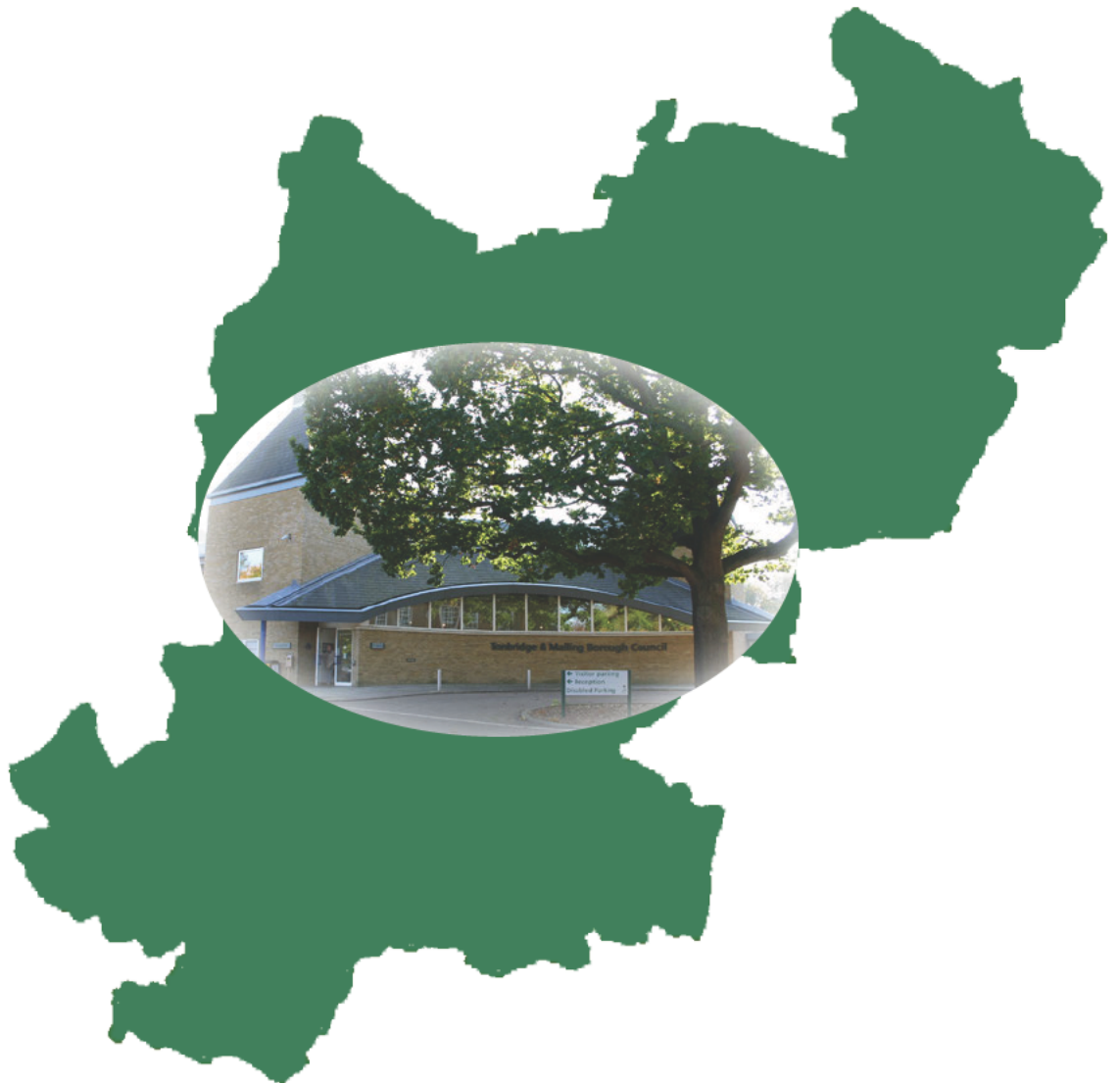


2016/17

# Revenue and Capital Budgets



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## **BUDGET STATEMENT 2016/17**

