

2014/15

# Revenue and Capital Budgets



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## **BUDGET STATEMENT 2014/15**

### **1. Introduction**

- 1.1 The revenue and capital budgets for 2014/15 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 **[Annex 1]**.
- 1.2 The Council has seen its general government grant, the Local Government Settlement Funding Assessment, fall by more than £2.6m or 45% over the four-year period 2011/12 to 2014/15 with further cuts expected in future years. To date this has to a large extent been negated by the grant award under the New Homes Bonus scheme which in 2014/15 was around £2.4m.
- 1.3 Our concern has always been what happens when the New Homes Bonus scheme in its current form ceases or is replaced by something else, and the consequential impact on the Council's finances. Putting to one side New Homes Bonus, of the twelve district councils in Kent, Tonbridge and Malling continues to receive the lowest Local Government Finance Settlement both in total and per head.
- 1.4 For medium term financial planning purposes, it is assumed that there will be a phased withdrawal of the current New Homes Bonus scheme from 2016/17 onwards and that the model will be replaced with something else which will generate a reduced level of funding for Tonbridge and Malling. Based on the above and an assumption about further cuts in grant funding in future years amongst other things, latest projections point to a 'funding gap' between expenditure and income of **circa £1.875m**.
- 1.5 It should be noted that, depending on how any replacement model allocates funding to individual local authorities, there is a real risk that the 'funding gap' could be more than is presently reflected in the Medium Term Financial Strategy. It is of course impossible to determine what this might mean for Tonbridge and Malling, but our working assumption is that it could require a further savings tranche of £700,000.
- 1.6 The good news is that, for several years, we have had in place a robust Medium Term Financial Strategy and the existence and discipline of the same affords us the time to take a constructive and considered approach to budgetary pressures. Clearly, the absolute size of the 'funding gap' will influence the timescales over which we can address the problem.
- 1.7 Based on the above projection we could, for example, breakdown the savings target into three tranches (tranche one £650,000, tranche two £700,000 and tranche three £525,000 to be achieved by 2016/17, 2017/18

and 2019/20). However, in order to maintain momentum and focus a savings target has been set for next year (2015/16) by breaking out the first savings tranche into two parts, i.e. £200,000 followed by £450,000.

- 1.8 The Council continues to face a significant financial challenge, but remains determined that the negative impact on service delivery and council tax increases are minimised, albeit recognising that some difficult choices will have to be made.

## **2. Medium Term Financial Strategy**

### **2.1 Background**

- 2.1.1 The Council's Medium Term Financial Strategy covers both revenue and capital budgets, and it is this Strategy that underpins the budget setting process for the forthcoming year and over the strategy period.
- 2.1.2 The Strategy sets out the high level financial objectives the Council wishes to fulfil over the agreed time span. The Strategy also sets out, based on current financial information, not only the projected budgets for the period, but also the levels of council tax that are projected to be required to meet the Council's spending plans.
- 2.1.3 The aim of the Medium Term Financial Strategy is to give us a realistic and sustainable plan that reflects the Council's priorities and takes us into the future. Underneath the Strategy sits detailed estimates formulated in conjunction with Services taking into account past outturn, current spending plans and likely future demand levels / pressures. It is acknowledged that circumstances will change and for this reason the Strategy needs to, and will, be kept under regular review.
- 2.1.4 The Medium Term Financial Strategy spans a rolling ten-year period with two fundamental objectives: to achieve a balanced revenue budget and to retain a minimum of £2.0m in the general revenue reserve by the end of the strategy period. All of the key objectives currently set out in the Medium Term Financial Strategy can be found at **[Annex 1]**.

### **2.2 Council Priorities**

- 2.2.1 Our improvement priorities are reviewed regularly to ensure that they remain relevant to changed circumstances and can continue to set an overall framework for our work across the Council each year. These priorities are broadly based and span all areas of Council activity.
- 2.2.2 Despite our budgetary problems, we continue to work hard at delivering our priorities. Our external auditor (Grant Thornton UK LLP) following the 2013 audit concluded that the Council continues to have a strong focus on effective financial management, including a robust medium term financial planning framework.

2.2.3 On 17 April 2012, the Council adopted seven key priorities as follows.  
“During 2012/15 we will work with a range of partners and our local communities towards achieving the following key priorities:

- Continued delivery of priority services and a financially viable Council.
- A clean, smart, well maintained and sustainable Borough.
- Healthy living opportunities and community well-being.
- Children and young people who are safe, involved and able to access positive activities.
- Low levels of crime, anti-social behaviour and fear of crime.
- A continuing supply of homes, including affordable housing to buy and rent, and prevention of homelessness.
- Sustainable regeneration of Tonbridge town centre and economic development in communities across the Borough.”

**Continued delivery of priority services and a financially viable Council**

2.2.4 This reflects the difficult financial situation going forward, where our first priority is about safeguarding what matters most rather than improvement. The Council has a significant challenge ahead in respect of identifying and implementing savings over the medium term. In the coming months, options to deliver a further tranche/s of the required savings will need to be considered, agreed and actioned. Management Team will continue to seek efficiency savings in the delivery of existing services through business transformation and ‘channel shift’; and will, wherever feasible, take advantage of opportunities to work in partnership with neighbouring councils with the aim of not only delivering savings through joint working, but also to improve resilience and performance.



**A clean, smart, well maintained and sustainable Borough**

2.2.5 Funding has been made available to achieve an attractive and well-maintained street and public open space environment.

2.2.6 The Council works with our residents, communities and partners to improve local environments under the banner of the national initiative known as “Love Where You Live”. A “Zero Tolerance” approach to those seen littering or fly-tipping has been adopted.



- 2.2.7 A Street Scene Action Plan for 2014/15 has been produced which lists a range of improvement actions including tackling graffiti and improving public open spaces owned by the Council.
- 2.2.8 Over 90 per cent of the household waste generated in the borough is recycled, composted or used to generate electricity. A range of services are provided including kerbside collection services and community based recycling centres which together achieve a recycling rate of 43 per cent.
- 2.2.9 Opportunities to improve our services and performance further are constantly being evaluated.

### **Healthy living opportunities and community well-being**

- 2.2.10 Through public health funding from KCC the Council is able to continue and extend the Lifestyles GP and self referral programmes operating from the Council's leisure centres offering a wide range of specialist classes and additional community outreach work. Our 'healthy weight' theme focuses on supporting obese and overweight adults and families in losing weight by increasing their physical activity and eating more healthily. Funding has also been provided to enable us to facilitate the delivery of programmes aimed at addressing low level mental health issues affecting people in our priority communities. We are planning a number of health promotion days which will be held in community settings in order to promote health awareness, particularly amongst harder to reach groups. Work is also underway with local businesses to promote healthy lifestyles amongst their workforces.



### **Children and young people who are safe, involved and able to access positive activities**

- 2.2.11 The Council will continue with its programme of holiday activities for young people and will introduce on-line booking for the Summer Playscheme. The children's play facility at Frogbridge play area in Tonbridge will be improved, and liaison will continue with the Kent Youth Service to ensure the future provision of youth services in the Borough is based on identified needs. The Council will introduce an extended coaching school programme for young people at its Leisure Centres following the successful extension of the Swim School Programme.



- 2.2.12 New play facilities and a community garden will be provided on land adjacent to St Philips Church, Tonbridge. The Council will actively support the work of the Tonbridge and Malling Local Childrens Trust Board with a particular focus on safeguarding, mental health, healthy lifestyles and adolescent engagement.



- 2.2.13 Young people will continue to play a key role in the development of arts initiatives in the Borough, with educational links established within the Tonbridge Arts Festival and Music at Malling Programmes. Young people will continue to influence the Council's decision making process through the Youth Forum.

#### **Low levels of crime, anti-social behaviour and fear of crime**

- 2.2.14 Provision has been made under the Community Safety revenue budget to enable the Council to provide funding and support for a range of crime reduction and community reassurance initiatives. In partnership with other organisations, these initiatives include supporting those involved in helping victims of domestic abuse (both male and female), youth diversion activities to reduce incidences of anti-social behaviour and projects aimed at helping those with alcohol and drugs issues which can often be linked to instances of crime and disorder.



- 2.2.15 The Community Safety Unit (CSU) has been hosted by the Borough Council since November 2011 combining community safety staff, police personnel and space for hot desking by partner organisations. The CSU enables faster responses to be made to reports of crime and anti-social behaviour. In particular, daily tasking meetings are held in the CSU where reports of crime and anti-social behaviour are assessed and appropriate actions are agreed.

#### **A continuing supply of homes, including affordable housing to buy and rent, and prevention of homelessness**

- 2.2.16 The Council's adopted Core Strategy and Development Allocations Development Plan Document makes a strong provision for overall housing supply. The most recent Annual Monitoring Report demonstrates a healthy land supply position up to 2021, focusing on the delivery of some strategic sites in the north of the Borough and key schemes in central Tonbridge. The Council is working with many developers in the context of changing market conditions and is taking positive action to facilitate development.
- 2.2.17 Work has started on a new local plan. This includes a fresh Strategic Market Housing Assessment which will provide a new platform for the approach to future general and affordable housing provision. The Council will continue to work closely with its Registered Provider partners and the Homes and Communities Agency (HCA) in order to maximise the delivery of new affordable housing.

- 2.2.18 The Council maintains a rolling programme of housing assistance to tackle disrepair, and improve energy efficiency and safety within the home. Through its revised housing assistance policy the Council will help improve the health, safety and well being of its residents. It also works closely with the Kent County Council *No Use Empty* initiative to bring empty homes back into use.



- 2.2.19 The *Housing Options* model of service delivery which focuses specifically on the prevention of homelessness is now well established within the borough and the reduction in the last three years in the number of formal homelessness applications and the use of bed and breakfast and other forms of temporary accommodation is a testament to its success. But housing options case work is becoming more complex, with the majority of cases requiring considerable officer input in order to prevent homelessness and secure the right long-term solution for the customer. This situation is expected to worsen as the welfare reform agenda is implemented and many low-income families face the further challenges that this will inevitably bring.

- 2.2.20 In 2011, the Council adopted the reviewed West Kent Homelessness Strategy, which sets out the priorities for the three West Kent authorities over a five-year period to 2016.

<http://www4.tmbc.gov.uk/akstonbridge/images/att11348.pdf>).

- 2.2.21 In 2013, the Council reviewed the housing allocations scheme to reflect the flexibilities that were introduced through the Localism Act 2011. The changes made allow for greater priority to be given to local people and families in housing need and enable the Council to properly target its resources on assessing and meeting those needs. The new scheme also allows greater provision for making the best use of the existing housing stock, by recognising under-occupation as well as housing need.

### **Sustainable regeneration of Tonbridge town centre and economic development in communities across the Borough**

- 2.2.22 Considerable progress has been made in advancing proposals to attract investment in good quality development, environmental enhancement and an improvement in the range and quality of retail, community and other facilities. The Tonbridge Area Action Plan forms the statutory planning basis for central Tonbridge and sets out a clear and confident planning framework for development.



- 2.2.23 In parallel the Council have adopted a planning brief for the Botany area of the town centre in order to guide detailed proposals for this key regeneration site. Discussions are underway to secure a retail-led



redevelopment project in this area that will secure economic benefit for the town as a whole and help the vitality of the High Street in particular.

2.2.24 A major environmental enhancement scheme is due for implementation in the next year for the Town Lock area to bring forward a new open space alongside the River Medway. A range of leisure and recreation projects have been recently completed or are in the advanced stages of implementation at the Tonbridge Racecourse ground, mostly funded through developer contributions, in order to improve and widen the scope of facilities for local people and the new residents of housing schemes. A major refurbishment of the Memorial Gardens is also planned to be in place by 2014.

2.2.25 Planning permission has been granted for a variety of significant housing developments in the town and the Council has adopted Design Guidelines to help facilitate the mixed-use development of a key site known as Sovereign House in an appropriate and sustainable fashion.

2.2.26 The Council are engaged with partners, including a number of schools and local sports organisations to facilitate the improvement of education, community and sports facilities.

2.2.27 The Council has recently appointed a new Cabinet Member for Economic Regeneration to give a higher priority to supporting local businesses. New initiatives have included the introduction of a range of business support schemes to help entrepreneurs, rural businesses and home-based businesses. In addition, with the support of the County Council and West Kent partners, a successful bid was made to Government to establish a new loan scheme for local businesses wishing to invest. The Escalate programme has now been launched and £5.5m is available to help local business with growth potential to expand. To help the Borough's local centres, a new grant scheme has also been established to fund local initiatives to promote and increase local trade.

## **2.3 Financial Context**

2.3.1 The Council's Band D tax rate for 2014/15 is **£183.85 (an increase of £3.59 or 1.99%)**. In setting this level of council tax, the Council is budgeting to support its expenditure by the contribution of **£1,076,850** from its General Revenue Reserve.

2.3.2 In respect of Government Grant including New Homes Bonus (see paragraph 3 below) in 2014/15 the Council is to receive £6,752,992, an increase of £83,520 or 1.3% when compared to the equivalent figure of £6,669,472 in 2013/14.

2.3.3 The Medium Term Financial Strategy is the Council's high level financial planning tool which underpins the budget setting process. It will be reviewed and updated at least annually to reflect current circumstances.

### 3. Local Government Finance Settlement

- 3.1 One of the external factors affecting the Council's budget is the level of Government Grant funding that is allocated to Tonbridge and Malling through the Local Government Finance Settlement.
- 3.2 Our Settlement Funding Assessment for 2014/15 is £4,357,118. This represents a cash decrease of £676,137 or 13.4% when compared to the equivalent figure of £5,033,255 in 2013/14. Included in the Settlement Funding Assessment is the parish councils' indicative allocation in respect of the council tax support scheme, however, it is not separately identified as it was in 2013/14.
- 3.3 In addition, the Council's grant award under the New Homes Bonus (NHB) scheme in 2014/15 is £2,395,874 compared to £1,636,217 in 2013/14. Grant funding including NHB is, therefore, £6,752,992. A breakdown of the total grant funding into the various funding streams is set out in the table below.

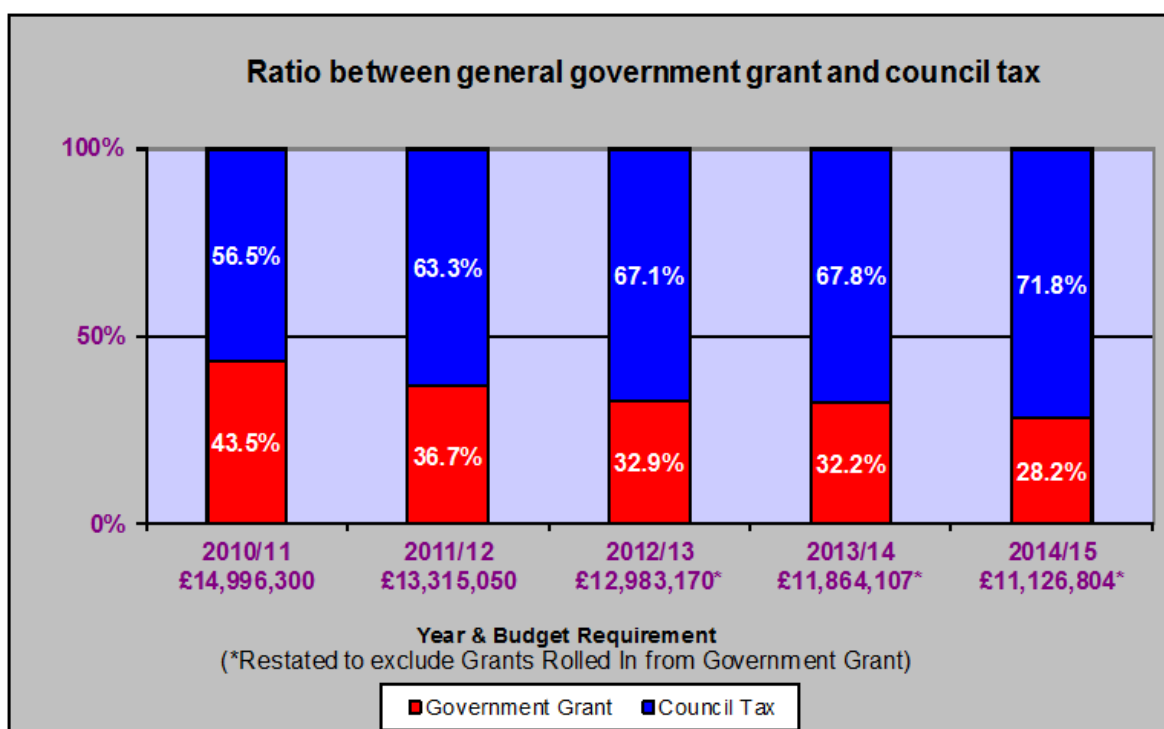
	2013/14 £	2014/15 £	Cash Increase / (Decrease)	
			£	%
Local Share of Business Rates	2,010,774	2,049,945	39,171	1.9
Revenue Support Grant	3,022,481	2,307,173	(715,308)	(23.7)
<b>Settlement Funding Assessment</b>	<b>5,033,255</b>	<b>4,357,118</b>	<b>(676,137)</b>	<b>(13.4)</b>
New Homes Bonus	1,636,217	2,395,874	759,657	46.4
<b>Total Grant Funding</b>	<b>6,669,472</b>	<b>6,752,992</b>	<b>83,520</b>	<b>1.3</b>

- 3.4 As can be seen from the table above our total grant funding increased by 1.3% and is attributable to the fact that our grant award under the NHB more than negates the decrease in our Settlement Funding Assessment.
- 3.5 This outcome is not entirely surprising because the Council has been doing exactly what is being asked of it by the Government: **facilitating housing investment and, in turn, stimulating economic growth**. However, this is an extremely volatile form of funding.
- 3.6 Our concern has always been what happens when NHB in its current form 'ceases' or is replaced by something else which is much less favourable in terms of the Council's finances. Putting to one side NHB, it is worth noting that, **of the twelve district councils in Kent, Tonbridge & Malling Borough Council continues to receive the lowest Settlement Funding Assessment both in total and per head.**

- 3.7 The Settlement also gives indicative figures for 2015/16 – to assist us in forward planning. Our indicative Settlement Funding Assessment for 2015/16 is £3,684,595. This represents a cash decrease of £672,523 or 15.4% when compared to the equivalent figure of £4,357,118 in 2014/15. Again, the Settlement Funding Assessment includes the parish councils' indicative allocation in respect of the council tax support scheme.
- 3.8 In addition, the Council's grant award under the NHB scheme in 2015/16 is estimated to be £2,943,073 compared to £2,395,874 in 2014/15. (The 'actual' NHB for 2015/16 will not be known until returns have been compiled during the course of next year.)
- 3.9 **Total** grant funding including NHB is, therefore, anticipated to be £6,627,668 in 2015/16; a decrease of 1.9% when compared to the total grant funding for 2014/15. A breakdown of the total grant funding into the various funding streams is set out in the table below.

	2014/15 £	2015/16 £	Cash Increase / (Decrease)	
			£	%
Local Share of Business Rates	2,049,945	2,106,525	56,580	2.8
Revenue Support Grant	2,307,173	1,578,070	(729,103)	(31.6)
<b>Settlement Funding Assessment</b>	<b>4,357,118</b>	<b>3,684,595</b>	<b>(672,523)</b>	<b>(15.4)</b>
New Homes Bonus	2,395,874	2,943,073	547,199	22.8
<b>Total Grant Funding</b>	<b>6,752,992</b>	<b>6,627,668</b>	<b>(125,324)</b>	<b>(1.9)</b>

- 3.10 With the further cut in general government grant (excludes New Homes Bonus) the latest Government grant settlement 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 general government grant and council tax.



#### 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 In a written statement, Brandon Lewis MP, set out the level of council tax increase for 2014/15 above which the Government intends to require local authorities to seek approval of their electorate via a local referendum at 2.0% or more including levies.
- 4.3 The Government is seeking to freeze council tax in 2014/15 and 2015/16. To this end the Government has announced that it will provide funding equivalent to a 1.0% increase in council tax in respect of the 2014/15 freeze grant scheme (the 2015/16 freeze will be a separate scheme) and that the funding for council tax freezes in 2014/15 and 2015/16 will **be built into the spending review baseline. If interpreted correctly, this is important because it appears that the government is to adopt a different approach to 'freeze grant' than in previous years** where the 'benefit' of the grant funding disappeared after one (or possibly two) years and it became a bit of a 'double-edged sword'.
- 4.4 It remains the case of course that where the proposed council tax increase is more than 1% the Council will be worse off financially if it was to accept the freeze grant. The financial implications of accepting the freeze grant for 2014/15 compared to a council tax increase of 1.99% would be to add

some £250,000 to the 'funding gap' over the strategy period and as a result, albeit reluctantly, the Council's Band D tax rate is to be increased to £183.85 for 2014/15 (an increase of £3.59 or 1.99%).

