CIVIL CONTINGENCIES	163,850	101,300	166,450
	<hr/>	<hr/>	<hr/>
	8,059,400	9,277,350	8,035,550
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

1. REFUSE COLLECTION

	2021/22 ESTIMATE		2022/23 ESTIMATE
	ORIGINAL £	REVISED £	£
Employees	139,800	179,800	156,150
Premises Related Expenses	32,800	32,750	32,900
Supplies & Services	8,350	31,050	26,050
Third Party Payments	1,204,400	1,137,450	1,255,500
	<hr/>	<hr/>	<hr/>
	1,385,350	1,381,050	1,470,600
Less Income	(123,100)	(123,250)	(135,700)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,262,250	1,257,800	1,334,900
Central, Departmental & Technical Support Services	90,850	116,450	106,850
Depreciation & Impairment	58,800	57,900	58,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,411,900	1,432,150	1,499,850
	<hr/>	<hr/>	<hr/>

2. RECYCLING

Employees	159,300	224,300	184,100
Premises Related Expenses	3,000	11,100	5,000
Transport Related Expenses	-	21,550	12,550
Supplies & Services	30,000	56,650	29,950
Third Party Payments	1,620,000	1,639,500	1,877,100
	<hr/>	<hr/>	<hr/>
	1,812,300	1,953,100	2,108,700
Less Income	(1,775,000)	(572,800)	(1,276,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	37,300	1,380,300	832,700
Central, Departmental & Technical Support Services	114,900	156,100	133,700
Depreciation & Impairment	98,850	101,450	91,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	251,050	1,637,850	1,057,650
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

3. STREET SCENE

	2021/22 ESTIMATE		2022/23 ESTIMATE
	ORIGINAL £	REVISED £	£
Employees	142,700	130,400	123,100
Supplies & Services	105,650	99,250	108,550
Third Party Payments	801,000	748,000	823,000
	<hr/>	<hr/>	<hr/>
	1,049,350	977,650	1,054,650
Less Income	(47,600)	(7,500)	(13,950)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,001,750	970,150	1,040,700
Central, Departmental & Technical Support Services	80,600	74,300	72,350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,082,350	1,044,450	1,113,050
	<hr/>	<hr/>	<hr/>

4. PUBLIC CONVENIENCES

Employees	20,450	21,600	20,150
Premises Related Expenses	35,350	110,600	33,800
Supplies & Services	54,000	26,250	-
Third Party Payments	25,000	65,500	25,500
	<hr/>	<hr/>	<hr/>
	134,800	223,950	79,450
Less Income	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	134,750	223,900	79,400
Central, Departmental & Technical Support Services	17,150	17,850	17,750
Depreciation & Impairment	39,950	258,500	39,950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	191,850	500,250	137,100
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

5. PEST CONTROL

	2021/22 ESTIMATE		2022/23 ESTIMATE
	ORIGINAL £	REVISED £	£
Employees	8,450	8,000	8,550
Financial Hardship Subsidy	1,000	650	1,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	9,450	8,650	9,550
Central, Departmental & Technical Support Services	12,700	12,250	12,600
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	22,150	20,900	22,150
	<hr/>	<hr/>	<hr/>

6. TONBRIDGE & MALLING LEISURE TRUST

Employees	44,650	44,100	45,150
Supplies & Services	-	39,800	-
Third Party Payments	756,500	749,500	64,500
	<hr/>	<hr/>	<hr/>
	801,150	833,400	109,650
Less Income	-	(193,950)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	801,150	639,450	109,650
Central, Departmental & Technical Support Services	32,700	32,200	33,350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	833,850	671,650	143,000
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

7. LARKFIELD LEISURE CENTRE

	2021/22 ESTIMATE		2022/23 ESTIMATE
	ORIGINAL £	REVISED £	£
Employees	1,150	1,150	1,150
Premises Related Expenses	159,200	234,100	159,750
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	160,350	235,250	160,900
Central, Departmental & Technical Support Services	16,550	16,850	17,150
Depreciation & Impairment	822,450	818,500	810,550
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	999,350	1,070,600	988,600
	<hr/>	<hr/>	<hr/>

8. ANGEL CENTRE

Employees	3,050	3,000	3,200
Premises Related Expenses	101,900	189,900	138,250
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	104,950	192,900	141,450
Central, Departmental & Technical Support Services	7,500	7,600	7,750
Depreciation & Impairment	336,350	356,550	339,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	448,800	557,050	488,400
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2021/22 ESTIMATE		2022/23 ESTIMATE
	ORIGINAL £	REVISED £	£
9. <u>TONBRIDGE SWIMMING POOL</u>			
Employees	3,050	3,000	3,200
Premises Related Expenses	188,700	169,000	187,450
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	191,750	172,000	190,650
Central, Departmental & Technical Support Services	12,500	12,650	12,950
Depreciation & Impairment	448,550	454,500	474,650
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	652,800	639,150	678,250
	<hr/>	<hr/>	<hr/>
10. <u>POULT WOOD GOLF CENTRE</u>			
Employees	1,450	1,500	1,500
Premises Related Expenses	56,950	72,550	26,750
Transport Related Expenses	5,900	5,850	6,150
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	64,300	79,900	34,400
Central, Departmental & Technical Support Services	8,500	8,600	8,850
Depreciation & Impairment	159,400	149,750	156,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	232,200	238,250	199,500
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

