

2015/16

Revenue and Capital Budgets



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BUDGET STATEMENT 2015/16

1. Introduction

- 1.1 The revenue and capital budgets for 2015/16 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 £3.3m or 50% over the five-year period 2011/12 to 2015/16 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 2015/16 was around £3.1m.
- 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 £1.4m**.
- 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 £200,000, tranche two

£700,000 and tranche three £500,000 to be achieved by 2016/17, 2017/18 and 2018/19).

- 1.8 As set out above 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 On 17 April 2012, the Council adopted seven key priorities as follows.
- 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.

2.2.2 The current set of seven key priorities apply to 2012/15 and over the coming months the Council will need to develop a new Corporate Performance Plan taking into account the actions identified following consideration of the 2014 Peer Review and recent issues and challenges.

2.2.3 This new Corporate Performance Plan will need to take into account the continuing financial pressure to be placed on the Council's finances over the next parliament, together with government led initiatives, e.g. Welfare Reform. As a result the need to determine what the Council can do and is in the business of doing and, in turn, its priorities for the organisation and our communities.

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'; income generation; 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 The Council is committed to achieving an attractive and well-maintained street and public open space environment.

2.2.6 The Council works with residents, local communities, businesses and a number of partners to help improve our local environment. We continue to be a lead authority in the national "Love Where You Live" campaign and have adopted a "Zero Tolerance" approach to littering, dog fouling and fly tipping.



2.2.7 Working across services and with other external partners an annual Street Scene Action Plan is produced. This plan is regularly reviewed and

includes a range of initiatives, projects and actions aimed at improving our local street scene.

- 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 waste and recycling services are provided which helps us to 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 offer a comprehensive range of healthy weight programmes in a variety of venues across the Borough. In partnership with the Leisure Trust we deliver an effective adult weight loss programme called “Counterweight”, aiming to help 250 people a year achieve their target weight. Our successful family weight management programme called “LEAP” is focussed on children between 4 and 12. Key elements of both programmes are supporting the adoption of healthier lifestyles by losing weight, increasing their physical activity and eating more healthily. We support these courses by offering fun Cook and Eat sessions and a comprehensive programme of health walks at a wide range of venues throughout the Borough.



- 2.2.11 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. As well as providing the free NHS Health Check service to those between 40 and 74 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, through the Kent Healthy Business Award.

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

- 2.2.12 The Council will continue with its programme of holiday activities for young people aged 4 – 18 years old across the Borough. Liaison with Kent County Council’s Kent Integrated Adolescence Support Service to ensure the provision of youth services in the Borough will also continue to be based on identified needs. The Council will work with the Tonbridge and Malling Leisure Trust to offer a varied and affordable programme for young people at its Leisure Centres.



- 2.2.13 The Council will actively support the work of the Tonbridge and Malling Childrens Operational Board with a particular focus on safeguarding, mental health, healthy lifestyles and adolescent engagement.
- 2.2.14 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, Music at Malling Programmes and Festival of Light events. Young people will continue to influence the Council's decision making process through the Youth Forum.
- 2.2.15 Frogsbridge play area was improved with additional toddler play equipment, and new play equipment has been provided at St Philips Church. The Children's play facility at Tonbridge Racecourse will be improved and an additional 'ball court end' will be installed within the Borough based on identified need. The Council's Country Parks will hold a number of free events which will actively engage and educate young people about nature and wildlife within their Borough.

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

- 2.2.16 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.



- 2.2.17 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, weekly 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

- 2.2.18 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.
- 2.2.19 In the year to 31 March 2014 there were more housing completions (net of demolitions) in Tonbridge and Malling than any other Kent District (608)

and the Borough has consistently performed well since 2001/02 ranking fourth out of all the Districts despite the fact over 70% is designated Green Belt and that some other districts were designated growth areas during this period.

- 2.2.20 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 a range of new affordable housing that is suitable and meets the needs of our residents.

- 2.2.21 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.



- 2.2.22 The *Housing Options* model of service delivery which focuses specifically on the prevention of homelessness is now well established within the borough. However, over the last twelve months the Council has seen an increase in the number of households seeking advice and assistance in relation to their housing circumstances. This seems to reflect the prevailing economic circumstances which have seen housing and living costs rise at a rate that has not been matched by increases in household income. As a result, the number of households presenting as homeless has increased, as has the complexity of cases and the use of temporary accommodation. The Council is exploring working in partnership with its Registered Provider partners to provide alternatives to Bed and Breakfast accommodation. As the welfare reform agenda is further implemented the situation is expected to be even more challenging for many low-income households.

- 2.2.23 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>).

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

- 2.2.24 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.

- 2.2.25 In parallel the Council have commissioned a review of its assets in and around the town centre with a view to bringing forward a range of sites for a variety of town centre developments that will secure economic benefit for the town as a whole and help the vitality of the High Street.
- 2.2.26 In partnership with Kent County Council the Borough Council has been awarded a sum of £2.3m from the Local Enterprise Partnership to implement a scheme of traffic management and environmental improvement in the southern part of Tonbridge High Street. This major investment will add practical benefit for pedestrians and result in an aesthetic uplift to this important part of the town centre. The scheme is due to start on site in the summer of 2015, with completion early 2016.
- 2.2.27 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 has recently been completed.
- 2.2.28 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. This scheme, which is under construction and due for completion during 2015, is one of a range of sites planned and in course of development that will increase the local population close to the heart of Tonbridge town centre in support of the sustained success of the independent retail sector in the High Street.
- 2.2.29 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.
- 2.2.30 The Council has continued to give a high priority to supporting local businesses. Working with West Kent partners, free advice and support has been provided to start-up and micro businesses including specialist help for those operating from home. Over the past year, there has been excellent take-up by local businesses of interest-free loans via the ESCALATE programme. It is now closed to all new applicants. Grant support has also been provided to local chambers and traders' group in the Borough's local centres. A new LEADER programme is being developed which will provide grant support for rural businesses with a focus on assisting the farming and forestry sectors. A new focus for the coming year is to engage more with the Borough's business community and the Council is investing in new staff resources to facilitate this.

2.3 Financial Context

- 2.3.1 The Council's Band D tax rate for 2015/16 is **£187.51 (an increase of £3.66 or 1.99%)**. In setting this level of council tax, the Council is to make a contribution of **£73,550** to its General Revenue Reserve.
- 2.3.2 In respect of Government Grant including New Homes Bonus (see paragraph 3 below) in 2015/16 the Council is to receive £6,779,752, an increase of £26,760 or 0.4% when compared to the equivalent figure of £6,752,992 in 2014/15.
- 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.

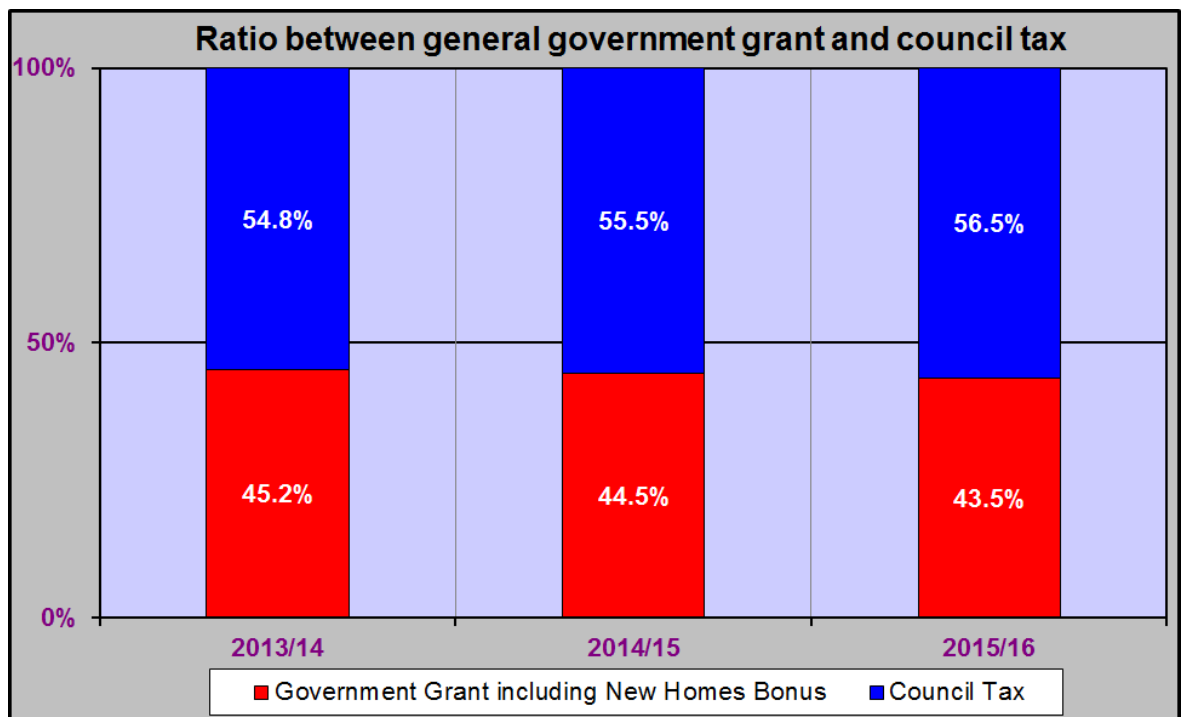
3. Local Government Finance Settlement

- 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 2015/16 is £3,678,599. This represents a cash decrease of £678,519 or 15.6% when compared to the equivalent figure of £4,357,118 in 2014/15. 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.
- 3.3 In addition, the Council's grant award under the New Homes Bonus (NHB) scheme in 2015/16 is £3,101,153 compared to £2,395,874 in 2014/15. Grant funding including NHB is, therefore, £6,779,752. 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	2,089,115	39,170	1.9
Revenue Support Grant	2,307,173	1,589,484	(717,689)	(31.1)
Settlement Funding Assessment	4,357,118	3,678,599	(678,519)	(15.6)
New Homes Bonus	2,395,874	3,101,153	705,279	29.4
Total Grant Funding	6,752,992	6,779,752	26,760	0.4

- 3.4 As can be seen from the table above our total grant funding increased by 0.4% 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 Government grant funding including New Homes Bonus continues the trend whereby the proportion of the Council's budget requirement met from council tax is increasing over time. The chart below shows the ratio between government grant and council tax.



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 As part of the 2013 Spending Review we were advised that the level of council tax increase for 2015/16 above which the Government intends to require local authorities to seek approval of their electorate via a local

referendum was to be set at 2.0% or more including levies and this was reaffirmed on 18 December.

- 4.3 It was also announced as part of the 2013 Spending Review that funding for council tax freezes in 2014/15 and 2015/16 will become part of local authority's baseline funding. To this end the Government announced that it will provide funding equivalent to a 1% increase in council tax in 2014/15 and 2015/16.
- 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 2015/16 compared to a council tax increase of 1.99% would be to add some £125,000 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 £187.51 for 2015/16 (an increase of £3.66 or 1.99%).

5. General Fund

- 5.1 The Council's estimated net revenue expenditure for 2015/16 (prior to any contribution to or from the revenue reserve) amounts to £11,296,350. A contribution of £73,550 is to be made to the revenue reserve giving £11,369,900 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 2015 is £2,988,226, of which our share is £1,195,290. After taking into account that part of the deficit relating to 2013/14 and other adjustments within the Business Rates Retention scheme the shortfall against the 2014/15 baseline is in the order of £224,000 of which £153,000 is to be met by the Council.
- 6.4 The estimated **surplus** on the collection fund in respect of council tax at 31 March 2015 is £614,377, of which our share is £92,290.

7. Council Tax Base

- 7.1 The Council Tax base, as determined by the Director of Finance and Transformation was set at **46,900.52** band D equivalents for 2015/16.

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 2015/16, 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 2015/16 is shown on page 24.

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 2015/16 is 49.3p compared to 48.2p for 2014/15. 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. From 2015/16 the Council is part of the Kent Pool for Business Rates Retention scheme purposes.
- 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 CP30. This is the culmination of a review process which began in January 2015. The progress on existing Capital Plan schemes has been noted and Cabinet on 12 February 2015 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 CP31 to CP39.

13. Cabinet

- 13.1 Cabinet comprises the following Councillors:

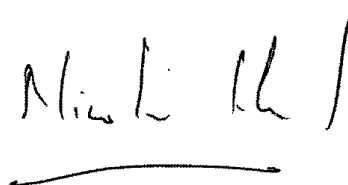
Councillor N Heslop	(Leader)
Councillor Mrs J Anderson	(Housing)
Councillor J Balcombe	(Economic Regeneration)
Councillor M Coffin	(Finance, Innovation and Property)
Councillor Mrs M Heslop	(Leisure, Youth & Arts)
Councillor B Luker	(Environmental Services)
Councillor Mrs S Murray	(Planning and Transportation)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

14. Acknowledgement

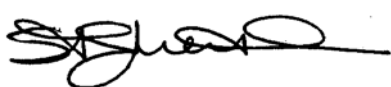
- 14.1 The formulation of the Budget for 2015/16, as in recent years, has been challenging and we are indebted to the staff in Financial Services who have, once again, worked tirelessly to bring both the Budget for 2015/16, and the updated Medium Term Financial Strategy, to fruition. We are also grateful 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.



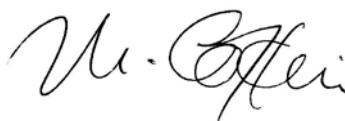
Julie Beilby
Chief Executive



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 2015/16 – 2024/25

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, 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 18 February 2014. The update has been prepared given the circumstances prevailing in February 2015. 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 2015/16.

FINANCIAL CONTEXT

The level of Council Tax set by the Borough Council for the year 2015/16 is £187.51. In setting this level of Council Tax, the contribution to or from the General Revenue Reserve is a contribution to the Reserve of £73,550.

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 £3,678,599 including the parish councils funding of £173,958 in respect of the council tax support scheme. This represented a reduction of £678,519 in cash terms when compared to the equivalent figure of £4,357,118 for 2014/15.

In addition, the Council's grant award under the New Homes Bonus (NHB) scheme in 2015/16 is £3,101,153. This represented an increase of £705,279 in cash terms when compared to the equivalent figure of £2,395,874 for 2014/15.

The Council has seen its general government grant, the Local Government Finance Settlement, fall by more than £3.3m or 50% over the five-year period 2011/12 to 2015/16 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 2015/16 was around £3.1m.

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 £1.4m.

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 £200,000, tranche two £700,000 and tranche three £500,000 to be achieved by 2016/17, 2017/18 and 2018/19).

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.
- Subject to there being sufficient resources within the capital reserve, set a maximum 'annual capital allowance' each year as part of the budget setting process for all new capital schemes (set at £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 2015/16 to 2024/25 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 2020/21.

The Strategy should be read in conjunction with:

- the updated Capital Strategy recommended to Council for adoption by Cabinet on 12 February 2015;
- the Treasury Management Strategy Statement and Annual Investment Strategy for 2015/16 recommended to Council for adoption by Cabinet on 3 February 2015;
- the Council's Key Priorities for 2012/15 adopted by the Council on 17 April 2012;
- the report to Cabinet on 12 February 2015 entitled 'Setting the Budget for 2015/16';
- the report to Cabinet on 12 February 2015 entitled 'Setting the Council Tax 2015/16'; and
- the Budget Statement 2015/16 to which this Strategy is annexed.