### **1. Introduction**

- 1.1 The revenue and capital budgets for 2016/17 are presented in this booklet for approval by full Council. In determining the budget the Council approves the financial resources necessary to achieve its plans for the provision of services and also sets the level of council tax for the year. The budget has been prepared within the context of a **Medium Term Financial Strategy (MTFS) [Annex 1]**.
- 1.2 Since 2010/11 the Council has seen its core funding, its Settlement Funding Assessment (SFA), fall by more than £4.2m or 60% with further cuts planned in future years. Indicative figures up to 2019/20 suggest that our core funding at that time will have reduced by £5.8m in cash terms compared to 2010/11 or 80%.
- 1.3 Up until now the fall in core funding has to a large extent been negated by the grant award under the New Homes Bonus (NHB) scheme which in 2016/17 is around £3.8m. However, indicative figures have been provided by the Government which reflect proposed changes to the scheme where in 2019/20 our NHB is projected to be £2.3m. Putting to one side New Homes Bonus, of the twelve district councils in Kent, Tonbridge and Malling continues to receive the lowest SFA both in total and per head for 2016/17.
- 1.4 It can be seen from the above that the sheer scale of the ongoing reduction in government grant funding has and continues to place ever increasing pressure on the Council's finances and, in turn, financial sustainability. Based on the indicative funding figures provided by the Government over the four-year period 2016/17 to 2019/20, amongst other things, latest projections point to a 'funding gap' between expenditure and income of **circa £1.825m**.
- 1.5 It should be noted that, depending on how far the proposed changes to the NHB scheme are taken, there is a real risk that the 'funding gap' could be more than is presently reflected in the MTFS. We do believe that our MTFS is resilient and the financial pressures likely to confront us can be addressed in a measured and controlled way, but with ever increasing pressure this is becoming progressively more difficult and place financial sustainability at risk.
- 1.6 That said, based on the above projection we could, for example, breakdown the savings target into tranches (tranche one £625,000, tranche two £500,000 and tranche three £700,000 to be achieved by 2017/18, 2018/19 and 2021/22 respectively).
- 1.7 It is clear from what is, undoubtedly, a significant financial challenge, some radical and certainly difficult choices will have to be made. Alongside the

MTFS now sits a **Savings and Transformation Strategy**. Its purpose, to provide structure, focus and direction in addressing the significant financial challenge that lies ahead and, in so doing, recognise there is no one simple solution and we will need to adopt a number of ways to deliver the savings within an agreed timetable. A number of key themes have been identified, together with outline targets and an indicative year of implementation for each. Further details can be found in the report to Cabinet on 11 February 2016.

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

### **2.1 Background**

- 2.1.1 The Council's Medium Term Financial Strategy (MTFS) covers both revenue and capital budgets, and it is this Strategy that underpins the budget setting process for the forthcoming year and over the strategy period.
- 2.1.2 The Strategy sets out the high level financial objectives the Council wishes to fulfil over the agreed time span. The Strategy also sets out, based on current financial information, not only the projected budgets for the period, but also the levels of council tax that are projected to be required to meet the Council's spending plans.
- 2.1.3 The aim of the MTFS is to give us a realistic and sustainable plan that reflects the Council's 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 MTFS 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 MTFS can be found at **[Annex 1]**.

### **2.2 Council Priorities**

- 2.2.1 Given the significant financial challenge ahead and the need to both reduce expenditure and maximise income, we now wish to focus our efforts clearly on the delivery of our annual savings targets whilst seeking to maintain the key, core services that matter to our residents, local businesses and visitors.
- 2.2.2 The Council is facing a considerable period of change and challenge and in response is in the process of developing a new Corporate Strategy. The Strategy will set out the actions we now need to take to maintain and improve the services which are most important to the local community, the Council's priorities, whilst taking into account a much reduced level of funding.