11. SPORTS GROUNDS

	2021/22 ESTIMATE		2022/23
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Employees	41,350	40,500	42,950
Premises Related Expenses	199,100	80,400	195,050
Transport Related Expenses	1,550	1,700	1,700
Supplies & Services	3,550	5,200	5,200
Third Party Payments	244,150	246,550	256,400
	<hr/>	<hr/>	<hr/>
	489,700	374,350	501,300
Less Income	(15,200)	(28,900)	(16,250)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	474,500	345,450	485,050
Central, Departmental & Technical Support Services	32,450	32,400	33,650
Depreciation & Impairment	131,650	105,500	123,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	638,600	483,350	642,150
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DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2021/22 ESTIMATE		2022/23 ESTIMATE
	ORIGINAL £	REVISED £	£
12. <u>PLEASURE GROUNDS & OPEN SPACES</u>			
Employees	221,600	195,250	165,050
Premises Related Expenses	124,650	188,350	116,350
Transport Related Expenses	1,800	2,050	1,700
Supplies & Services	106,000	148,350	78,950
Third Party Payments	259,650	282,500	281,500
	<hr/>	<hr/>	<hr/>
	713,700	816,500	643,550
Less Income	(200,800)	(219,700)	(133,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	512,900	596,800	510,550
Central, Departmental & Technical Support Services	135,400	126,600	104,800
Depreciation & Impairment	152,550	101,950	152,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	800,850	825,350	767,450
	<hr/>	<hr/>	<hr/>
13. <u>ALLOTMENTS</u>			
Employees	500	500	550
Premises Related Expenses	150	150	150
Third Party Payments	5,100	5,100	5,100
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	5,750	5,750	5,800
Central, Departmental & Technical Support Services	650	600	600
Depreciation & Impairment	950	950	950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	7,350	7,300	7,350
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

		2021/22 ESTIMATE		2022/23
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
14. <u>CHURCHYARDS</u>				
Employees		3,100	3,050	3,150
Premises Related Expenses		2,150	1,500	1,800
Third Party Payments		4,250	4,300	4,500
		<hr/>	<hr/>	<hr/>
		9,500	8,850	9,450
Less Income		(50)	(50)	(50)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	9,450	8,800	9,400
Central, Departmental & Technical Support Services		2,350	2,300	2,400
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	11,800	11,100	11,800
		<hr/>	<hr/>	<hr/>
15. <u>CEMETERY</u>				
Employees		26,000	25,450	27,200
Premises Related Expenses		25,950	24,750	27,350
Supplies & Services		1,950	2,050	2,050
Third Party Payments		57,300	57,800	60,100
		<hr/>	<hr/>	<hr/>
		111,200	110,050	116,700
Less Income		(68,900)	(69,000)	(130,450)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	42,300	41,050	(13,750)
Central, Departmental & Technical Support Services		18,650	18,700	19,550
Depreciation & Impairment		24,150	24,400	23,750
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	85,100	84,150	29,550
		<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2021/22 ESTIMATE		2022/23
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
16. <u>YOUTH PARTNERSHIPS</u>			
Employees	30,700	29,450	31,000
Supplies & Services	11,000	7,400	6,000
	<hr/>	<hr/>	<hr/>
	41,700	36,850	37,000
Less Income	(100)	-	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	41,600	36,850	37,000
Central, Departmental & Technical Support Services	20,300	19,400	20,300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	61,900	56,250	57,300
	<hr/>	<hr/>	<hr/>
17. <u>SPORTS PARTNERSHIPS</u>			
Employees	41,150	40,100	41,500
Supplies & Services	5,000	3,000	3,000
	<hr/>	<hr/>	<hr/>
	46,150	43,100	44,500
Less Income	(500)	-	(500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	45,650	43,100	44,000
Central, Departmental & Technical Support Services	20,800	19,850	20,950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	66,450	62,950	64,950
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2021/22 ESTIMATE		2022/23 ESTIMATE
	ORIGINAL £	REVISED £	£
18. <u>EVENTS DEVELOPMENT</u>			
Employees	53,850	47,700	54,400
Supplies & Services	27,000	21,550	27,000
	<hr/>	<hr/>	<hr/>
	80,850	69,250	81,400
Less Income	(30,000)	(12,250)	(35,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	50,850	57,000	46,400
Central, Departmental & Technical Support Services	55,250	53,750	57,950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	106,100	110,750	104,350
	<hr/>	<hr/>	<hr/>
19. <u>LEISURE STRATEGY</u>			
Employees	63,000	60,800	64,250
Supplies & Services	12,250	8,000	12,250
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	75,250	68,800	76,500
Central, Departmental & Technical Support Services	22,400	21,200	23,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	97,650	90,000	99,600
	<hr/>	<hr/>	<hr/>
20. <u>CHRISTMAS LIGHTING</u>			
Employees	5,950	5,950	6,100
Supplies & Services	32,000	32,000	32,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	37,950	37,950	38,100
Central, Departmental & Technical Support Services	4,300	3,850	3,950
Depreciation & Impairment	4,450	4,450	4,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	46,700	46,250	46,500
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

21. PARKING SERVICES

	2021/22 ESTIMATE		2022/23
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Employees	530,250	514,000	548,300
Premises Related Expenses	543,200	560,800	566,750
Transport Related Expenses	11,600	12,500	12,550
Supplies & Services	727,550	657,150	745,300
	1,812,600	1,744,450	1,872,900
Less Income	(3,129,500)	(2,806,700)	(3,311,200)
<u>Sub-total</u>	(1,316,900)	(1,062,250)	(1,438,300)
Central, Departmental & Technical Support Services	268,500	270,550	269,900
Depreciation & Impairment	115,400	103,700	100,100
<u>TO SUMMARY</u>	(933,000)	(688,000)	(1,068,300)