## **5. General Fund**

- 5.1 The Council's estimated net revenue expenditure for 2014/15 (prior to any contribution from the revenue reserve) amounts to £13,419,200. The Cabinet having regard to the Medium Term Financial Strategy proposes that £1,076,850 be charged to the Revenue Reserve Account leaving £12,342,350 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 business rates and council tax are paid.
- 6.2 Each year we have to estimate the surplus / deficit on the collection fund in respect of business rates and then share this between the relevant parties in accordance with the Business Rates Retention scheme; and estimate the surplus / deficit on the collection fund in respect of council tax and then share this between the major precepting authorities including ourselves. These are known as collection fund adjustments.
- 6.3 The estimated deficit on the collection fund in respect of business rates at 31 March 2014 is £1,331,818, of which our share is £532,727. In order to determine where we are compared to our business rates baseline based on this estimate we need to take account of the small business rate relief grant of £336,150 and the on account payment above the baseline of £147,850. This suggests a shortfall against the 2013/14 baseline of £48,727 to be met in full by the Council.
- 6.4 The estimated surplus on the collection fund in respect of council tax at 31 March 2014 is £644,867, of which our share is £96,803.

## **7. Council Tax Base**

- 7.1 The Council Tax base, as determined by the Director of Finance and Transformation was set at **45,804.52** band D equivalents for 2014/15.

## **8. Council Tax Reduction Scheme**

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

- 8.2 The Council has determined a local Council Tax Reduction Scheme which is based upon the previous national scheme, but which, in 2014/15, reduces a (working age) claimant's entitlement to benefit by 18.5%.

## **9. Parish Councils**

- 9.1 In addition to income raised through their precepts, parish councils receive monies paid by the Borough Council under a "Scheme of Financial Arrangements". A schedule of the payments to be made by the Borough Council towards the expenditure of Parish Councils for 2014/15 is shown 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.

## **11. National Non-Domestic 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 2014/15 is 48.2p compared to 47.1p for 2013/14. Lower rates apply to small businesses with rateable values below £18,000.
- 11.2 From April 2013 business rates income collected above or below a pre-determined baseline funding level is shared between central government, the billing authority and other major precepting authorities covered by the Business Rates Retention scheme subject to safety net and levy arrangements.
- 11.3 For medium term financial planning purposes, we have assumed that the business rates baseline attributed to Tonbridge and Malling is not notably different to the actual business rates income. If our actual income is less than the baseline set the authority will have to meet a share of that shortfall up to a maximum of circa £150,000 in year one, with this figure increasing by inflation year on year.

## **12. Capital Estimates**

- 12.1 The Borough Council's draft Capital Plan is shown on pages CP1 to CP26. This is the culmination of a review process which began in January 2014. The progress on existing Capital Plan schemes has been noted and Cabinet on 13 February 2014 recommended the inclusion of a number of new schemes. The Capital Plan includes references to the Council's Key Priorities and Improvement Actions and the former Corporate Aims and Priorities. The key to these can be found on pages KP1 to KP4 and CAP1 to CAP 5 respectively.



### 13. Cabinet

#### 13.1 Cabinet comprises the following Councillors:

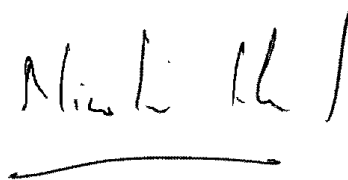
Councillor N Heslop	(Leader)
Councillor Mrs J Anderson	(Housing)
Councillor J Balcombe	(Economic Regeneration)
Councillor O Baldock	(Environmental Services)
Councillor M Coffin	(Finance, Innovation and Property)
Councillor Mrs M Heslop	(Leisure, Youth and Arts)
Councillor B Luker	(Communities and Health)
Councillor Mrs S Murray	(Planning and Transportation)
Councillor M Rhodes	(Community Safety)

### 14. Acknowledgement

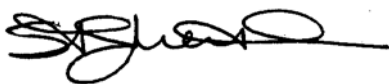
- 14.1 The formulation of the Budget for 2014/15, as in recent years, has been challenging and we are indebted to the staff in Financial Services who have, once again, worked tirelessly to bring both the Budget for 2014/15, and the updated Medium Term Financial Strategy, to fruition. We are also grateful to the Management Team and staff across the organisation for their support, advice and assistance throughout the process. Finally, we would like to thank the Cabinet and Members of the Council for their dedication and their support throughout the budget setting process.



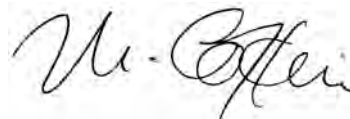
Julie Beilby  
Chief Executive



Nicolas Heslop  
Leader of the Council



Sharon Shelton  
Director of Finance and  
Transformation



Martin Coffin  
Cabinet Member  
Finance, Innovation and Property

## **MEDIUM TERM FINANCIAL STRATEGY 2014/15 – 2023/24**

### **INTRODUCTION**

The Council continues to face a significant financial challenge as a result of the Coalition Government's budget deficit reduction programme which has resulted in a reduction in the financial support it can offer to local government and the current economic climate, but we believe our Medium Term Financial Strategy is resilient and the financial pressures likely to confront us can be addressed in a measured and controlled way. Clearly, the absolute size of any 'funding gap' will influence the timescales we afford ourselves to address the problem.

This Medium Term Financial Strategy represents an update to the strategy approved by Council on 14 February 2013. The update has been prepared given the circumstances prevailing in February 2014. 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 2014/15.

### **FINANCIAL CONTEXT**

The level of Council Tax set by the Borough Council for the year 2014/15 is £183.85. In setting this level of Council Tax, the Council has budgeted to support its expenditure by a contribution of £1,076,850 from its General Revenue Reserve.

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

The Council received a grant settlement of £4,357,118 including the parish councils funding of £171,726 in respect of the council tax support scheme. This represented a reduction of £676,137 in cash terms when compared to the equivalent figure of £5,033,255 for 2013/14.

In addition, the Council's grant award under the New Homes Bonus (NHB) scheme in 2014/15 is £2,395,874. This represented an increase of £759,657 in cash terms when compared to the equivalent figure of £1,636,217 for 2013/14.

The Council has seen its general government grant, the Local Government Finance Settlement, fall by more than £2.6m or 45% over the four-year period 2011/12 to 2014/15 with further cuts expected in future years. To date this has to a large extent been negated by the grant award under the NHB scheme which in 2014/15 was around £2.4m.

Our concern has always been what happens when the NHB scheme in its current form ceases or is replaced by something else, and the potential impact

on the Council's finances. For medium term financial planning purposes it is assumed that there will be a phased withdrawal of the current New Homes Bonus scheme from 2016/17 onwards and that the model will be replaced with something else at a reduced level of funding.

Based on the above and an assumption about further cuts in grant funding in future years, amongst other things, latest projections point to a 'funding gap' between expenditure and income of about £1.875m.

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

Based on the above projection we could, for example, breakdown the savings target into three tranches (tranche one £650,000, tranche two £700,000 and tranche three £525,000 to be achieved by 2016/17, 2017/18 and 2019/20). However, in order to maintain momentum and focus a savings target has been set for 2015/16 by breaking out the first savings tranche into two parts, i.e. £200,000 followed by £450,000.

The Council has a wide-ranging Capital Plan and has adopted a Capital Strategy and Capital Planning process which are regularly reviewed to reflect changing circumstances. Other than funding for the replacement of our assets which deliver services as well as recurring capital expenditure, there is now an annual capital allowance for all other capital expenditure. Any 'bids' for capital schemes or discretionary capital grants are to be assessed in the context of the annual allowance. That allowance has been set at £320,000 (maximum).

## **OBJECTIVES**

- To achieve a balanced revenue budget that delivers the Council's priorities by the end of the strategy period.
- To retain a minimum of £2.0m in the General Revenue Reserve by the end of the strategy period.
- Seek to set future levels of council tax having regard to the guidelines issued by the Secretary of State.
- Over the strategy period, continue to identify efficiency savings and opportunities for new or additional income sources within the Council's budget to contribute towards the identified 'funding gap'; and, if necessary thereafter, seek appropriate reductions in service costs following consultation, as necessary, with taxpayers.

- Set a maximum 'annual capital allowance' each year as part of the budget setting process for all new capital schemes (set at £320,000 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 2014/15 to 2023/24 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 2019/20.

The Strategy should be read in conjunction with:

- the updated Capital Strategy recommended to Council for adoption by Cabinet on 13 February 2014;
- the Treasury Management Strategy Statement and Annual Investment Strategy for 2014/15 recommended to Council for adoption by Cabinet on 4 February 2014;
- the Council's Key Priorities for 2012/15 adopted by the Council on 17 April 2012;
- the report to Cabinet on 13 February 2014 entitled 'Setting the Budget for 2014/15';
- the report to Cabinet on 13 February 2014 entitled 'Setting the Council Tax 2014/15'; and
- the Budget Statement 2014/15 to which this Strategy is annexed.

This Strategy will be reviewed and updated at least annually.

Director of Finance and Transformation  
February 2014

## Medium Term Financial Strategy

	Estimate	Projection								
	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
<b>EXPENDITURE</b>										
Employees	11,207	11,230	11,447	11,670	11,950	12,184	12,470	12,760	13,059	13,370
Transfer Payments	33,935	23,002	7,334	36	0	0	0	0	0	0
Other Expenditure	11,446	11,158	11,523	11,657	11,894	12,268	12,502	12,790	13,082	13,380
Capital Charges	3,196	3,260	3,325	3,392	3,460	3,529	3,600	3,672	3,745	3,820
<b>Total Expenditure</b>	<b>59,784</b>	<b>48,650</b>	<b>33,629</b>	<b>26,755</b>	<b>27,304</b>	<b>27,981</b>	<b>28,572</b>	<b>29,222</b>	<b>29,886</b>	<b>30,570</b>
<b>INCOME</b>										
Fees & Charges	(6,638)	(6,737)	(6,951)	(7,054)	(7,308)	(7,416)	(7,676)	(7,787)	(8,051)	(8,168)
Other Specific Grants & Misc	(34,808)	(23,784)	(8,015)	(649)	(625)	(637)	(649)	(662)	(675)	(689)
Investment Income	(175)	(157)	(309)	(448)	(573)	(618)	(625)	(630)	(640)	(635)
<b>Total Income</b>	<b>(41,621)</b>	<b>(30,678)</b>	<b>(15,275)</b>	<b>(8,151)</b>	<b>(8,506)</b>	<b>(8,671)</b>	<b>(8,950)</b>	<b>(9,079)</b>	<b>(9,366)</b>	<b>(9,492)</b>
<b>Appropriations</b>										
Capital Renewals	0	0	0	0	1,299	1,316	1,334	1,352	1,370	1,370
Provision for new Capital Schemes	350	350	350	350	0	0	0	0	0	0
Other Appropriations	(2,682)	(3,132)	(3,324)	(3,280)	(3,330)	(3,510)	(3,523)	(3,608)	(3,693)	(3,781)
<b>SAVINGS TARGET</b>	<b>0</b>	<b>(200)</b>	<b>(204)</b>	<b>(208)</b>	<b>(212)</b>	<b>(216)</b>	<b>(220)</b>	<b>(224)</b>	<b>(228)</b>	<b>(233)</b>
<b>SAVINGS TARGET</b>	<b>0</b>	<b>0</b>	<b>(450)</b>	<b>(459)</b>	<b>(468)</b>	<b>(477)</b>	<b>(487)</b>	<b>(497)</b>	<b>(507)</b>	<b>(517)</b>
<b>SAVINGS TARGET</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(700)</b>	<b>(714)</b>	<b>(728)</b>	<b>(743)</b>	<b>(758)</b>	<b>(773)</b>	<b>(788)</b>
<b>SAVINGS TARGET</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(525)</b>	<b>(536)</b>	<b>(547)</b>	<b>(558)</b>	<b>(569)</b>
<b>NET BUDGETED SPEND</b>	<b>15,831</b>	<b>14,990</b>	<b>14,726</b>	<b>14,307</b>	<b>15,373</b>	<b>15,170</b>	<b>15,447</b>	<b>15,861</b>	<b>16,131</b>	<b>16,560</b>
<b>FUNDING</b>										
Revenue Reserves	1,077	(311)	(250)	(432)	808	218	105	125	(25)	(19)
Government Grant	6,769	6,628	5,965	5,368	4,831	4,831	4,831	4,831	4,831	4,831
Council Tax	8,421	8,673	9,011	9,371	9,734	10,121	10,511	10,905	11,325	11,748
Collection Fund Adjustment	(436)	0	0	0	0	0	0	0	0	0
<b>Total Funding</b>	<b>15,831</b>	<b>14,990</b>	<b>14,726</b>	<b>14,307</b>	<b>15,373</b>	<b>15,170</b>	<b>15,447</b>	<b>15,861</b>	<b>16,131</b>	<b>16,560</b>
<b>Council Tax Level at Band D</b>	<b>£183.85</b>	<b>£187.51</b>	<b>£193.14</b>	<b>£198.93</b>	<b>£204.90</b>	<b>£211.05</b>	<b>£217.38</b>	<b>£223.90</b>	<b>£230.62</b>	<b>£237.54</b>
<b>Increase on Previous Year</b>	<b>1.99%</b>	<b>1.99%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>	<b>3.00%</b>
<b>RESERVES BALANCE CARRIED FORWARD</b>	<b>4,611</b>	<b>4,922</b>	<b>5,172</b>	<b>5,604</b>	<b>4,796</b>	<b>4,578</b>	<b>4,473</b>	<b>4,348</b>	<b>4,373</b>	<b>4,392</b>

<b>Capital Plan Review 2013/14 : Funding of the Draft Capital Plan</b>							
	2013/14 Estimate £'000	2014/15 Estimate £'000	2015/16 Estimate £'000	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000
<b>Capital Plan Schemes</b>							
Capital Renewals	864	786	1,051	763	973	785	578
Other Recurring Expenditure (net of grants)	555	458	433	433	433	433	433
One-Off Schemes (net of grants & contributions)	522	958	700	0	0	15	0
	1,941	2,202	2,184	1,196	1,406	1,233	1,011
Add back grants / contributions	705	1,146	454	454	454	454	454
<b>Total to be funded</b>	<b>2,646</b>	<b>3,348</b>	<b>2,638</b>	<b>1,650</b>	<b>1,860</b>	<b>1,687</b>	<b>1,465</b>
<b>Funded from:</b>							
<b>Grants</b>							
Disabled Facilities Grant	415	424	424	424	424	424	424
Environment Agency (Town Lock)		230					
Town Wardens (Town Lock)		2					
DEFRA Air Quality	150						
<b>Developer Contributions</b>							
Town Lock		260					
Tonbridge Racecourse Sportsground Improv. Phase 2		65					
Tonbridge Racecourse Sportsground Flood Lighting	9	5					
Open Spaces Site Improvements Phase 1	33						
Open Spaces Site Improvements Phase 2	61						
Ton Cemetery Path Improvements	12						
Memorial Garden Improvement	25	130					
<b>Capital and Other Receipts</b>							
Housing Assistance Grant Repayments		30	30	30	30	30	30
Repayment of Mortgages	1	1	1	1	1	1	1
Street Scene contribution received in 2012/13	9						
<b>Balance met from Revenue Reserve for Capital Schemes</b>	<b>1,931</b>	<b>2,201</b>	<b>2,183</b>	<b>1,195</b>	<b>1,405</b>	<b>1,232</b>	<b>1,010</b>
<b>Total funding</b>	<b>2,646</b>	<b>3,348</b>	<b>2,638</b>	<b>1,650</b>	<b>1,860</b>	<b>1,687</b>	<b>1,465</b>



**Council 18 February 2014**  
**General Fund Revenue Estimates 2014/15**  
**SUMMARY**

	2013/14 ESTIMATE		2014/15
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Corporate Services</b>	2,840,150	2,693,000	2,915,350
<b>Chief Executive</b>	1,183,150	1,084,800	1,102,450
<b>Director of Central Services</b>	(15,550)	(47,700)	(102,700)
<b>Director of Finance &amp; Transformation</b>	1,782,000	1,936,100	1,972,250
<b>Director of Planning, Housing &amp; Environmental Health</b>	4,389,650	4,220,550	4,069,750
<b>Director of Street Scene &amp; Leisure</b>	8,908,700	8,705,050	8,327,450
Sub Total	19,088,100	18,591,800	18,284,550
<b>Capital Accounting Reversals</b>			
Non-Current Asset Depreciation	(2,480,850)	(2,539,750)	(2,502,550)
<b>Contributions to / (from) Reserves</b>			
Building Repairs Reserve			
Withdrawals to fund expenditure	(429,100)	(569,900)	(646,800)
Contribution to Reserve	400,000	525,000	650,000
Contributions from Earmarked Reserves			
Borough Signage Reserve	-	(3,200)	-
Community Enhancement Fund Reserve	(100,000)	(2,850)	(100,000)
Corporate MTFS Reserve	(250,000)	(250,000)	-
Crime & Disorder Initiatives Reserve	(20,000)	(20,000)	-
Election Expenses Reserve	(12,900)	(12,200)	-
Homelessness Reserve	(3,300)	(4,900)	-
Housing & Planning Delivery Grant Reserve	(19,400)	(16,400)	-
Housing Survey Reserve	(20,000)	(17,900)	(3,000)
Invest to Save Reserve	-	(105,250)	-
Leisure Services Business Unit Reserve	-	(100,000)	-
Local Development Framework Reserve	(30,000)	(30,000)	(30,000)
Planning Inquiries Reserve	(27,000)	(35,000)	(35,000)
Repossessions Prevention Fund Reserve	(4,000)	(5,500)	(5,500)
Risk Management Support Reserve	-	(2,250)	-
River Wall at Wouldham Reserve	-	(20,000)	-
Tonbridge Environmental Schemes Reserve	(100,000)	-	(100,000)
Tonbridge Town Centre Reserve	(100,000)	(80,000)	(80,000)
Town Team Partners Reserve	-	(10,000)	-
Contributions to Earmarked Reserves			
Election Expenses Reserve	25,000	25,000	25,000
Housing Assistance Reserve	-	150,000	-
Housing Survey Reserve	10,000	10,000	-
Invest to Save Reserve	-	50,000	-
Local Development Framework Reserve	40,000	40,000	40,000
River Wall at Wouldham Reserve	-	-	700,000
Tonbridge and Malling Leisure Trust Reserve	-	200,000	-
Revenue Reserve for Capital Schemes			
Withdrawals to fund expenditure			
Non-Current Assets	(1,122,750)	(1,275,750)	(1,507,750)
Revenue Expenditure Funded from Capital	(818,250)	(655,250)	(693,250)
Other contributions to / (from) Reserve (net)	450,000	200,000	450,000
<b>Capital Expenditure Charged to General Fund</b>	1,122,750	1,275,750	1,507,750
<b>International Accounting Standard 19</b>			
Retirement Benefit Costs	3,547,500	4,279,800	3,778,000
Employers Pension Contributions	(2,513,950)	(2,375,300)	(2,359,200)
Contribution to / (from) Pensions Reserve	(1,033,550)	(1,904,500)	(1,418,800)
<b>New Homes Bonus</b>	(1,636,200)	(1,636,200)	(2,395,850)
<b>New Burdens Grants</b>	(13,400)	(16,400)	(16,400)
<b>Council Tax Reduction Transition Grant</b>	(25,550)	(25,550)	-
<b>New Homes Bonus Returned In-Year</b>	-	(17,000)	-
<b>Small Business Rate Relief Grant 2013/14</b>	-	(336,150)	-
<b>Contributions from KCC</b>	(146,000)	(122,000)	(122,000)
Sub Total	13,777,150	13,158,150	13,419,200
<b>Contribution to / (from) General Revenue Reserve</b>	(695,700)	71,150	(1,076,850)
<b>Budget Requirement</b>	<b>13,081,450</b>	<b>13,229,300</b>	<b>12,342,350</b>

## ESTIMATES FOR THE FINANCIAL YEAR 2014/15

### COUNCIL TAX - BOROUGH COUNCIL AND PARISH COUNCIL REQUIREMENTS

2013/14 Original £	Estimate Revised £	DESCRIPTION	2014/15 Estimate £
13,081,450	13,229,300	BOROUGH COUNCIL REQUIREMENT	12,342,350
1,877,633	1,877,633	PARISH COUNCIL PRECEPTS	1,961,046
<hr/>	<hr/>		<hr/>
14,959,083	15,106,933	Sub-total	14,303,396
3,022,481	3,022,481	LESS:	2,307,173
21,405,361	21,553,211	Revenue Support Grant	21,822,349
(19,394,587)	(19,394,587)	National Non-Domestic Rates	(19,772,404)
		Share of National Non-Domestic Rates (Tariff) / Top Up	
<hr/>	<hr/>		<hr/>
9,925,828	9,925,828	Sub-total	9,946,278
(49,799)	(49,799)	LESS:	96,803
-	-	Collection Fund Adjustments - Council Tax Surplus / (Deficit)	(532,727)
		National Non-Domestic Rates Surplus / (Deficit)	
<hr/>	<hr/>		<hr/>
<b>9,975,627</b>	<b>9,975,627</b>	<b>COUNCIL TAX REQUIREMENT</b>	<b>10,382,202</b>
<hr/>	<hr/>		<hr/>

### COUNCIL TAX - BAND "D" EQUIVALENT

2013/14 Estimate £	Band "D" Equivalent £	DESCRIPTION	2014/15 Estimate £	Band "D" Equivalent £
47,070,605	1,047.78	KENT COUNTY COUNCIL	48,949,458	1,068.66
6,355,417	141.47	POLICE & CRIME COMMISSIONER FOR KENT	6,608,676	144.28
3,052,595	67.95	KENT & MEDWAY FIRE & RESCUE AUTHORITY	3,174,253	69.30
8,097,994	180.26	TONBRIDGE & MALLING BOROUGH COUNCIL	8,421,156	183.85
<hr/>	<hr/>		<hr/>	<hr/>
64,576,611	1,437.46	<b>BAND "D" COUNCIL TAX (excluding Parishes)</b>	67,153,543	1,466.09
1,877,633	41.79 *	PARISH COUNCILS #	1,961,046	42.81 *
<hr/>	<hr/>		<hr/>	<hr/>
66,454,244	1,479.25	<b>AVERAGE BAND "D" COUNCIL TAX</b>	69,114,589	1,508.90
<hr/>	<hr/>		<hr/>	<hr/>
		* Parish Average		

# See page 26 for details of Precepts and Band "D" Council Tax charges for individual Parish Councils

## **COUNCIL TAX**

### **DRAFT RESOLUTION**

1. It be noted that on 18th February 2014 the Council calculated:

- (a) the Council Tax Base 2014/15 for the whole Council area as 45,804.52 [Item T in the formula in Section 31B(1) of the Local Government Finance Act 1992, as amended (the "Act")] and,
- (b) for dwellings in those parts of its area to which a Parish precept relates as follows:

Addington	376.05
Aylesford	3,800.69
Birling	192.27
Borough Green	1,434.47
Burham	430.30
Ditton	1,677.70
East Malling & Larkfield	4,750.11
East Peckham	1,233.90
Hadlow	1,452.32
Hildenborough	2,138.20
Ightham	1,076.34
Kings Hill	3,588.82
Leybourne	1,359.81
Mereworth	407.67
Offham	378.00
Platt	847.10
Plaxtol	567.73
Ryarsh	291.84
Shipbourne	246.04
Snodland	3,267.73
Stansted	238.76
Trottscliffe	263.36
Wateringbury	875.08
West Malling	1,045.65
West Peckham	167.19
Wouldham	443.92
Wrotham	777.86

2. £8,421,156 being the Council Tax requirement for the Council's own purposes for 2014/15 (excluding Parish Precepts). [Item R in the formula in Section 31B(1) of the Local Government Finance Act 1992 (as amended)].