This Strategy will be reviewed and updated at least annually.

Director of Finance and Transformation
February 2015

Medium Term Financial Strategy

	Estimate	Projection								
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
EXPENDITURE										
Employees	11,068	11,214	11,433	11,708	11,930	12,210	12,495	12,788	13,085	13,392
Transfer Payments	36,144	36,866	37,602	38,355	20,156	20,559	20,970	21,389	21,817	22,253
Other Expenditure	11,370	11,508	11,570	11,820	12,169	12,438	12,709	12,988	13,273	13,563
Capital Charges	2,987	3,047	3,108	3,170	3,233	3,298	3,364	3,431	3,500	3,570
Total Expenditure	61,569	62,635	63,713	65,053	47,488	48,505	49,538	50,596	51,675	52,778
INCOME										
Fees & Charges	(6,733)	(6,936)	(7,032)	(7,270)	(7,370)	(7,612)	(7,716)	(7,962)	(8,070)	(8,320)
Other Specific Grants & Misc	(36,882)	(37,509)	(38,210)	(38,974)	(20,772)	(21,188)	(21,612)	(22,045)	(22,486)	(22,936)
Investment Income	(176)	(277)	(337)	(439)	(571)	(604)	(587)	(579)	(575)	(558)
Total Income	(43,791)	(44,722)	(45,579)	(46,683)	(28,713)	(29,404)	(29,915)	(30,586)	(31,131)	(31,814)
Appropriations										
Capital Renewals	500	100	0	0	606	1,222	1,239	1,255	1,272	1,290
Provision for new Capital Schemes	289	287	287	287	0	0	0	0	0	0
Other Appropriations	(4,170)	(3,074)	(2,953)	(3,012)	(3,164)	(3,233)	(3,299)	(3,366)	(3,435)	(3,505)
SAVINGS TARGET	0	(200)	(204)	(208)	(212)	(216)	(220)	(224)	(228)	(233)
SAVINGS TARGET	0	0	(700)	(714)	(728)	(743)	(758)	(773)	(788)	(804)
SAVINGS TARGET	0	0	0	(500)	(510)	(520)	(530)	(541)	(552)	(563)
NET BUDGETED SPEND	14,397	15,026	14,564	14,223	14,767	15,611	16,055	16,361	16,813	17,149
FUNDING										
Revenue Reserves	(74)	(52)	(40)	89	157	519	476	267	200	(1)
Government Grant	6,780	5,942	5,105	4,268	4,353	4,440	4,529	4,620	4,712	4,806
Council Tax	8,794	9,136	9,499	9,866	10,257	10,652	11,050	11,474	11,901	12,344
Collection Fund Adjustment	(1,103)	0	0	0	0	0	0	0	0	0
Total Funding	14,397	15,026	14,564	14,223	14,767	15,611	16,055	16,361	16,813	17,149
Council Tax Level at Band D	£187.51	£193.14	£198.93	£204.90	£211.05	£217.38	£223.90	£230.62	£237.54	£244.67
Increase on Previous Year	1.99%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
RESERVES BALANCE CARRIED FORWARD	4,831	4,883	4,923	4,834	4,677	4,158	3,682	3,415	3,215	3,216

Capital Plan Review 2014/15 : Funding of the Draft Capital Plan							
	2014/15 Estimate £'000	2015/16 Estimate £'000	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000	2020/21 Estimate £'000
Capital Plan Schemes							
Capital Renewals	811	768	724	924	638	626	749
Other Recurring Expenditure (net of grants)	489	397	407	407	407	407	407
One-Off Schemes (net of grants & contributions)	491	705	760		15		
Capital Plan Totals	1,791	1,870	1,891	1,331	1,060	1,033	1,156
Add back grants / contributions	1,670	1,072	520	520	670	520	520
Total to be funded	3,461	2,942	2,411	1,851	1,730	1,553	1,676
Funded from:							
Grants							
Disabled Facilities Grant	424	490	490	490	490	490	490
Environment Agency (Town Lock)		230					
Town Wardens (Town Lock)		2					
Ton Racecourse SG Flood Lighting (LSP)	12						
DEFRA Air Quality	150						
Environment Agency (Castle River Bank)	150						
Voter Registration	30						
Revenues & Benefits Grant		60					
Flood Repair Grant	550						
Developer Contributions							
Town Lock		260					
Tonbridge School Athletics Track					150		
Open Spaces Site Improvements Phase 1	31						
Open Spaces Site Improvements Phase 2	13						
Memorial Garden Improvement including Trust Contrib'n	280						
Capital and Other Receipts							
Housing Assistance Grant Repayments	30	30	30	30	30	30	30
Repayment of Mortgages	1	1	1	1	1	1	1
Sale of Public Conveniences	113						
Parking Action Plan Phase 7 received in 2013/14	1						
Balance met from Revenue Reserve for Capital Schemes	1,676	1,869	1,890	1,330	1,059	1,032	1,155
Total funding	3,461	2,942	2,411	1,851	1,730	1,553	1,676

Council 17 February 2015
General Fund Revenue Estimates 2015/16
SUMMARY

	2014/15 ESTIMATE		2015/16
	ORIGINAL £	REVISED £	ESTIMATE £
Corporate Services	2,915,350	3,006,000	3,072,200
Chief Executive	763,100	1,209,600	825,700
Director of Central Services	236,650	45,950	24,650
Director of Finance & Transformation	1,972,250	2,172,300	2,052,300
Director of Planning, Housing & Environmental Health	4,069,750	3,903,950	3,630,350
Director of Street Scene & Leisure	8,327,450	8,348,900	8,288,500
Sub Total	18,284,550	18,686,700	17,893,700
Capital Accounting Reversals			
Non-Current Asset Depreciation	(2,502,550)	(2,533,700)	(2,508,750)
Contributions to / (from) Reserves			
Building Repairs Reserve			
Withdrawals to fund expenditure	(646,800)	(715,450)	(459,700)
Contribution to Reserve	650,000	750,000	500,000
Earmarked Reserves			
Contributions from Reserves			
Borough Signage Reserve	-	(1,200)	-
Business Rates Retention Scheme Reserve	-	(400,000)	(1,100,000)
Business Support Scheme Reserve	-	(222,000)	-
Community Enhancement Fund Reserve	(100,000)	(230,000)	-
Democratic Representation Reserve	-	(5,000)	-
Election Expenses Reserve	-	(2,200)	(133,000)
Environmental Health Initiatives Reserve	-	(5,000)	-
Flood Recovery & Defence Reserve	-	(65,550)	-
High Street Innovation Fund Reserve	-	(27,350)	-
Housing & Welfare Reform Reserve	-	(9,450)	-
Housing Survey Reserve	(3,000)	-	-
Invest to Save Reserve	-	(1,900)	-
Local Development Framework Reserve	(30,000)	(30,000)	(30,000)
Local Strategic Partnership Reserve	-	(4,500)	-
Planning Inquiries Reserve	(35,000)	(35,000)	(18,600)
Repossessions Prevention Fund Reserve	(5,500)	(4,000)	(4,000)
Social Housing Fraud Initiative Reserve	-	(1,900)	(1,900)
Tonbridge Environmental Schemes Reserve	(100,000)	(100,000)	-
Tonbridge Town Centre Reserve	(80,000)	(22,850)	-
Contributions to Reserves			
Election Expenses Reserve	25,000	25,000	25,000
Local Development Framework Reserve	40,000	40,000	40,000
River Wall at Wouldham Reserve	700,000	700,000	-
Revenue Reserve for Capital Schemes			
Withdrawals to fund expenditure			
Non-Current Assets	(1,507,750)	(1,081,000)	(1,391,000)
Revenue Expenditure Funded from Capital	(693,250)	(595,000)	(478,000)
Other contributions to / (from) Reserve (net)	450,000	390,000	789,000
Capital Expenditure Charged to General Fund	1,507,750	1,081,000	1,391,000
International Accounting Standard 19			
Retirement Benefit Costs	3,778,000	4,035,000	4,148,000
Employers Pension Contributions	(2,359,200)	(2,411,000)	(2,507,000)
Contribution to / (from) Pensions Reserve	(1,418,800)	(1,624,000)	(1,641,000)
Government Grants			
New Homes Bonus	(2,395,850)	(2,395,850)	(3,101,150)
Community Right to Challenge New Burden Grant	(8,550)	(8,550)	-
Community Right to Bid New Burden Grant	(7,850)	(7,850)	-
New Homes Bonus Returned In-Year	-	(6,850)	-
Contributions from KCC	(122,000)	(116,250)	(116,250)
VAT Refund	-	(63,950)	-
Release of Provision	-	(20,000)	-
Sub Total	13,419,200	12,960,350	11,296,350
Contribution to / (from) General Revenue Reserve	(1,076,850)	(1,157,000)	73,550
Budget Requirement	12,342,350	11,803,350	11,369,900

ESTIMATES FOR THE FINANCIAL YEAR 2015/16

COUNCIL TAX - BOROUGH COUNCIL AND PARISH COUNCIL REQUIREMENTS

2014/15 Original £	Estimate Revised £	DESCRIPTION	2015/16 Estimate £
12,342,350	11,803,350	BOROUGH COUNCIL REQUIREMENT	11,369,900
1,961,046	1,961,046	PARISH COUNCIL PRECEPTS	2,043,129
14,303,396	13,764,396	Sub-total	13,413,029
2,307,173	2,307,173	LESS:	
21,822,349	21,139,149	Revenue Support Grant	1,589,484
(19,772,404)	(19,772,404)	National Non-Domestic Rates	
-	70,550	Share of National Non-Domestic Rates	21,454,885
-	34,950	(Tariff) / Top Up	(20,150,220)
-	364,050	(Levy) / Safety Net	-
-	10,100	Flood Relief Grant	-
-	178,150	Small Business Rate Relief Grant	371,000
-	(513,600)	Empty Property Re-occupation Relief Grant	143,350
		Retail Relief Grant	270,100
		2013/14 Adjustment	-
9,946,278	9,946,278	Sub-total	9,734,430
96,803	96,803	LESS:	
(532,727)	(532,727)	Collection Fund Adjustments -	
		Council Tax Surplus / (Deficit)	92,290
		National Non-Domestic Rates Surplus / (Deficit)	(1,195,290)
10,382,202	10,382,202	COUNCIL TAX REQUIREMENT	10,837,430

COUNCIL TAX - BAND "D" EQUIVALENT

2014/15 Estimate £	Band "D" Equivalent £	DESCRIPTION	2015/16 Estimate £	Band "D" Equivalent £
48,949,458	1,068.66	KENT COUNTY COUNCIL	51,121,098	1,089.99
6,608,676	144.28	POLICE & CRIME COMMISSIONER FOR KENT	6,901,412	147.15
3,174,253	69.30	KENT & MEDWAY FIRE & RESCUE AUTHORITY	3,313,522	70.65
8,421,156	183.85	TONBRIDGE & MALLING BOROUGH COUNCIL	8,794,301	187.51
67,153,543	1,466.09	BAND "D" COUNCIL TAX (excluding Parishes)	70,130,333	1,495.30
1,961,046	42.81 *	PARISH COUNCILS #	2,043,129	43.56 *
69,114,589	1,508.90	AVERAGE BAND "D" COUNCIL TAX	72,173,462	1,538.86
		* Parish Average		

See page 25 for details of Precepts and Band "D" Council Tax charges for individual Parish Councils

COUNCIL TAX

DRAFT RESOLUTION

1. It be noted that on 17th February 2015 the Council calculated:

- (a) the Council Tax Base 2015/16 for the whole Council area as 46,900.52 [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	376.03
Aylesford	3,903.65
Birling	197.70
Borough Green	1,460.74
Burham	441.40
Ditton	1,719.65
East Malling & Larkfield	4,792.64
East Peckham	1,242.70
Hadlow	1,485.86
Hildenborough	2,145.25
Ightham	1,088.35
Kings Hill	3,739.48
Leybourne	1,475.71
Mereworth	409.29
Offham	370.97
Platt	846.06
Plaxtol	570.45
Ryarsh	266.51
Shipbourne	248.24
Snodland	3,352.46
Stansted	235.98
Trottiscliffe	262.72
Wateringbury	884.84
West Malling	1,088.72
West Peckham	173.93
Wouldham	485.54
Wrotham	794.87

2. £8,794,301 being the Council Tax requirement for the Council's own purposes for 2015/16 (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 2015/16 in accordance with Sections 31 to 36 of the Act:

- (a) £86,790,639 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) £75,953,209 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
- (c) £10,837,430 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) £231.07 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) £2,043,129 being the aggregate amount of all special items (Parish precepts). [Item S in Section 34(3) of the Act].
- (f) £187.51 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) <u>Part of the Council's area</u>	£
Addington	236.96
Aylesford	230.17
Birling	231.88
Borough Green	285.63
Burham	229.46
Ditton	305.24
East Malling & Larkfield	234.16
East Peckham	276.25
Hadlow	239.17
Hildenborough	202.51
Ightham	275.52
Kings Hill	245.26
Leybourne	263.50
Mereworth	214.05
Offham	231.74
Platt	247.91
Plaxtol	228.69
Ryarsh	241.12
Shipbourne	221.98
Snodland	257.81
Stansted	253.62
Trottiscliffe	231.28
Wateringbury	265.31
West Malling	253.44
West Peckham	204.75
Wouldham	243.90
Wrotham	262.76

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

<u>Part of the</u> <u>Council's area</u>	A £	B £	C £	D £	E £	F £	G £	H £
Tonbridge	125.01	145.84	166.68	187.51	229.18	270.85	312.52	375.02
Addington	157.97	184.30	210.63	236.96	289.62	342.28	394.93	473.92
Aylesford	153.45	179.02	204.60	230.17	281.32	332.47	383.62	460.34
Birling	154.59	180.35	206.12	231.88	283.41	334.94	386.47	463.76
Borough Green	190.42	222.16	253.89	285.63	349.10	412.58	476.05	571.26
Burham	152.97	178.47	203.96	229.46	280.45	331.44	382.43	458.92
Ditton	203.49	237.41	271.32	305.24	373.07	440.90	508.73	610.48
East Malling & Larkfield	156.11	182.12	208.14	234.16	286.20	338.23	390.27	468.32
East Peckham	184.17	214.86	245.56	276.25	337.64	399.03	460.42	552.50
Hadlow	159.45	186.02	212.60	239.17	292.32	345.47	398.62	478.34
Hildenborough	135.01	157.51	180.01	202.51	247.51	292.51	337.52	405.02
Ightham	183.68	214.29	244.91	275.52	336.75	397.97	459.20	551.04
Kings Hill	163.51	190.76	218.01	245.26	299.76	354.26	408.77	490.52
Leybourne	175.67	204.94	234.22	263.50	322.06	380.61	439.17	527.00
Mereworth	142.70	166.48	190.27	214.05	261.62	309.18	356.75	428.10
Offham	154.49	180.24	205.99	231.74	283.24	334.74	386.23	463.48
Platt	165.27	192.82	220.36	247.91	303.00	358.09	413.18	495.82
Plaxtol	152.46	177.87	203.28	228.69	279.51	330.33	381.15	457.38
Ryarsh	160.75	187.54	214.33	241.12	294.70	348.28	401.87	482.24
Shipbourne	147.99	172.65	197.32	221.98	271.31	320.64	369.97	443.96
Snodland	171.87	200.52	229.16	257.81	315.10	372.39	429.68	515.62
Stansted	169.08	197.26	225.44	253.62	309.98	366.34	422.70	507.24
Trottiscliffe	154.19	179.88	205.58	231.28	282.68	334.07	385.47	462.56
Watlingbury	176.87	206.35	235.83	265.31	324.27	383.23	442.18	530.62
West Malling	168.96	197.12	225.28	253.44	309.76	366.08	422.40	506.88
West Peckham	136.50	159.25	182.00	204.75	250.25	295.75	341.25	409.50
Wouldham	162.60	189.70	216.80	243.90	298.10	352.30	406.50	487.80
Wrotham	175.17	204.37	233.56	262.76	321.15	379.54	437.93	525.52