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

22. TRANSPORTATION

	2021/22 ESTIMATE		2022/23 ESTIMATE
	ORIGINAL £	REVISED £	£
Employees	80,350	83,000	82,800
Premises Related Expenses	19,350	19,450	19,400
Supplies & Services	5,000	5,000	5,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	104,700	107,450	107,200
Central, Departmental & Technical Support Services	39,500	38,500	40,350
Depreciation & Impairment	1,350	1,350	1,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	145,550	147,300	148,800
	<hr/>	<hr/>	<hr/>

23. SECURITY SERVICES MANAGEMENT

Employees	30,800	28,900	29,200
Premises Related Expenses	350	450	450
Supplies & Services	16,850	16,800	17,050
Third Party Payments	165,000	150,000	156,000
	<hr/>	<hr/>	<hr/>
	213,000	196,150	202,700
Less Income	(178,650)	(162,150)	(167,300)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	34,350	34,000	35,400
Central, Departmental & Technical Support Services	19,900	18,950	19,450
Depreciation & Impairment	11,800	7,000	7,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	66,050	59,950	61,850
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

		2021/22 ESTIMATE		2022/23
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
24. <u>BOROUGH DRAINAGE</u>				
<u>& LAND DRAINAGE RELATED WORK</u>				
Employees		38,300	39,900	39,300
Supplies & Services		506,150	5,700	505,700
Third Party Payments		3,000	2,100	2,100
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	547,450	47,700	547,100
Central, Departmental & Technical Support Services		20,600	19,250	21,000
Depreciation & Impairment		100	100	100
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	568,150	67,050	568,200
		<hr/>	<hr/>	<hr/>
25. <u>CIVIL CONTINGENCIES</u>				
Employees		64,650	176,800	65,900
Supplies & Services		33,300	94,350	33,850
		<hr/>	<hr/>	<hr/>
		97,950	271,150	99,750
Less Income		-	(269,750)	-
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	97,950	1,400	99,750
Central, Departmental & Technical Support Services		65,900	99,900	66,700
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	163,850	101,300	166,450
		<hr/>	<hr/>	<hr/>

Capital Plan: List A Service Summary

	Expenditure To 31/03/21	2021/22 Estimate inc Prior Year Slippage	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Planning, Housing & Environmental Health	1,519	1,094	40	30	30	30	30	30	2,803
Street Scene, Leisure & Technical Services	140	318	826	1,265	159	159	159	159	3,185
Corporate	97	223	0	0	0	0	0	0	320
Sub-total	1,756	1,635	866	1,295	189	189	189	189	6,308
Capital Renewals									
Planning, Housing & Environmental Health	n/a	0	0	0	13	0	0	0	13
Street Scene, Leisure & Technical Services	n/a	561	1380	421	360	207	451	756	4,136
Corporate	n/a	197	304	162	315	203	204	123	1,508
Sub-total	n/a	758	1,684	583	688	410	655	879	5,657
Total	1,756	2,393	2,550	1,878	877	599	844	1,068	11,965

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Capital Plan: List A
Planning, Housing and Environmental Health

	Expenditure To 31/03/21	2021/22 Estimate inc Prior Year Slippage	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	Scheme Total
Capital Plan Schemes	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Housing	1,490	1,094	30	30	30	30	30	30	2,764
Environmental Health	29	0	10	0	0	0	0	0	39
Sub-total	1,519	1,094	40	30	30	30	30	30	2,803
Capital Renewals	n/a	0	0	0	13	0	0	0	13
Total Planning, Housing and Environmental Health	1,519	1,094	40	30	43	30	30	30	2,816

Capital Plan: List A
Planning, Housing and Environmental Health

	Code	Expenditure To 31/03/21	2021/22 Estimate inc Prior Year Slippage	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Housing										
(a) Disabled Facility Grants										
(i) Mandatory Grants Less repayments	P03AC	n/a	1,590 (10)	1,050 (10)	1,050 (10)	1,050 (10)	1,050 (10)	1,050 (10)	1,050 (10)	7,890 (70)
(ii) Discretionary Grants	P03AT	n/a	0	0	0	0	0	0	0	0
(iii) Government Grant		n/a	(1,580)	(1,040)	(1,040)	(1,040)	(1,040)	(1,040)	(1,040)	(7,820)
Sub-total		n/a	0	0	0	0	0	0	0	0
(b) Housing Assistance Less repayments	P03AD	n/a	60 (30)	60 (30)	60 (30)	60 (30)	60 (30)	60 (30)	60 (30)	420 (210)
Sub-total		n/a	30	30	30	30	30	30	30	210
(c) Temporary Accommodation										
(i) 4 Dwellings, Pembury Road, Tonbridge Less Developer Contributions	P03AX	1,996 (506)	1,229 (425)	0 0	0 0	0 0	0 0	0 0	0 0	3,225 (931)
Sub-total		1,490	804	0	0	0	0	0	0	2,294
(ii) Ground Floor Unit, High Street, Tonbridge Sub-total	P03AY	0	40	0	0	0	0	0	0	40
		0	40	0	0	0	0	0	0	40
(iii) Freehold, 47 High Street, Tonbridge Sub-total	P03AZ	0	220	0	0	0	0	0	0	220
		0	220	0	0	0	0	0	0	220
Total Housing to Summary		1,490	1,094	30	30	30	30	30	30	2,764