3. That the following amounts be calculated for the year 2014/15 in accordance with Sections 31 to 36 of the Act:

- (a) £84,378,127 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) £73,995,925 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
- (c) £10,382,202 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(1) of the Act).
- (d) £226.66 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(1) of the Act, as the basic amount of its Council Tax for the year (including Parish precepts).
- (e) £1,961,046 being the aggregate amount of all special items (Parish precepts). [Item S in Section 34(3) of the Act].
- (f) £183.85 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 Parish precept relates.

(g) <b><u>Part of the Council's area</u></b>	£
Addington	233.30
Aylesford	227.71
Birling	221.30
Borough Green	281.00
Burham	226.24
Ditton	300.13
East Malling & Larkfield	229.61
East Peckham	272.28
Hadlow	235.93
Hildenborough	197.58
Ightham	271.99
Kings Hill	236.83
Leybourne	259.84
Mereworth	210.28
Offham	227.26
Platt	241.22
Plaxtol	225.23
Ryarsh	237.46
Shipbourne	218.32
Snodland	253.08
Stansted	247.61
Trottiscliffe	227.52
Wateringbury	257.23
West Malling	251.15
West Peckham	201.72
Wouldham	240.12
Wrotham	257.35

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 relate.

(h)

**Valuation Bands**

<b><u>Part of the Council's area</u></b>	<b>A</b> £	<b>B</b> £	<b>C</b> £	<b>D</b> £	<b>E</b> £	<b>F</b> £	<b>G</b> £	<b>H</b> £
Tonbridge	122.57	142.99	163.42	183.85	224.71	265.56	306.42	367.70
Addington	155.53	181.46	207.38	233.30	285.14	336.99	388.83	466.60
Aylesford	151.81	177.11	202.41	227.71	278.31	328.91	379.52	455.42
Birling	147.53	172.12	196.71	221.30	270.48	319.66	368.83	442.60
Borough Green	187.33	218.56	249.78	281.00	343.44	405.89	468.33	562.00
Burham	150.83	175.96	201.10	226.24	276.52	326.79	377.07	452.48
Ditton	200.09	233.43	266.78	300.13	366.83	433.52	500.22	600.26
East Malling & Larkfield	153.07	178.59	204.10	229.61	280.63	331.66	382.68	459.22
East Peckham	181.52	211.77	242.03	272.28	332.79	393.29	453.80	544.56
Hadlow	157.29	183.50	209.72	235.93	288.36	340.79	393.22	471.86
Hildenborough	131.72	153.67	175.63	197.58	241.49	285.39	329.30	395.16
Ightham	181.33	211.55	241.77	271.99	332.43	392.87	453.32	543.98
Kings Hill	157.89	184.20	210.52	236.83	289.46	342.09	394.72	473.66
Leybourne	173.23	202.10	230.97	259.84	317.58	375.32	433.07	519.68
Mereworth	140.19	163.55	186.92	210.28	257.01	303.74	350.47	420.56
Offham	151.51	176.76	202.01	227.26	277.76	328.26	378.77	454.52
Platt	160.81	187.62	214.42	241.22	294.82	348.43	402.03	482.44
Plaxtol	150.15	175.18	200.20	225.23	275.28	325.33	375.38	450.46
Ryarsh	158.31	184.69	211.08	237.46	290.23	343.00	395.77	474.92
Shipbourne	145.55	169.80	194.06	218.32	266.84	315.35	363.87	436.64
Snodland	168.72	196.84	224.96	253.08	309.32	365.56	421.80	506.16
Stansted	165.07	192.59	220.10	247.61	302.63	357.66	412.68	495.22
Trottiscliffe	151.68	176.96	202.24	227.52	278.08	328.64	379.20	455.04
Wateringbury	171.49	200.07	228.65	257.23	314.39	371.55	428.72	514.46
West Malling	167.43	195.34	223.24	251.15	306.96	362.77	418.58	502.30
West Peckham	134.48	156.89	179.31	201.72	246.55	291.37	336.20	403.44
Wouldham	160.08	186.76	213.44	240.12	293.48	346.84	400.20	480.24
Wrotham	171.57	200.16	228.76	257.35	314.54	371.73	428.92	514.70

being the amounts given by multiplying the amounts at 3(f) and 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 2014/15 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	96.19	112.22	128.25	144.28	176.34	208.40	240.47	288.56
Kent & Medway Fire & Rescue Authority	46.20	53.90	61.60	69.30	84.70	100.10	115.50	138.60
Kent County Council	712.44	831.18	949.92	1,068.66	1,306.14	1,543.62	1,781.10	2,137.32

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 2014/15, 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	977.40	1,140.29	1,303.19	1,466.09	1,791.89	2,117.68	2,443.49	2,932.18
Addington	1,010.36	1,178.76	1,347.15	1,515.54	1,852.32	2,189.11	2,525.90	3,031.08
Aylesford	1,006.64	1,174.41	1,342.18	1,509.95	1,845.49	2,181.03	2,516.59	3,019.90
Birling	1,002.36	1,169.42	1,336.48	1,503.54	1,837.66	2,171.78	2,505.90	3,007.08
Borough Green	1,042.16	1,215.86	1,389.55	1,563.24	1,910.62	2,258.01	2,605.40	3,126.48
Burham	1,005.66	1,173.26	1,340.87	1,508.48	1,843.70	2,178.91	2,514.14	3,016.96
Ditton	1,054.92	1,230.73	1,406.55	1,582.37	1,934.01	2,285.64	2,637.29	3,164.74
East Malling & Larkfield	1,007.90	1,175.89	1,343.87	1,511.85	1,847.81	2,183.78	2,519.75	3,023.70
East Peckham	1,036.35	1,209.07	1,381.80	1,554.52	1,899.97	2,245.41	2,590.87	3,109.04
Hadlow	1,012.12	1,180.80	1,349.49	1,518.17	1,855.54	2,192.91	2,530.29	3,036.34
Hildenborough	986.55	1,150.97	1,315.40	1,479.82	1,808.67	2,137.51	2,466.37	2,959.64
Ightham	1,036.16	1,208.85	1,381.54	1,554.23	1,899.61	2,244.99	2,590.39	3,108.46
Kings Hill	1,012.72	1,181.50	1,350.29	1,519.07	1,856.64	2,194.21	2,531.79	3,038.14
Leybourne	1,028.06	1,199.40	1,370.74	1,542.08	1,884.76	2,227.44	2,570.14	3,084.16
Mereworth	995.02	1,160.85	1,326.69	1,492.52	1,824.19	2,155.86	2,487.54	2,985.04
Offham	1,006.34	1,174.06	1,341.78	1,509.50	1,844.94	2,180.38	2,515.84	3,019.00
Platt	1,015.64	1,184.92	1,354.19	1,523.46	1,862.00	2,200.55	2,539.10	3,046.92
Plaxtol	1,004.98	1,172.48	1,339.97	1,507.47	1,842.46	2,177.45	2,512.45	3,014.94
Ryarsh	1,013.14	1,181.99	1,350.85	1,519.70	1,857.41	2,195.12	2,532.84	3,039.40
Shipbourne	1,000.38	1,167.10	1,333.83	1,500.56	1,834.02	2,167.47	2,500.94	3,001.12
Snodland	1,023.55	1,194.14	1,364.73	1,535.32	1,876.50	2,217.68	2,558.87	3,070.64
Stansted	1,019.90	1,189.89	1,359.87	1,529.85	1,869.81	2,209.78	2,549.75	3,059.70
Trottiscliffe	1,006.51	1,174.26	1,342.01	1,509.76	1,845.26	2,180.76	2,516.27	3,019.52
Wateringbury	1,026.32	1,197.37	1,368.42	1,539.47	1,881.57	2,223.67	2,565.79	3,078.94
West Malling	1,022.26	1,192.64	1,363.01	1,533.39	1,874.14	2,214.89	2,555.65	3,066.78
West Peckham	989.31	1,154.19	1,319.08	1,483.96	1,813.73	2,143.49	2,473.27	2,967.92
Wouldham	1,014.91	1,184.06	1,353.21	1,522.36	1,860.66	2,198.96	2,537.27	3,044.72
Wrotham	1,026.40	1,197.46	1,368.53	1,539.59	1,881.72	2,223.85	2,565.99	3,079.18



## Financial arrangements with Parish councils 2014/15

Parish council	Basic allocation £	Cemeteries & churchyards £	Footway lighting £	Debt charges £	Total £
Addington	2,325	909	-	-	3,234
Aylesford	15,715	8,211	2,636	-	26,562
Birling	2,325	1,698	138	-	4,161
Borough Green	5,249	-	1,327	-	6,576
Burham	2,325	1,419	190	-	3,934
Ditton	7,046	1,051	-	403	8,500
East Malling & Larkfield	19,643	2,532	603	-	22,778
East Peckham	4,925	3,382	1,137	-	9,444
Hadlow	5,813	7,288	34	-	13,135
Hildenborough	7,261	2,170	103	-	9,534
Ightham	2,920	2,680	-	-	5,600
Kings Hill	9,464	-	-	-	9,464
Leybourne	4,942	756	327	-	6,025
Mereworth	2,325	2,128	-	-	4,453
Offham	2,325	761	-	-	3,086
Platt	2,429	2,075	362	-	4,866
Plaxtol	2,325	2,042	241	-	4,608
Ryarsh	2,325	827	414	-	3,566
Shipbourne	2,325	1,320	-	-	3,645
Snodland	14,607	11,878	2,395	-	28,880
Stansted	2,325	1,023	-	-	3,348
Trottiscliffe	2,325	445	-	-	2,770
Wateringbury	2,944	4,624	689	-	8,257
West Malling	3,768	3,620	1,620	-	9,008
West Peckham	2,325	1,082	-	-	3,407
Wouldham	2,325	657	155	-	3,137
Wrotham	2,550	4,227	930	-	7,707
<b>Total</b>	<b>137,176</b>	<b>68,805</b>	<b>13,301</b>	<b>403</b>	<b>219,685</b>

## Parish council precepts

Precept for 2013/14 £	Parish council	Precept for 2014/15 £	Tax base	Amount per band D property £	Per band D variation %
18,461.66	Addington	18,595.67	376.05	49.45	0.0
166,093.00	Aylesford	166,714.20	3,800.69	43.86	(0.1)
6,850.00	Birling	7,200.00	192.27	37.45	5.1
136,452.00	Borough Green	139,355.00	1,434.47	97.15	0.0
17,972.78	Burham	18,242.37	430.30	42.39	(0.9)
189,929.69	Ditton	195,081.40	1,677.70	116.28	2.0
208,427.48	E. Malling & Larkfield	217,353.52	4,750.11	45.76	1.7
107,440.00	East Peckham	109,110.00	1,233.90	88.43	2.2
73,794.00	Hadlow	75,639.00	1,452.32	52.08	1.2
28,888.00	Hildenborough	29,358.62	2,138.20	13.73	0.0
94,866.00	Ightham	94,866.00	1,076.34	88.14	0.3
158,728.00	Kings Hill	190,127.00	3,588.82	52.98	15.0
94,085.00	Leybourne	103,328.00	1,359.81	75.99	5.3
10,594.05	Mereworth	10,775.19	407.67	26.43	(2.7)
16,116.00	Offham	16,408.98	378.00	43.41	0.0
48,600.00	Platt	48,600.00	847.10	57.37	(1.9)
21,355.00	Plaxtol	23,490.00	567.73	41.38	8.8
15,692.00	Ryarsh	15,647.00	291.84	53.61	(3.2)
8,481.15	Shipbourne	8,481.00	246.04	34.47	0.0
213,443.00	Snodland	226,224.00	3,267.73	69.23	2.9
15,725.00	Stansted	15,223.00	238.76	63.76	(6.4)
10,000.00	Trottiscliffe	11,500.00	263.36	43.67	15.9
65,194.11	Wateringbury	64,214.77	875.08	73.38	(1.6)
69,000.00	West Malling	70,373.00	1,045.65	67.30	2.5
2,917.00	West Peckham	2,987.00	167.19	17.87	1.5
24,594.00	Wouldham	24,981.00	443.92	56.27	2.3
53,934.00	Wrotham	57,170.06	777.86	73.50	1.8
1,877,632.92	Total	1,961,045.78	33,328.91		

## CORPORATE SERVICES

### SUMMARY

		<b>2013/14</b>		<b>2014/15</b>
		<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>1</b>	SALARIES & ONCOSTS	11,350,100	11,417,550	11,597,000
<b>2</b>	OVERHEAD EXPENSES	4,317,950	4,141,750	4,232,000
<b>3</b>	RECHARGES TO SERVICE BUDGETS	(15,026,850)	(14,990,700)	(15,092,500)
		<hr/>	<hr/>	<hr/>
	NON DISTRIBUTED COSTS	<b>641,200</b>	<b>568,600</b>	<b>736,500</b>
<b>4</b>	DEMOCRATIC REPRESENTATION	1,608,650	1,528,650	1,557,000
<b>5</b>	CORPORATE MANAGEMENT	584,450	592,100	618,050
<b>6</b>	CAPITAL PROGRAMME REVENUE EXPENSES	5,850	3,650	3,800
		<hr/>	<hr/>	<hr/>
		<b>2,840,150</b>	<b>2,693,000</b>	<b>2,915,350</b>
		<hr/>	<hr/>	<hr/>

## CORPORATE SERVICES

		2013/14	2014/15
		ORIGINAL	ESTIMATE
		£	£
<b>1</b>	<b><u>SALARIES &amp; ONCOSTS</u></b>		
	Salaries - see analysis page CS 9	9,931,850	9,976,250
	Superannuation Backfunding	1,076,000	1,322,000
	Senior Management Restructure	50,000	32,500
	Staff Turnover Saving	(140,000)	(140,000)
	Apprenticeship Scheme	16,500	16,500
	Termination Payments	303,000	303,000
	Recruitment & Training	112,750	86,750
		<b>11,350,100</b>	<b>11,597,000</b>
<b>2</b>	<b><u>OVERHEAD EXPENSES</u></b>		
	<b>(a) <u>COUNCIL OFFICES</u></b>		
	Employees	144,700	141,650
	Premises Related Expenses	530,400	720,300
	Supplies & Services	35,200	33,150
		710,300	895,100
	Less Income	(41,300)	(42,050)
	<b><u>Sub-total</u></b>	<b>669,000</b>	<b>853,050</b>
	Central, Departmental & Technical Support Services	65,050	63,300
	Depreciation & Impairment	149,500	148,750
		<b>883,550</b>	<b>1,065,100</b>

## CORPORATE SERVICES

### 2. OVERHEAD EXPENSES (Continued)

#### (b) PRINTING SECTION & MULTI FUNCTION DEVICES

	2013/14 ORIGINAL £	REVISED £	2014/15 ESTIMATE £
Employees	97,500	99,450	99,700
Supplies & Services	89,700	88,700	83,550
	<hr/> 187,200	<hr/> 188,150	<hr/> 183,250
Less Income	(31,550)	(32,800)	(34,550)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	155,650	155,350	148,700
Central, Departmental & Technical Support Services	61,250	61,550	73,450
Capital Financing Costs	35,000	35,000	38,400
	<hr/>	<hr/>	<hr/>
	<b>251,900</b>	<b>251,900</b>	<b>260,550</b>
	<hr/>	<hr/>	<hr/>

#### (c) CUSTOMER SERVICES

Employees	308,550	330,700	320,850
Premises Related Expenses	5,200	5,200	5,200
Supplies & Services	55,800	55,500	55,550
	<hr/> 369,550	<hr/> 391,400	<hr/> 381,600
Less Income	(145,450)	(145,450)	(145,450)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	224,100	245,950	236,150
Central, Departmental & Technical Support Services	215,250	216,750	218,700
	<hr/>	<hr/>	<hr/>
	<b>439,350</b>	<b>462,700</b>	<b>454,850</b>
	<hr/>	<hr/>	<hr/>

## CORPORATE SERVICES

### 2. OVERHEAD EXPENSES (Continued)

#### (d) GENERAL ADMINISTRATION

	2013/14 ORIGINAL £	REVISED £	2014/15 ESTIMATE £
Employees	21,600	17,950	17,100
Supplies & Services	135,250	133,400	107,650
	<hr/> 156,850	<hr/> 151,350	<hr/> 124,750
Less Income	(50)	(150)	(150)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	156,800	151,200	124,600
Central, Departmental & Technical Support Services	41,500	33,050	32,100
	<hr/>	<hr/>	<hr/>
	<b>198,300</b>	<b>184,250</b>	<b>156,700</b>
	<hr/>	<hr/>	<hr/>

#### (e) DEPARTMENTAL ADMINISTRATION

Transport Related Expenses	280,400	264,150	258,850
Supplies & Services	268,850	272,500	275,800
	<hr/> 549,250	<hr/> 536,650	<hr/> 534,650
Less Income	(112,500)	(168,650)	(258,650)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	436,750	368,000	276,000
Capital Financing Costs	17,150	17,500	32,000
	<hr/>	<hr/>	<hr/>
	<b>453,900</b>	<b>385,500</b>	<b>308,000</b>
	<hr/>	<hr/>	<hr/>

## CORPORATE SERVICES

### 2. OVERHEAD EXPENSES (Continued)

#### (f) SNACK FACILITIES

	2013/14 ORIGINAL £	REVISED £	2014/15 ESTIMATE £
Supplies & Services	5,650	5,750	5,750
Less Income	(9,000)	(9,200)	(9,200)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(3,350)	(3,450)	(3,450)
Central, Departmental & Technical Support Services	3,950	3,650	3,550
Capital Financing Costs	2,600	2,300	2,300
	<hr/>	<hr/>	<hr/>
	<b>3,200</b>	<b>2,500</b>	<b>2,400</b>
	<hr/>	<hr/>	<hr/>