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 2015/16 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>Valuation Bands</u>								
<u>Precepting Authority</u>	A £	B £	C £	D £	E £	F £	G £	H £
The Police & Crime Commissioner for Kent	98.10	114.45	130.80	147.15	179.85	212.55	245.25	294.30
Kent & Medway Fire & Rescue Authority	47.10	54.95	62.80	70.65	86.35	102.05	117.75	141.30
Kent County Council	726.66	847.77	968.88	1,089.99	1,332.21	1,574.43	1,816.65	2,179.98

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 2015/16, for each of the categories of dwellings shown below:

<u>Valuation Bands</u>								
<u>Part of the Council's area</u>	A £	B £	C £	D £	E £	F £	G £	H £
Tonbridge	996.87	1,163.01	1,329.16	1,495.30	1,827.59	2,159.88	2,492.17	2,990.60
Addington	1,029.83	1,201.47	1,373.11	1,544.75	1,888.03	2,231.31	2,574.58	3,089.50
Aylesford	1,025.31	1,196.19	1,367.08	1,537.96	1,879.73	2,221.50	2,563.27	3,075.92
Birling	1,026.45	1,197.52	1,368.60	1,539.67	1,881.82	2,223.97	2,566.12	3,079.34
Borough Green	1,062.28	1,239.33	1,416.37	1,593.42	1,947.51	2,301.61	2,655.70	3,186.84
Burham	1,024.83	1,195.64	1,366.44	1,537.25	1,878.86	2,220.47	2,562.08	3,074.50
Ditton	1,075.35	1,254.58	1,433.80	1,613.03	1,971.48	2,329.93	2,688.38	3,226.06
East Malling & Larkfield	1,027.97	1,199.29	1,370.62	1,541.95	1,884.61	2,227.26	2,569.92	3,083.90
East Peckham	1,056.03	1,232.03	1,408.04	1,584.04	1,936.05	2,288.06	2,640.07	3,168.08
Hadlow	1,031.31	1,203.19	1,375.08	1,546.96	1,890.73	2,234.50	2,578.27	3,093.92
Hildenborough	1,006.87	1,174.68	1,342.49	1,510.30	1,845.92	2,181.54	2,517.17	3,020.60
Ightham	1,055.54	1,231.46	1,407.39	1,583.31	1,935.16	2,287.00	2,638.85	3,166.62
Kings Hill	1,035.37	1,207.93	1,380.49	1,553.05	1,898.17	2,243.29	2,588.42	3,106.10
Leybourne	1,047.53	1,222.11	1,396.70	1,571.29	1,920.47	2,269.64	2,618.82	3,142.58
Mereworth	1,014.56	1,183.65	1,352.75	1,521.84	1,860.03	2,198.21	2,536.40	3,043.68
Offham	1,026.35	1,197.41	1,368.47	1,539.53	1,881.65	2,223.77	2,565.88	3,079.06
Platt	1,037.13	1,209.99	1,382.84	1,555.70	1,901.41	2,247.12	2,592.83	3,111.40
Plaxtol	1,024.32	1,195.04	1,365.76	1,536.48	1,877.92	2,219.36	2,560.80	3,072.96
Ryarsh	1,032.61	1,204.71	1,376.81	1,548.91	1,893.11	2,237.31	2,581.52	3,097.82
Shipbourne	1,019.85	1,189.82	1,359.80	1,529.77	1,869.72	2,209.67	2,549.62	3,059.54
Snodland	1,043.73	1,217.69	1,391.64	1,565.60	1,913.51	2,261.42	2,609.33	3,131.20
Stansted	1,040.94	1,214.43	1,387.92	1,561.41	1,908.39	2,255.37	2,602.35	3,122.82
Trottscliffe	1,026.05	1,197.05	1,368.06	1,539.07	1,881.09	2,223.10	2,565.12	3,078.14
Wateringbury	1,048.73	1,223.52	1,398.31	1,573.10	1,922.68	2,272.26	2,621.83	3,146.20
West Malling	1,040.82	1,214.29	1,387.76	1,561.23	1,908.17	2,255.11	2,602.05	3,122.46
West Peckham	1,008.36	1,176.42	1,344.48	1,512.54	1,848.66	2,184.78	2,520.90	3,025.08
Wouldham	1,034.46	1,206.87	1,379.28	1,551.69	1,896.51	2,241.33	2,586.15	3,103.38
Wrotham	1,047.03	1,221.54	1,396.04	1,570.55	1,919.56	2,268.57	2,617.58	3,141.10

Financial arrangements with Parish councils 2015/16

Parish council	Basic allocation £	Cemeteries & churchyards £	Footway lighting £	Total £
Addington	2,355	921	-	3,276
Aylesford	15,920	8,317	2,670	26,907
Birling	2,355	1,720	140	4,215
Borough Green	5,317	-	1,344	6,661
Burham	2,355	1,437	192	3,984
Ditton	7,138	1,065	-	8,203
East Malling & Larkfield	19,899	2,564	611	23,074
East Peckham	4,989	3,426	1,152	9,567
Hadlow	5,889	7,382	35	13,306
Hildenborough	7,356	2,198	105	9,659
Ightham	2,958	2,714	-	5,672
Kings Hill	9,587	-	-	9,587
Leybourne	5,006	766	332	6,104
Mereworth	2,355	2,156	-	4,511
Offham	2,355	771	-	3,126
Platt	2,461	2,102	367	4,930
Plaxtol	2,355	2,068	244	4,667
Ryarsh	2,355	838	419	3,612
Shipbourne	2,355	1,337	-	3,692
Snodland	14,797	12,033	2,426	29,256
Stansted	2,355	1,036	-	3,391
Trottiscliffe	2,355	450	-	2,805
Wateringbury	2,982	4,685	698	8,365
West Malling	3,817	3,667	1,641	9,125
West Peckham	2,355	1,096	-	3,451
Wouldham	2,355	665	140	3,160
Wrotham	2,583	4,282	943	7,808
Total	138,959	69,696	13,459	222,114

Parish council precepts

Precept for 2014/15 £	Parish council	Precept for 2015/16 £	Tax base	Amount per band D property £	Per band D variation %
18,595.67	Addington	18,594.68	376.03	49.45	0.0
166,714.20	Aylesford	166,525.96	3,903.65	42.66	(2.7)
7,200.00	Birling	8,772.00	197.70	44.37	18.5
139,355.00	Borough Green	143,334.00	1,460.74	98.12	1.0
18,242.37	Burham	18,516.02	441.40	41.95	(1.0)
195,081.40	Ditton	202,450.58	1,719.65	117.73	1.2
217,353.52	E. Malling & Larkfield	223,560.93	4,792.64	46.65	1.9
109,110.00	East Peckham	110,274.00	1,242.70	88.74	0.4
75,639.00	Hadlow	76,764.00	1,485.86	51.66	(0.8)
29,358.62	Hildenborough	32,178.55	2,145.25	15.00	9.2
94,866.00	Ightham	95,784.00	1,088.35	88.01	(0.1)
190,127.00	Kings Hill	215,938.00	3,739.48	57.75	9.0
103,328.00	Leybourne	112,139.00	1,475.71	75.99	0.0
10,775.19	Mereworth	10,861.11	409.29	26.54	0.4
16,408.98	Offham	16,408.98	370.97	44.23	1.9
48,600.00	Platt	51,100.00	846.06	60.40	5.3
23,490.00	Plaxtol	23,490.00	570.45	41.18	(0.5)
15,647.00	Ryarsh	14,287.60	266.51	53.61	0.0
8,481.00	Shipbourne	8,556.83	248.24	34.47	0.0
226,224.00	Snodland	235,677.00	3,352.46	70.30	1.5
15,223.00	Stansted	15,600.00	235.98	66.11	3.7
11,500.00	Trottiscliffe	11,500.00	262.72	43.77	0.2
64,214.77	Watlingbury	68,844.24	884.84	77.80	6.0
70,373.00	West Malling	71,780.00	1,088.72	65.93	(2.0)
2,987.00	West Peckham	2,998.00	173.93	17.24	(3.5)
24,981.00	Wouldham	27,381.00	485.54	56.39	0.2
57,170.06	Wrotham	59,813.00	794.87	75.25	2.4
1,961,045.78	Total	2,043,129.48	34,059.74		

CORPORATE SERVICES

SUMMARY

		2014/15		2015/16
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
1	SALARIES & ONCOSTS	11,597,000	11,539,550	11,482,800
2	OVERHEAD EXPENSES	4,232,000	4,301,550	3,954,800
3	RECHARGES TO SERVICE BUDGETS	(15,092,500)	(14,974,600)	(14,506,650)
NON DISTRIBUTED COSTS		736,500	866,500	930,950
4	DEMOCRATIC REPRESENTATION	1,557,000	1,501,800	1,502,250
5	CORPORATE MANAGEMENT	618,050	628,450	629,800
6	CAPITAL PROGRAMME REVENUE EXPENSES	3,800	9,250	9,200
		2,915,350	3,006,000	3,072,200

CORPORATE SERVICES

		2014/15		2015/16
		ORIGINAL £	REVISED £	ESTIMATE £
1	<u>SALARIES & ONCOSTS</u>			
	Salaries - see analysis page CS 9	9,976,250	9,808,000	9,803,950
	Superannuation Backfunding	1,322,000	1,322,000	1,388,000
	Senior Management Restructure	32,500	-	-
	Staff Turnover Saving	(140,000)	(80,000)	(140,000)
	Apprenticeship Scheme	16,500	11,200	16,500
	Termination Payments	303,000	388,100	331,100
	Recruitment & Training	86,750	90,250	83,250
		11,597,000	11,539,550	11,482,800
2	<u>OVERHEAD EXPENSES</u>			
	(a) <u>COUNCIL OFFICES</u>			
	Employees	141,650	138,450	135,000
	Premises Related Expenses	720,300	726,500	562,600
	Supplies & Services	33,150	35,000	35,000
		895,100	899,950	732,600
	Less Income	(42,050)	(44,950)	(46,600)
	<u>Sub-total</u>	853,050	855,000	686,000
	Central, Departmental & Technical Support Services	63,300	57,700	56,650
	Depreciation & Impairment	148,750	148,750	148,350
		1,065,100	1,061,450	891,000

CORPORATE SERVICES

2. OVERHEAD EXPENSES (Continued)

(b) PRINTING SECTION & MULTI FUNCTION DEVICES

	2014/15		2015/16
	ORIGINAL £	REVISED £	ESTIMATE £
Employees	99,700	93,700	76,250
Supplies & Services	83,550	80,350	80,350
	<hr/>	<hr/>	<hr/>
	183,250	174,050	156,600
Less Income	(34,550)	(40,550)	(31,550)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	148,700	133,500	125,050
Central, Departmental & Technical Support Services	73,450	76,100	67,400
Depreciation & Impairment	38,400	37,400	29,150
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	260,550	247,000	221,600
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(c) CUSTOMER SERVICES

Employees	320,850	316,950	311,700
Premises Related Expenses	5,200	5,200	5,200
Supplies & Services	55,550	49,250	49,150
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	381,600	371,400	366,050
Less Income	(145,450)	(137,700)	(120,700)
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<u>Sub-total</u>	236,150	233,700	245,350
Central, Departmental & Technical Support Services	218,700	198,950	166,100
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	454,850	432,650	411,450
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CORPORATE SERVICES

2. OVERHEAD EXPENSES (Continued)

(d) GENERAL ADMINISTRATION

	2014/15	
	ORIGINAL £	REVISED £
		2015/16 ESTIMATE £
Employees	17,100	16,850
Supplies & Services	107,650	108,800
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	124,750	125,650
		120,350
Less Income	(150)	(150)
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<u>Sub-total</u>	124,600	120,200
Central, Departmental & Technical Support Services	32,100	38,350
	<hr/>	<hr/>
	156,700	163,850
	<hr/>	<hr/>

(e) DEPARTMENTAL ADMINISTRATION

Transport Related Expenses	258,850	254,250	248,300
Supplies & Services	275,800	268,700	248,200
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	534,650	522,950	496,500
Less Income	(258,650)	(210,050)	(212,250)
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<u>Sub-total</u>	276,000	312,900	284,250
Depreciation & Impairment	32,000	20,450	19,700
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	308,000	333,350	303,950
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CORPORATE SERVICES

2. OVERHEAD EXPENSES (Continued)

(f) SNACK FACILITIES

	2014/15		2015/16
	ORIGINAL £	REVISED £	ESTIMATE £
Supplies & Services	5,750	5,750	5,750
Less Income	(9,200)	(200)	(200)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(3,450)	5,550	5,550
Central, Departmental & Technical Support Services	3,550	3,000	2,950
Depreciation & Impairment	2,300	200	1,300
	<hr/>	<hr/>	<hr/>
	2,400	8,750	9,800
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(g) INFORMATION TECHNOLOGY SERVICES

Employees	830,100	837,900	830,600
Transport Related Expenses	250	250	250
Supplies & Services	562,550	626,650	591,450
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<u>Sub-total</u>	1,392,900	1,464,800	1,422,300
Central, Departmental & Technical Support Services	236,200	231,500	209,250
Depreciation & Impairment	355,300	358,200	346,800
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	1,984,400	2,054,500	1,978,350
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CORPORATE SERVICES

3. SUMMARY

	2014/15		2015/16
	ORIGINAL £	REVISED £	ESTIMATE £
Salaries & Oncosts	11,597,000	11,539,550	11,482,800
Overhead Expenses :			
(a) Council Offices	1,065,100	1,061,450	891,000
(b) Printing & Multi Function Devices	260,550	247,000	221,600
(c) Customer Services	454,850	432,650	411,450
(d) General Administration	156,700	163,850	138,650
(e) Departmental Administration	308,000	333,350	303,950
(f) Snack Facilities	2,400	8,750	9,800
(g) Information Technology Services	1,984,400	2,054,500	1,978,350
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	15,829,000	15,841,100	15,437,600
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Less Recharged to :			
Planning, Housing & Environmental Health	(5,730,150)	(5,586,200)	(5,495,750)
Street Scene & Leisure	(1,799,150)	(1,834,050)	(1,758,150)
Central Services	(939,800)	(890,050)	(859,200)
Finance & Transformation	(2,326,600)	(2,425,100)	(2,278,800)
Corporate Services	(1,815,250)	(1,785,850)	(1,762,500)
Chief Executive	(443,850)	(443,050)	(460,650)
Other Services	(1,000)	(850)	(850)
Holding Accounts	(2,036,700)	(2,009,450)	(1,890,750)
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	(15,092,500)	(14,974,600)	(14,506,650)
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<u>TO SUMMARY</u>	736,500	866,500	930,950
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CORPORATE SERVICES