Capital Plan: List A
Planning, Housing and Environmental Health

	Justification	Scheme notes
Housing (a) Disabled Facility Grants	<i>Former Corp't Aims & Priorities</i>	Following confirmation of the Better Care Fund allocation for 2021/22 in respect of Disabled Facility Adaptations the opportunity has been taken to review the spend and funding profile over the forthcoming capital plan review period. The outcome of the review is the planned contribution from the Council's own resources of £125,000 in 2021/22 and £54,000 in subsequent years is not required.
(b) Housing Assistance	<i>Former Corp't Aims & Priorities</i>	Budget reviewed by Communities & Housing Advisory Board, July 2016. Gross budget provision reduced from £90,000 to £60,000 per annum. An earmarked reserve has been established to meet any shortfall in assumed grant repayments.

	Justification	Scheme notes
(c) Temporary Accommodation	Cost saving	Provision to purchase property for temporary accommodation purposes approved Cabinet March 2018.
(i)		<p>Following the purchase of flats in Tonbridge High Street, the unspent funding balance was increased by £1.5m at FIPAB September 2019 and a further £0.6m at Cabinet October 2019 making a combined budget of £2.6m. This was used to acquire and provided funding to refurbish properties in Pembury Road, Tonbridge. Following purchase, £642,000 remained available to fund refurbishment / conversion of the 4 dwellings into 12 flats. Scheme funded from developer contributions, the Business Rates Retention Scheme Reserve (£1m) and the Property Fund Investment Reserve (£0.5m).</p> <p>Gross budget increased by £157,000 to £2,757,000 following assessment of the refurbishment / conversion works by the Council's management contractor, Council October 2020. These additional costs are to be met from developer contributions in the first instance or an alternative source.</p> <p>In October 2021 Council approved an increase in the capital plan budget for adaptation works to properties purchased for temporary accommodation purposes from £2,757,000 to £3,225,000. Of this sum £931,000 is to be funded from developer contributions and £2,294,000 is to be met from the Council's own resources.</p>
(ii)	Cost saving	Scheme approved by Council in October 2020 to acquire ground floor accommodation at 47 High Street, Tonbridge to provide office accommodation and a CCTV monitoring capability relating to the Council owned flats in the adjoining properties.
(iii)	Cost saving	The Leader of the Council and Chairman of Overview and Scrutiny Committee, under urgency provisions agreed the progress of the potential purchase of the freehold of 47 High Street, Tonbridge.

Capital Plan: List A
Planning, Housing and Environmental Health

	Code	Expenditure To 31/03/21	2021/22 Estimate inc Prior Year Slippage	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	Scheme Total
Environmental Health		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Air Quality Monitoring Station	P02EN	29	0	10	0	0	0	0	0	39
Total Environmental Health to Summary		29	0	10	0	0	0	0	0	39
Capital Renewals										
(b) Environmental Protection Provision for Inflation	P02EBCR01 P02EZ	n/a n/a				12 1				12 1
Total Capital Renewals to Summary		n/a	0	0	0	13	0	0	0	13

Capital Plan: List A
Planning, Housing and Environmental Health

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

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

	Expenditure To 31/03/21	2021/22 Estimate inc Prior Year Slippage	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Street Scene	n/a	106	113	120	129	129	129	129	855
Leisure									
Sports Grounds	4	18	183	0	0	0	0	0	205
Open Spaces	0	124	0	0	0	0	0	0	124
Other Leisure Schemes	103	0	0	15	0	0	0	0	118
Technical Services									
Car Parking	8	30	30	30	30	30	30	30	218
Electrical Vehicle Charging Points	0	40	0	0	0	0	0	0	40
Land Drainage / Flood Defence	25	0	500	1,100	0	0	0	0	1,625
Sub-total	140	318	826	1,265	159	159	159	159	3,185
Capital Renewals	n/a	561	1,380	421	360	207	451	756	4,136
Total Street Scene, Leisure & Technical Services	140	879	2,206	1,686	519	366	610	915	7,321

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

	Code	Expenditure To 31/03/21	2021/22 Estimate inc Prior Year Slippage	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	Scheme Total
Street Scene		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Green Waste Bins Growth / Replacement	P02BC	n/a	31	31	31	31	31	31	31	217
(b) Refuse Bins Growth / Replacement	P02DA	n/a	61	61	61	61	61	61	61	427
(c) Garden Waste Bin Replacement	P02CF	n/a	14	21	28	37	37	37	37	211
Total Street Scene to Summary		n/a	106	113	120	129	129	129	129	855

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

	Justification	Scheme notes
Street Scene (a) Green Waste Bins Growth / Replacement (b) Refuse Bins Growth / Replacement (c) Garden Waste Bin Replacement	<p><i>Former Corp't Aims & Priorities</i></p> <p>Reduce expenditure, income generation</p>	<p>Recycling and refuse provisions cater for growth in the number of properties served and the replacement of exiting collection bins and boxes. Recycling provision increased by £14,000 in 2020/21 and Refuse provision by £20,000 in 2020/21 due to increased demand for initial and replacement bins due to the implementation of the new recycling services in 2019/20.</p> <p>Provision for replacement of garden waste containers issued in 2019/20. Additional take-up estimated at £17,000 in 2020/21 is not catered for and will be met by additional income from service charges.</p>