## 2.3 Financial Context

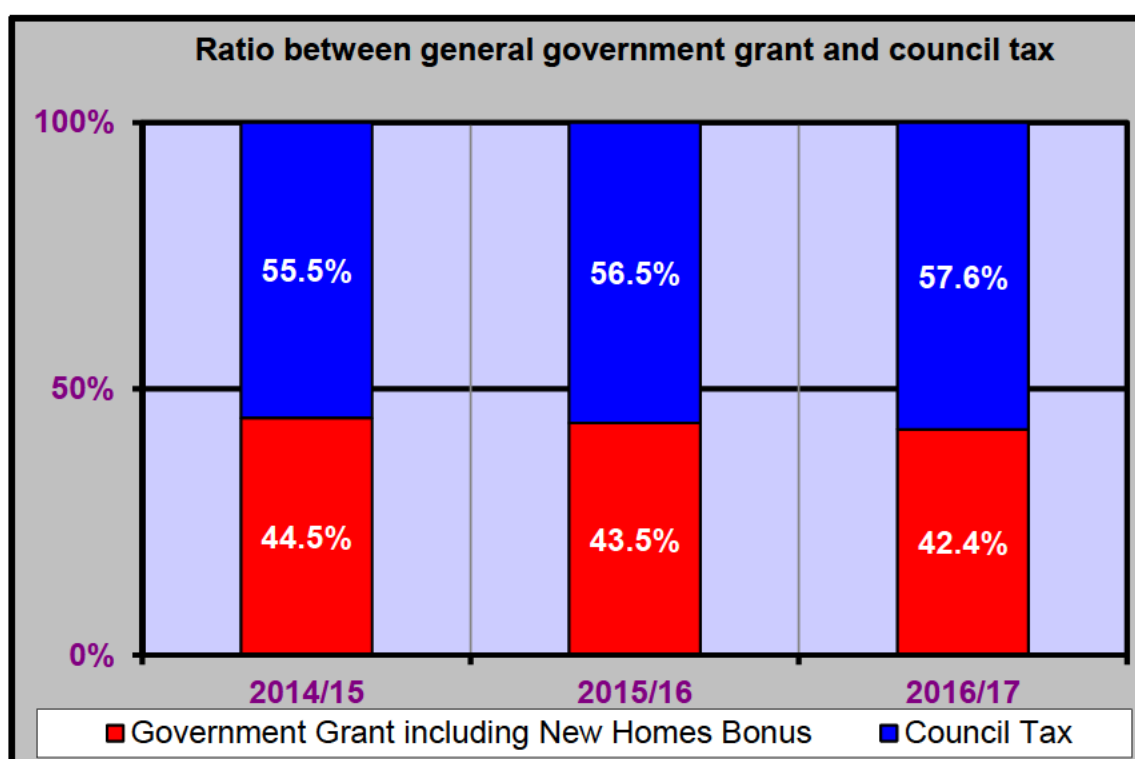
- 2.3.1 The Council's Band D tax rate for 2016/17 is **£192.51 (an increase of £5.00 or just below 2.7%)**. In setting this level of council tax, the Council is to make a contribution of **£474,500** to its General Revenue Reserve.
- 2.3.2 In respect of Government Grant including New Homes Bonus (see paragraph 3) in 2016/17 the Council is to receive based on its baseline funding level (see paragraph 11) £6,739,479, a decrease of £40,273 or 0.6% when compared to the equivalent figure of £6,779,752 in 2015/16.
- 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 2016/17 is £2,896,396. This represents a cash decrease of £782,203 or 21.3% when compared to the equivalent figure of £3,678,599 in 2015/16. 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 2016/17 is £3,843,083 compared to £3,101,153 in 2015/16. Grant funding including NHB is, therefore, £6,739,479. A breakdown of the total grant funding into the various funding streams is set out in the table below.