4 DEMOCRATIC REPRESENTATION

(a) DEMOCRATIC ADMINISTRATION

Employees	361,100	354,550	347,900
Premises Related Expenses	7,500	7,500	7,500
Supplies & Services	9,300	8,000	6,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	377,900	370,050	361,400

Central, Departmental & Technical Support Services	515,550	479,400	470,900
	<hr/>	<hr/>	<hr/>
	893,450	849,450	832,300
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(b) PAYMENTS TO MEMBERS

Transport Related Expenses	12,000	10,000	10,000
Supplies & Services	428,650	414,800	428,650
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<u>Sub-total</u>	440,650	424,800	438,650

Central, Departmental & Technical Support Services	24,900	26,800	26,800
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	465,550	451,600	465,450
	<hr/>	<hr/>	<hr/>

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

Employees	45,550	45,650	45,600
Transport Related Expenses	21,500	15,000	19,500
Supplies & Services	29,050	29,150	29,150
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	96,100	89,800	94,250

Central, Departmental & Technical Support Services	101,900	110,950	110,250
	<hr/>	<hr/>	<hr/>
	198,000	200,750	204,500
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<u>TO SUMMARY</u>	1,557,000	1,501,800	1,502,250
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CORPORATE SERVICES

		2014/15		2015/16
		ORIGINAL £	REVISED £	ESTIMATE £
5	<u>CORPORATE MANAGEMENT</u>			
	(a) <u>CORPORATE POLICY</u>			
	Employees	87,550	90,750	88,700
	Supplies & Services	1,000	300	500
	<u>Sub-total</u>	88,550	91,050	89,200
	Central, Departmental & Technical Support Services	391,000	404,000	407,950
		479,550	495,050	497,150
	(b) <u>PUBLIC ACCOUNTABILITY</u>			
	Supplies & Services	64,650	60,000	60,000
	Central, Departmental & Technical Support Services	73,850	73,400	72,650
		138,500	133,400	132,650
	<u>TO SUMMARY</u>	618,050	628,450	629,800
6	<u>CAPITAL PROGRAMME REVENUE EXPENSES</u>			
	Employees	116,900	114,000	108,600
	Less Income	(210,050)	(191,100)	(182,550)
	<u>Sub-total</u>	(93,150)	(77,100)	(73,950)
	Central, Departmental & Technical Support Services	96,950	86,350	83,150
	<u>TO SUMMARY</u>	3,800	9,250	9,200

EMPLOYEES - SALARIES

SERVICE ANALYSIS OF EXPENDITURE

	Basic Salaries	Overtime	Temporary Staff	Total Salaries	Council Contributions Nat. Ins.	Supern.	Total Salaries & Oncosts
	£	£	£	£	£	£	£
<u>2014/15 ESTIMATE</u>							
Original Estimate	7,865,700	31,950	382,000	8,279,650	620,400	1,076,200	9,976,250
Revised Estimate	7,625,100	48,100	452,300	8,125,500	593,850	1,088,650	9,808,000
<u>2015/16 ESTIMATE</u>							
Service							
Administration & Property	558,300	14,900	500	573,700	43,850	82,350	699,900
Environmental Health & Housing	980,750	2,500	1,000	984,250	72,300	141,350	1,197,900
Executive	510,250	2,250	6,000	518,500	42,500	76,000	637,000
Finance	1,523,750	6,250	108,650	1,638,650	114,400	214,500	1,967,550
Information Technology	608,550	1,200	43,250	653,000	52,200	85,250	790,450
Legal	254,850	2,600	16,000	273,450	20,750	38,150	332,350
Personnel	409,450	-	60,000	469,450	25,950	54,150	549,550
Planning & Transportation	2,003,250	4,700	-	2,007,950	159,000	279,650	2,446,600
Street Scene & Leisure	925,150	900	49,300	975,350	70,500	136,800	1,182,650
	7,774,300	35,300	284,700	8,094,300	601,450	1,108,200	9,803,950

CHIEF EXECUTIVE

SUMMARY

	2014/15		2015/16
	ORIGINAL £	REVISED £	ESTIMATE £
1 COMMUNITY DEVELOPMENT	93,350	127,450	99,550
2 ELECTIONS	334,400	355,150	459,400
3 GRANTS & PAYMENTS	262,450	393,400	165,000
4 CLIMATE CHANGE	19,550	8,450	9,150
5 ECONOMIC DEVELOPMENT & REGENERATION	53,350	325,150	92,600
	<hr/>	<hr/>	<hr/>
	763,100	1,209,600	825,700
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CHIEF EXECUTIVE

1 COMMUNITY DEVELOPMENT

Employees

Supplies & Services

Less Income

Sub-total

**Central, Departmental & Technical
Support Services**

TO SUMMARY

2014/15		2015/16
ORIGINAL	REVISED	ESTIMATE
£	£	£
43,600	40,400	46,900
20,000	65,650	30,150
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63,600	106,050	77,050
-	(10,150)	(10,150)
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63,600	95,900	66,900
29,750	31,550	32,650
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93,350	127,450	99,550
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CHIEF EXECUTIVE

2 ELECTIONS

(a) ELECTORAL REGISTRATION

	2014/15		2015/16
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Employees	64,900	60,150	63,450
Supplies & Services	55,550	100,150	71,350
	<hr/>	<hr/>	<hr/>
	120,450	160,300	134,800
Less Income	(26,000)	(46,350)	(40,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	94,450	113,950	94,800
Central, Departmental & Technical Support Services	133,550	131,550	123,650
Depreciation & Impairment	-	6,000	6,000
	<hr/>	<hr/>	<hr/>
	228,000	251,500	224,450
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(b) CONDUCT OF ELECTIONS

Employees	16,700	15,550	17,000
Premises Related Expenses	-	200	10,400
Supplies & Services	-	2,000	131,600
	<hr/>	<hr/>	<hr/>
	16,700	17,750	159,000
Less Income	-	-	(9,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	16,700	17,750	150,000
Central, Departmental & Technical Support Services	89,700	85,900	84,950
	<hr/>	<hr/>	<hr/>
	106,400	103,650	234,950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	334,400	355,150	459,400
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CHIEF EXECUTIVE

		2014/15		2015/16
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
3	<u>GRANTS & PAYMENTS</u>			
	Supplies & Services	251,000	381,000	151,000
	Central, Departmental & Technical Support Services	11,450	12,400	14,000
	<u>TO SUMMARY</u>	262,450	393,400	165,000
4	<u>CLIMATE CHANGE</u>			
	Employees	12,500	5,050	5,650
	Supplies & Services	1,500	1,500	1,500
	<u>Sub-total</u>	14,000	6,550	7,150
	Central, Departmental & Technical Support Services	5,550	1,900	2,000
	<u>TO SUMMARY</u>	19,550	8,450	9,150
5	<u>ECONOMIC DEVELOPMENT & REGENERATION</u>			
	Employees	24,400	40,750	50,600
	Supplies & Services	17,200	266,550	22,200
	<u>Sub-total</u>	41,600	307,300	72,800
	Central, Departmental & Technical Support Services	11,750	17,850	19,800
	<u>TO SUMMARY</u>	53,350	325,150	92,600

DIRECTOR OF CENTRAL SERVICES

SUMMARY

	2014/15		2015/16
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1 TONBRIDGE CASTLE GATEHOUSE	22,900	11,300	27,500
2 COMMUNITY SAFETY	200,050	159,900	155,250
3 INFORMATION & PUBLICITY	139,300	138,850	132,800
4 LOCAL LAND CHARGES	(41,900)	(77,250)	(85,450)
5 PUBLIC RIGHTS OF WAY	850	800	800
6 INDUSTRIAL ESTATE	(66,100)	(91,850)	(66,850)
7 COMMERCIAL PROPERTY	(250,750)	(249,550)	(252,200)
8 VALE RISE DEPOT	-	-	-
9 LAND REVIEW	138,900	89,950	56,050
10 ITINERANTS	3,600	-	-
11 BOROUGH CHRISTMAS LIGHTING	17,050	16,650	16,950
12 LICENCES	72,750	47,150	39,800
	<hr/>	<hr/>	<hr/>
	236,650	45,950	24,650
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DIRECTOR OF CENTRAL SERVICES

		2014/15		2015/16
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
1	<u>TONBRIDGE CASTLE GATEHOUSE</u>			
	Employees	7,350	7,250	6,900
	Premises Related Expenses	23,700	10,900	25,850
	Supplies & Services	11,300	10,550	10,550
		<hr/>	<hr/>	<hr/>
		42,350	28,700	43,300
	Less Income	(34,500)	(31,500)	(29,500)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	7,850	(2,800)	13,800
	Central, Departmental & Technical Support Services	13,050	12,100	11,950
	Depreciation & Impairment	2,000	2,000	1,750
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	22,900	11,300	27,500
		<hr/>	<hr/>	<hr/>
2	<u>COMMUNITY SAFETY</u>			
	Employees	65,000	102,200	101,650
	Supplies & Services	52,200	32,200	32,200
		<hr/>	<hr/>	<hr/>
		117,200	134,400	133,850
	Less Income	(34,850)	(34,850)	(34,850)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	82,350	99,550	99,000
	Central, Departmental & Technical Support Services	117,700	60,350	56,250
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	200,050	159,900	155,250
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DIRECTOR OF CENTRAL SERVICES

		2014/15		2015/16
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
3	<u>INFORMATION & PUBLICITY</u>			
	Employees	77,650	82,450	82,500
	Supplies & Services	12,000	12,000	12,000
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	89,650	94,450	94,500
	Central, Departmental & Technical Support Services	49,650	44,400	38,300
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	139,300	138,850	132,800
		<hr/>	<hr/>	<hr/>
4	<u>LOCAL LAND CHARGES</u>			
	Employees	131,500	131,400	125,750
	Supplies & Services	45,700	22,450	25,800
		<hr/>	<hr/>	<hr/>
		177,200	153,850	151,550
	Less Income	(315,100)	(315,100)	(315,100)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(137,900)	(161,250)	(163,550)
	Central, Departmental & Technical Support Services	96,000	84,000	78,100
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	(41,900)	(77,250)	(85,450)
		<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

		2014/15		2015/16
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
5	<u>PUBLIC RIGHTS OF WAY</u>			
	Employees	200	250	250
	Central, Departmental & Technical Support Services	650	550	550
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	850	800	800
		<hr/>	<hr/>	<hr/>
6	<u>INDUSTRIAL ESTATE</u>			
	Employees	1,650	1,750	1,800
	Less Income	(71,850)	(96,850)	(71,850)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(70,200)	(95,100)	(70,050)
	Central, Departmental & Technical Support Services	4,100	3,250	3,200
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	(66,100)	(91,850)	(66,850)
		<hr/>	<hr/>	<hr/>
7	<u>COMMERCIAL PROPERTY</u>			
	Employees	5,200	5,400	5,550
	Premises Related Expenses	7,300	9,800	7,350
		<hr/>	<hr/>	<hr/>
		12,500	15,200	12,900
	Less Income	(271,100)	(272,000)	(272,150)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(258,600)	(256,800)	(259,250)
	Central, Departmental & Technical Support Services	7,850	7,250	7,050
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	(250,750)	(249,550)	(252,200)
		<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

		2014/15		2015/16
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
8	<u>VALE RISE DEPOT</u>			
	Employees	6,250	6,450	6,050
	Premises Related Expenses	16,100	16,000	16,350
		<hr/>	<hr/>	<hr/>
		22,350	22,450	22,400
	Less Income	(33,650)	(34,100)	(33,900)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(11,300)	(11,650)	(11,500)
	Central, Departmental & Technical Support Services	3,000	2,800	2,650
	Depreciation & Impairment	8,300	8,850	8,850
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	-	-	-
		<hr/>	<hr/>	<hr/>
9	<u>LAND REVIEW</u>			
	Employees	36,800	38,300	39,450
	Premises Related Expenses	24,200	31,800	19,950
	Supplies & Services	86,000	28,850	6,000
		<hr/>	<hr/>	<hr/>
		147,000	98,950	65,400
	Less Income	(32,150)	(32,800)	(32,150)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	114,850	66,150	33,250
	Central, Departmental & Technical Support Services	24,050	23,800	22,800
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	138,900	89,950	56,050
		<hr/>	<hr/>	<hr/>
10	<u>ITINERANTS</u>			
	Employees	2,350	-	-
	Central, Departmental & Technical Support Services	1,250	-	-
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	3,600	-	-
		<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

		2014/15		2015/16
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
11	<u>BOROUGH CHRISTMAS LIGHTING</u>			
	Supplies & Services	16,000	15,700	16,000
	Central, Departmental & Technical Support Services	1,050	950	950
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	17,050	16,650	16,950
		<hr/>	<hr/>	<hr/>
12	<u>LICENCES</u>			
	a) <u>FEE PAYING</u>			
	Employees	152,000	149,900	147,700
	Premises Related Expenses	50	50	50
	Supplies & Services	6,300	4,300	3,800
		<hr/>	<hr/>	<hr/>
		158,350	154,250	151,550
	Less Income	(221,100)	(232,350)	(231,550)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(62,750)	(78,100)	(80,000)
		<hr/>	<hr/>	<hr/>
	Central, Departmental & Technical Support Services	102,150	94,400	89,700
		<hr/>	<hr/>	<hr/>
		39,400	16,300	9,700
		<hr/>	<hr/>	<hr/>
	b) <u>NON FEE PAYING</u>			
	Employees	20,050	19,000	18,800
	Central, Departmental & Technical Support Services	13,300	11,850	11,300
		<hr/>	<hr/>	<hr/>
		33,350	30,850	30,100
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	72,750	47,150	39,800
		<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

SUMMARY

	2014/15		2015/16
	ORIGINAL £	REVISED £	ESTIMATE £
1 HOUSING ADVANCES	7,700	4,100	4,100
2 HOUSING BENEFITS & COUNTER FRAUD	429,200	600,050	535,750
3 LOCAL REVENUE & NNDR COLLECTION	569,650	593,900	542,800
4 COUNCIL TAX SUPPORT	328,100	338,750	343,050
5 INTEREST & TRANSFERS	(34,050)	(39,300)	(50,600)
6 DRAINAGE BOARDS SPECIAL LEVIES	381,050	381,000	387,900
7 FINANCIAL ARRANGEMENTS WITH PARISH COUNCILS	226,100	224,550	226,800
8 GENERAL ADVICE TO PARISH COUNCILS	59,500	59,250	57,500
9 CONTRIBUTIONS TO PROVISIONS	5,000	5,000	5,000
10 ITEMS FUNDED FROM RESERVES	-	5,000	-
	<hr/>	<hr/>	<hr/>
	1,972,250	2,172,300	2,052,300
	<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

	2014/15		2015/16
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
	350	300	300
	2,900	2,900	2,900
	<hr/>	<hr/>	<hr/>
	3,250	3,200	3,200
	(1,000)	(900)	(900)
	<hr/>	<hr/>	<hr/>
	2,250	2,300	2,300
	5,450	1,800	1,800
	<hr/>	<hr/>	<hr/>
	7,700	4,100	4,100
	<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