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

	Code	Expenditure To 31/03/21	2021/22 Estimate inc Prior Year Slippage	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	Scheme Total
Sports Grounds										
(a) Racecourse Sportsground Riverside Revetment Less Grants	P05DD	21 (17)	10	194 (11)						225 (28)
Sub-total		4	10	183	0	0	0	0	0	197
(b) Racecourse Sportsground Rugby Pitch Drainage Less Developer Contributions	P05DE	10 (10)	16 (8)							26 (18)
Sub-total		0	8	0	0	0	0	0	0	8
(c) Tonbridge Farm Sportsground Site Improvements Less Developer Contributions	P05DF			40 (40)						40 (40)
Sub-total		0	0	0	0	0	0	0	0	0
Total Sports Grounds to Summary		4	18	183	0	0	0	0	0	205

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

	Justification	Scheme notes
Sports Grounds		
(a) Racecourse Sportsground Riverside Revetment	Health & safety	Replace sections of the existing wooden revetment which is failing and causing erosion of the riverbank at Tonbridge Racecourse Sportsground. Scheme is part funded by grant from the Environment Agency. Budget increased by £105,000 following unsuccessful outcome of tender exercise and cost review by the Building and Facilities Manager in liaison with external consultants. Works initially delayed to enable bridge replacement to be completed first and delayed further due to pandemic. Works now to take place in 2022/23.
(b) Racecourse Sportsground Rugby Pitch Drainage	Externally funded	To improve drainage to the rugby pitches at Tonbridge Racecourse Sportsground that are currently subject to regular flooding to maintain and enhance their use. Funded from developer contributions and a virement of £8,000 from the Land Drainage Improvement Programme. Gross budget, approved February 2020, increased by £10,000 to £26,000 offset in full by grant from Sport England.
(c) Tonbridge Farm Sportsground Site Improvements	Externally funded	To enhance and provide additional facilities at Tonbridge Farm Sportsground including the installation of a new outdoor gym and an additional piece of toddler play equipment. Funded in full from developer contributions.

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

	Code	Expenditure To 31/03/21	2021/22 Estimate inc Prior Year Slippage	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	Scheme Total
Open Spaces		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Leybourne Lakes Country Park Path Improvements Less Grants & Developer Contributions Sub-total	P05FH		52 0							52 0
		0	52	0	0	0	0	0	0	52
(b) Leybourne Lakes Country Park Facility Improvements Less Grants & Developer Contributions Sub-total	P05FF	34 (34)	868 (796)							902 (830)
		0	72	0	0	0	0	0	0	72
Total Open Spaces to Summary		0	124	0	0	0	0	0	0	124
Other Leisure Schemes										
(c) Tonbridge Cemetery / Closed Churchyards Memorial Safety Less Developer Contributions Sub-total	P05KV	106 (3)			15					121 (3)
		103	0	0	15	0	0	0	0	118
Total Other Leisure Schemes to Summary		103	0	0	15	0	0	0	0	118

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

	Justification	Scheme notes
Open Spaces		
(a) Leybourne Lakes Country Park Path Improvements	External funding	Due to increased usage of the Country Park, including the popular weekly Parkrun, resurfacing of the path around the main lake is required on health and safety grounds and in order to maintain good access for the public and make it accessible for less able users. It was originally hoped the scheme could be funded in full from grants and/or developer contributions. Unfortunately no such external funding has been sourced and the works are considered to be essential and cannot wait to be progressed. Further pathworks around the lake may take place funded by KCC as these are designated Public Rights of Way.
(b) Leybourne Lakes Country Park Facility Improvements	External funding	To build a purpose built lakeside facility to provide year round catering and a centre for watersports. The facility would meet an identified customer need and would be income generating. The project will help support the long term sustainability of the Leisure Trust. Costs to be met from developer contributions and a £64,000 contribution from the Council's Climate Change Reserve, together with a virement of £8,000 from LLCP path improvement works capital plan scheme.
Other Leisure Schemes		
(c) Tonbridge Cemetery / Closed Churchyards Memorial Safety	<i>Former Corp't Aims & Priorities</i>	Provision based on Local Government Ombudsman's recommendation to inspect every five years.

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

	Code	Expenditure To 31/03/21	2021/22 Estimate inc Prior Year Slippage	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	Scheme Total
Car Parking		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Existing Car Parks Improvement Programme	P01AB	n/a	30	30	30	30	30	30	30	210
(b) Car Parking Improvement Works	P01AD	8	0							8
Total Car Parking to Summary		8	30	30	30	30	30	30	30	218
Transportation										
(c) Electrical Vehicle Charging Points Less grant and contributions	P01EA	n/a	120 (80)							120 (80)
Total Transportation to Summary		0	40	0	0	0	0	0	0	40
Land Drainage / Flood Defence										
(d) Wouldham River Wall	P01HS	25			1,100					1,125
(e) Leigh Flood Storage Area	P01HV			500						500
Total Land Drainage/Flood Defence to Summary		25	0	500	1,100	0	0	0	0	1,625