#### (g) INFORMATION TECHNOLOGY SERVICES

Employees	861,550	817,800	830,100
Transport Related Expenses	250	250	250
Supplies & Services	589,850	580,300	562,550
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	1,451,650	1,398,350	1,392,900
Central, Departmental & Technical Support Services	238,400	222,700	236,200
Capital Financing Costs	397,700	392,750	355,300
	<hr/>	<hr/>	<hr/>
	<b>2,087,750</b>	<b>2,013,800</b>	<b>1,984,400</b>
	<hr/>	<hr/>	<hr/>

## CORPORATE SERVICES

### 3. SUMMARY

	2013/14		2014/15
	ORIGINAL £	REVISED £	ESTIMATE £
Salaries & Oncosts	11,350,100	11,417,550	11,597,000
Overhead Expenses :			
(a) Council Offices	883,550	841,100	1,065,100
(b) Printing & Photocopying	251,900	251,900	260,550
(c) Customer Services	439,350	462,700	454,850
(d) General Administration	198,300	184,250	156,700
(e) Departmental Administration	453,900	385,500	308,000
(f) Snack Facilities	3,200	2,500	2,400
(g) Information Technology Services	2,087,750	2,013,800	1,984,400
	<hr/>	<hr/>	<hr/>
	15,668,050	15,559,300	15,829,000
	<hr/>	<hr/>	<hr/>
Less Recharged to :			
Planning, Housing & Environmental Health	(5,599,450)	(5,569,250)	(5,730,150)
Street Scene & Leisure	(1,867,900)	(1,809,500)	(1,799,150)
Central Services	(599,650)	(605,850)	(629,800)
Finance & Transformation	(2,160,200)	(2,350,150)	(2,326,600)
Corporate Services	(1,805,900)	(1,765,700)	(1,815,250)
Chief Executive	(725,600)	(746,100)	(753,850)
Other Services	(208,850)	(132,900)	(1,000)
Holding Accounts	(2,059,300)	(2,011,250)	(2,036,700)
	<hr/>	<hr/>	<hr/>
	(15,026,850)	(14,990,700)	(15,092,500)
	<hr/>	<hr/>	<hr/>
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	<b>641,200</b>	<b>568,600</b>	<b>736,500</b>
	<hr/>	<hr/>	<hr/>



## CORPORATE SERVICES

### 4 DEMOCRATIC REPRESENTATION

#### (a) DEMOCRATIC ADMINISTRATION

Employees	373,350	358,450	361,100
Premises Related Expenses	7,500	7,500	7,500
Supplies & Services	11,300	9,300	9,300
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	392,150	375,250	377,900

Central, Departmental & Technical  
Support Services

516,200	486,850	515,550
<hr/>	<hr/>	<hr/>
<b>908,350</b>	<b>862,100</b>	<b>893,450</b>
<hr/>	<hr/>	<hr/>

#### (b) PAYMENTS TO MEMBERS

Transport Related Expenses	12,500	12,000	12,000
Supplies & Services	439,250	419,950	428,650
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	451,750	431,950	440,650

Central, Departmental & Technical  
Support Services

24,100	24,800	24,900
<hr/>	<hr/>	<hr/>
<b>475,850</b>	<b>456,750</b>	<b>465,550</b>
<hr/>	<hr/>	<hr/>

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

Employees	43,900	45,650	45,550
Transport Related Expenses	21,500	21,500	21,500
Supplies & Services	34,050	29,150	29,050
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	99,450	96,300	96,100

Central, Departmental & Technical  
Support Services

125,000	113,500	101,900
<hr/>	<hr/>	<hr/>
<b>224,450</b>	<b>209,800</b>	<b>198,000</b>
<hr/>	<hr/>	<hr/>

#### TO SUMMARY

<b>1,608,650</b>	<b>1,528,650</b>	<b>1,557,000</b>
<hr/>	<hr/>	<hr/>

## CORPORATE SERVICES

		2013/14		2014/15
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
<b>5</b>	<b><u>CORPORATE MANAGEMENT</u></b>			
	<b>(a) <u>CORPORATE POLICY</u></b>			
	Employees	92,550	86,950	87,550
	Supplies & Services	5,000	2,650	1,000
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	97,550	89,600	88,550
	Central, Departmental & Technical Support Services	357,300	367,950	391,000
		<hr/>	<hr/>	<hr/>
		<b>454,850</b>	<b>457,550</b>	<b>479,550</b>
		<hr/>	<hr/>	<hr/>
	<b>(b) <u>PUBLIC ACCOUNTABILITY</u></b>			
	Supplies & Services	64,650	64,650	64,650
	Central, Departmental & Technical Support Services	64,950	69,900	73,850
		<hr/>	<hr/>	<hr/>
		<b>129,600</b>	<b>134,550</b>	<b>138,500</b>
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>584,450</b>	<b>592,100</b>	<b>618,050</b>
		<hr/>	<hr/>	<hr/>
<b>6</b>	<b><u>CAPITAL PROGRAMME REVENUE EXPENSES</u></b>			
	Employees	121,400	125,700	116,900
	Less Income	(217,850)	(216,750)	(210,050)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	(96,450)	(91,050)	(93,150)
	Central, Departmental & Technical Support Services	102,300	94,700	96,950
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>5,850</b>	<b>3,650</b>	<b>3,800</b>
		<hr/>	<hr/>	<hr/>

## EMPLOYEES - SALARIES

### SERVICE ANALYSIS OF EXPENDITURE

	Basic Salaries	Overtime	Temporary Staff	Total Salaries	Council Contributions Nat. Ins.	Supern.	Total Salaries & Oncosts
	£	£	£	£	£	£	£
<b><u>2013/14 ESTIMATE</u></b>							
Original Estimate	7,858,900	32,350	387,150	8,278,400	628,150	1,025,300	9,931,850
Revised Estimate	7,671,500	43,350	591,700	8,306,550	610,400	984,800	9,901,750
<b><u>2014/15 ESTIMATE</u></b>							
Service							
Administration & Property	572,350	14,800	-	587,150	44,650	78,200	710,000
Environmental Health & Housing	973,300	1,200	1,000	975,500	75,150	124,850	1,175,500
Executive	467,250	2,250	20,050	489,550	39,200	69,150	597,900
Information Technology	606,950	1,200	43,250	651,400	53,150	76,550	781,100
Finance	1,512,850	3,500	172,150	1,688,500	114,250	212,600	2,015,350
Legal	248,350	2,600	16,000	266,950	19,350	36,800	323,100
Street Scene & Leisure	900,750	1,000	50,850	952,600	71,000	127,800	1,151,400
Personnel	501,350	700	45,500	547,550	34,050	67,550	649,150
Planning & Transportation	2,082,550	4,700	33,200	2,120,450	169,600	282,700	2,572,750
	7,865,700	31,950	382,000	8,279,650	620,400	1,076,200	9,976,250

**CHIEF EXECUTIVE**

**SUMMARY**

	2013/14		2014/15
	ORIGINAL £	REVISED £	ESTIMATE £
1 COMMUNITY SAFETY	170,050	204,550	200,050
2 COMMUNITY DEVELOPMENT	127,100	118,550	93,350
3 ELECTIONS	314,250	318,900	334,400
4 INFORMATION & PUBLICITY	192,450	185,650	139,300
5 GRANTS & PAYMENTS	288,200	182,000	262,450
6 CLIMATE CHANGE	50,950	40,550	19,550
7 ECONOMIC DEVELOPMENT & REGENERATION	40,150	34,600	53,350
	<hr/>	<hr/>	<hr/>
	<b>1,183,150</b>	<b>1,084,800</b>	<b>1,102,450</b>
	<hr/>	<hr/>	<hr/>

**CHIEF EXECUTIVE**

		<b>2013/14</b>		<b>2014/15</b>
		<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>1</b>	<b><u>COMMUNITY SAFETY</u></b>			
	Employees	64,950	65,350	65,000
	Supplies & Services	52,200	52,200	52,200
		<hr/>	<hr/>	<hr/>
		117,150	117,550	117,200
	Less Income	(34,850)	(34,850)	(34,850)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	82,300	82,700	82,350
	Central, Departmental & Technical Support Services	87,750	121,850	117,700
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>170,050</b>	<b>204,550</b>	<b>200,050</b>
		<hr/>	<hr/>	<hr/>
<b>2</b>	<b><u>COMMUNITY DEVELOPMENT</u></b>			
	Employees	53,750	45,400	43,600
	Supplies & Services	41,000	44,000	20,000
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	94,750	89,400	63,600
	Central, Departmental & Technical Support Services	32,350	29,150	29,750
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>127,100</b>	<b>118,550</b>	<b>93,350</b>
		<hr/>	<hr/>	<hr/>

**CHIEF EXECUTIVE**

**3 ELECTIONS**

**(a) ELECTORAL REGISTRATION**

	2013/14 ORIGINAL £	REVISED £	2014/15 ESTIMATE £
Employees	45,150	59,350	64,900
Supplies & Services	51,200	34,550	55,550
	<hr/>	<hr/>	<hr/>
	96,350	93,900	120,450
Less Income	(1,500)	(8,450)	(26,000)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	94,850	85,450	94,450
Central, Departmental & Technical Support Services	109,900	120,250	133,550
	<hr/>	<hr/>	<hr/>
	<b>204,750</b>	<b>205,700</b>	<b>228,000</b>
	<hr/>	<hr/>	<hr/>

**(b) CONDUCT OF ELECTIONS**

Employees	11,750	15,350	16,700
Premises Related Expenses	1,600	-	-
Supplies & Services	11,300	13,000	-
	<hr/>	<hr/>	<hr/>
	24,650	28,350	16,700
Less Income	-	(800)	-
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	24,650	27,550	16,700
Central, Departmental & Technical Support Services	84,850	85,650	89,700
	<hr/>	<hr/>	<hr/>
	<b>109,500</b>	<b>113,200</b>	<b>106,400</b>
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>314,250</b>	<b>318,900</b>	<b>334,400</b>
	<hr/>	<hr/>	<hr/>

**CHIEF EXECUTIVE**

		<b>2013/14</b>		<b>2014/15</b>
		<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>4</b>	<b><u>INFORMATION &amp; PUBLICITY</u></b>			
	Employees	80,750	77,100	77,650
	Supplies & Services	62,000	62,000	12,000
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	142,750	139,100	89,650
	Central, Departmental & Technical Support Services	49,700	46,550	49,650
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>192,450</b>	<b>185,650</b>	<b>139,300</b>
		<hr/>	<hr/>	<hr/>
<b>5</b>	<b><u>GRANTS &amp; PAYMENTS</u></b>			
	Supplies & Services	251,500	153,850	251,000
	Central, Departmental & Technical Support Services	36,700	28,150	11,450
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>288,200</b>	<b>182,000</b>	<b>262,450</b>
		<hr/>	<hr/>	<hr/>

**CHIEF EXECUTIVE**

		<b>2013/14</b>		<b>2014/15</b>
		<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>6</b>	<b><u>CLIMATE CHANGE</u></b>			
	Employees	32,500	24,800	12,500
	Supplies & Services	6,000	6,000	1,500
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	38,500	30,800	14,000
	Central, Departmental & Technical Support Services	12,450	9,750	5,550
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>50,950</b>	<b>40,550</b>	<b>19,550</b>
		<hr/>	<hr/>	<hr/>
<b>7</b>	<b><u>ECONOMIC DEVELOPMENT &amp; REGENERATION</u></b>			
	Employees	15,300	11,050	24,400
	Supplies & Services	17,200	17,200	17,200
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	32,500	28,250	41,600
	Central, Departmental & Technical Support Services	7,650	6,350	11,750
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>40,150</b>	<b>34,600</b>	<b>53,350</b>
		<hr/>	<hr/>	<hr/>



**DIRECTOR OF CENTRAL SERVICES**

**SUMMARY**

	2013/14		2014/15
	ORIGINAL £	REVISED £	ESTIMATE £
1 TONBRIDGE CASTLE GATEHOUSE	32,500	10,600	22,900
2 LOCAL LAND CHARGES	(30,550)	(48,900)	(41,900)
3 PUBLIC RIGHTS OF WAY	850	850	850
4 INDUSTRIAL ESTATE	(55,750)	(88,700)	(66,100)
5 COMMERCIAL PROPERTY	(184,050)	(142,000)	(250,750)
6 VALE RISE DEPOT	-	-	-
7 LAND REVIEW	151,300	154,250	138,900
8 ITINERANTS	3,550	3,400	3,600
9 BOROUGH CHRISTMAS LIGHTING	17,050	22,000	17,050
10 LICENCES	49,550	40,800	72,750
	<hr/>	<hr/>	<hr/>
	(15,550)	(47,700)	(102,700)
	<hr/>	<hr/>	<hr/>

**DIRECTOR OF CENTRAL SERVICES**

		<b>2013/14</b>		<b>2014/15</b>
		<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>1</b>	<b><u>TONBRIDGE CASTLE GATEHOUSE</u></b>			
	Employees	9,900	7,550	7,350
	Premises Related Expenses	24,600	9,400	23,700
	Supplies & Services	11,300	11,300	11,300
		<hr/>	<hr/>	<hr/>
		45,800	28,250	42,350
	Less Income	(30,500)	(32,500)	(34,500)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	15,300	(4,250)	7,850
	Central, Departmental & Technical Support Services	15,450	12,550	13,050
	Depreciation & Impairment	1,750	2,300	2,000
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>32,500</b>	<b>10,600</b>	<b>22,900</b>
		<hr/>	<hr/>	<hr/>
<b>2</b>	<b><u>LOCAL LAND CHARGES</u></b>			
	Employees	130,850	129,600	131,500
	Supplies & Services	48,000	46,000	45,700
		<hr/>	<hr/>	<hr/>
		178,850	175,600	177,200
	Less Income	(307,600)	(315,100)	(315,100)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	(128,750)	(139,500)	(137,900)
	Central, Departmental & Technical Support Services	98,200	90,600	96,000
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>(30,550)</b>	<b>(48,900)</b>	<b>(41,900)</b>
		<hr/>	<hr/>	<hr/>

**DIRECTOR OF CENTRAL SERVICES**

		<b>2013/14</b>		<b>2014/15</b>
		<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>3</b>	<b><u>PUBLIC RIGHTS OF WAY</u></b>			
	Employees	250	250	200
	Central, Departmental & Technical Support Services	600	600	650
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>850</b>	<b>850</b>	<b>850</b>
		<hr/>	<hr/>	<hr/>
<b>4</b>	<b><u>INDUSTRIAL ESTATE</u></b>			
	Employees	1,600	1,650	1,650
	Less Income	(61,400)	(94,200)	(71,850)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	(59,800)	(92,550)	(70,200)
	Central, Departmental & Technical Support Services	4,050	3,850	4,100
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>(55,750)</b>	<b>(88,700)</b>	<b>(66,100)</b>
		<hr/>	<hr/>	<hr/>
<b>5</b>	<b><u>COMMERCIAL PROPERTY</u></b>			
	Employees	5,000	5,150	5,200
	Premises Related Expenses	68,800	113,350	7,300
		<hr/>	<hr/>	<hr/>
		73,800	118,500	12,500
	Less Income	(265,700)	(268,000)	(271,100)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	(191,900)	(149,500)	(258,600)
	Central, Departmental & Technical Support Services	7,850	7,500	7,850
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>(184,050)</b>	<b>(142,000)</b>	<b>(250,750)</b>
		<hr/>	<hr/>	<hr/>

**DIRECTOR OF CENTRAL SERVICES**

	2013/14		2014/15
	ORIGINAL £	REVISED £	ESTIMATE £
<b>6 <u>VALE RISE DEPOT</u></b>			
Employees	2,700	6,150	6,250
Premises Related Expenses	13,800	15,700	16,100
	<hr/>	<hr/>	<hr/>
	16,500	21,850	22,350
Less Income	(26,900)	(33,000)	(33,650)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(10,400)	(11,150)	(11,300)
Central, Departmental & Technical Support Services	2,100	2,850	3,000
Depreciation & Impairment	8,300	8,300	8,300
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	-	-	-
	<hr/>	<hr/>	<hr/>
<b>7 <u>LAND REVIEW</u></b>			
Employees	35,500	36,600	36,800
Premises Related Expenses	21,050	23,100	24,200
Supplies & Services	106,000	155,000	86,000
	<hr/>	<hr/>	<hr/>
	162,550	214,700	147,000
Less Income	(32,150)	(83,450)	(32,150)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	130,400	131,250	114,850
Central, Departmental & Technical Support Services	20,900	23,000	24,050
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	151,300	154,250	138,900
	<hr/>	<hr/>	<hr/>
<b>8 <u>ITINERANTS</u></b>			
Employees	2,350	2,250	2,350
Central, Departmental & Technical Support Services	1,200	1,150	1,250
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	3,550	3,400	3,600
	<hr/>	<hr/>	<hr/>

**DIRECTOR OF CENTRAL SERVICES**

		<b>2013/14</b>		<b>2014/15</b>
		<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>9</b>	<b><u>BOROUGH CHRISTMAS LIGHTING</u></b>			
	Supplies & Services	16,000	21,000	16,000
	Central, Departmental & Technical Support Services	1,050	1,000	1,050
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>17,050</b>	<b>22,000</b>	<b>17,050</b>
		<hr/>	<hr/>	<hr/>
<b>10</b>	<b><u>LICENCES</u></b>			
	<b>a) <u>FEE PAYING</u></b>			
	Employees	142,800	146,100	152,000
	Premises Related Expenses	50	50	50
	Supplies & Services	8,400	11,250	6,300
		<hr/>	<hr/>	<hr/>
		151,250	157,400	158,350
	Less Income	(218,950)	(244,050)	(221,100)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	<b>(67,700)</b>	<b>(86,650)</b>	<b>(62,750)</b>
		<hr/>	<hr/>	<hr/>
	Central, Departmental & Technical Support Services	95,100	94,350	102,150
		<hr/>	<hr/>	<hr/>
		<b>27,400</b>	<b>7,700</b>	<b>39,400</b>
		<hr/>	<hr/>	<hr/>
	<b>b) <u>NON FEE PAYING</u></b>			
	Employees	13,950	20,250	20,050
	Central, Departmental & Technical Support Services	8,200	12,850	13,300
		<hr/>	<hr/>	<hr/>
		<b>22,150</b>	<b>33,100</b>	<b>33,350</b>
		<hr/>	<hr/>	<hr/>
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>49,550</b>	<b>40,800</b>	<b>72,750</b>
		<hr/>	<hr/>	<hr/>

**DIRECTOR OF FINANCE & TRANSFORMATION**

**SUMMARY**

	2013/14		2014/15
	ORIGINAL £	REVISED £	ESTIMATE £
1 HOUSING ADVANCES	7,800	7,300	7,700
2 HOUSING BENEFITS & COUNTER FRAUD	394,550	387,750	429,200
3 LOCAL REVENUE & NNDR COLLECTION	542,900	618,250	569,650
4 COUNCIL TAX SUPPORT	273,050	291,450	328,100
5 INTEREST & TRANSFERS	(107,250)	(32,600)	(34,050)
6 DRAINAGE BOARDS SPECIAL LEVIES	373,950	373,950	381,050
7 FINANCIAL ARRANGEMENTS WITH PARISH COUNCILS	227,600	227,600	226,100
8 GENERAL ADVICE TO PARISH COUNCILS	64,400	57,400	59,500
9 CONTRIBUTIONS TO PROVISIONS	5,000	5,000	5,000
	<hr/>	<hr/>	<hr/>
	<b>1,782,000</b>	<b>1,936,100</b>	<b>1,972,250</b>
	<hr/>	<hr/>	<hr/>

**DIRECTOR OF FINANCE & TRANSFORMATION**

**1 HOUSING ADVANCES**

**Premises Related Expenses**

**Supplies & Services**

**Less Income**

**Sub-total**

**Central, Departmental & Technical  
Support Services**

**TO SUMMARY**

	<b>2013/14</b>		<b>2014/15</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
	350	350	350
	2,800	2,800	2,900
	<hr/>	<hr/>	<hr/>
	3,150	3,150	3,250
	(1,000)	(1,000)	(1,000)
	<hr/>	<hr/>	<hr/>
	2,150	2,150	2,250
	5,650	5,150	5,450
	<hr/>	<hr/>	<hr/>
	<b>7,800</b>	<b>7,300</b>	<b>7,700</b>
	<hr/>	<hr/>	<hr/>

**DIRECTOR OF FINANCE & TRANSFORMATION**

**2 HOUSING BENEFITS  
& COUNTER FRAUD**

**(a) HOUSING BENEFITS**

	<b>2013/14</b>	<b>2014/15</b>
	<b>ORIGINAL</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>
Employees	266,750	336,900
Supplies & Services	35,550	29,700
Housing Benefits	31,899,100	33,935,100
	<hr/>	<hr/>
	32,201,400	34,301,700
Less Income	(32,276,600)	(34,355,050)
	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(75,200)	(53,350)
Central, Departmental & Technical Support Services	359,850	377,050
	<hr/>	<hr/>
	<b>284,650</b>	<b>323,700</b>
	<hr/>	<hr/>