**2 HOUSING BENEFITS
& COUNTER FRAUD**

(a) HOUSING BENEFITS

	2014/15		2015/16
	ORIGINAL £	REVISED £	ESTIMATE £
Employees	336,900	371,400	338,900
Supplies & Services	29,700	45,900	31,650
Housing Benefits	33,935,100	34,915,200	36,143,750
	<hr/>	<hr/>	<hr/>
	34,301,700	35,332,500	36,514,300
Less Income	(34,355,050)	(35,211,550)	(36,436,300)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(53,350)	120,950	78,000
Central, Departmental & Technical Support Services	377,050	358,800	343,450
	<hr/>	<hr/>	<hr/>
	323,700	479,750	421,450
	<hr/>	<hr/>	<hr/>

(b) FRAUD PREVENTION

Employees	71,850	79,550	74,850
Supplies & Services	3,000	3,000	3,000
	<hr/>	<hr/>	<hr/>
	74,850	82,550	77,850
Less Income	(71,900)	(71,900)	(70,100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	2,950	10,650	7,750
Central, Departmental & Technical Support Services	102,550	109,650	106,550
	<hr/>	<hr/>	<hr/>
	105,500	120,300	114,300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	429,200	600,050	535,750
	<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

		2014/15		2015/16
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
3	<u>LOCAL REVENUE & NNDR COLLECTION</u>			
	Employees	411,150	400,650	413,950
	Supplies & Services	96,950	244,800	108,650
		<hr/>	<hr/>	<hr/>
		508,100	645,450	522,600
	Less Income	(398,000)	(555,500)	(418,000)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	110,100	89,950	104,600
	Central, Departmental & Technical Support Services	459,550	503,950	438,200
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	569,650	593,900	542,800
		<hr/>	<hr/>	<hr/>
4	<u>COUNCIL TAX SUPPORT</u>			
	(a) <u>ADMINISTRATION</u>			
	Employees	254,700	274,550	250,000
	Supplies & Services	23,050	16,550	14,250
		<hr/>	<hr/>	<hr/>
		277,750	291,100	264,250
	Less Income	(314,200)	(333,200)	(293,550)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(36,450)	(42,100)	(29,300)
	Central, Departmental & Technical Support Services	192,800	209,100	198,400
		<hr/>	<hr/>	<hr/>
		156,350	167,000	169,100
		<hr/>	<hr/>	<hr/>
	(b) <u>PAYMENTS TO PARISH COUNCILS</u>			
	Supplies & Services	171,750	171,750	173,950
		<hr/>	<hr/>	<hr/>
		171,750	171,750	173,950
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	328,100	338,750	343,050
		<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

		2014/15		2015/16
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
5	<u>INTEREST & TRANSFERS</u>			
	Employees	27,000	27,150	26,950
	Supplies & Services	97,100	82,300	79,400
		<hr/>	<hr/>	<hr/>
		124,100	109,450	106,350
	Less Income	(179,500)	(172,850)	(180,200)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(55,400)	(63,400)	(73,850)
	Central, Departmental & Technical Support Services	21,350	24,100	23,250
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	(34,050)	(39,300)	(50,600)
		<hr/>	<hr/>	<hr/>
6	<u>DRAINAGE BOARDS SPECIAL LEVIES</u>			
	Supplies & Services	380,700	380,700	387,600
	Central, Departmental & Technical Support Services	350	300	300
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	381,050	381,000	387,900
		<hr/>	<hr/>	<hr/>
7	<u>FINANCIAL ARRANGEMENTS WITH PARISH COUNCILS</u>			
	Supplies & Services	219,700	219,700	222,100
	Central, Departmental & Technical Support Services	6,400	4,850	4,700
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	226,100	224,550	226,800
		<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

		2014/15		2015/16
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
8	<u>GENERAL ADVICE TO PARISH COUNCILS</u>			
	Employees	31,900	32,900	32,100
	Central, Departmental & Technical Support Services	27,600	26,350	25,400
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	59,500	59,250	57,500
		<hr/>	<hr/>	<hr/>
9	<u>CONTRIBUTIONS TO PROVISIONS</u>			
	Supplies & Services	5,000	5,000	5,000
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	5,000	5,000	5,000
		<hr/>	<hr/>	<hr/>
10	<u>ITEMS FUNDED FROM RESERVES</u>			
	Supplies & Services	-	5,000	-
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	-	5,000	-
		<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

SUMMARY

	2014/15 ESTIMATE		2015/16 ESTIMATE
	ORIGINAL	REVISED	
	£	£	£
1. DEVELOPMENT CONTROL	1,233,500	1,133,800	1,140,850
2. CONSERVATION	72,100	68,200	68,450
3. BUILDING CONTROL	156,450	113,950	112,500
4. PLANNING POLICY	473,250	474,200	462,050
5. PARKING SERVICES	(516,650)	(588,800)	(661,500)
6. TRANSPORTATION	216,150	178,200	135,700
7. SECURITY SERVICES MANAGEMENT (CCTV)	95,450	83,350	80,150
8. BOROUGH DRAINAGE & LAND DRAINAGE RELATED WORK	98,350	83,250	86,950
9. CIVIL CONTINGENCIES	97,100	115,850	89,600
10. HOUSING STRATEGY & ENABLING ROLE	297,900	335,350	295,550
11. HOMELESSNESS	279,900	277,250	273,650
12. HOUSING ADVICE	204,550	208,450	205,350
13. HOME SAFETY	3,500	3,450	3,350
14. PRIVATE SECTOR HOUSING RENEWAL	475,600	502,350	445,100
15. PRIVATE SECTOR HOUSING STANDARDS	86,000	83,750	82,350
16. HOME IMPROVEMENT AGENCY	9,900	10,000	9,800
17. PUBLIC HEALTH ACT 1984	4,200	4,100	4,100
18. ENVIRONMENTAL PROTECTION ACT - PART 1	25,500	31,000	29,850
19. ENVIRONMENTAL PROTECTION	302,500	311,250	301,250
20. FOOD & SAFETY	454,500	385,800	376,800
21. PUBLIC HEALTH	-	89,200	88,450
	<hr/>	<hr/>	<hr/>
	4,069,750	3,903,950	3,630,350
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

		2014/15 ESTIMATE		2015/16
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
1. <u>DEVELOPMENT CONTROL</u>				
Employees		1,120,850	1,079,800	1,111,900
Supplies & Services		64,600	64,600	64,600
		<hr/>	<hr/>	<hr/>
		1,185,450	1,144,400	1,176,500
Less Income		(637,000)	(658,000)	(658,000)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	548,450	486,400	518,500
Central, Departmental & Technical Support Services		685,050	647,400	622,350
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	1,233,500	1,133,800	1,140,850
		<hr/>	<hr/>	<hr/>
2. <u>CONSERVATION</u>				
Employees		44,850	42,200	43,450
Supplies & Services		7,800	7,800	7,800
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	52,650	50,000	51,250
Central, Departmental & Technical Support Services		19,450	18,200	17,200
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	72,100	68,200	68,450
		<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

		2014/15 ESTIMATE		2015/16
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
3. <u>BUILDING CONTROL</u>				
Employees		319,800	285,100	286,200
Supplies & Services		14,300	13,850	13,850
Third Party Payments		-	5,650	14,150
		<hr/>	<hr/>	<hr/>
		334,100	304,600	314,200
Less Income		(335,000)	(341,000)	(341,000)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(900)	(36,400)	(26,800)
Central, Departmental & Technical Support Services		157,350	150,350	139,300
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	156,450	113,950	112,500
		<hr/>	<hr/>	<hr/>
4. <u>PLANNING POLICY</u>				
Employees		316,000	318,650	313,400
Supplies & Services		37,400	37,350	37,450
		<hr/>	<hr/>	<hr/>
		353,400	356,000	350,850
Less Income		(100)	-	-
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	353,300	356,000	350,850
Central, Departmental & Technical Support Services		119,950	118,200	111,200
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	473,250	474,200	462,050
		<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

5. PARKING SERVICES

	2014/15 ESTIMATE		2015/16 ESTIMATE
	ORIGINAL £	REVISED £	£
Employees	469,200	432,450	416,150
Premises Related Expenses	313,700	324,300	314,950
Transport Related Expenses	11,150	8,650	10,700
Supplies & Services	895,700	854,950	839,250
	<hr/>	<hr/>	<hr/>
	1,689,750	1,620,350	1,581,050
Less Income	(2,660,800)	(2,655,800)	(2,663,050)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(971,050)	(1,035,450)	(1,082,000)
Central, Departmental & Technical Support Services	361,750	344,900	325,250
Depreciation & Impairment	92,650	101,750	95,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(516,650)	(588,800)	(661,500)
	<hr/>	<hr/>	<hr/>

6. TRANSPORTATION

Employees	87,900	82,450	77,850
Premises Related Expenses	17,550	17,650	17,700
Supplies & Services	63,100	48,100	14,100
	<hr/>	<hr/>	<hr/>
	168,550	148,200	109,650
Less Income	(20,000)	(25,000)	(25,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	148,550	123,200	84,650
Central, Departmental & Technical Support Services	60,600	47,250	45,500
Depreciation & Impairment	7,000	7,750	5,550
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	216,150	178,200	135,700
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

7. SECURITY SERVICES MANAGEMENT

	2014/15 ESTIMATE		2015/16 ESTIMATE
	ORIGINAL £	REVISED £	£
Employees	52,150	46,750	41,700
Premises Related Expenses	1,200	1,200	1,200
Supplies & Services	26,950	19,850	19,850
Third Party Payments	166,000	166,000	168,500
	<hr/>	<hr/>	<hr/>
	246,300	233,800	231,250
Less Income	(258,150)	(225,300)	(216,700)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(11,850)	8,500	14,550
Central, Departmental & Technical Support Services	43,900	36,350	32,900
Depreciation & Impairment	63,400	38,500	32,700
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	95,450	83,350	80,150
	<hr/>	<hr/>	<hr/>

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

Employees	31,400	30,700	29,600
Supplies & Services	34,900	574,900	21,900
Third Party Payments	3,000	3,000	3,000
	<hr/>	<hr/>	<hr/>
	69,300	608,600	54,500
Less Income	-	(550,000)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	69,300	58,600	54,500
Central, Departmental & Technical Support Services	29,050	24,650	32,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	98,350	83,250	86,950
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

		2014/15 ESTIMATE		2015/16
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
9. <u>CIVIL CONTINGENCIES</u>				
Employees		32,550	30,000	27,550
Supplies & Services		34,200	57,250	34,500
		<hr/>	<hr/>	<hr/>
		66,750	87,250	62,050
Less Income		(6,700)	(6,350)	(6,350)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	60,050	80,900	55,700
Central, Departmental & Technical Support Services		37,050	34,950	33,900
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	97,100	115,850	89,600
		<hr/>	<hr/>	<hr/>
10. <u>HOUSING STRATEGY</u> <u>& ENABLING ROLE</u>				
Employees		181,950	182,450	183,500
Supplies & Services		10,350	48,250	12,250
Third Party Payments		7,000	7,000	7,000
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	199,300	237,700	202,750
Central, Departmental & Technical Support Services		98,600	97,650	92,800
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	297,900	335,350	295,550
		<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

		2014/15 ESTIMATE		2015/16
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
11. <u>HOMELESSNESS</u>				
Employees		150,950	152,050	152,700
Supplies & Services		209,600	233,100	233,100
Third Party Payments		4,000	2,000	2,000
		<hr/>	<hr/>	<hr/>
		364,550	387,150	387,800
Less Income		(183,550)	(208,550)	(208,550)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	181,000	178,600	179,250
Central, Departmental & Technical Support Services		98,900	98,650	94,400
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	279,900	277,250	273,650
		<hr/>	<hr/>	<hr/>
12. <u>HOUSING ADVICE</u>				
Employees		138,650	139,050	139,350
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	138,650	139,050	139,350
Central, Departmental & Technical Support Services		65,900	69,400	66,000
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	204,550	208,450	205,350
		<hr/>	<hr/>	<hr/>
13. <u>HOME SAFETY</u>				
Employees		2,200	2,200	2,150
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	2,200	2,200	2,150
Central, Departmental & Technical Support Services		1,300	1,250	1,200
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	3,500	3,450	3,350
		<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

		2014/15 ESTIMATE		2015/16 ESTIMATE
		ORIGINAL	REVISED	£
		£	£	
14. <u>PRIVATE SECTOR HOUSING RENEWAL</u>				
Employees		149,600	147,550	146,600
Supplies & Services		716,300	744,300	757,300
		<hr/>	<hr/>	<hr/>
		865,900	891,850	903,900
Less Income		(455,100)	(456,100)	(522,100)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	410,800	435,750	381,800
Central, Departmental & Technical Support Services		64,800	66,600	63,300
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	475,600	502,350	445,100
		<hr/>	<hr/>	<hr/>
15. <u>PRIVATE SECTOR HOUSING STANDARDS</u>				
Employees		59,000	58,750	58,650
Supplies & Services		3,000	-	-
		<hr/>	<hr/>	<hr/>
		62,000	58,750	58,650
Less Income		(400)	(400)	(400)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	61,600	58,350	58,250
Central, Departmental & Technical Support Services		24,400	25,400	24,100
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	86,000	83,750	82,350
		<hr/>	<hr/>	<hr/>
16. <u>HOME IMPROVEMENT AGENCY</u>				
Employees		6,550	6,550	6,500
Supplies & Services		1,050	1,050	1,050
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	7,600	7,600	7,550
Central, Departmental & Technical Support Services		2,300	2,400	2,250
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	9,900	10,000	9,800
		<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2014/15 ESTIMATE		2015/16 ESTIMATE
	ORIGINAL £	REVISED £	£
17. <u>PUBLIC HEALTH ACT 1984</u>			
Employees	850	850	850
Third Party Payments	2,500	2,500	2,500
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	3,350	3,350	3,350
Central, Departmental & Technical Support Services	850	750	750
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	4,200	4,100	4,100
	<hr/>	<hr/>	<hr/>
18. <u>ENVIRONMENTAL PROTECTION ACT</u>			
Employees	24,550	25,800	25,550
Less Income	(14,500)	(11,300)	(11,300)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	10,050	14,500	14,250
Central, Departmental & Technical Support Services	15,450	16,500	15,600
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	25,500	31,000	29,850
	<hr/>	<hr/>	<hr/>
19. <u>ENVIRONMENTAL PROTECTION</u>			
Employees	187,250	186,750	186,750
Supplies & Services	5,700	155,800	5,900
Third Party Payments	16,550	42,000	50,000
	<hr/>	<hr/>	<hr/>
	209,500	384,550	242,650
Less Income	(2,100)	(174,050)	(37,050)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	207,400	210,500	205,600
Central, Departmental & Technical Support Services	92,200	97,850	92,550
Depreciation & Impairment	2,900	2,900	3,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	302,500	311,250	301,250
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

		2014/15 ESTIMATE		2015/16
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
20. <u>FOOD & SAFETY</u>				
Employees		323,100	236,850	237,400
Supplies & Services		44,500	3,550	3,450
Third Party Payments		600	800	600
		<hr/>	<hr/>	<hr/>
		368,200	241,200	241,450
Less Income		(76,550)	(3,100)	(4,250)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	291,650	238,100	237,200
Central, Departmental & Technical Support Services		162,850	147,700	139,600
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	454,500	385,800	376,800
		<hr/>	<hr/>	<hr/>
21. <u>PUBLIC HEALTH</u>				
Employees		-	108,000	113,600
Supplies & Services		-	86,400	83,200
		<hr/>	<hr/>	<hr/>
		-	194,400	196,800
Less Income		-	(155,150)	(155,150)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	-	39,250	41,650
Central, Departmental & Technical Support Services		-	49,950	46,800
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	-	89,200	88,450
		<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE AND LEISURE