Capital Plan: List A Street Scene, Leisure & Technical Services		
	Justification	Scheme notes
Car Parking (a) Existing Car Parks Improvement Programme (b) Car Parking Improvement Works	<i>Former Corp't Aims & Priorities</i> Income generation, Health & Safety	<p>An annual provision for capital investment in the Council's off-street car parks to ensure that their condition is adequate for health & safety, legislation, the needs of our customers and income generation. A condition survey of the car parks has been progressed to determine a future work programme.</p> <p>The capital plan scheme relating to the introduction of car parking charges in Aylesford, Martin Square and Snodland is no longer required following the decision to withdraw the proposal.</p>
Transportation (c) Electrical Vehicle Charging Points	<i>Former Corp't Aims & Priorities</i>	<p>Provision to progress phases 1 and 2 of programme to install Electric Vehicle charging points in Council owned car parks across the borough. Procurement progressed using framework and KCC countywide tender exercise. Installation of phase 1 planned for March 2022.</p>
Land Drainage / Flood Defence (d) Wouldham River Wall	<i>Former Corp't Aims & Priorities</i>	<p>Strengthening / rebuilding to address movement detected in the retaining wall between the public open space and the River Medway. Budget increased by £300,000 to £1,000,000, as part of the 2015/16 Capital Plan Review, reflecting a re-evaluation of scheme costs by the consultant Quantity Surveyor. Movement in the wall is being monitored by an external consultant over the next 5 years to determine requirement for works. Funding rescheduled to 2023/24 in liaison with local Members and the Parish Council. Funding may need to be brought forward if monitoring identifies significant changes in movement levels of the wall. Budget increased by £125,000 to maintain the purchasing power of the reprogrammed scheme. Health and safety related path repairs were undertaken in 2018/19.</p>
(e) Leigh Flood Storage Area	<i>Former Corp't Aims & Priorities</i>	<p>Contribution to an Environment Agency project to improve the Leigh Flood Storage Area. Project aims to provide additional flood protection and reduce the risk of flooding to local households and business premises and a range of community and leisure facilities, including those in the ownership of the Council, particularly in central Tonbridge. Scheme approved Cabinet September 2016.</p>

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

	Code	Expenditure To 31/03/21	2021/22 Estimate inc Prior Year Slippage	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Renewals										
Sports Grounds & Open Spaces	P05KGBC05	n/a	86	569	39	155	38	142	115	1,144
Less grants and contributions	P05KGBC05	n/a	(45)							(45)
			41	569	39	155	38	142	115	1,099
Technical Services:										
(a) CCTV	P01BA	n/a	33	31	31	31	31	31	37	225
(b) Car Parking	P01JF	n/a	0	13	17	36	8	16	126	216
			74	613	87	222	77	189	278	1,540
Provision for Inflation		n/a	0	6	3	11	6	18	32	76
Sub-total			74	619	90	233	83	207	310	1,616
Leisure Centres:										
(c) Angel Centre	P05KGBC01	n/a	80	432	18	41	34	91	247	943
(d) Larkfield Leisure Centre	P05KGBC02	n/a	257	83	359	43	68	113	65	988
(e) Tonbridge Swimming Pool	P05KGBC04	n/a	41	315	35	22	37	47	137	634
(f) Poult Wood Golf										
Clubhouse	P05KGBC03	n/a	77	61	9	4	11	14	29	205
Course	P05KGBC07	n/a	5	13	4	3	2	30	3	60
Grounds Maintenance	P05KGBC06	n/a	190	101	4	48	2	2	53	400
			650	1,005	429	161	154	297	534	3,230
Provision for Inflation	P05KZ	n/a	0	10	13	8	11	28	61	131
Savings Target (assumes 25%)		n/a	(163)	(254)	(111)	(42)	(41)	(81)	(149)	(841)
Sub-total			487	761	331	127	124	244	446	2,520
Total Capital Renewals to Summary		n/a	561	1,380	421	360	207	451	756	4,136

<p>Capital Plan: List A</p> <p>Street Scene, Leisure & Technical Services</p>

	Justification	Scheme notes
Capital Renewals		
Street Scene - Recycling Initiatives	<i>Former Corp't Aims & Priorities</i>	}
		}
		}
Sports Grounds & Open Spaces		}
		}
		}
Technical Services:		}
(a) CCTV		} Provision for the replacement of life expired assets (primarily children's play equipment and sports / other equipment) used at leisure facilities. Provisions reviewed annually.
		}
(b) Car Parking		}
		}
		}
Leisure Centres:		}
(c) Angel Centre		}
		}
(d) Larkfield Leisure Centre	}	
	}	
(e) Tonbridge Swimming Pool	}	
	}	
(f) Poult Wood Golf Course	}	
	}	
Savings target		Following the Overview and Scrutiny Committee review of capitals renewals (September 2014) savings target increased from 20% to 25% for 2015/16 and embedded in the detailed estimates thereafter by increasing estimated useful life for scheduled items. However, no changes were made to the Leisure Centre renewals schedules (expended by TMLT) so the 25% savings target is retained throughout the plan period.