**(b) FRAUD PREVENTION**

Employees	86,900	71,850
Supplies & Services	3,000	3,000
	<hr/>	<hr/>
	89,900	74,850
Less Income	(93,000)	(71,900)
	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(3,100)	2,950
Central, Departmental & Technical Support Services	113,000	102,550
	<hr/>	<hr/>
	<b>109,900</b>	<b>105,500</b>
	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>394,550</b>	<b>429,200</b>
	<hr/>	<hr/>



**DIRECTOR OF FINANCE & TRANSFORMATION**

	2013/14		2014/15
	ORIGINAL £	REVISED £	ESTIMATE £
<b>3 <u>LOCAL REVENUE &amp; NNDR COLLECTION</u></b>			
Employees	389,950	450,350	411,150
Supplies & Services	88,850	125,700	96,950
	<hr/>	<hr/>	<hr/>
	478,800	576,050	508,100
Less Income	(378,800)	(398,000)	(398,000)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	100,000	178,050	110,100
Central, Departmental & Technical Support Services	442,900	440,200	459,550
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>542,900</b>	<b>618,250</b>	<b>569,650</b>
	<hr/>	<hr/>	<hr/>
<b>4 <u>COUNCIL TAX SUPPORT</u></b>			
(a) <b><u>ADMINISTRATION</u></b>			
Employees	202,550	272,200	254,700
Supplies & Services	26,800	30,250	23,050
	<hr/>	<hr/>	<hr/>
	229,350	302,450	277,750
Less Income	(311,100)	(376,850)	(314,200)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(81,750)	(74,400)	(36,450)
Central, Departmental & Technical Support Services	177,050	188,100	192,800
	<hr/>	<hr/>	<hr/>
	<b>95,300</b>	<b>113,700</b>	<b>156,350</b>
	<hr/>	<hr/>	<hr/>
(b) <b><u>PAYMENTS TO PARISH COUNCILS</u></b>			
Supplies & Services	177,750	177,750	171,750
	<hr/>	<hr/>	<hr/>
	<b>177,750</b>	<b>177,750</b>	<b>171,750</b>
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>273,050</b>	<b>291,450</b>	<b>328,100</b>
	<hr/>	<hr/>	<hr/>

**DIRECTOR OF FINANCE & TRANSFORMATION**

		<b>2013/14</b>		<b>2014/15</b>
		<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>5</b>	<b><u>INTEREST &amp; TRANSFERS</u></b>			
	Employees	25,150	26,050	27,000
	Supplies & Services	120,600	98,450	97,100
		<hr/>	<hr/>	<hr/>
		145,750	124,500	124,100
	Less Income	(272,550)	(176,900)	(179,500)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	(126,800)	(52,400)	(55,400)
	Central, Departmental & Technical Support Services	19,550	19,800	21,350
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>(107,250)</b>	<b>(32,600)</b>	<b>(34,050)</b>
		<hr/>	<hr/>	<hr/>
<b>6</b>	<b><u>DRAINAGE BOARDS SPECIAL LEVIES</u></b>			
	Supplies & Services	373,600	373,600	380,700
	Central, Departmental & Technical Support Services	350	350	350
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>373,950</b>	<b>373,950</b>	<b>381,050</b>
		<hr/>	<hr/>	<hr/>
<b>7</b>	<b><u>FINANCIAL ARRANGEMENTS WITH PARISH COUNCILS</u></b>			
	Supplies & Services	221,550	221,550	219,700
	Central, Departmental & Technical Support Services	6,050	6,050	6,400
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>227,600</b>	<b>227,600</b>	<b>226,100</b>
		<hr/>	<hr/>	<hr/>

**DIRECTOR OF FINANCE & TRANSFORMATION**

**8 GENERAL ADVICE TO PARISH COUNCILS**

Employees

36,650

31,300

31,900

Central, Departmental & Technical  
Support Services

27,750

26,100

27,600

**TO SUMMARY**

**64,400**

**57,400**

**59,500**

**9 CONTRIBUTIONS TO PROVISIONS**

Supplies & Services

5,000

5,000

5,000

**TO SUMMARY**

**5,000**

**5,000**

**5,000**

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

**SUMMARY**

	<b>2013/14 ESTIMATE</b>		<b>2014/15 ESTIMATE</b>
	<b>ORIGINAL £</b>	<b>REVISED £</b>	<b>£</b>
1. DEVELOPMENT CONTROL	1,312,100	1,196,550	1,233,500
2. CONSERVATION	71,800	69,200	72,100
3. BUILDING CONTROL	145,750	130,800	156,450
4. PLANNING POLICY	515,950	451,900	473,250
5. PARKING SERVICES	(356,100)	(481,150)	(516,650)
6. TRANSPORTATION	213,300	165,750	216,150
7. SECURITY SERVICES MANAGEMENT (CCTV)	101,300	99,200	95,450
8. BOROUGH DRAINAGE & LAND DRAINAGE RELATED WORK	107,950	228,800	98,350
9. CIVIL CONTINGENCIES	100,750	94,700	97,100
10. HOUSING STRATEGY & ENABLING ROLE	263,400	331,100	297,900
11. HOMELESSNESS	266,900	277,200	279,900
12. HOUSING ADVICE	183,100	203,700	204,550
13. HOME SAFETY	3,950	3,450	3,500
14. PRIVATE SECTOR HOUSING RENEWAL	563,000	563,800	475,600
15. PRIVATE SECTOR HOUSING STANDARDS	100,300	100,300	86,000
16. HOME IMPROVEMENT AGENCY	55,900	9,750	9,900
17. PUBLIC HEALTH ACT 1984	4,350	4,250	4,200
18. ENVIRONMENTAL PROTECTION ACT - PART 1	23,250	26,500	25,500
19. ENVIRONMENTAL PROTECTION	287,000	299,300	302,500
20. FOOD & SAFETY	425,700	445,450	454,500
	<hr/>	<hr/>	<hr/>
	<b>4,389,650</b>	<b>4,220,550</b>	<b>4,069,750</b>
	<hr/>	<hr/>	<hr/>

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

		<b>2013/14 ESTIMATE</b>		<b>2014/15</b>
		<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>1. <u>DEVELOPMENT CONTROL</u></b>				
Employees		1,146,400	1,098,400	1,120,850
Supplies & Services		52,500	79,600	64,600
		<hr/>	<hr/>	<hr/>
		1,198,900	1,178,000	1,185,450
Less Income		(592,000)	(657,050)	(637,000)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	606,900	520,950	548,450
Central, Departmental & Technical Support Services		705,200	675,600	685,050
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>1,312,100</b>	<b>1,196,550</b>	<b>1,233,500</b>
		<hr/>	<hr/>	<hr/>
<b>2. <u>CONSERVATION</u></b>				
Employees		45,050	43,150	44,850
Supplies & Services		8,000	7,800	7,800
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	53,050	50,950	52,650
Central, Departmental & Technical Support Services		18,750	18,250	19,450
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>71,800</b>	<b>69,200</b>	<b>72,100</b>
		<hr/>	<hr/>	<hr/>

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

	<b>2013/14 ESTIMATE</b>		<b>2014/15 ESTIMATE</b>
	<b>ORIGINAL £</b>	<b>REVISED £</b>	<b>£</b>
<b>3. <u>BUILDING CONTROL</u></b>			
Employees	308,350	302,450	319,800
Supplies & Services	16,600	15,800	14,300
	<hr/>	<hr/>	<hr/>
	324,950	318,250	334,100
Less Income	(330,000)	(335,000)	(335,000)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(5,050)	(16,750)	(900)
Central, Departmental & Technical Support Services	150,800	147,550	157,350
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>145,750</b>	<b>130,800</b>	<b>156,450</b>
	<hr/>	<hr/>	<hr/>
<b>4. <u>PLANNING POLICY</u></b>			
Employees	350,250	303,050	316,000
Supplies & Services	37,250	37,300	37,400
	<hr/>	<hr/>	<hr/>
	387,500	340,350	353,400
Less Income	(100)	(100)	(100)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	387,400	340,250	353,300
Central, Departmental & Technical Support Services	128,550	111,650	119,950
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>515,950</b>	<b>451,900</b>	<b>473,250</b>
	<hr/>	<hr/>	<hr/>

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

**5. PARKING SERVICES**

	<b>2013/14 ESTIMATE</b>		<b>2014/15 ESTIMATE</b>
	<b>ORIGINAL £</b>	<b>REVISED £</b>	<b>£</b>
Employees	485,950	451,500	469,200
Premises Related Expenses	321,450	304,850	313,700
Transport Related Expenses	8,950	10,850	11,150
Supplies & Services	868,450	843,700	895,700
	<hr/>	<hr/>	<hr/>
	1,684,800	1,610,900	1,689,750
Less Income	(2,510,200)	(2,536,600)	(2,660,800)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(825,400)	(925,700)	(971,050)
Central, Departmental & Technical Support Services	352,200	344,350	361,750
Depreciation & Impairment	117,100	100,200	92,650
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>(356,100)</b>	<b>(481,150)</b>	<b>(516,650)</b>
	<hr/>	<hr/>	<hr/>

**6. TRANSPORTATION**

Employees	81,150	86,050	87,900
Premises Related Expenses	16,650	17,550	17,550
Supplies & Services	56,600	17,300	63,100
	<hr/>	<hr/>	<hr/>
	154,400	120,900	168,550
Less Income	(10,000)	(25,000)	(20,000)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	144,400	95,900	148,550
Central, Departmental & Technical Support Services	58,350	59,300	60,600
Depreciation & Impairment	10,550	10,550	7,000
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>213,300</b>	<b>165,750</b>	<b>216,150</b>
	<hr/>	<hr/>	<hr/>

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

**7. SECURITY SERVICES MANAGEMENT**

	<b>2013/14 ESTIMATE</b>		<b>2014/15 ESTIMATE</b>
	<b>ORIGINAL £</b>	<b>REVISED £</b>	<b>£</b>
Employees	48,450	50,250	52,150
Premises Related Expenses	1,200	1,200	1,200
Supplies & Services	27,000	26,950	26,950
Third Party Payments	194,000	184,000	166,000
	<hr/>	<hr/>	<hr/>
	270,650	262,400	246,300
Less Income	(273,950)	(268,150)	(258,150)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(3,300)	(5,750)	(11,850)
Central, Departmental & Technical Support Services	39,300	41,550	43,900
Depreciation & Impairment	65,300	63,400	63,400
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>101,300</b>	<b>99,200</b>	<b>95,450</b>
	<hr/>	<hr/>	<hr/>

**8. BOROUGH DRAINAGE  
& LAND DRAINAGE RELATED WORK**

Employees	30,800	33,000	31,400
Supplies & Services	46,150	144,650	34,900
Third Party Payments	3,000	23,000	3,000
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	79,950	200,650	69,300
Central, Departmental & Technical Support Services	28,000	28,150	29,050
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>107,950</b>	<b>228,800</b>	<b>98,350</b>
	<hr/>	<hr/>	<hr/>



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

		<b>2013/14 ESTIMATE</b>		<b>2014/15 ESTIMATE</b>
		<b>ORIGINAL £</b>	<b>REVISED £</b>	<b>£</b>
<b>9. <u>CIVIL CONTINGENCIES</u></b>				
Employees		35,650	31,750	32,550
Premises Related Expenses		100	-	-
Supplies & Services		35,800	34,300	34,200
		<hr/>	<hr/>	<hr/>
		71,550	66,050	66,750
Less Income		(6,700)	(6,700)	(6,700)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	64,850	59,350	60,050
Central, Departmental & Technical Support Services		35,900	35,350	37,050
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>100,750</b>	<b>94,700</b>	<b>97,100</b>
		<hr/>	<hr/>	<hr/>
<b>10. <u>HOUSING STRATEGY &amp; ENABLING ROLE</u></b>				
Employees		166,500	184,200	181,950
Supplies & Services		9,850	46,350	10,350
Third Party Payments		7,000	7,000	7,000
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	183,350	237,550	199,300
Central, Departmental & Technical Support Services		80,050	93,550	98,600
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>263,400</b>	<b>331,100</b>	<b>297,900</b>
		<hr/>	<hr/>	<hr/>

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

		<b>2013/14 ESTIMATE</b>		<b>2014/15</b>
		<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>11. <u>HOMELESSNESS</u></b>				
Employees		128,900	152,950	150,950
Supplies & Services		148,100	189,300	209,600
Third Party Payments		4,000	3,000	4,000
		<hr/>	<hr/>	<hr/>
		281,000	345,250	364,550
Less Income		(103,550)	(163,550)	(183,550)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	177,450	181,700	181,000
Central, Departmental & Technical Support Services		89,450	95,500	98,900
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>266,900</b>	<b>277,200</b>	<b>279,900</b>
		<hr/>	<hr/>	<hr/>
<b>12. <u>HOUSING ADVICE</u></b>				
Employees		123,750	139,900	138,650
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	123,750	139,900	138,650
Central, Departmental & Technical Support Services		59,350	63,800	65,900
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>183,100</b>	<b>203,700</b>	<b>204,550</b>
		<hr/>	<hr/>	<hr/>
<b>13. <u>HOME SAFETY</u></b>				
Employees		2,300	2,200	2,200
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	2,300	2,200	2,200
Central, Departmental & Technical Support Services		1,650	1,250	1,300
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>3,950</b>	<b>3,450</b>	<b>3,500</b>
		<hr/>	<hr/>	<hr/>

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

		<b>2013/14 ESTIMATE</b>		<b>2014/15</b>
		<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>14. <u>PRIVATE SECTOR</u></b>				
	<b><u>HOUSING RENEWAL</u></b>			
	Employees	148,850	149,500	149,600
	Supplies & Services	759,100	763,300	716,300
		907,950	912,800	865,900
	Less Income	(411,100)	(411,100)	(455,100)
	<b><u>Sub-total</u></b>	496,850	501,700	410,800
	Central, Departmental & Technical Support Services	66,150	62,100	64,800
	<b><u>TO SUMMARY</u></b>	<b>563,000</b>	<b>563,800</b>	<b>475,600</b>
<b>15. <u>PRIVATE SECTOR</u></b>				
	<b><u>HOUSING STANDARDS</u></b>			
	Employees	55,850	59,400	59,000
	Supplies & Services	20,000	17,900	3,000
		75,850	77,300	62,000
	Less Income	(400)	(400)	(400)
	<b><u>Sub-total</u></b>	75,450	76,900	61,600
	Central, Departmental & Technical Support Services	24,850	23,400	24,400
	<b><u>TO SUMMARY</u></b>	<b>100,300</b>	<b>100,300</b>	<b>86,000</b>

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

	<b>2013/14 ESTIMATE</b>		<b>2014/15 ESTIMATE</b>
	<b>ORIGINAL £</b>	<b>REVISED £</b>	<b>£</b>
<b>16. <u>HOME IMPROVEMENT AGENCY</u></b>			
Employees	6,600	6,550	6,550
Supplies & Services	1,050	1,050	1,050
Third Party Payments	45,000	-	-
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	52,650	7,600	7,600
Central, Departmental & Technical Support Services	3,250	2,150	2,300
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>55,900</b>	<b>9,750</b>	<b>9,900</b>
	<hr/>	<hr/>	<hr/>
<b>17. <u>PUBLIC HEALTH ACT 1984</u></b>			
Employees	850	900	850
Third Party Payments	2,500	2,500	2,500
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	3,350	3,400	3,350
Central, Departmental & Technical Support Services	1,000	850	850
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>4,350</b>	<b>4,250</b>	<b>4,200</b>
	<hr/>	<hr/>	<hr/>
<b>18. <u>ENVIRONMENTAL PROTECTION ACT</u></b>			
Employees	23,750	25,800	24,550
Less Income	(16,200)	(14,500)	(14,500)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	7,550	11,300	10,050
Central, Departmental & Technical Support Services	15,700	15,200	15,450
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>23,250</b>	<b>26,500</b>	<b>25,500</b>
	<hr/>	<hr/>	<hr/>

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

	<b>2013/14 ESTIMATE</b>		<b>2014/15</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>19. <u>ENVIRONMENTAL PROTECTION</u></b>			
Employees	176,450	188,250	187,250
Supplies & Services	7,100	156,200	5,700
Third Party Payments	18,500	72,550	16,550
	<hr/>	<hr/>	<hr/>
	202,050	417,000	209,500
Less Income	(2,250)	(208,100)	(2,100)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	199,800	208,900	207,400
Central, Departmental & Technical Support Services	83,950	87,500	92,200
Depreciation & Impairment	3,250	2,900	2,900
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>287,000</b>	<b>299,300</b>	<b>302,500</b>
	<hr/>	<hr/>	<hr/>
<b>20. <u>FOOD &amp; SAFETY</u></b>			
Employees	275,350	324,300	323,100
Supplies & Services	68,850	53,150	44,500
Third Party Payments	600	600	600
	<hr/>	<hr/>	<hr/>
	344,800	378,050	368,200
Less Income	(63,400)	(86,250)	(76,550)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	281,400	291,800	291,650
Central, Departmental & Technical Support Services	144,300	153,650	162,850
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>425,700</b>	<b>445,450</b>	<b>454,500</b>
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**DIRECTOR OF STREET SCENE AND LEISURE**

**SUMMARY**

	<b>2013/14 ESTIMATE</b>		<b>2014/15</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
1. REFUSE COLLECTION	1,287,950	1,251,150	1,304,200
2. RECYCLING	898,650	909,300	960,800
3. STREET SCENE	1,353,600	1,344,250	1,399,400
4. PUBLIC CONVENIENCES	263,000	221,600	225,050
5. PEST CONTROL	88,550	66,350	36,250
6. TONBRIDGE & MALLING LEISURE TRUST	-	491,500	178,650
7. LARKFIELD LEISURE CENTRE	1,171,100	1,063,650	891,450
8. ANGEL CENTRE	810,950	513,300	338,500
9. TONBRIDGE SWIMMING POOL	755,650	657,950	509,150
10. POULT WOOD GOLF CENTRE	800	55,100	240,650
11. SPORTS GROUNDS	471,850	459,350	464,550
12. PLEASURE GROUNDS & OPEN SPACES	1,144,050	847,150	1,111,900
13. ALLOTMENTS	10,050	10,450	11,050
14. CHURCHYARDS	12,050	11,200	11,600
15. CEMETERY	101,050	118,500	111,850
16. YOUTH & PLAY DEVELOPMENT	184,550	187,100	160,700
17. SPORTS DEVELOPMENT	56,950	57,300	60,700
18. ARTS PROGRAMME	72,800	82,350	83,350
19. TONBRIDGE CHRISTMAS LIGHTING	20,750	26,150	26,300
20. LEISURE STRATEGY / MANAGEMENT	204,350	331,350	201,350
	<hr/>	<hr/>	<hr/>
	<b>8,908,700</b>	<b>8,705,050</b>	<b>8,327,450</b>
	<hr/>	<hr/>	<hr/>

**DIRECTOR OF STREET SCENE AND LEISURE**

	<b>2013/14 ESTIMATE</b>		<b>2014/15 ESTIMATE</b>
	<b>ORIGINAL £</b>	<b>REVISED £</b>	<b>£</b>
<b>1. <u>REFUSE COLLECTION</u></b>			
Employees	115,350	115,000	117,800
Premises Related Expenses	24,200	30,300	30,950
Supplies & Services	10,200	8,300	8,300
Third Party Payments	1,101,950	1,058,800	1,102,000
	<hr/>	<hr/>	<hr/>
	1,251,700	1,212,400	1,259,050
Less Income	(65,100)	(61,900)	(63,600)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	1,186,600	1,150,500	1,195,450
Central, Departmental & Technical Support Services	65,200	65,600	70,250
Depreciation & Impairment	36,150	35,050	38,500
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>1,287,950</b>	<b>1,251,150</b>	<b>1,304,200</b>
	<hr/>	<hr/>	<hr/>
<b>2. <u>RECYCLING</u></b>			
Employees	113,050	114,200	116,500
Premises Related Expenses	3,900	3,900	4,000
Transport Related Expenses	138,300	138,300	140,650
Supplies & Services	18,000	18,000	18,000
Third Party Payments	1,399,450	1,370,950	1,403,350
	<hr/>	<hr/>	<hr/>
	1,672,700	1,645,350	1,682,500
Less Income	(939,900)	(891,700)	(883,300)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	732,800	753,650	799,200
Central, Departmental & Technical Support Services	87,950	82,800	83,850
Depreciation & Impairment	77,900	72,850	77,750
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>898,650</b>	<b>909,300</b>	<b>960,800</b>
	<hr/>	<hr/>	<hr/>