SUMMARY

	2014/15 ESTIMATE		2015/16
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. REFUSE COLLECTION	1,304,200	1,322,650	1,355,000
2. RECYCLING	960,800	1,011,600	1,066,550
3. STREET SCENE	1,399,400	1,377,550	1,407,700
4. PUBLIC CONVENIENCES	225,050	210,000	218,550
5. PEST CONTROL	36,250	25,950	25,100
6. TONBRIDGE & MALLING LEISURE TRUST	178,650	324,950	301,000
7. LARKFIELD LEISURE CENTRE	891,450	933,900	904,650
8. ANGEL CENTRE	338,500	343,750	316,850
9. TONBRIDGE SWIMMING POOL	509,150	540,900	516,250
10. POULT WOOD GOLF CENTRE	240,650	178,000	182,050
11. SPORTS GROUNDS	464,600	457,850	429,650
12. PLEASURE GROUNDS & OPEN SPACES	1,111,850	932,500	938,900
13. ALLOTMENTS	11,050	11,250	11,450
14. CHURCHYARDS	11,600	11,350	10,950
15. CEMETERY	111,850	92,600	83,200
16. YOUTH & PLAY DEVELOPMENT	160,700	169,650	165,450
17. SPORTS DEVELOPMENT	60,700	64,350	59,950
18. ARTS PROGRAMME	83,350	81,550	78,650
19. TONBRIDGE CHRISTMAS LIGHTING	26,300	26,150	27,750
20. LEISURE STRATEGY / MANAGEMENT	201,350	232,400	188,850
	8,327,450	8,348,900	8,288,500

DIRECTOR OF STREET SCENE AND LEISURE

	2014/15 ESTIMATE		2015/16 ESTIMATE
	ORIGINAL £	REVISED £	£
1. <u>REFUSE COLLECTION</u>			
Employees	117,800	119,750	117,750
Premises Related Expenses	30,950	31,250	31,050
Supplies & Services	8,300	8,150	8,150
Third Party Payments	1,102,000	1,102,000	1,140,950
	<hr/>	<hr/>	<hr/>
	1,259,050	1,261,150	1,297,900
Less Income	(63,600)	(69,600)	(64,650)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,195,450	1,191,550	1,233,250
Central, Departmental & Technical Support Services	70,250	91,900	80,300
Depreciation & Impairment	38,500	39,200	41,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,304,200	1,322,650	1,355,000
	<hr/>	<hr/>	<hr/>
2. <u>RECYCLING</u>			
Employees	116,500	117,000	115,500
Premises Related Expenses	4,000	17,950	17,950
Transport Related Expenses	140,650	140,650	142,650
Supplies & Services	18,000	32,100	34,100
Third Party Payments	1,403,350	1,397,550	1,438,850
	<hr/>	<hr/>	<hr/>
	1,682,500	1,705,250	1,749,050
Less Income	(883,300)	(834,750)	(816,850)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	799,200	870,500	932,200
Central, Departmental & Technical Support Services	83,850	65,900	62,150
Depreciation & Impairment	77,750	75,200	72,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	960,800	1,011,600	1,066,550
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE AND LEISURE

	2014/15 ESTIMATE		2015/16 ESTIMATE
	ORIGINAL	REVISED	
	£	£	£
3. <u>STREET SCENE</u>			
Employees	145,500	130,600	127,850
Supplies & Services	120,700	122,000	124,000
Third Party Payments	1,216,400	1,229,900	1,268,650
	<hr/>	<hr/>	<hr/>
	1,482,600	1,482,500	1,520,500
Less Income	(152,650)	(169,650)	(173,350)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,329,950	1,312,850	1,347,150
Central, Departmental & Technical Support Services	69,450	64,700	60,550
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,399,400	1,377,550	1,407,700
	<hr/>	<hr/>	<hr/>
4. <u>PUBLIC CONVENIENCES</u>			
Employees	14,350	15,300	15,200
Premises Related Expenses	72,650	64,000	72,200
Third Party Payments	62,800	60,800	62,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	149,800	140,100	149,400
Central, Departmental & Technical Support Services	13,250	12,800	12,200
Depreciation & Impairment	62,000	57,100	56,950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	225,050	210,000	218,550
	<hr/>	<hr/>	<hr/>
5. <u>PEST CONTROL</u>			
Employees	13,800	8,900	8,450
Supplies & Services	450	450	450
Financial Hardship Subsidy	4,500	3,500	3,550
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	18,750	12,850	12,450
Central, Departmental & Technical Support Services	17,500	13,100	12,650
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	36,250	25,950	25,100
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE AND LEISURE

	2014/15 ESTIMATE		2015/16 ESTIMATE
	ORIGINAL	REVISED	£
	£	£	
6. <u>TONBRIDGE & MALLING LEISURE TRUST</u>			
Employees	-	57,100	52,300
Third Party Payments	178,650	196,800	179,800
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	178,650	253,900	232,100
Central, Departmental & Technical Support Services	-	71,050	68,900
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	178,650	324,950	301,000
	<hr/>	<hr/>	<hr/>
7. <u>LARKFIELD LEISURE CENTRE</u>			
Employees	8,100	2,800	2,550
Premises Related Expenses	113,500	140,450	104,600
Supplies & Services	550	1,650	150
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	122,150	144,900	107,300
Central, Departmental & Technical Support Services	115,050	92,100	90,750
Depreciation & Impairment	654,250	696,900	706,600
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	891,450	933,900	904,650
	<hr/>	<hr/>	<hr/>
8. <u>ANGEL CENTRE</u>			
Employees	7,550	2,800	3,850
Premises Related Expenses	45,400	65,200	36,800
Supplies & Services	200	50	50
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	53,150	68,050	40,700
Central, Departmental & Technical Support Services	71,600	61,600	60,950
Depreciation & Impairment	213,750	214,100	215,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	338,500	343,750	316,850
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE AND LEISURE

	2014/15 ESTIMATE		2015/16
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
9. <u>TONBRIDGE SWIMMING POOL</u>			
Employees	5,100	2,800	3,850
Premises Related Expenses	98,450	121,300	98,950
Supplies & Services	300	50	100
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	103,850	124,150	102,900
Central, Departmental & Technical Support Services	54,750	57,950	57,400
Depreciation & Impairment	350,550	358,800	355,950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	509,150	540,900	516,250
	<hr/>	<hr/>	<hr/>
10. <u>POULT WOOD GOLF CENTRE</u>			
Employees	51,050	4,200	3,850
Premises Related Expenses	22,250	27,050	25,400
Transport Related Expenses	3,800	3,650	3,700
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	77,100	34,900	32,950
Central, Departmental & Technical Support Services	57,650	30,400	29,850
Depreciation & Impairment	105,900	112,700	119,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	240,650	178,000	182,050
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE AND LEISURE

	2014/15 ESTIMATE		2015/16 ESTIMATE
	ORIGINAL	REVISED	£
	£	£	
11. <u>SPORTS GROUNDS</u>			
Employees	36,950	37,850	37,950
Premises Related Expenses	36,050	33,850	38,300
Transport Related Expenses	1,500	2,300	2,050
Supplies & Services	4,150	3,400	3,650
Third Party Payments	251,850	243,500	224,000
	<hr/>	<hr/>	<hr/>
	330,500	320,900	305,950
Less Income	(9,600)	(9,600)	(11,100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	320,900	311,300	294,850
Central, Departmental & Technical Support Services	35,750	36,350	28,900
Depreciation & Impairment	107,950	110,200	105,900
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	464,600	457,850	429,650
	<hr/>	<hr/>	<hr/>
12. <u>PLEASURE GROUNDS & OPEN SPACES</u>			
Employees	183,450	198,400	197,350
Premises Related Expenses	144,500	134,200	133,650
Transport Related Expenses	2,250	2,800	2,550
Supplies & Services	862,550	195,400	751,050
Third Party Payments	278,850	258,150	218,150
	<hr/>	<hr/>	<hr/>
	1,471,600	788,950	1,302,750
Less Income	(625,000)	(122,400)	(622,600)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	846,600	666,550	680,150
Central, Departmental & Technical Support Services	166,200	169,050	157,750
Depreciation & Impairment	99,050	96,900	101,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,111,850	932,500	938,900
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE AND LEISURE

		2014/15 ESTIMATE		2015/16 ESTIMATE
		ORIGINAL	REVISED	£
		£	£	
13. <u>ALLOTMENTS</u>				
Employees		500	300	300
Premises Related Expenses		100	100	100
Third Party Payments		5,100	5,100	5,100
		<hr/>	<hr/>	<hr/>
		5,700	5,500	5,500
Less Income		(50)	(50)	(50)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	5,650	5,450	5,450
Central, Departmental & Technical Support Services		1,550	1,550	2,450
Depreciation & Impairment		3,850	4,250	3,550
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	11,050	11,250	11,450
		<hr/>	<hr/>	<hr/>
14. <u>CHURCHYARDS</u>				
Employees		2,150	2,350	2,250
Premises Related Expenses		7,500	7,250	7,000
		<hr/>	<hr/>	<hr/>
		9,650	9,600	9,250
Less Income		(50)	(50)	(50)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	9,600	9,550	9,200
Central, Departmental & Technical Support Services		2,000	1,800	1,750
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	11,600	11,350	10,950
		<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE AND LEISURE

15. CEMETERY

	2014/15 ESTIMATE		2015/16 ESTIMATE
	ORIGINAL	REVISED	£
	£	£	
Employees	24,400	24,650	24,050
Premises Related Expenses	22,050	13,550	15,100
Supplies & Services	2,100	2,100	2,100
Third Party Payments	68,350	63,350	63,200
	<hr/>	<hr/>	<hr/>
	116,900	103,650	104,450
Less Income	(55,300)	(59,300)	(60,800)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	61,600	44,350	43,650
Central, Departmental & Technical Support Services	22,450	20,850	15,050
Depreciation & Impairment	27,800	27,400	24,500
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	111,850	92,600	83,200
	<hr/>	<hr/>	<hr/>

16. YOUTH & PLAY DEVELOPMENT

Employees	71,400	79,350	78,900
Premises Related Expenses	9,500	9,500	9,750
Transport Related Expenses	1,500	1,000	1,000
Supplies & Services	74,950	74,900	75,650
	<hr/>	<hr/>	<hr/>
	157,350	164,750	165,300
Less Income	(50,900)	(51,400)	(52,600)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	106,450	113,350	112,700
Central, Departmental & Technical Support Services	54,250	56,300	52,750
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	160,700	169,650	165,450
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE AND LEISURE

	2014/15 ESTIMATE		2015/16 ESTIMATE
	ORIGINAL £	REVISED £	£
17. <u>SPORTS DEVELOPMENT</u>			
Employees	38,300	41,250	37,900
Supplies & Services	5,000	8,500	5,000
	<hr/>	<hr/>	<hr/>
	43,300	49,750	42,900
Less Income	(500)	(4,450)	(500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	42,800	45,300	42,400
Central, Departmental & Technical Support Services	17,900	19,050	17,550
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	60,700	64,350	59,950
	<hr/>	<hr/>	<hr/>
18. <u>ARTS PROGRAMME</u>			
Employees	30,900	32,800	30,950
Supplies & Services	28,800	27,800	27,800
Third Party Payments	5,000	5,000	5,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	64,700	65,600	63,750
Central, Departmental & Technical Support Services	18,650	15,950	14,900
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	83,350	81,550	78,650
	<hr/>	<hr/>	<hr/>
19. <u>TONBRIDGE CHRISTMAS LIGHTING</u>			
Employees	3,000	3,000	2,850
Supplies & Services	16,000	16,000	16,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	19,000	19,000	18,850
Central, Departmental & Technical Support Services	2,000	1,850	1,750
Depreciation & Impairment	5,300	5,300	7,150
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	26,300	26,150	27,750
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE AND LEISURE

20. LEISURE STRATEGY / MANAGEMENT

Employees

Supplies & Services

Sub-total

Central, Departmental & Technical
Support Services

Depreciation & Impairment

TO SUMMARY

2014/15 ESTIMATE		2015/16
ORIGINAL	REVISED	ESTIMATE
£	£	£
86,900	94,500	87,200
44,750	74,650	44,750
<hr/>	<hr/>	<hr/>
131,650	169,150	131,950
66,800	60,350	56,350
2,900	2,900	550
<hr/>	<hr/>	<hr/>
201,350	232,400	188,850
<hr/>	<hr/>	<hr/>

**CAPITAL PLAN: LIST A
ALL SERVICES**

	Expenditure To 31/03/14	2014/15 Estimate inc Prior Year Slippage	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	Total Scheme Estimate
Capital Plan Schemes	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Service									
Planning, Housing & Environmental Health	635	603	525	965	265	265	265	265	3,788
Street Scene & Leisure	543	313	547	112	112	127	112	112	1,978
Corporate	71	64	30	90	30	30	30	30	375
Sub-total	1,249	980	1,102	1,167	407	422	407	407	6,141
Capital Renewals									
Service									
Planning, Housing & Environmental Health	n/a	20	10	165	38	11	26	46	316
Street Scene & Leisure	n/a	329	471	288	521	290	334	415	2,648
Corporate	n/a	462	287	271	365	337	266	288	2,276
Sub-total	n/a	811	768	724	924	638	626	749	5,240
Grand Total	1,249	1,791	1,870	1,891	1,331	1,060	1,033	1,156	11,381

CAPITAL PLAN: LIST A
PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	Expenditure To 31/03/14	2014/15 Estimate inc Prior Year Slippage	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Car Parking	90	98	70	30	30	30	30	30	408
Transportation	362	38	0	0	0	0	0	0	400
Environmental Improvements	80	120	200	0	0	0	0	0	400
Land Drainage / Flood Defence	29	23	20	700	0	0	0	0	772
Housing Investment Programme	74	324	235	235	235	235	235	235	1,808
Environmental Health	0	0	0	0	0	0	0	0	0
Sub-total	635	603	525	965	265	265	265	265	3,788
Capital Renewals	n/a	20	10	165	38	11	26	46	316
Sub-total	n/a	20	10	165	38	11	26	46	316
Total Planning, Housing and Environmental Health	635	623	535	1,130	303	276	291	311	4,104

CAPITAL PLAN: LIST A
PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	Code	Expenditure To 31/03/14	2014/15 Estimate inc Prior Year Slippage	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Car Parking										
(a) Improvement Programme for Existing Car Parks										
(i) Rolling Programme	P01AB	59	66	30	30	30	30	30	30	305
(b) Car Parking Action Plan										
(i) Phase 6	P01MA	32	6							38
(ii) Phase 7	P01MB	(1)	26							25
(iii) Phase 8	P01AV			20						20
(iv) Phase 9	P01AW			20						20
Total Car Parking to Summary		90	98	70	30	30	30	30	30	408
Transportation										
(a) Local Transport Plan Partnership Programme Less Grants & Contributions	P01ED	201 (9)	34							235 (9)
		192	34	0	0	0	0	0	0	226
(b) Community Partnership Initiatives	P06FE	170	4							174
Total Transportation to Summary		362	38	0	0	0	0	0	0	400

CAPITAL PLAN: LIST A
PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	Key Priorities & Improvement Themes or [CA & P]	Notes
Car Parking		
(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) 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. Provision for 2014/15 includes £25,000 to meet the costs of repair works to the Upper Castle Fields Car Park retaining wall. A virement of £14,000 (2013/14 Capital Plan Review) to the Tonbridge Swimming Pool Car Park Extension scheme has been restored - see page CP15.
(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.
(iv) Phase 9		Action plan to be drawn from the Member endorsed on-street waiting list. May include reviews and refinements of existing plan schemes.
Transportation		
(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.
(b) Community Partnership Initiatives	[CA&P: 8a(key), 8b, 13c]	A small provision retained to enable a response to partnership initiatives in conjunction with external bodies.