**Capital Plan: List A
Corporate**

	Expenditure To 31/03/21	2021/22 Estimate inc Prior Year Slippage	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Land and Property	10	60	0	0	0	0	0	0	70
Information Technology Initiatives	87	101	0	0	0	0	0	0	188
Other Schemes	0	62	0	0	0	0	0	0	62
Sub-total	97	223	0	0	0	0	0	0	320
Capital Renewals	n/a	197	304	162	315	203	204	123	1,508
Total Corporate	97	420	304	162	315	203	204	123	1,828

Capital Plan: List A Corporate										
	Code	Expenditure To 31/03/21	2021/22 Estimate Prior Year Slippage	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	Scheme Total
Land and Property		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Tonbridge Castle Offices: Re-tile Roof	P06AA	10	60							70
Total Land and Property to Summary		10	60	0	0	0	0	0	0	70
Information Technology Initiatives										
(b) General IT Developments	P06DA	n/a	0							0
(c) Revenues and Benefits IT Digital Solution	P06EW	5	15							20
(d) CMS Website Solution	P06EX	82	58							140
(e) Hybrid Meetings	P06ER	0	28							28
Total Information Technology Initiatives to Summary		87	101	0	0	0	0	0	0	188
Other Schemes										
(f) Electric / Hybrid Pool Car	P06EZ	0	24							24
(g) TMLT IT and Telephony Capital Grant	P06EP	0	38							38
Total Other Schemes to Summary		0	62	0	0	0	0	0	0	62

Capital Plan: List A Corporate		
	Justification	Scheme notes
Land and Property (a) Tonbridge Castle Offices : Re-tile roof	Former Corp't Aims & Priorities	Retiling of roof to protect asset. Condition has not materially worsened. Bulk of the budget has been deferred to 2021/22. Spend to 31/3/16 relates to re-roofing works associated with the Tonbridge Castle Reception enhancement project carried out a number of years ago.
Information Technology Initiatives (b) General IT Developments	Former Corp't Aims & Priorities	The annual General IT developments budget of £30,000 has been removed following the migration to cloud based service.
(c) Revenues and Benefits IT Digital Solution	Cost saving	IT digital solution which all staff in the service can readily access and improvements to online presentation of information and 24/7 access for tax payers at an estimated cost of £65,000. Key elements of this project have now been progressed through revenue initiatives reducing the capital requirement by £45,000. Scheme expected to complete in 2021/22.
(d) CMS Website Solution	Cost saving	Replacement of the Council's existing website Content Management System (CMS) to improve customer experience and allow customers to access all Council services via a secure unified customer portal with single sign-on.
(e) Hybrid Meetings	Maintain capability	Augment the existing AV system within the Council Chamber to include calling via MS Teams to support hybrid meetings and livestreaming of meetings.
Other Schemes (f) Electric / Hybrid Pool Car	Health & safety	A vehicle is required to meet health and safety obligations following the cessation of the Council's leased car scheme. Management Team support the purchase of an electric car.
(g) TMLT IT and Telephony Capital Grant	Cost saving	Grant funding for the provision of a new digital telephone system will enable the Council to benefit from future savings within the renewals programme and a similar approach adopted in respect of the IT equipment at Leybourne Lakes Country Park.

Capital Plan: List A Corporate										
	Code	Expenditure To 31/03/21	2021/22 Estimate inc Prior Year Slippage	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	Scheme Total
Capital Renewals	P06FA	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) General										
Departmental Administration	GR01	n/a	16	8		2				26
Council Offices	GR02	n/a		20					2	22
Print Unit	GR03	n/a	43	43		70	15			171
Telephones	GR05	n/a	9	5			2	15		31
Snack Facilities	GR06	n/a		1	2		4			7
Tonbridge Christmas Lighting	GR09	n/a					34			34
Elections	GR10	n/a			10					10
Sub-total		n/a	68	77	12	72	55	15	2	301
(b) Information Technology	P06FB	n/a	129	224	145	228	134	172	108	1,140
Desktop Hardware	FB10									
Mobile Hardware	FB20									
Mobile Hardware - Government Grant										
Computer Suite	FB30									
Other Hardware	FB40									
Network	FB50									
Corporate Software	FB60									
Operational Software	FB70									
User Software	FB80									
Sub-total		n/a	129	224	145	228	134	172	108	1,140
Provision for Inflation	P06FZ	n/a	0	3	5	15	14	17	13	67
Total Capital Renewals to Summary		n/a	197	304	162	315	203	204	123	1,508

**Capital Plan: List A
Corporate**

	Justification	Scheme notes
Capital Renewals (a) General Departmental Admin Council Offices Print Unit Telephones Snack Facilities Tonbridge Christmas Lighting Elections (b) Information Technology	<i>Former Corp't Aims & Priorities</i>	} } } } } Provision for the renewal of life-expired or obsolete equipment. Subject to annual review. } } } See sub-headings for type of equipment covered by renewals provisions. Full replacement, significant upgrades and new systems are identified as capital plan schemes in their own right.

GENERAL FUND WORKING BALANCE

	£
Balance at 1.4.2021	1,250,000
	<hr/>
Balance at 31.3.2023	1,250,000
	<hr/>

GENERAL REVENUE RESERVE

	£	£
Balance at 1.4.2021		7,085,526
Budgeted to be transferred to the Reserve	405,050	
Decrease on Original Estimate	(21,950)	
	<hr/>	427,000
		<hr/>
Estimated Balance at 1.4.2022		7,512,526
Contribution to the Reserve 2022/23		104,500
		<hr/>
Estimated Balance at 31.3.2023		7,617,026

Tonbridge and Malling Borough Council
Estimate of Collection Fund Surplus / (Deficit) 2021/22 - Council Tax