**DIRECTOR OF STREET SCENE AND LEISURE**

		<b>2013/14 ESTIMATE</b>		<b>2014/15 ESTIMATE</b>
		<b>ORIGINAL £</b>	<b>REVISED £</b>	<b>£</b>
<b>3. <u>STREET SCENE</u></b>				
Employees		131,950	143,000	145,500
Supplies & Services		121,800	111,900	120,700
Third Party Payments		1,173,200	1,173,200	1,216,400
		<hr/>	<hr/>	<hr/>
		1,426,950	1,428,100	1,482,600
Less Income		(138,050)	(148,550)	(152,650)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	1,288,900	1,279,550	1,329,950
Central, Departmental & Technical Support Services		64,700	64,700	69,450
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>1,353,600</b>	<b>1,344,250</b>	<b>1,399,400</b>
		<hr/>	<hr/>	<hr/>
<b>4. <u>PUBLIC CONVENIENCES</u></b>				
Employees		14,550	14,050	14,350
Premises Related Expenses		73,450	64,750	72,650
Third Party Payments		99,500	68,400	62,800
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	187,500	147,200	149,800
Central, Departmental & Technical Support Services		13,500	12,400	13,250
Depreciation & Impairment		62,000	62,000	62,000
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>263,000</b>	<b>221,600</b>	<b>225,050</b>
		<hr/>	<hr/>	<hr/>



**DIRECTOR OF STREET SCENE AND LEISURE**

**5. PEST CONTROL**

	<b>2013/14 ESTIMATE</b>		<b>2014/15</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Employees	20,800	17,950	13,800
Supplies & Services	400	450	450
Third Party Payments	42,200	26,100	4,500
Financial Hardship Subsidy	10,300	5,500	-
	<hr/>	<hr/>	<hr/>
	73,700	50,000	18,750
Less Income	(8,600)	(3,700)	-
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	65,100	46,300	18,750
Central, Departmental & Technical Support Services	23,450	20,050	17,500
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>88,550</b>	<b>66,350</b>	<b>36,250</b>
	<hr/>	<hr/>	<hr/>

**DIRECTOR OF STREET SCENE AND LEISURE**

	<b>2013/14 ESTIMATE</b>		<b>2014/15</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>6. <u>TONBRIDGE &amp; MALLING LEISURE TRUST</u></b>			
Third Party Payments	-	491,500	178,650
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>-</b>	<b>491,500</b>	<b>178,650</b>
	<hr/>	<hr/>	<hr/>
<b>7. <u>LARKFIELD LEISURE CENTRE</u></b>			
Employees			
Salaries - Operational (see page SSL 14)	1,649,550	973,600	-
Employee Costs - Other	144,800	89,800	8,100
Premises Related Expenses	705,550	473,350	113,500
Transport Related Expenses	11,050	8,650	-
Supplies & Services	241,600	137,150	550
	<hr/>	<hr/>	<hr/>
	2,752,550	1,682,550	122,150
Less Income	(2,221,200)	(1,370,850)	-
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	<b>531,350</b>	<b>311,700</b>	<b>122,150</b>
Central, Departmental & Technical Support Services	88,450	94,000	115,050
Depreciation & Impairment	551,300	657,950	654,250
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>1,171,100</b>	<b>1,063,650</b>	<b>891,450</b>
	<hr/>	<hr/>	<hr/>

**DIRECTOR OF STREET SCENE AND LEISURE**

**8. ANGEL CENTRE**

Employees  
     Salaries - Operational (see page SSL 14)  
     Employee Costs - Other

Premises Related Expenses

Transport Related Expenses

Supplies & Services

Less Income

**Sub-total**

Central, Departmental & Technical  
 Support Services

Depreciation & Impairment

**TO SUMMARY**

	<b>2013/14 ESTIMATE</b>		<b>2014/15 ESTIMATE</b>
	<b>ORIGINAL £</b>	<b>REVISED £</b>	<b>£</b>
	628,250	390,700	-
	49,200	28,550	7,550
	271,700	151,750	45,400
	750	500	-
	108,600	66,350	200
	<hr/> 1,058,500	<hr/> 637,850	<hr/> 53,150
	<hr/> (739,850)	<hr/> (477,600)	<hr/> -
	318,650	160,250	53,150
	181,350	137,000	71,600
	310,950	216,050	213,750
	<hr/> <b>810,950</b>	<hr/> <b>513,300</b>	<hr/> <b>338,500</b>

**DIRECTOR OF STREET SCENE AND LEISURE**

	<b>2013/14 ESTIMATE</b>		<b>2014/15 ESTIMATE</b>
	<b>ORIGINAL £</b>	<b>REVISED £</b>	<b>£</b>
<b>9. <u>TONBRIDGE SWIMMING POOL</u></b>			
Employees			
Salaries - Operational (see page SSL 14)	817,250	512,950	-
Employee Costs - Other	69,400	39,750	5,100
Premises Related Expenses	436,550	331,300	98,450
Transport Related Expenses	700	200	-
Supplies & Services	238,150	164,700	300
	<hr/>	<hr/>	<hr/>
	1,562,050	1,048,900	103,850
Less Income	(1,222,200)	(854,300)	-
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	339,850	194,600	103,850
Central, Departmental & Technical Support Services	152,800	107,800	54,750
Depreciation & Impairment	263,000	355,550	350,550
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>755,650</b>	<b>657,950</b>	<b>509,150</b>
	<hr/>	<hr/>	<hr/>
<b>10. <u>POULT WOOD GOLF CENTRE</u></b>			
Employees			
Salaries - Operational (see page SSL 14)	147,200	84,700	-
Employee Costs - Other	76,200	59,700	51,050
Premises Related Expenses	106,150	64,350	22,250
Transport Related Expenses	15,800	10,400	3,800
Supplies & Services	74,950	46,150	-
Third Party Payments	44,100	25,300	-
	<hr/>	<hr/>	<hr/>
	464,400	290,600	77,100
Less Income	(684,400)	(408,500)	-
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(220,000)	(117,900)	77,100
Central, Departmental & Technical Support Services	90,900	69,550	57,650
Depreciation & Impairment	129,900	103,450	105,900
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>800</b>	<b>55,100</b>	<b>240,650</b>
	<hr/>	<hr/>	<hr/>

**DIRECTOR OF STREET SCENE AND LEISURE**

**11. SPORTS GROUNDS**

	<b>2013/14 ESTIMATE</b>		<b>2014/15 ESTIMATE</b>
	<b>ORIGINAL £</b>	<b>REVISED £</b>	<b>£</b>
<b>Employees</b>	39,950	37,150	36,950
<b>Premises Related Expenses</b>	41,050	36,000	36,050
<b>Transport Related Expenses</b>	1,050	1,400	1,450
<b>Supplies &amp; Services</b>	4,150	4,150	4,150
<b>Third Party Payments</b>	244,500	244,500	251,850
	<hr/>	<hr/>	<hr/>
	330,700	323,200	330,450
<b>Less Income</b>	(9,500)	(11,100)	(9,600)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	321,200	312,100	320,850
<b>Central, Departmental &amp; Technical Support Services</b>	38,850	35,450	35,750
<b>Depreciation &amp; Impairment</b>	111,800	111,800	107,950
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>471,850</b>	<b>459,350</b>	<b>464,550</b>
	<hr/>	<hr/>	<hr/>

**DIRECTOR OF STREET SCENE AND LEISURE**

	<b>2013/14 ESTIMATE</b>		<b>2014/15 ESTIMATE</b>
	<b>ORIGINAL £</b>	<b>REVISED £</b>	<b>£</b>
<b>12. <u>PLEASURE GROUNDS &amp; OPEN SPACES</u></b>			
Employees	187,900	192,900	183,450
Premises Related Expenses	142,500	133,000	144,500
Transport Related Expenses	1,750	2,150	2,300
Supplies & Services	898,400	109,150	862,550
Third Party Payments	272,100	271,250	278,850
	<hr/>	<hr/>	<hr/>
	1,502,650	708,450	1,471,650
Less Income	(625,150)	(125,550)	(625,000)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	877,500	582,900	846,650
Central, Departmental & Technical Support Services	169,450	164,400	166,200
Depreciation & Impairment	97,100	99,850	99,050
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>1,144,050</b>	<b>847,150</b>	<b>1,111,900</b>
	<hr/>	<hr/>	<hr/>
<b>13. <u>ALLOTMENTS</u></b>			
Employees	450	500	500
Premises Related Expenses	100	50	100
Third Party Payments	5,100	5,100	5,100
	<hr/>	<hr/>	<hr/>
	5,650	5,650	5,700
Less Income	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	5,600	5,600	5,650
Central, Departmental & Technical Support Services	1,150	1,000	1,550
Depreciation & Impairment	3,300	3,850	3,850
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>10,050</b>	<b>10,450</b>	<b>11,050</b>
	<hr/>	<hr/>	<hr/>

**DIRECTOR OF STREET SCENE AND LEISURE**

	<b>2013/14 ESTIMATE</b>		<b>2014/15 ESTIMATE</b>
	<b>ORIGINAL £</b>	<b>REVISED £</b>	<b>£</b>
<b>14. <u>CHURCHYARDS</u></b>			
Employees	2,650	2,150	2,150
Premises Related Expenses	7,400	7,300	7,500
	<hr/>	<hr/>	<hr/>
	10,050	9,450	9,650
Less Income	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	10,000	9,400	9,600
Central, Departmental & Technical Support Services	2,050	1,800	2,000
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>12,050</b>	<b>11,200</b>	<b>11,600</b>
	<hr/>	<hr/>	<hr/>
<b>15. <u>CEMETERY</u></b>			
Employees	26,050	24,700	24,400
Premises Related Expenses	17,550	28,900	22,050
Supplies & Services	2,300	2,100	2,100
Third Party Payments	65,500	66,350	68,350
	<hr/>	<hr/>	<hr/>
	111,400	122,050	116,900
Less Income	(54,000)	(53,700)	(55,300)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	57,400	68,350	61,600
Central, Departmental & Technical Support Services	24,000	22,350	22,450
Depreciation & Impairment	19,650	27,800	27,800
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>101,050</b>	<b>118,500</b>	<b>111,850</b>
	<hr/>	<hr/>	<hr/>

**DIRECTOR OF STREET SCENE AND LEISURE**

**16. YOUTH & PLAY DEVELOPMENT**

	<b>2013/14 ESTIMATE</b>		<b>2014/15</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Employees</b>	90,250	97,000	71,400
<b>Premises Related Expenses</b>	9,100	9,250	9,500
<b>Transport Related Expenses</b>	2,000	600	1,500
<b>Supplies &amp; Services</b>	80,050	76,050	74,950
	<hr/>	<hr/>	<hr/>
	181,400	182,900	157,350
<b>Less Income</b>	(56,600)	(54,150)	(50,900)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	124,800	128,750	106,450
<b>Central, Departmental &amp; Technical Support Services</b>	59,750	58,350	54,250
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>184,550</b>	<b>187,100</b>	<b>160,700</b>
	<hr/>	<hr/>	<hr/>



**DIRECTOR OF STREET SCENE AND LEISURE**

		<b>2013/14 ESTIMATE</b>		<b>2014/15 ESTIMATE</b>
		<b>ORIGINAL</b>	<b>REVISED</b>	<b>£</b>
		<b>£</b>	<b>£</b>	
<b>17. <u>SPORTS DEVELOPMENT</u></b>				
Employees		36,100	36,450	38,300
Supplies & Services		5,000	8,000	5,000
		<hr/>	<hr/>	<hr/>
		41,100	44,450	43,300
Less Income		(500)	(3,650)	(500)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	40,600	40,800	42,800
Central, Departmental & Technical Support Services		16,350	16,500	17,900
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>56,950</b>	<b>57,300</b>	<b>60,700</b>
		<hr/>	<hr/>	<hr/>
<b>18. <u>ARTS PROGRAMME</u></b>				
Employees		28,300	30,750	30,900
Supplies & Services		20,700	31,200	28,800
Third Party Payments		5,000	5,000	5,000
		<hr/>	<hr/>	<hr/>
		54,000	66,950	64,700
Less Income		-	(2,000)	-
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	54,000	64,950	64,700
Central, Departmental & Technical Support Services		18,800	17,400	18,650
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>72,800</b>	<b>82,350</b>	<b>83,350</b>
		<hr/>	<hr/>	<hr/>

**DIRECTOR OF STREET SCENE AND LEISURE**

	<b>2013/14 ESTIMATE</b>		<b>2014/15 ESTIMATE</b>
	<b>ORIGINAL £</b>	<b>REVISED £</b>	<b>£</b>
<b>19. <u>TONBRIDGE CHRISTMAS LIGHTING</u></b>			
Employees	2,500	2,950	3,000
Supplies & Services	11,000	16,000	16,000
<b><u>Sub-total</u></b>	<b>13,500</b>	<b>18,950</b>	<b>19,000</b>
Central, Departmental & Technical Support Services	1,950	1,900	2,000
Depreciation & Impairment	5,300	5,300	5,300
<b><u>TO SUMMARY</u></b>	<b>20,750</b>	<b>26,150</b>	<b>26,300</b>
<b>20. <u>LEISURE STRATEGY / MANAGEMENT</u></b>			
Employees	87,500	86,700	86,900
Supplies & Services	41,550	175,150	44,750
<b><u>Sub-total</u></b>	<b>129,050</b>	<b>261,850</b>	<b>131,650</b>
Central, Departmental & Technical Support Services	71,000	65,200	66,800
Depreciation & Impairment	4,300	4,300	2,900
<b><u>TO SUMMARY</u></b>	<b>204,350</b>	<b>331,350</b>	<b>201,350</b>

**DIRECTOR OF STREET SCENE AND LEISURE**

**EMPLOYEES - SALARIES - OPERATIONAL**

	Basic Salaries £	Overtime General £	Training £	Temporary Staff £	Total Salaries £	Council Contributions Nat. Ins. £	Supern. £	Salaries & Oncosts £
<b><u>2013/14 ESTIMATE</u></b>								
Original Estimate								
Larkfield Leisure Centre	1,009,000	29,950	11,750	414,400	1,465,100	61,400	123,050	1,649,550
Angel Centre	372,150	25,000	-	175,200	572,350	20,850	35,050	628,250
Tonbridge Swimming Pool	494,350	33,650	5,200	198,950	732,150	26,400	58,700	817,250
Poult Wood Golf Centre	122,750	-	-	1,000	123,750	9,050	14,400	147,200
	1,998,250	88,600	16,950	789,550	2,893,350	117,700	231,200	3,242,250
Revised Estimate								
Larkfield Leisure Centre	551,900	22,500	6,750	281,950	863,100	43,750	65,350	972,200
Angel Centre	215,250	22,800	-	116,950	355,000	18,750	16,000	389,750
Tonbridge Swimming Pool	258,250	29,550	2,800	175,200	465,800	21,750	26,000	513,550
Poult Wood Golf Centre	71,200	-	-	-	71,200	5,150	8,350	84,700
	1,096,600	74,850	9,550	574,100	1,755,100	89,400	115,700	1,960,200
<b><u>2014/15 ESTIMATE</u></b>								
Larkfield Leisure Centre	-	-	-	-	-	-	-	-
Angel Centre	-	-	-	-	-	-	-	-
Tonbridge Swimming Pool	-	-	-	-	-	-	-	-
Poult Wood Golf Centre	-	-	-	-	-	-	-	-
	-	-	-	-	-	-	-	-

**CAPITAL PLAN: LIST A  
ALL SERVICES**

	Expenditure To 31/03/13	2013/14 Est Inc Prior Yr Slippage	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	Total Scheme Estimate
<b>Capital Plan Schemes</b>	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Service</b>									
Planning, Housing & Environmental Health	712	663	733	991	291	291	291	291	4,263
Street Scene & Leisure	548	318	593	112	112	112	127	112	2,034
Corporate	121	96	90	30	30	30	30	30	457
Sub-total	1,381	1,077	1,416	1,133	433	433	448	433	6,754
<b>Capital Renewals</b>									
<b>Service</b>									
Planning, Housing & Environmental Health	n/a	120	33	183	46	35	35	36	488
Street Scene & Leisure	n/a	362	403	400	385	591	475	268	2,884
Corporate	n/a	382	350	468	332	347	275	274	2,428
Sub-total	n/a	864	786	1,051	763	973	785	578	5,800
<b>Grand Total</b>	1,381	1,941	2,202	2,184	1,196	1,406	1,233	1,011	12,554

**CAPITAL PLAN: LIST A**  
**PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**

	Expenditure To 31/03/13	2013/14 Estimate inc Prior Year Slippage	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Car Parking	67	77	98	30	30	30	30	30	392
Transportation	347	22	31	0	0	0	0	0	400
Environmental Improvements	57	33	310	0	0	0	0	0	400
Land Drainage / Flood Defence	167	143	33	700	0	0	0	0	1,043
Housing Investment Programme	74	388	261	261	261	261	261	261	2,028
Environmental Health	0	0	0	0	0	0	0	0	0
Sub-total	712	663	733	991	291	291	291	291	4,263
Capital Renewals	n/a	120	33	183	46	35	35	36	488
Sub-total	n/a	120	33	183	46	35	35	36	488
Total Planning, Housing and Environmental Health	712	783	766	1,174	337	326	326	327	4,751

**CAPITAL PLAN: LIST A**  
**PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**

	Code	Expenditure To 31/03/13	2013/14 Estimate inc Prior Year Slippage	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Car Parking</b>										
(a) Improvement Programme for Existing Car Parks										
(i) Phase 5	P01AA	46	2							48
(ii) Rolling Programme	P01AB		56	55	30	30	30	30	30	261
(b) Car Parking Action Plan										
(i) Phase 6	P01MA	21	17							38
(ii) Phase 7	P01MB		2	23						25
(iii) Phase 8	P01AV			20						20
Total Car Parking to Summary		67	77	98	30	30	30	30	30	392

**CAPITAL PLAN: LIST A**  
**PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**

	Key Priorities & Improvement Themes or [CA & P]	Notes
<b>Car Parking</b>		
(a) Improvement Programme for Existing Car parks	2(Key), 2e, 2f, 2h	A phased programme of improvements to existing car parks, improving access for customers and enhancing the value and the quality of the car park stock. Includes improved surfaces, drainage, information, lighting, boundary fencing and remodelled layouts.
(i) Phase 5		Works completed. Budget reduced by £2,000.
(ii) Rolling Programme		An annual provision for capital investment in our off-street car parks to ensure that their condition is adequate for health & safety, legislation and the needs of our customers. Budget provision in 2013/14 of £14,000 has been vired to Tonbridge Swimming Pool Car Park Extension scheme. Provision for 2014/15 has been increased by £25,000 to meet the costs of repair works to the Upper Castle Fields Car Park retaining wall.
(b) Car Parking Action Plan	2(Key), 2d, 2e	A phased programme of parking measures to give effect to the Cabinet's adopted Parking Action Plan.
(i) Phase 6		Parking management interventions throughout the Borough including specific neighbourhood wide initiatives at Aylesford and West Malling (a review of the existing Local Parking Plan). Details of the programme have featured in periodic reports to the Planning and Transportation Advisory Board and the Joint Transportation Board. The programme includes reviews of the existing Local Parking Plans for Snodland, Borough Green and East Malling.
(ii) Phase 7		
(iii) Phase 8		Includes provision for an initiative in Hadlow that is currently in abeyance at the request of the Parish Council.