CAPITAL PLAN: LIST A
PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	Code	Expenditure To 31/03/14	2014/15 Estimate inc Prior Year Slippage	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	Total Scheme Estimate
Environmental Improvements		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Tonbridge Town Centre Enhancements - Ph 1	P01FH	80	20							100
(b) Tonbridge Town Lock Less Developer Contributions Environment Agency Other Grants and Contributions	P01LD		100	692 (260) (230) (2)						792 (260) (230) (2)
		0	100	200	0	0	0	0	0	300
Total Environmental Improvements to Summary		80	120	200	0	0	0	0	0	400
Land Drainage / Flood Defence										
(a) Drainage Improvement Programme Less DEFRA Grant	P01HR	57 (28)	23	20						100 (28)
		29	23	20	0	0	0	0	0	72
(b) Wouldham River Wall	P01HS				700					700
(c) Tonbridge Castle River Bank Less DEFRA Grant	P01HT		150 (150)							150 (150)
		0	0	0	0	0	0	0	0	0
Total Land Drainage / Flood Defence to Summary		29	23	20	700	0	0	0	0	772

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

	Key Priorities & Improvement Themes or [CA & P]	Notes
Environmental Improvements		
(a) Tonbridge Town Centre Enhancements - Ph 1	7(Key), 7b, 7c, 7f	A budget for priorities arising from the Tonbridge Central Area Action Plan.
(b) 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.
Land Drainage / Flood Defence		
(a) Drainage Improvement Programme	3(Key), 3h	To support the Borough Council's role as a flood risk management authority with powers to carry out works to reduce flood risk including a potential contribution to the Aylesford Property Level Protection Scheme.
(b) Wouldham River Wall	2(Key), 2g, 2h, 2i	Strengthening / rebuilding to address movement detected in the retaining wall between the public open space and the River Medway.
(c) Tonbridge Castle River Bank	2(Key), 2g, 2h, 2i	Scheme to stabilise a section of the river bank at Tonbridge Castle by replacing an existing failing timber revetment with steel sheet piling. Scheme cost of £150,000 met in full by government grant.

CAPITAL PLAN: LIST A
PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	Code	Expenditure To 31/03/14	2014/15 Estimate inc Prior Year Slippage	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Housing Investment Programme										
(a) House Renovation Grants	P03AC	n/a	652	665	665	665	665	665	665	4,642
(i) Disabled Facilities Grants - Mandatory Less Grant Repayments Less Government Grant		n/a	(424)	(490)	(490)	(490)	(490)	(490)	(490)	(3,364)
		n/a	228	175	175	175	175	175	175	1,278
(ii) Housing Assistance Less Grant Repayments	P03AD	n/a	90	90	90	90	90	90	90	630
		n/a	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(210)
		n/a	60	60	60	60	60	60	60	420
(b) Renewable Energy Schemes	P03AM	74	36							110
(c) Winter Warmth Less KCC Grant	P03AP	0	9							9
		0	(9)							(9)
		0	0	0	0	0	0	0	0	0
Total Housing Investment Programme to Summary		74	324	235	235	235	235	235	235	1,808
Environmental Health										
(a) Air Quality Impact Study Less Government Grant & Other Contributions	P02BE	0	150							150
		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 <i>[CA & P]</i>	
Housing Investment Programme		
(a) House Renovation Grants	<i>[CA&P: 5c]</i>	Figures across the plan period 2014/15 to 2020/21 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.
(i) Disabled Facilities Grants - Mandatory		The 2014/15 provision of £652,000 comprises the original budget allocation approved by Council in February 2014 of £625,000 plus the net underspend of £27,000 brought forward from 2013/14.
		Provisions in years 2015/16 and beyond anticipate an increase of £66,000 per annum in Government grant from the current £424,000 to £490,000 per annum under the Better Care Fund. The gross expenditure budget has been increased by £40,000 per annum allowing the Council's net contribution to reduce by £26,000 per annum. It is assumed that the level of grant funding and the Council's contribution will be retained at these new levels throughout the plan period.
(ii) Housing Assistance		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).
(b) Renewable energy schemes.	<i>[CA&P: 5c]</i>	Unspent provision for renewable energy schemes.
(c) Winter Warmth		Scheme fully funded by grant from KCC under KCC's winter warmth programme (Keep Warm, Keep Well) which aims to reduce the risk of ill health through improving the safety and warmth of the home for vulnerable people meeting agreed health criteria.
Environmental Health		
(a) Air Quality Impact Study	3(Key), 3h	Joint scheme with KCC and Maidstone Borough Council to evaluate the air quality impacts of retro-fitting buses along the A20 corridor.

CAPITAL PLAN: LIST A
PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	Code	Expenditure To 31/03/14	2014/15 Estimate inc Prior Year Slippage	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	Total Scheme Estimate
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Renewals										
(a) CCTV Capital Renewals	P01BA	n/a	10	10	10	10	10	10	10	70
(b) Car Parking	P01JF	n/a	5		149	26			31	211
(c) Environmental Protection	P02EBCR01	n/a	7					14		21
Provision for Inflation		n/a			6	2	1	2	5	16
Savings Target (assumes 25%)		n/a	(2)		----- Embedded -----					(2)
Total Capital Renewals to Summary		n/a	20	10	165	38	11	26	46	316

CAPITAL PLAN: LIST A
PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	Key Priorities & Improvement Themes or [CA & P]	Notes
Capital Renewals		
(a) CCTV Capital Renewals	2(Key), 2e, 5(Key), 5a,	Provision for the replacement of life-expired CCTV equipment. Annual budget reduced from £40,000 to £10,000 per annum - 2014/15 Capital Plan Review.
(b) Car Parking	2(Key), 2e, 2f	Anticipated replacement of ticket machines delayed to 2016/17.
(c) Environmental Protection	[CA&P: 10a (key)]	Provisions for replacement of sound and gas analysers.
Savings target		Following an Overview and Scrutiny Committee review of capitals renewals (September 2014) savings target increased from 20% to 25% for 2014/15 and 2015/16 and embedded in the detailed estimates thereafter by increasing estimated useful life for scheduled items.

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

	Expenditure To 31/03/14	2014/15 Estimate inc Prior Year Slippage	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Street Scene	n/a	93	94	104	104	104	104	104	707
Larkfield Leisure Centre	0	35	445	0	0	0	0	0	480
Tonbridge Swimming Pool	0	0	0	0	0	0	0	0	0
Sports Grounds	20	130	0	0	0	0	0	0	150
Open Space	10	15	0	0	0	0	0	0	25
Capital Grants	398	25	0	0	0	0	0	0	423
Other Schemes	115	15	8	8	8	23	8	8	193
Sub-total	543	313	547	112	112	127	112	112	1,978
Capital Renewals	n/a	329	471	288	521	290	334	415	2,648
Sub-total	n/a	329	471	288	521	290	334	415	2,648
Total Street Scene & Leisure	543	642	1,018	400	633	417	446	527	4,626

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

	Code	Expenditure To 31/03/14	2014/15 Estimate inc Prior Year Slippage	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	Total Scheme Estimate
Street Scene		£'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	41	42	52	52	52	52	52	343
Total Street Scene to Summary		n/a	93	94	104	104	104	104	104	707
Larkfield Leisure Centre										
(a) Refurbishment of Lifestyles Health Suite	P05LL		5	295						300
(b) Energy Saving Measures Phase 3	P05LM		30							30
(c) Pool Disinfectant and Backwashing System	P05LN			150						150
Total Larkfield Leisure Centre to Summary		0	35	445	0	0	0	0	0	480
Tonbridge Swimming Pool										
(a) Car Park Improvement / Extension	P05CM									0
Total Tonbridge Swimming Pool to Summary		0	0	0	0	0	0	0	0	0

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

	Key Priorities & Improvement Themes or [CA & P]	Notes
Street Scene		
(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. Budget reduced by £21,000 across 2014/15 to 2015/16.
Larkfield Leisure Centre		
(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. Scheme budget increased by £50,000, FIPAB 7 January 2015.
(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. Scheme completed £10,000 below budget provision.
(c) Pool Disinfectant and Backwashing System	7c, 12a(key), 13b(key), 18a	Enhancement to the existing plant to provide disinfection using ultra violet and auto backwashing of pools.
Tonbridge Swimming Pool		
(a) Car Park Improvement / Extension	[CA&P: 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 aimed to increase the provision of parking in the area to meet demand, by taking into Council ownership the existing car park adjacent to the Tonbridge Judeans Rugby Club. Unfortunately following extensive discussions with the Landowner and the Club, final agreement on the land transfer could not be achieved and the scheme can no longer proceed. Scheme budget of £92,000 deleted from Capital Plan, FIPAB 7 January 2015.

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

	Code	Expenditure To 31/03/14	2014/15 Estimate inc Prior Year Slippage	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	Total Scheme Estimate
Sports Grounds		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Tonbridge Racecourse Sportsground										
(i) Bridge Renewal / Repair	P05DT	20	130							150
(ii) Improvement Works Phase 2 Less contribution from Developers	P05DZ									0 0
		0	0	0	0	0	0	0	0	0
(iii) Flood Lighting Less Grants and Contributions	P05DA	8 (8)	12 (12)							20 (20)
		0	0	0	0	0	0	0	0	0
(b) Tonbridge School Athletics Track Improvements Less Developer Contributions	P05DC						150 (150)			150 (150)
		0	0	0	0	0	0	0	0	0
Total Sports Grounds to Summary		20	130	0	0	0	0	0	0	150

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

	Key Priorities & Improvement Themes or <i>[CA & P]</i>	Notes
Sports Grounds		
(a) Tonbridge Racecourse Sportsground		
(i) Bridge Renewal / Repair	<i>[CA&P: 7a,7d,7e, 8a(key), 8b]</i>	Replacement of existing steel bridge serving the Sportsground from Avebury Avenue with a timber bridge. Original approved budget of £75,000 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 (2013/14 Capital Plan Review) 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. Construction currently underway on site. Latest cost estimates anticipates a further £5,000 increase in budget requirement.
(ii) Improvement Works Phase 2	<i>[CA&P: 1a,1c(key), 7c,8a(key), 8b,18a]</i>	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. Following recent floods it is felt that the scheme is no longer appropriate for the location. Alternative ways of enabling the catering offer are currently being considered including the provision of a mobile catering unit. Scheme budget / contributions of £65,000 deleted from Capital Plan.
(iii) Flood Lighting	<i>[CA&P: 1g,1i,3a,4(k ey),5(key)]</i>	Floodlighting of skate park and tennis courts to extend hours of use. Scheme funded in full from external contributions. Works to skatepark now complete.
(b) Tonbridge School Athletics Track Improvements	<i>3(key), 3a,4(key), 4e</i>	Refurbishment of the existing track which provides community use via agreement with the Council.

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

	Code	Expenditure To 31/03/14	2014/15 Estimate inc Prior Year Slippage	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	Total Scheme Estimate
Open Space		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) East Malling & Larkfield PC - Recreation Ground Improved Play Facilities	P05FR	10	15							25
(b) Open Spaces Site Improvements Phase 1 Less Developer Contributions	P05FT	68 (68)	31 (31)							99 (99)
		0	0	0	0	0	0	0	0	0
(c) Open Spaces Site Improvements Phase 2 Less Developer Contributions	P05FV	56 (56)	13 (13)							69 (69)
		0	0	0	0	0	0	0	0	0
Total Open Space to Summary		10	15	0	0	0	0	0	0	25

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

	Key Priorities & Improvement Themes or <i>[CA & P]</i>	Notes
Open Space		
(a) East Malling & Larkfield PC - Recreation Ground Improved Play Facilities	<i>[CA&P: 3e,7a,7c,7f, 10a(key), 11a(key)]</i>	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. Provision in current financial year earmarked for improvements to skatepark to reduce the impact of noise.
(b) Open Spaces Site Improvements Phase 1	<i>[CA&P: 7g(key), 8a (key), 13b (key)]</i>	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. 2014/15 financial year provision relates to improvements to slipway and paths at LLCP.
(c) Open Spaces Site Improvements Phase 2	<i>[CA&P: 3e,7a,7b,7c ,7d,7g(key), 8a(key),8b, 11a(key), 18a]</i>	Improvements to a number of Public Open Spaces in Tonbridge in response to identified need including public and Member requests. Works completed include Frog Bridge Play Area, Woodlands Walk and Brungers Pond. Provision in 2014/15 relates to land adjoining St Philips Church and improvements to Frogsbridge Pavilion.