	Estimate	
	£	£
<u>Income</u>		
Surplus / (Deficit) Brought Forward		(228,970)
Income from Council Tax Payers (Net of Discounts, CTR and Exemptions)		104,717,603
Credit Adjustment		56,575
Total Income for the Year		104,545,208
<u>Expenditure</u>		
Precepts and Demands for 2021/22		
Kent County Council	72,888,596	
Police & Crime Commissioner for Kent	11,207,426	
Kent & Medway Fire & Rescue Authority	4,152,116	
Parishes	3,326,832	
Tonbridge & Malling Borough Council	11,276,762	102,851,732
Provision for Council Tax Non-Collection		442,000
Payment of Estimated Surplus for 2020/21		
Kent County Council	96,051	
Police & Crime Commissioner for Kent	14,439	
Kent & Medway Fire & Rescue Authority	5,632	
Tonbridge & Malling Borough Council	19,582	135,704
Total Expenditure for the Year		103,429,436
Estimated Surplus / (Deficit) for 2021/22		1,115,772

Allocation of Estimated Surplus / (Deficit) for 2021/22

	Precepts 2021/22		Surplus / (Deficit) 2022/23
	£	%	£
Kent County Council	72,888,596	70.86	790,883
Police & Crime Commissioner for Kent	11,207,426	10.90	122,420
Kent & Medway Fire & Rescue Authority	4,152,116	4.04	44,738
Tonbridge & Malling Borough Council	14,603,594	14.20	157,731
Total	102,851,732	100.00	1,115,772

Tonbridge and Malling Borough Council
Estimate of Collection Fund Surplus / (Deficit) 2021/22 - Business Rates

	Estimate	
	£	£
<u>Income</u>		
Surplus / (Deficit) Brought Forward		(24,526,015)
Income from Business Rate Payers		45,450,725
Recovery of Estimated Deficit for 2020/21		
Kent County Council	1,900,116	
Kent & Medway Fire & Rescue Authority	211,124	
Tonbridge & Malling Borough Council	8,444,961	
Central Government	10,556,202	21,112,403
Credit Adjustment		1,124,668
Total Income for the Year		43,161,781
<u>Expenditure</u>		
Demands for 2021/22 based upon NNDR 1 2021/22		
Kent County Council	5,039,609	
Kent & Medway Fire & Rescue Authority	559,957	
Tonbridge & Malling Borough Council	22,398,263	
Central Government	27,997,829	55,995,658
Allowance for Losses - Bad Debts		250,000
Allowance for Losses - Appeals		1,311,302
Cost of Collection Allowance		156,394
Transitional Protection Payments		(14,375)
Total Expenditure for the Year		57,698,979
Estimated Surplus / (Deficit) for 2021/22		(14,537,198)
<u>Allocation of Estimated Surplus / (Deficit) for 2021/22</u>		
	Allocation	Surplus / (Deficit) 2022/23
	%	£
Kent County Council	9	(1,308,347)
Kent & Medway Fire & Rescue Authority	1	(145,373)
Tonbridge & Malling Borough Council	40	(5,814,879)
Central Government	50	(7,268,599)
Total	100	(14,537,198)

Estimated Comprehensive Income and Expenditure Account 2021 - 2023

	2021/22		2022/23
	Original Estimate £	Revised Estimate £	Original Estimate £
Continuing Operations			
Corporate Services	3,529,700	4,728,100	4,926,550
Chief Executive	2,544,300	1,009,950	1,142,700
Director of Central Services	(69,150)	715,500	105,450
Director of Finance & Transformation	1,630,700	1,106,750	1,380,600
Director of Planning, Housing & Environmental Health	4,523,000	4,655,800	5,152,750
Director of Street Scene, Leisure & Technical Services	8,059,400	9,192,350	8,035,550
Net Cost of Services	20,217,950	21,408,450	20,743,600
Other Operating Expenditure			
Parish Council Precepts	3,326,832	3,326,832	3,554,738
Drainage Board Levies	450,100	450,100	461,000
Corporate Provisions for Bad Debts	5,000	23,000	5,000
Financing & Investing Income & Expenditure			
Trading Undertakings	300,200	(12,100)	240,200
Interest & Investment Income	(250,000)	(296,100)	(397,100)
IAS 19 Pension Costs	1,310,000	1,278,000	1,278,000
Taxation & Non-Specific Grant Income			
Council Tax Income	(14,603,594)	(14,603,594)	(15,284,137)
Collection Fund - Council Tax (Surplus)/Deficit	(19,582)	(19,582)	(157,731)
Collection Fund - Non Dom Rates (Surplus)/Deficit	8,444,961	8,444,961	5,814,879
National Non-Domestic Rate Distribution	(1,088,008)	(1,088,008)	1,136,024
General Government Grants	(4,852,159)	(9,897,409)	(5,936,223)
(SURPLUS) / DEFICIT ON PROVISION OF SERVICES	13,241,700	9,014,550	11,458,250

Estimated Movement in Reserves Statement 2021 - 2023

	2021/22		2022/23
	Original Estimate General Fund & Reserves £	Revised Estimate General Fund & Reserves £	Original Estimate General Fund & Reserves £
BALANCE AT 1 APRIL	33,144,974	35,825,637	31,630,887
Total Comprehensive Income & Expenditure	(13,241,700)	(9,014,550)	(11,458,250)
Adjustments Between Accounting Basis & Funding Basis Under Regulations			
Depreciation of Non-Current Assets	2,966,650	3,005,800	2,859,950
Net Charges made for Retirement Benefits	1,305,000	2,624,000	2,681,000
Capital Exp. Charged to the General Fund	(2,175,000)	(810,000)	(2,020,000)
Net Increase / (Decrease) in Reserves	(11,145,050)	(4,194,750)	(7,937,300)
BALANCE AT 31 MARCH	21,999,924	31,630,887	23,693,587

2022/23