**CAPITAL PLAN: LIST A**  
**PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**

	Code	Expenditure To 31/03/13	2013/14 Estimate inc Prior Year Slippage	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	Total Scheme Estimate
<b>Transportation</b>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Local Transport Plan Partnership Programme Less Grants & Contributions	P01ED	186 (9)	18	31						235 (9)
		177	18	31	0	0	0	0	0	226
(b) Community Partnership Initiatives	P06FE	170	4							174
Total Transportation to Summary		347	22	31	0	0	0	0	0	400
<b>Environmental Improvements</b>										
(a) Tonbridge Town Centre Enhancements - Ph 1	P01FH	57	33	10						100
(b) Tonbridge Town Lock Less Developer Contributions Environment Agency Other Grants and Contributions	P01LD			792 (260) (230) (2)						792 (260) (230) (2)
		0	0	300	0	0	0	0		300
Total Environmental Improvements to Summary		57	33	310	0	0	0	0	0	400
<b>Land Drainage / Flood Defence</b>										
(a) Drainage Improvement Programme Less DEFRA Grant	P01HR	57 (28)	10	33						100 (28)
		29	10	33	0	0	0	0	0	72
(b) Flood defence - East Peckham Flood Alleviation	P01HP	138	133							271
(c) Wouldham River Wall	P01HS				700					700
Total Land Drainage / Flood Defence to Summary		167	143	33	700	0	0	0	0	1,043



**CAPITAL PLAN: LIST A**  
**PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**

	Key Priorities & Improvement Themes or [CA & P]	Notes
<b>Transportation</b>		
(a) Local Transport Plan Partnership Programme	7(Key), 7c,	Enabling provision to help influence priorities and timing of KCC Local Transport Plan schemes using selective funding contributions e.g. Tonbridge Town Centre. Budget increased by £9,000 met from a contribution from KCC towards street scene improvements in Tonbridge High Street.
(b) Community Partnership Initiatives	[CA&P: 8a(key), 8b, 13c]	Provision to enable a swift response to partnership initiatives in conjunction with external bodies. Individual project commitments have been reviewed. Budget provision reduced by £13,000 during 2010/11 Capital Plan Review. A further £41,000 has been vired to the Tonbridge Racecourse Sportsground Bridge Repair / Renewal Scheme as part of the 2013/14 Capital Plan Review.
<b>Environmental Improvements</b>		
(a) Tonbridge Town Centre Enhancements - Ph 1	7(Key), 7b, 7c, 7f	Previous individual Tonbridge enhancement budgets have been consolidated to provide a budget for priorities arising from the Tonbridge Central Area Action Plan.
(a) Tonbridge Town Lock	2(Key), 2g, 2i, 7(Key) 7c, 7f	Scheme to be implemented in conjunction with the Environment Agency to tackle the derelict lock side area by providing a new flood wall, high quality public open space and new boater facilities. Funding slipped to 2014/15.
<b>Land Drainage / Flood Defence</b>		
(a) Drainage Improvement Programme	3(Key), 3h	To support the Borough Council's role as a flood risk management authority with powers to carry out works to reduce flood risk including a potential contribution to the Aylesford Property Level Protection Scheme..
(b) Flood defence - East Peckham Flood Alleviation	3(Key), 3h	Work completed. Original scheme allocation was pruned in the 2008/9 Capital Plan review on the basis that future provision would be made as necessary to enable accounts to be settled and contractual claims to be met where appropriate. Case determined by adjudicator December 2013. Final net scheme costs exceeded original budget provision of £250,000 by £21,000 (Gross spend of £1,493,000 less partner contributions of £1,222,000) - Cabinet report February 2014 refers.
(c) Wouldham River Wall	2(Key), 2g, 2h, 2i	Strengthening / rebuilding to address movement detected in the retaining wall between the public open space and the River Medway.

**CAPITAL PLAN: LIST A**  
**PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**

	Code	Expenditure To 31/03/13	2013/14 Estimate inc Prior Year Slippage	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Housing Investment Programme</b>										
(a) House Renovation Grants	P03AC									
(i) Disabled Facilities Grants - Mandatory Less Government Grant		n/a	680	625	625	625	625	625	625	4,430
		n/a	(415)	(424)	(424)	(424)	(424)	(424)	(424)	(2,959)
		n/a	265	201	201	201	201	201	201	1,471
(ii) Housing Assistance	P03AD	n/a	87	90	90	90	90	90	90	627
				(30)	(30)	(30)	(30)	(30)	(30)	(180)
		n/a	87	60	60	60	60	60	60	447
(b) Sustainable Communities Programme										
(i) Renewable Energy Schemes	P03AM	74	36							110
Total Housing Investment Programme to Summary		74	388	261	261	261	261	261	261	2,028
<b>Environmental Health</b>										
(a) Air Quality Impact Study	P02BE	0	150							150
Less Government Grant & Other Contributions		0	(150)							(150)
		0	0	0	0	0	0	0	0	0
Total Environmental Health to Summary		0	0	0	0	0	0	0	0	0

**CAPITAL PLAN: LIST A**  
**PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**

	Key Priorities & Improvement Themes or [CA & P]	
<b>Housing Investment Programme</b>  (a) House Renovation Grants  (i) Disabled Facilities Grants - Mandatory       (ii) Housing Assistance   (b) Sustainable Communities Programme  (i) Renewable energy schemes.	[CA&P: 5c]	<p>Figures across the plan period 2013/14 to 2019/20 are based on current costs. The need to uplift figures to reflect the impact of inflation is considered annually as part of the Capital Plan Review process.</p> <p>The 2013/14 provision of £680,000 comprises the original budget allocation approved by Council in February 2013 of £611,000; plus the net underspend of £4,000 brought forward from 2012/13; plus £5,000 additional grant award for 2013/14; plus an additional £60,000 transferred from the 2013/14 Housing Assistance Scheme to meet additional demand .</p> <p>Provisions in years 2014/15 to 2019/20 assume the 2014/15 grant award of £424,000 will continue throughout the period. Net expenditure of £201,000 per annum reflects the original budget allocation approved by Council in February 2013.</p> <p>Base budget reviewed by Scrutiny and Overview January 2014. Previous gross budget provisions were reduced to £90,000 per annum and a Housing Assistance Earmarked Reserve created to fund any shortfall in assumed grant repayments (£30,000 per annum).</p>
		<p>Unspent provision for renewable energy schemes slipped to 2013/14.</p>
<b>Environmental Health</b>  (a) Air Quality Impact Study	3(Key), 3h	<p>Joint scheme with KCC and Maidstone Borough Council to evaluate the air quality impacts of retro-fitting buses along the A20 corridor.</p>

**CAPITAL PLAN: LIST A**  
**PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**

	Code	Expenditure To 31/03/13	2013/14 Estimate inc Prior Year Slippage	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Capital Renewals</b>										
(a) CCTV Capital Renewals	P01BA	n/a	133	40	40	40	40	40	40	373
(b) Car Parking	P01JF	n/a	9		179					188
(c) Environmental Protection	P02EBCR01	n/a	8			13				21
Provision for Inflation		n/a		1	10	4	4	4	5	28
Savings Target (assumes 20%)		n/a	(30)	(8)	(46)	(11)	(9)	(9)	(9)	(122)
Total Capital Renewals to Summary		n/a	120	33	183	46	35	35	36	488

**CAPITAL PLAN: LIST A**  
**PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**

	Key Priorities & Improvement Themes or [CA & P]	Notes
<b>Capital Renewals</b>		
(a) CCTV Capital Renewals	2(Key), 2e, 5(Key), 5a,	Provision for the replacement of life-expired CCTV equipment. A provision of £40,000 per annum has been allowed to cover routine replacements. Enhanced budget in 2013/14 reflects completion of the switch to digital.
(b) Car Parking	2(Key), 2e, 2f	Anticipated replacement of ticket machines delayed to 2015/16 to coincide with the redevelopment of Tonbridge town centre.
(c) Environmental Protection	[CA&P: 10a (key)]	Renewal of sound and gas analysers.

**CAPITAL PLAN: LIST A  
STREET SCENE AND LEISURE**

	Expenditure To 31/03/13	2013/14 Estimate inc Prior Year Slippage	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Street Scene	n/a	104	104	104	104	104	104	104	728
Bradford Street Leisure and Community Centre	0	0	0	0	0	0	0	0	0
Larkfield Leisure Centre	0	0	280	0	0	0	0	0	280
Tonbridge Swimming Pool	0	92	0	0	0	0	0	0	92
Sports Grounds	19	20	106	0	0	0	0	0	145
Open Space	24	16	0	0	0	0	0	0	40
Capital Grants	398	25	0	0	0	0	0	0	423
Other Schemes	107	61	103	8	8	8	23	8	326
Sub-total	548	318	593	112	112	112	127	112	2,034
Capital Renewals	n/a	362	403	400	385	591	475	268	2,884
Sub-total	n/a	362	403	400	385	591	475	268	2,884
Total Street Scene & Leisure	548	680	996	512	497	703	602	380	4,918

**CAPITAL PLAN: LIST A  
STREET SCENE AND LEISURE**

	Code	Expenditure To 31/03/13	2013/14 Estimate inc Prior Year Slippage	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	Total Scheme Estimate
<b>Street Scene</b>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Green Waste Bins Growth / Replacement	P02BC	n/a	52	52	52	52	52	52	52	364
(b) Refuse Bins Growth / Replacement	P02DA	n/a	52	52	52	52	52	52	52	364
Total Street Scene to Summary		n/a	104	104	104	104	104	104	104	728
<b>Larkfield Leisure Centre</b>										
(a) Refurbishment of Lifestyles Health Suite	P05LL			240						240
(b) Energy Saving Measures Phase 3	P05LM			40						40
Total Larkfield Leisure Centre		0	0	280	0	0	0	0	0	280
<b>Bradford Street Leisure &amp; Community Centre</b>										
(a) New Leisure and Community Centre Less contribution from developer	P05MB									
		0	0	0	0	0	0	0	0	0
Total Bradford Street Leisure and Community Centre		0	0	0	0	0	0	0	0	0
<b>Tonbridge Swimming Pool</b>										
(a) Car Park Improvement / Extension	P05CM		92							92
Total Tonbridge Swimming Pool to Summary		0	92	0	0	0	0	0	0	92

**CAPITAL PLAN: LIST A  
STREET SCENE AND LEISURE**

	Key Priorities & Improvement Themes or [CA & P]	Notes
<b>Street Scene</b>		
(a) Green Waste Bins Growth / Replacement	[CA&P: 9a]	Provision for future growth / replacement of collection bins following completion of all phases of the Green Waste Collection and Composting Scheme. Provisions assume growth of 250 properties per year.
(b) Refuse Bins Growth / Replacement	[CA&P: 9a]	Provision for the growth / replacement of refuse collection wheeled bins. Provisions assume growth of 250 properties per year.
<b>Larkfield Leisure Centre</b>		
(a) Refurbishment of Lifestyles Health Suite	1(key), 1g, 3(key), 3a	Refurbishment of existing suite including re-design and re-provision of spa facilities to complement upgraded fitness facilities. Income maintaining / generating scheme in key area of business / competition.
(b) Energy Saving Measures Phase 3	1(key), 1c, 2j, 4e	Replacement of existing sports hall light fittings with LEDs to reduce energy consumption and maintenance costs
<b>Bradford Street Leisure &amp; Community Centre</b>		
(a) New Leisure and Community Centre	1(key), 2h, 2j, 3(key), 4(key), 4d, 4e, 5(key), 7(key), 7b, 7f	As part of the plans for the re-generation of Tonbridge town centre the existing Angel Centre will be closed and replaced with a new leisure and community facility in Bradford Street. Proposed scheme subject to public consultation in October 2013, following which a planning application will be submitted. Scheme funded in full from proceeds received from the town centre development. Members are referred to the Cabinet report of 26th March 2013 for indicative costs. For legal reasons figures have been excluded from this presentation.
<b>Tonbridge Swimming Pool</b>		
(a) Car Park Improvement / Extension	3b(key), 4a, 7a, 8a(key)	Due to the growing popularity of the Racecourse Sportsground and the success of sports clubs using the area there is significant pressure on the car parks in the Lower Castle Field to meet demand, particularly at weekends. This has led to complaints from users of the pool, who find difficulty in parking. This scheme aims to increase the provision of parking in the area to meet demand, and to protect income from the pool. Scheme reported to October 2013 meeting of FI&PAB. Original budget increased to meet additional cost of resurfacing works (£17,000) by way of virements from Tonbridge Cemetery Memorial Safety (£3,000) and Car Park Improvement Rolling Programme (£14,000.)



**CAPITAL PLAN: LIST A  
STREET SCENE AND LEISURE**

	Code	Expenditure To 31/03/13	2013/14 Estimate inc Prior Year Slippage	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	Total Scheme Estimate
<b>Sports Grounds</b>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Tonbridge Racecourse Sportsground										
(i) Bridge Renewal / Repair	P05DT	19	20	106						145
(ii) Improvement Works Phase 2 Less contribution from Developers	P05DZ			65 (65)						65 (65)
		0	0	0	0	0	0	0	0	0
(iii) Flood Lighting Less Grants and Contributions	P05DA	6 (6)	9 (9)	5 (5)						20 (20)
		0	0	0	0	0	0	0	0	0
Total Sports Grounds to Summary		19	20	106	0	0	0	0	0	145

**CAPITAL PLAN: LIST A  
STREET SCENE AND LEISURE**

	Key Priorities & Improvement Themes or [CA & P]	Notes
<b>Sports Grounds</b>		
(a) Tonbridge Racecourse Sportsground		
(i) Bridge Renewal / Repair	[CA&P: 7a,7d,7e, 8a(key), 8b]	Replacement of existing steel bridge serving the Sportsground from Avebury Avenue with a timber bridge. Original budget increased by £20,000 by way of a virement from the underspend on the PWGC Maintenance Building Refurbishment scheme to meet additional costs relating to structural works to the bridge abutments. Budget increased by a further £50,000 to reflect detailed estimate produced by the engineering consultant. The additional spend is largely offset by a virement of £41,000 from Community Partnership Initiatives scheme. Progress with scheme delayed due to ongoing discussions with EDF and Environment Agency. Works to re-route power cables completed. Construction phase slipped to early 2014/15 to follow works to Bewleys Weir by the Environment Agency.
(ii) Improvement Works Phase 2	[CA&P: 1a,1c(key),7 c,8a(key),8b ,18a]	A Masterplan of improvements to the Racecourse Sportsground was agreed by Members at the May 2010 meeting of L&AAB. This Phase 2 scheme focuses on an upgrade to the Games Kiosk to provide an enhanced level of catering, including hot and cold food and drinks. At the present time the kiosk only provides cold drinks and ice creams. Scheme subject to developer contribution being secured.
(iii) Flood Lighting	[CA&P: 1g,1i,3a,4(k ey),5(key)]	Floodlighting of skate park and tennis courts to extend hours of use. Scheme funded in full from external contributions. Works to skatepark complete.

**CAPITAL PLAN: LIST A  
STREET SCENE AND LEISURE**

	Code	Expenditure To 31/03/13	2013/14 Estimate inc Prior Year Slippage	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	Total Scheme Estimate
<b>Open Space</b>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Purchase of Quarry Hill Wood	P05FJ	14	1							15
(b) East Malling & Larkfield PC - Recreation Ground Improved Play Facilities	P05FR	10	15							25
(c) Open Spaces Site Improvements Phase 1 Less Developer Contributions	P05FT	66 (66)	33 (33)							99 (99)
		0	0	0	0	0	0	0	0	0
(d) Open Spaces Site Improvements Phase 2 Less Developer Contributions	P05FV	8 (8)	61 (61)							69 (69)
		0	0	0	0	0	0	0	0	0
Total Open Space to Summary		24	16	0	0	0	0	0	0	40

**CAPITAL PLAN: LIST A  
STREET SCENE AND LEISURE**

	Key Priorities & Improvement Themes or [CA & P]	Notes
<b>Open Space</b>		
(a) Purchase of Quarry Hill Wood	[CA&P: 7e,8a(key)]	Purchase of land from KCC completed. Works to trees, fences and other health and safety issues progressing. Budget reduced by £5,000 as part of the 2013/14 Capital Plan Review of which £3,000 has been vired under delegated authority to the Tonbridge Cemetery Path Improvement Scheme.
(b) East Malling & Larkfield PC - Recreation Ground Improved Play Facilities	[CA&P: 3e,7a,7c,7f, 10a(key), 11a(key)]	Contribution to East Malling & Larkfield Parish Council for improved play facilities including provision of new skatepark for teenagers. Approved at October 2010 meeting of Cabinet. Scheme completed.
(c) Open Spaces Site Improvements Phase 1	[CA&P: 7g(key), 8a (key), 13b (key)]	Improvements to Scotchers Field, Tonbridge and Leybourne Lakes Country Park to address anti-social behaviour, health and safety, access and issues raised by local residents.
(d) Open Spaces Site Improvements Phase 2	[CA&P: 3e,7a,7b,7c, 7d,7g(key), 8a(key),8b, 11a(key), 18a]	Improvements to a number of Public Open Spaces in Tonbridge in response to identified need including public and Member requests. Sites include Frog Bridge Play Area, Woodlands Walk, Brungers Pond and land adjoining St Philips Church.

**CAPITAL PLAN: LIST A  
STREET SCENE AND LEISURE**

	Code	Expenditure To 31/03/13	2013/14 Estimate inc Prior Year Slippage	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	Total Scheme Estimate
<b>Capital Grants</b>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Capital Grants to Organisations: Plaques	P05HF P05HZ	395 3	25							420 3
		398	25	0	0	0	0	0	0	423
Total Capital Grants to Summary		398	25	0	0	0	0	0	0	423
<b>Other Schemes</b>										
(a) Tonbridge Cemetery										
(i) Memorial Safety	P05KV	78	15					15		108
(ii) Path Improvements Less Developer Contributions	P05KB		15 (12)							15 (12)
		0	3	0	0	0	0	0	0	3
(iii) Memorial Garden Vaults	P05KC		35							35
(iv) Memorial Garden Improvement Less Fund Raising & Developer Contributions	P05KA	29	25 (25)	225 (130)						279 (155)
		29	0	95	0	0	0	0	0	124
(b) Community Group Funding	P05KS	n/a	8	8	8	8	8	8	8	56
Other Schemes Carried Forward		107	61	103	8	8	8	23	8	326

**CAPITAL PLAN: LIST A  
STREET SCENE AND LEISURE**

	Key Priorities & Improvement Themes or [CA & P]	Notes
<b>Capital Grants</b> (a) Capital Grants to Organisations	[CA&P: 7b,7d,7e, 8a(key), 10a (key), 11a(key), 14a]	To enable the provision of local community leisure facilities and opportunities, including schemes identified by parish councils, in the Leisure & Arts Strategy. May help to unlock funding from other bodies, particularly the National Lottery. 2009/10 and subsequent years provisions deleted during 2008/09 Capital Plan Review. Virements of £11,000 to Tonbridge Farm Sportsground Pavilion Refurbishment and £3,000 to Memorial Safety agreed by Management Team under delegated authority. Outstanding commitments against this scheme were reviewed as part of the 2011/12 Capital Plan Review leading to a further £90,000 reduction in the overall provision. Budget reduced by £18,000 for schemes and £3,000 for plaques as part of the 2012/13 Capital Plan Review.
<b>Other Schemes</b> (a) Tonbridge Cemetery (i) Memorial Safety	[CA&P: 7d]	Additional works required to repair tombs in 2011/12 met by a virement of £3,000 from Capital Grants to Organisations. Expenditure in 2012/13 relates to replacement of memorial plaques. Provision in 2013/14 and 2018/19 based on Local Government Ombudsman's recommendation to inspect every five years. Inspections completed with works to follow shortly. £3,000 of the original budget to 2013/14 vired to Tonbridge Swimming Pool Car Park Improvement scheme.
(ii) Path Improvements	[CA&P: 7c,7d,7e, 8a(key),8b]	To improve the condition of paths at Tonbridge Cemetery and prevent future health and safety issues. Gross scheme budget increased by £3,000 to £15,000 by way of a virement under delegated authority from Quarry Hill Woods Scheme.
(iii) Memorial Garden Vaults	1j	Provision of additional vaults within the Memorial Garden. Scheme completed.
(iv) Memorial Garden Improvement	[CA&P 3b(key), 8a(key), 10a(key)]	Original contribution to the Memorial Garden Improvement Scheme of £25,000 increased by £100,000 at Cabinet, March 2013 to enable works to progress in conjunction with the new Bradford Street Leisure and Community Facility. The Council's contribution is expected to be offset by developer contributions and funds raised by the Memorial Garden Trust. Scheme reported to September 2013 meeting of L&AAB and due to be completed by summer 2014.
(b) Community Group Funding	[CA&P: 7b,7c,7d, 8a(key)]	Core funding for community groups to undertake capital projects at a number of outdoor leisure facilities / areas where user groups are actively involved in the management of the Council's facilities. Including Tonbridge Allotments and Gardens Association, Woodland Walk, Platt Wood and Basted Mill groups.