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

	Code	Expenditure To 31/03/14	2014/15 Estimate inc Prior Year Slippage	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	Total Scheme Estimate
Capital Grants		£'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
Other Schemes										
(a) Tonbridge Cemetery										
(i) Memorial Safety	P05KV	86	7				15			108
(b) Memorial Garden Improvement Less Fund Raising & Developer Contributions	P05KA	49 (20)	276 (280)							325 (300)
		29	(4)	0	0	0	0	0	0	25
(c) Community Group Funding	P05KS	n/a	12	8	8	8	8	8	8	60
Total Other Schemes to Summary		115	15	8	8	8	23	8	8	193

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

	Key Priorities & Improvement Themes or [CA & P]	Notes
Capital Grants (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.
Other Schemes (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.
(b) Memorial Garden Improvement	[CA&P 3b(key), 8a(key), 10a(key)]	Original contribution to the Memorial Garden Improvement Fund of £25,000 in 2011/12 increased by £100,000 at Cabinet, March 2013 to enable works to progress in time for centennial commemorations. The Council's additional contribution of £100,000 has been offset in full by developer contributions and funds raised by the Memorial Garden Trust. Gross budget for the Memorial Garden Improvement scheme increased by £50,000 primarily for additional stone work. This additional budget provision has been matched in full by additional developer contributions. Scheme now completed.
(c) 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 31/03/14	2014/15 Estimate inc Prior Year Slippage	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	Total Scheme Estimate
Capital Renewals		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Street Scene & Leisure										
(a) Recycling Initiatives	P02EBCR02	n/a	6	5	72	70	3	3	3	162
(b) Sports Grounds & Open Spaces	P05KGBC05	n/a	119	155	18	17	7	179	80	575
			125	160	90	87	10	182	83	737
Provision for Inflation		n/a	3	3	4	5	1	19	10	42
Savings Target (assumes 25%)		n/a	(30)	(40)	----- Embedded -----					(70)
			95	123	94	92	11	201	93	709
Leisure Trust										
(c) Angel Centre	P05KGBC01	n/a	53	119	93	193	81	26	74	639
(d) Larkfield Leisure Centre	P05KGBC02	n/a	127	96	88	278	152	40	119	900
(e) Tonbridge Swimming Pool	P05KGBC04	n/a	61	48	24	47	28	72	73	353
(f) Poult Wood Golf Course:										
Grounds Maintenance	P05KGBC06	n/a	32	116	25	6	16	11	78	284
Clubhouse	P05KGBC03	n/a	21	73	19	15	9	9	37	183
Course	P05KGBC07	n/a	18	3	0	0	58	3	0	82
			312	455	249	539	344	161	381	2,441
Provision for Inflation		n/a	9	9	10	33	28	17	48	145
Savings Target (assumes 25%)		n/a	(78)	(116)	(65)	(143)	(93)	(45)	(107)	(647)
			234	348	194	429	279	133	322	1,939
Total Capital Renewals to Summary		n/a	329	471	288	521	290	334	415	2,648

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

	Key Priorities & Improvement Themes or [CA & P]	Notes
Capital Renewals		
(a) Recycling Initiatives	[CA&P: 9a]	Ongoing replacement / renewal of recycling modules. 2016/17 and 2017/18 provisions includes replacement of recycling vehicles. Renewals provision for recycling bank provisions reduced from £26,000 per annum to £3,000 per annum, reflecting a change in approach to repairs and maintenance. Annual revenue budget (shown elsewhere) increased by £13,000 per annum making the net saving to the Council £10,000 per annum.
(b) Sports Grounds & Open Spaces	[CA&P: 7b, 7d, 18a]	}
(c) Angel Centre		}
(d) Larkfield Leisure Centre		} Provision for the renewal of life-expired or obsolete assets used at leisure facilities. Subject to annual
(e) Tonbridge Swimming Pool		} review.
(f) Poult Wood Golf Course		}
Savings target - Street Scene & Leisure only		Following an Overview and Scrutiny Committee review of capitals renewals (September 2014) savings target increased from 20% to 25% for 2014/15 and 2015/16 and embedded in the detailed estimates thereafter by increasing estimated useful life for scheduled items.

**CAPITAL PLAN: LIST A
CORPORATE**

	Expenditure To 31/03/13	2014/15 Estimate	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	Total Scheme Estimate
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Land and Property	10	0	0	60	0	0	0	0	70
Information Technology Initiatives	75	50	30	30	30	30	30	30	305
Other Schemes	(14)	14	0	0	0	0	0	0	
Sub-Total	71	64	30	90	30	30	30	30	375
Capital Renewals	n/a	462	287	271	365	337	266	288	2,276
Sub-Total	n/a	462	287	271	365	337	266	288	2,276
Total Corporate	71	526	317	361	395	367	296	318	2,651

**CAPITAL PLAN: LIST A
CORPORATE**

	Code	Expenditure To 31/03/14	2014/15 Estimate Prior Year Slippage	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	Total Scheme Estimate
Land and Property		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Tonbridge Castle Offices : Re-tile roof	P06AA	10			60					70
Total Land and Property to Summary		10	0	0	60	0	0	0	0	70
Information Technology Initiatives										
(a) General IT Developments	P06DA	n/a	30	30	30	30	30	30	30	210
(b) Document Management System Expansion	P06DE	51	9							60
(c) Tablets for Members and Officers	P06DC	24	11							35
(d) Revenues & Benefits Document Management Less Government Grant	P06DG			60 (60)						60 (60)
		0	0	0	0	0	0	0	0	0
Total Information Technology Initiatives to Summary		75	50	30	30	30	30	30	30	305
Other										
(a) Local Strategic Partnership Less Performance Reward Grant	P06FJ	135 (149)	14							149 (149)
		(14)	14	0	0	0	0	0	0	0
(b) Electoral Voters Registration Less Government Grant	P06FK		30 (30)							30 (30)
		0	0	0	0	0	0	0	0	0
(c) Flood Repair and Renewal Less Government Grant	P06FM		550 (550)							550 (550)
		0	0	0	0	0	0	0	0	0
Total Other to Summary		(14)	14	0	0	0	0	0	0	0

**CAPITAL PLAN: LIST A
CORPORATE**

	Key Priorities & Improvement Themes or [CA & P]	Notes
Land and Property		
(a) Tonbridge Castle Offices : Re-tile roof	[CA&P: 18a]	Retiling of roof to protect asset. Condition has not materially worsened. Bulk of the budget has been deferred to 2016/17. Spend to 31/3/12 relates to re-roofing works associated with the Tonbridge Castle Reception enhancement project.
Information Technology Initiatives		
(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) 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. Scheme expanded to enable all officers attending meetings to view agendas electronically. Budget increase of £11,000 met by virement.
(d) Revenues & Benefits Document Management	1a	Replacement for the existing, out dated, document management system used in the Revenues and Benefits systems.
Other		
(a) Local Strategic Partnership	[CA&P: 13a(key)]	Capital element of Performance Reward grant received in 2008/09 and 2009/10.
(b) Electoral Voters Registration		The scheme, funded in full by Government, to enable the Council to comply with the requirement to introduce individual electoral registration from June 2014.
(c) Flood Repair and Renewal		Government funded scheme to support businesses and home owners recover from the impact of the recent flooding.

**CAPITAL PLAN: LIST A
CORPORATE**

	Code	Expenditure To 31/03/14	2014/15 Estimate inc Prior Year Slippage	2015/16 Estimate	2016/17 Estimate	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	Total Scheme Estimate
Capital Renewals		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(i) General	P06FA									
Departmental Admin	GR01	n/a	18	18	5				3	44
Council Offices	GR02	n/a		2					2	4
Print Unit	GR03	n/a	35	19	85	11			28	178
Photocopiers	GR04	n/a				105		2		107
Telephones	GR05	n/a	79	14	21				14	128
Snack Facilities	GR06	n/a		14			1			15
Tonbridge Christmas Lighting	GR09	n/a		30						30
Elections	GR10	n/a								
		n/a	132	97	111	116	1	2	47	506
(ii) Information Technology	P06FB	n/a	363	210	149	228	310	239	209	1,708
Provision for Inflation		n/a		6	11	21	26	25	32	121
Savings Target (assumes 25%)		n/a	(33)	(26)			Embedded			(59)
Total Capital Renewals to Summary		n/a	462	287	271	365	337	266	288	2,276

CAPITAL PLAN: LIST A CORPORATE		
	Key Priorities & Improvement Themes or [CA & P]	Notes
Capital Renewals		
(i) General	[CA&P: 2c, 17a, 17b]	
Departmental Admin		}
Council Offices		}
Print Unit		}
Photocopiers		}
Telephones		}
Snack Facilities		}
Tonbridge Christmas Lighting		}
Elections		}
(ii) Information Technology		}
Savings target		Following a Overview and Scrutiny Committee review of capitals renewals (September 2014) savings target increased from 20% to 25% for 2014/15 and 2015/16 and embedded in the detailed estimates thereafter by increasing estimated useful life for scheduled items.

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.
- Reducing the number of persistent/repeat ASB offenders.

5b Reducing domestic abuse:

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

5c Reducing substance misuse:

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

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

6a Allocating land for new employment and housing development.

6b Providing affordable housing for low income households.

6c Reducing the shortfall in Gypsy and Traveller pitches.

6d Making better use of existing affordable housing.

6e Tackling homelessness.

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

6g Meeting the accommodation needs of vulnerable people.

6h Improving housing for young people.

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

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

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

Corporate Aims and Priorities 2011/12

	Overall aim(s)		Ref	Improvement Priority	Period
12	Climate Change				
	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	Community leadership				
	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	Local economy				
	To promote the well-being of the local economy and enhance the viability and vitality of population centres.	Our approach to the local economy	14a	Contribute to improving the West Kent economy.	2003/11
		Tourism	14b	Increase tourism within the borough.	2000/11

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 1.4.2014	£1,250,000
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Balance at 1.4.2016	£1,250,000
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REVENUE RESERVE

	£	£
Balance 1.4.2014		5,913,612
Less:-		
Budgeted to be met from Reserves	(1,076,850)	
Increase on Original Estimate	(80,150)	
		(1,157,000)
Estimated Balance at 1.4.2015		4,756,612
Contribution to Revenue Reserves 2015/16		73,550
Estimated Balance at 31.3.2016		4,830,162

Tonbridge and Malling Borough Council
Estimate Of Collection Fund Surplus / (Deficit) 2014 / 15 - Council Tax

	Estimate	
	£	£
<u>Income</u>		
Surplus / (Deficit) Brought Forward		708,556
Council Tax		
Income from Council Tax (Net of Discounts, CTR and Exemptions)		70,134,277
Total Income for the Year		70,842,833
<u>Expenditure</u>		
Precepts and Demands 2014/15		
Kent County Council	48,949,458	
Kent Police Authority	6,608,676	
Kent & Medway Towns Fire Authority	3,174,253	
Parishes	1,961,046	
Tonbridge and Malling Borough Council	8,421,156	69,114,589
Provision for Council Tax Non-Collection		469,000
Payments / (receipts) in respect of estimated surplus / (deficit) for 2013/14		
Kent County Council	456,769	
Kent Police Authority	61,673	
Kent & Medway Towns Fire Authority	29,622	
Tonbridge and Malling Borough Council	96,803	644,867
Total Expenditure for the Year		70,228,456
Estimated Surplus/(Deficit) for 2014/15		614,377

Allocation Of Estimated Surplus / (Deficit) 2014/15

	Precepts 2014/15		Surplus / (Deficit)
	£	%	£
Kent County Council	48,949,458	70.82	435,124
Kent Police Authority	6,608,676	9.56	58,746
Kent & Medway Towns Fire Authority	3,174,253	4.59	28,217
Tonbridge & Malling Borough Council	10,382,202	15.02	92,290
Total	69,114,589	100.000	614,377

Tonbridge and Malling Borough Council
Estimate Of Collection Fund Surplus/(Deficit) 2014/15 - Business Rates

	Estimate	
	£	£
<u>Income</u>		
Surplus / (Deficit) Brought Forward		(4,766,572)
Income from Business Rate Payers		53,978,662
Recovery of Prior Years Estimated Deficit		1,331,818
Total Income for the Year		50,543,908
<u>Expenditure</u>		
Demands for 2014/15 based upon NNDR 1 2014/15		
Kent County Council	4,771,199	
Kent & Medway Fire & Rescue Authority	530,133	
Tonbridge and Malling Borough Council	21,205,328	
Central Government	26,506,660	53,013,320
Allowance for Losses - Bad Debts		700,000
Allowance for Losses - Appeals		(352,000)
Cost of Collection Allowance		167,622
Transitional Protection Payments		3,192
Total Expenditure for the Year		53,532,134
Estimated Surplus/(Deficit) for 2014/15		(2,988,226)

Allocation Of Estimated Surplus / (Deficit) 2014/15

	Allocation	Surplus / (Deficit)
	%	£
Kent County Council	9	(268,940)
Kent & Medway Fire & Rescue Authority	1	(29,882)
Tonbridge and Malling Borough Council	40	(1,195,290)
Cental Government	50	(1,494,114)
Total	100	(2,988,226)

Estimated Comprehensive Income and Expenditure Statement 2014-16

	2014/15		
	Original Estimate	Revised Estimate	2015/16 Original Estimate
	£	£	£
Continuing Operations			
Cultural & Related Services	4,298,967	4,291,292	4,144,133
Environmental & Regulatory Services	5,308,017	5,197,742	5,281,783
Planning Services	2,168,117	2,317,142	2,051,983
Highways & Transport Services	(273,683)	(451,408)	(503,667)
Housing Services	1,727,967	1,960,692	1,791,433
Central Services to the Public	1,974,300	2,093,550	1,854,750
Corporate & Democratic Core	2,338,217	2,281,242	2,278,083
Non-Distributed Costs	359,650	278,100	299,500
Net Cost of Services	17,901,550	17,968,350	17,198,000
Other Operating Expenditure			
Parish Council Precepts	1,961,046	1,961,046	2,043,129
Drainage Board Levies	380,700	380,650	387,550
Corporate Provisions for Bad Debts	5,000	5,000	5,000
Payments to Housing Capital Receipts Pool	4,500	4,500	4,500
Financing & Investing Income & Expenditure			
Trading Undertakings	(316,850)	(341,400)	(319,050)
Interest Payable & Similar Charges - Leases	22,150	80,050	76,450
Interest & Investment Income	(174,000)	(167,150)	(174,500)
IAS 19 Pension Costs	1,762,800	2,185,000	2,245,000
Taxation & Non-Specific Grant Income			
Council Tax Income	(10,382,202)	(10,382,202)	(10,837,430)
Collection Fund - Council Tax (Surplus)/Deficit	(96,803)	(96,803)	(92,290)
Collection Fund - Non Dom Rates (Surplus)/Deficit	532,727	532,727	1,195,290
National Non-Domestic Rate Distribution	(2,049,945)	(923,695)	(1,304,665)
General Government Grants	(4,719,423)	(5,313,523)	(5,475,084)
(SURPLUS) / DEFICIT ON PROVISION OF SERVICES	4,831,250	5,892,550	4,951,900

Estimated Extract from
Movement in Reserves Statement 2014-16

	2014/15				2015/16	
	Original Estimate		Revised Estimate		Original Estimate	
	General Fund £	Earmarked Gen Fund Reserves £	General Fund £	Earmarked Gen Fund Reserves £	General Fund £	Earmarked Gen Fund Reserves £
BALANCE AT 1 APRIL	1,250,000	14,000,231	1,250,000	17,135,321	1,250,000	14,323,971
Comprehensive Income & Expenditure						
Surplus / (Deficit) on Provision of Services	(4,831,250)	0	(5,892,550)	0	(4,951,900)	0
Total Comprehensive Income & Expenditure	(4,831,250)	0	(5,892,550)	0	(4,951,900)	0
Adjustments Between Accounting Basis & Funding Basis Under Regulations						
Depreciation of Non-Current Assets	2,606,110	0	2,915,650	0	2,873,410	0
Net Charges made for Retirement Benefits	1,418,800	0	1,624,000	0	1,641,000	0
Minimum Revenue Provision	(103,560)	0	(381,950)	0	(364,660)	0
Capital Exp. Charged to the General Fund	(1,507,750)	0	(1,081,000)	0	(1,391,000)	0
Capital Receipts	4,500	0	4,500	0	4,500	0
Net Increase / (Decrease) Before Transfers to / from Earmarked Reserves	(2,413,150)	0	(2,811,350)	0	(2,188,650)	0
Transfers to / from Earmarked Reserves						
Building Repairs Reserve	(3,200)	3,200	(34,550)	34,550	(40,300)	40,300
Earmarked Reserves	(411,500)	411,500	402,900	(402,900)	1,222,500	(1,222,500)
Revenue Reserve for Capital Schemes	1,751,000	(1,751,000)	1,286,000	(1,286,000)	1,080,000	(1,080,000)
General Revenue Reserve	1,076,850	(1,076,850)	1,157,000	(1,157,000)	(73,550)	73,550
Increase / (Decrease) in Year	0	(2,413,150)	0	(2,811,350)	(0)	(2,188,650)
BALANCE AT 31 MARCH	1,250,000	11,587,081	1,250,000	14,323,971	1,250,000	12,135,321

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