**CAPITAL PLAN: LIST A  
STREET SCENE AND LEISURE**

	Code	Expenditure To 31/03/13	2013/14 Estimate inc Prior Year Slippage	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	Total Scheme Estimate
<b>Capital Renewals</b>										
(a) Recycling Initiatives	P02EBCR02	n/a	26	26	97	97	26	26	26	324
(b) Sports Grounds & Open Spaces	P05KGBC05	n/a	108	173	66	131	95	160	107	840
(c) Angel Centre	P05KGBC01	n/a	51	112	48	72	202	85	27	597
(d) Larkfield Leisure Centre	P05KGBC02	n/a	141	79	49	74	287	153	50	833
(e) Tonbridge Swimming Pool	P05KGBC04	n/a	83	37	41	33	45	29	65	333
(f) Poult Wood Golf Course:										
Grounds Maintenance	P05KGBC06	n/a	6	42	108	24	7	14	9	210
Clubhouse	P05KGBC03	n/a	27	5	67	21	16	11	9	156
Course	P05KGBC07	n/a	11	18	3			57	3	92
			44	65	178	45	23	82	21	458
Provision for Inflation		n/a		12	21	30	60	58	39	220
Savings Target (assumes 20%)		n/a	(91)	(101)	(100)	(97)	(147)	(118)	(67)	(721)
Total Capital Renewals to Summary		n/a	362	403	400	385	591	475	268	2,884

**CAPITAL PLAN: LIST A  
STREET SCENE AND LEISURE**

	Key Priorities & Improvement Themes or [CA & P]	Notes
<b>Capital Renewals</b>  (a) Recycling Initiatives  (b) Sports Grounds & Open Spaces (c) Angel Centre (d) Larkfield Leisure Centre (e) Tonbridge Swimming Pool (f) Poulton Wood Golf Course	[CA&P: 9a]  [CA&P: 7b, 7d, 18a]	Ongoing replacement / renewal of recycling modules. 2015/16 and 2016/17 provisions includes replacement of recycling vehicles..  } } } Provision for the renewal of life-expired or obsolete assets used at leisure facilities. Subject to annual } review. }



**CAPITAL PLAN: LIST A  
CORPORATE**

	Expenditure To 31/03/13	2013/14 Estimate inc Prior Year Slippage	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Land and Property	10	0	60	0	0	0	0	0	70
Information Technology Initiatives	112	71	30	30	30	30	30	30	363
Other Schemes	(1)	25	0	0	0	0	0	0	24
Sub-Total	121	96	90	30	30	30	30	30	457
Capital Renewals	n/a	382	350	468	332	347	275	274	2,428
Sub-Total	n/a	382	350	468	332	347	275	274	2,428
Total Corporate	121	478	440	498	362	377	305	304	2,885

**CAPITAL PLAN: LIST A  
CORPORATE**

	Code	Expenditure To 31/03/13	2013/14 Estimate inc Prior Year Slippage	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Land and Property</b>										
(a) Tonbridge Castle Offices : Re-tile roof	P06AA	10		60						70
Total Land and Property to Summary		10	0	60	0	0	0	0	0	70
<b>Information Technology Initiatives</b>										
(a) General IT Developments	P06DA	n/a	35	30	30	30	30	30	30	215
(b) Document Management System Expansion	P06DE	51	9							60
(c) Cash Receipting System	P06DB	61	4							65
(d) Tablets for Members and Officers	P06DC		23							23
Total Information Technology Initiatives to Summary		112	71	30	30	30	30	30	30	363
<b>Other</b>										
(a) Christmas Displays Capital Grant	P06FG	19	5							24
(b) Local Strategic Partnership Less Performance Reward Grant	P06FJ	129 (149)	20							149 (149)
		(20)	20	0	0	0	0	0	0	0
Total Other to Summary		(1)	25	0	0	0	0	0	0	24

**CAPITAL PLAN: LIST A  
CORPORATE**

	Key Priorities & Improvement Themes or [CA & P]	Notes
<b>Land and Property</b>		
(a) Tonbridge Castle Offices : Re-tile roof	[CA&P: 18a]	Retiling of roof to protect asset. Condition has not materially worsened. Bulk of the budget has been deferred to 2014/15. Spend to 31/3/12 relates to re-roofing works associated with the Tonbridge Castle Reception enhancement project.
<b>Information Technology Initiatives</b>		
(a) General IT Developments	[CA&P: 17a, 17b, 2c]	Global provision for identified IT developments with estimated expenditure of less than £5,000 each.
(b) Document Management System Expansion	[CA&P: 2a, 2c, 15a, 17a]	To expand the availability and use of the existing IDOX Document Management System to all Services/Sections of the Council. This will enable procedures/workflow to be streamlined; improve staff and public access to documents; improve the ability for home/remote working and business continuity; improve the security of documents; and reduce the need for manual filing space.
(c) Cash Receipting System	[CA&P: 2c]	Replacement of the existing cash receipting system software to maintain the Council's ability to accept and process credit and debit card transactions to ensure compliance with Payment Card Industry Data Security Standards. Budget increased by £15,000 by way of a virement from the Finance Document Management system to upgrade interfaces with other IT systems.
(d) Tablets for Members and Senior Officers	1(key)	Purchase of 70 tablet devices to facilitate a change to paperless council meetings following a review by Overview and Scrutiny Committee.
<b>Other</b>		
(a) Christmas Displays Capital Grant	[CA&P: 14a, 14b]	Provision to fund capital grants to upgrade lighting equipment recommended by F&PAB May 2007
(b) Local Strategic Partnership	[CA&P: 13a(key)]	Capital element of Performance Reward grant received in 2008/09 and 2009/10.

**CAPITAL PLAN: LIST A  
CORPORATE**

	Code	Expenditure To 31/03/13	2013/14 Estimate inc Prior Year Slippage	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	Total Scheme Estimate
<b>Capital Renewals</b>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(i) General	P06FA									
Departmental Admin	GR01	n/a	44	55					19	118
Council Offices	GR02	n/a			2	14				16
Print Unit	GR03	n/a	46	43	90		6	24		209
Photocopiers	GR04	n/a	1				102			103
Telephones	GR05	n/a	4	70	14	21				109
Snack Facilities	GR06	n/a	13			1		2		16
Tonbridge Christmas Lighting	GR09	n/a			29					29
		n/a	108	168	135	36	108	26	19	600
(ii) Information Technology	P06FB	n/a	369	258	425	353	291	284	283	2,263
Provision for Inflation		n/a		11	25	26	35	34	40	171
Savings Target (assumes 20%)		n/a	(95)	(87)	(117)	(83)	(87)	(69)	(68)	(606)
Total Capital Renewals to Summary		n/a	382	350	468	332	347	275	274	2,428

CAPITAL PLAN: LIST A CORPORATE	
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	Key Priorities & Improvement Themes or [CA & P]	Notes
<b>Capital Renewals</b>		
(i) General	<i>[CA&amp;P: 2c, 17a, 17b]</i>	
Departmental Admin		}
Council Offices		}
Print Unit		}
Photocopiers		}
Telephones		}
Snack Facilities		}
Tonbridge Christmas Lighting		}
(ii) Information Technology		}

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

### 1(Key) Continued delivery of priority services and a financially viable Council .

- 1a Improving efficiency and resilience of services.
- 1b Achieving more cost effective customer contacts.
- 1c Reducing overheads.
- 1d Reducing management/staff costs.
- 1e Realising capital receipts from surplus Council assets.
- 1f Reducing the cost of procured services.
- 1g Increasing usage levels at, and revenue from, our leisure facilities.
- 1h Providing more services via the voluntary sector and new sources.
- 1i Identifying new sources of external funding to support capital schemes.
- 1j Developing/sustaining revenue income.

### 2(Key) A clean, smart, well maintained and sustainable Borough .

- 2a Recycling more household waste.
- 2b Reducing littering in the borough.
- 2c More effective law enforcement.
- 2d Further working with our communities.
- 2e Better management of parking.
- 2f Improving the condition and appearance of Council car parks and adjacent landscaped areas.
- 2g Improving public open spaces and enabling everyone to enjoy them in safety.
- 2h Improving the appearance and quality of the Council's leisure facilities, other property and land holdings.
- 2i Improving the appearance of high profile waterways.
- 2j Reducing energy consumption across the Council's own estate.
- 2k Recycling more of the Council's own waste.

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

### 3(Key) Healthy living opportunities and community well-being .

- 3a Encouraging physical activity and exercise, and reducing obesity.
- 3b Reducing substance misuse.
- 3c Promoting health awareness in workplaces and communities.
- 3d Improving mental health.
- 3e Encouraging healthy eating.
- 3f Reducing risks to health and safety at work.
- 3g Reducing health inequalities.
- 3h Reducing environmental pollution.

### 4(Key) Children and young people who are safe, involved and able to access positive activities .

- 4a Involving schools and young people in celebrations for the Olympic Games and Queen's Diamond Jubilee.
- 4b Giving young people more opportunities to influence decisions.
- 4c Improving access to holiday activity programmes to meet identified needs.
- 4d Encouraging more young people to attend dry side coaching courses at our leisure centres.
- 4e Further improving local play and leisure facilities.
- 4f Developing opportunities for young people across the borough in partnership with Kent County Council.
- 4g Introducing new educational programmes and facilities.
- 4h Improving housing for young people.

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

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

#### 5a Reducing anti-social behaviour (ASB):

- Reducing the number of incidents of ASB reported to the police.
- Reducing the number of persistent/repeat ASB offenders.

#### 5b Reducing domestic abuse:

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

#### 5c Reducing substance misuse:

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

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

#### 6a Allocating land for new employment and housing development.

#### 6b Providing affordable housing for low income households.

#### 6c Reducing the shortfall in Gypsy and Traveller pitches.

#### 6d Making better use of existing affordable housing.

#### 6e Tackling homelessness.

#### 6f Securing good sources of good quality affordable private rented accommodation.

#### 6g Meeting the accommodation needs of vulnerable people.

#### 6h Improving housing for young people.

#### 6i Improving the energy efficiency of homes in the borough.

#### 6j Making it easier for people to apply for benefits.



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

**7(Key)** Sustainable regeneration of Tonbridge town centre and economic development in communities across the Borough .

- 7a Allocating land for new employment and housing development.
- 7b Encouraging new investment and development in Tonbridge town centre.
- 7c Improving the street scene.
- 7d Improving the vitality of local commercial centres.
- 7e Supporting smaller and local businesses in the borough.
- 7f Improving the fabric of Tonbridge town centre.
- 7g Improving local road and rail infrastructure.

## Corporate Aims and Priorities 2011/12

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

## Corporate Aims and Priorities 2011/12

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

## Corporate Aims and Priorities 2011/12

	Overall aim(s)	Ref	Improvement Priority	Period
8	<b>Street scene and open space environment</b>			
	To protect and enhance the built and natural environment.	Our approach	<b>8a (Key)</b> Achieve a cleaner, smarter and better maintained street scene and open space environment.	2003/11
		Amenity and appearance of locations	8b Enhance the amenity and appearance of locations borough-wide.	2006/10
9	<b>Recycling and waste collection</b>			
	To protect and enhance the built and natural environment.	Our recycling and waste services	9a Recycle a larger proportion of household waste.	1999/2011
10	<b>Community safety</b>			
	To deliver, with others, benefits beyond those possible from the Council's resources. To reduce crime and disorder and the fear of crime. To promote and improve public safety.	Tackling crime and anti-social behaviour	<b>10a (Key)</b> Work with partners to increase community safety by tackling: ► Acquisitive crime ► Anti-social behaviour ► Perception of crime ► Substance misuse ► Violent crime.	2009/10
		Fear of crime	10b Reduce the fear of crime.	2003/10
		Young people	10c Increase activity programmes for young people in areas of highest social deprivation.	2004/10
		Moving forward	<b>10d (Key)</b> Work with partners to reduce crime, anti-social behaviour and the fear of crime.	2005/11
11	<b>Public and environmental health</b>			
	To deliver, with others, benefits beyond those possible from the Council's resources.	Our overall approach	<b>11a (Key)</b> Work with partners to promote, encourage and provide opportunities for healthy living.	2004/11
		Reducing health inequalities	11b Work with other agencies to improve people's health in the poorest areas of our borough.	2003/10
	To protect and improve public health.	Health and safety in businesses	11c Work with other agencies to ensure businesses comply with food and safety legislation.	2007/10
		Local air quality	11d Improve air quality: ► In the area of the M20 between New Hythe Lane, Larkfield and Hall Road, Aylesford. ► From 2005, at Tonbridge High Street, Watlingbury crossroads and London Road/Station Road, Ditton. ► From 2008, areas adjacent to the A20 in Larkfield, Ditton and Aylesford.	2002/10

## Corporate Aims and Priorities 2011/12

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

## Corporate Aims and Priorities 2011/12

	Overall aim(s)		Ref	Improvement Priority	Period
15	Resources – Personnel and Organisational Development				
	To recruit, develop and retain well-informed, qualified staff who also take responsibility for developing themselves. To improve the Council's ability to achieve its strategic and operational objectives through its: ► Organisational structure. ► Performance Management System. To improve health and safety in Council premises and activities.	Personnel	15a	Better align and equip the Council's workforce to ensure that we have the skills and capacity to meet business needs.	2009/11
		Health and safety	15b	Improve our corporate Health and Safety Management System and practices.	2009/11
16	Resources – Finance				
	To manage the Council's financial affairs to support its service delivery objectives. To maintain the Council's high standards of financial management and probity. To identify and exploit cost-effective opportunities for external funding.	Revenue	16a	Further improve on the prompt collection of monies due to the Council.	2003/11
17	Resources – Information technology				
	To improve management of information within the Council.	Information technology	17a	Improve the Council's own use and cost effectiveness of technology.	2001/11
		Kent Connects	17b	Improve the management and cost effectiveness of technology via shared use of resources within Kent.	2003/11
18	Resources – Property				
	To continue improving the match between the Council's property holdings and its service delivery, organisational and financial needs.	Property	18a	Improve the fabric of our leisure facilities and access for all.	2004/11

**GENERAL FUND WORKING BALANCE**

Balance at 1.4.2013	£1,250,000
	<hr/>
Balance at 1.4.2015	£1,250,000
	<hr/>

**REVENUE RESERVE**

	£	£
Balance 1.4.2013		5,616,792
Less:-		
Budgeted to be met from Reserves	695,700	
Decrease on Original Estimate	(766,850)	
	<hr/>	(71,150)
		<hr/>
Estimated Balance at 1.4.2014		5,687,942
Budgeted to be met from Revenue Reserves 2014/15		1,076,850
		<hr/>
Estimated Balance at 31.3.2015		4,611,092
		<hr/>

**Tonbridge and Malling Borough Council**  
**Estimate Of Collection Fund Surplus/(Deficit) 2013/14 - Council Tax**

	Estimate	
	£	£
<b><u>Income</u></b>		
Surplus / (Deficit) Brought Forward		(225,521)
Income from Council Tax Payers		67,329,081
<b>Total Income for the Year</b>		67,103,560
<b><u>Expenditure</u></b>		
Precepts and Demands 2013/14		
Kent County Council	47,070,605	
Police & Crime Commissioner for Kent	6,355,417	
Kent & Medway Fire & Rescue Authority	3,052,595	
Parishes	1,877,633	
Tonbridge and Malling Borough Council	8,097,994	66,454,244
Provision for Council Tax Non-Collection		343,000
Payments / (receipts) in respect of estimated surplus / (deficit) for 2012/13		
Kent County Council	(241,188)	
Police & Crime Commissioner for Kent	(31,923)	
Kent & Medway Fire & Rescue Authority	(15,641)	
Tonbridge and Malling Borough Council	(49,799)	(338,551)
<b>Total Expenditure for the Year</b>		66,458,693
<b>Estimated Surplus/(Deficit) for 2013/14</b>		644,867

**Allocation Of Estimated Surplus / (Deficit) 2013/14**

	Precepts 2013/14		Surplus / (Deficit)
	£	%	£
Kent County Council	47,070,605	70.8316	456,769
Police & Crime Commissioner for Kent	6,355,417	9.5636	61,673
Kent & Medway Fire & Rescue Authority	3,052,595	4.5935	29,622
Tonbridge and Malling Borough Council	9,975,627	15.0113	96,803
<b>Total</b>	66,454,244	100.000	644,867



**Tonbridge and Malling Borough Council**  
**Estimate Of Collection Fund Surplus/(Deficit) 2013/14 - Business Rates**

	Estimate	
	£	£
<b><u>Income</u></b>		
Surplus / (Deficit) Brought Forward		-
Income from Business Rate Payers		54,074,600
<b>Total Income for the Year</b>		54,074,600
<b><u>Expenditure</u></b>		
Demands for 2013/14 based upon NNDR 1 2013/14		
Kent County Council	4,849,470	
Kent & Medway Fire & Rescue Authority	538,830	
Tonbridge and Malling Borough Council	21,553,200	
Central Government	26,941,500	53,883,000
Allowance for Losses - Bad Debts		350,000
Allowance for Losses - Appeals		612,000
Cost of Collection Allowance		168,018
Transitional Protection Payments		393,400
<b>Total Expenditure for the Year</b>		55,406,418
<b>Estimated Surplus/(Deficit) for 2013/14</b>		(1,331,818)

**Allocation Of Estimated Surplus / (Deficit) 2013/14**

	Allocation	Surplus / (Deficit)
	%	£
Kent County Council	9	(119,864)
Kent & Medway Fire & Rescue Authority	1	(13,318)
Tonbridge and Malling Borough Council	40	(532,727)
Central Government	50	(665,909)
<b>Total</b>	100	(1,331,818)

**Estimated Comprehensive Income and Expenditure Statement 2013-15**

	2013/14		2014/15
	Original Estimate	Revised Estimate	Original Estimate
	£	£	£
<b>Continuing Operations</b>			
Cultural & Related Services	4,835,950	4,777,850	4,298,950
Environmental & Regulatory Services	5,136,520	5,297,800	5,308,050
Planning Services	2,333,650	2,121,250	2,168,100
Highways & Transport Services	(68,500)	(281,050)	(273,700)
Housing Services	1,766,700	1,811,550	1,727,950
Central Services to the Public	1,931,900	1,895,650	1,974,300
Corporate & Democratic Core	2,386,000	2,290,500	2,338,250
Non-Distributed Costs	373,700	353,200	359,650
<b>Net Cost of Services</b>	<b>18,695,920</b>	<b>18,266,750</b>	<b>17,901,550</b>
<b>Other Operating Expenditure</b>			
Parish Council Precepts	1,877,633	1,877,633	1,961,046
Drainage Board Levies	373,600	373,600	380,700
Corporate Provisions for Bad Debts	5,000	5,000	5,000
Payments to Housing Capital Receipts Pool	4,500	4,500	4,500
<b>Financing &amp; Investing Income &amp; Expenditure</b>			
Trading Undertakings	(239,800)	(230,700)	(316,850)
Interest Payable & Similar Charges - Leases	7,280	23,050	22,150
Interest & Investment Income	(268,050)	(171,400)	(174,000)
IAS 19 Pension Costs	1,401,700	2,108,000	1,762,800
<b>Taxation &amp; Non-Specific Grant Income</b>			
Council Tax Income	(9,975,627)	(9,975,627)	(10,382,202)
Collection Fund - Council Tax (Surplus)/Deficit	49,800	49,800	(96,803)
Collection Fund - Non Dom Rates (Surplus)/Deficit	0	0	532,727
National Non-Domestic Rate Distribution	(2,010,774)	(2,158,613)	(2,049,945)
General Government Grants	(4,697,632)	(5,053,793)	(4,719,423)
<b>(SURPLUS) / DEFICIT ON PROVISION OF SERVICES</b>	<b>5,223,550</b>	<b>5,118,200</b>	<b>4,831,250</b>

**Estimated Extract from**  
**Movement in Reserves Statement 2013-15**

	2013/14				2014/15	
	Original Estimate		Revised Estimate		Original Estimate	
	General Fund £	Earmarked Gen Fund Reserves £	General Fund £	Earmarked Gen Fund Reserves £	General Fund £	Earmarked Gen Fund Reserves £
<b>BALANCE AT 1 APRIL</b>	<b>1,250,000</b>	<b>15,898,467</b>	<b>1,250,000</b>	<b>15,945,431</b>	<b>1,250,000</b>	<b>14,000,231</b>
<b>Comprehensive Income &amp; Expenditure</b>						
Surplus / (Deficit) on Provision of Services	(5,223,550)	0	(5,118,200)	0	(4,831,250)	0
<b>Total Comprehensive Income &amp; Expenditure</b>	<b>(5,223,550)</b>	<b>0</b>	<b>(5,118,200)</b>	<b>0</b>	<b>(4,831,250)</b>	<b>0</b>
<b>Adjustments Between Accounting Basis &amp; Funding Basis Under Regulations</b>						
Depreciation of Non-Current Assets	2,515,570	0	2,649,600	0	2,606,110	0
Net Charges made for Retirement Benefits	1,033,550	0	1,904,500	0	1,418,800	0
Minimum Revenue Provision	(34,720)	0	(109,850)	0	(103,560)	0
Capital Exp. Charged to the General Fund	(1,122,750)	0	(1,275,750)	0	(1,507,750)	0
Capital Receipts	4,500	0	4,500	0	4,500	0
<b>Net Increase / (Decrease) Before Transfers to / from Earmarked Reserves</b>	<b>(2,827,400)</b>	<b>0</b>	<b>(1,945,200)</b>	<b>0</b>	<b>(2,413,150)</b>	<b>0</b>
<b>Transfers to / from Earmarked Reserves</b>						
Building Repairs Reserve	29,100	(29,100)	44,900	(44,900)	(3,200)	3,200
Earmarked Reserves	611,600	(611,600)	240,450	(240,450)	(411,500)	411,500
Revenue Reserve for Capital Schemes	1,491,000	(1,491,000)	1,731,000	(1,731,000)	1,751,000	(1,751,000)
General Revenue Reserve	695,700	(695,700)	(71,150)	71,150	1,076,850	(1,076,850)
<b>Increase / (Decrease) in Year</b>	<b>0</b>	<b>(2,827,400)</b>	<b>(0)</b>	<b>(1,945,200)</b>	<b>(0)</b>	<b>(2,413,150)</b>
<b>BALANCE AT 31 MARCH</b>	<b>1,250,000</b>	<b>13,071,067</b>	<b>1,250,000</b>	<b>14,000,231</b>	<b>1,250,000</b>	<b>11,587,081</b>

**2014/15**