|   | 2015/16<br>£     | 2016/17<br>£     | Cash Increase /<br>(Decrease) |               |
|---|------------------|------------------|-------------------------------|---------------|
|   |                  |                  | £                             | %             |
| Local Share of Business Rates<br>(baseline) | 2,089,115        | 2,106,525        | 17,410                        | 0.8           |
| Revenue Support Grant                       | 1,589,484        | 655,042          | (934,442)                     | (58.8)        |
| Transition Grant                            |                  | 134,829          | 134,829                       | 100.0         |
| <b>Settlement Funding Assessment</b>        | <b>3,678,599</b> | <b>2,896,396</b> | <b>(782,203)</b>              | <b>(21.3)</b> |
| New Homes Bonus                             | 3,101,153        | 3,843,083        | 741,930                       | 23.9          |
| <b>Total Grant Funding</b>                  | <b>6,779,752</b> | <b>6,739,479</b> | <b>(40,273)</b>               | <b>(0.6)</b>  |

- 3.4 As can be seen from the table our total grant funding is to decrease by 0.6%. It is also worth noting that up until now our grant award under the NHB scheme each year has negated in part the decrease in our Settlement Funding Assessment, but this will not be the case going forward.
- 3.5 It is worth noting that, of the twelve district councils in Kent, Tonbridge & Malling Borough Council continues to receive **one of the lowest, if not the lowest**, Settlement Funding Assessment both in **total and per head** each year over the four-year period 2016/17 to 2019/20.
- 3.6 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.

The level of council tax increase for 2016/17 above which the Council would be required to hold a referendum has been set at the higher of 2.0% or £5 and unlike in recent years, there was no offer of a council tax freeze grant for 2016/17 from the Government.

## **5. General Fund**

- 5.1 The Council's estimated net revenue expenditure for 2016/17 (prior to any contribution to or from the revenue reserve) amounts to £9,456,650. A contribution of £474,500 is to be made to the revenue reserve giving £9,931,150 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 2016 is £4,973,117, of which our share is £1,989,247.
- 6.4 The estimated **surplus** on the collection fund in respect of council tax at 31 March 2016 is £984,801, of which our share is £147,917.

## **7. Council Tax Base**

- 7.1 The Council Tax base, as determined by the Director of Finance and Transformation was set at **47,629.13** band D equivalents for 2016/17.

## **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).
- 8.2 The Council has determined a local Council Tax Reduction Scheme which is based upon the previous national scheme, but which, in 2016/17, 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 2016/17 is shown on page 19.

## **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 2016/17 is 49.7p compared to 49.3p for 2015/16. Lower rates apply to small businesses with rateable values below £18,000 and the rate for 2016/17 is 48.4p compared to 48.0p for 2015/16.
- 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, beyond 2016/17 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 Council will have to meet a share of that shortfall up to a maximum of circa **£158,000** in 2016/17. This figure increases each year in line with inflation.

## **12. Capital Estimates**

- 12.1 The Borough Council's Capital Plan is shown on pages CP1 to CP28. This is the culmination of a review process which began in January 2016. The progress on existing Capital Plan schemes has been noted and Cabinet on 11 February 2016 recommended the inclusion of one or more new schemes. The Capital Plan includes references to the Council's pre-existing Key Priorities and Improvement Actions and Corporate Aims and Priorities. The key to these can be found on pages CP29 to CP37.

## **13. Cabinet**

- 13.1 Cabinet comprises the following Councillors:

|                     |  |
|---------------------|--|
| Cllr N Heslop       | Leader and Economic Regeneration                             |
| Cllr Mrs J Anderson | Housing and Environment Services                             |
| Cllr M Coffin       | Finance, Innovation and Property and Deputy Executive Leader |
| Cllr Mrs M Heslop   | Community Services   |
| Cllr B Luker        | Community Safety   |
| Cllr H Rogers       | Planning and Transportation                                  |

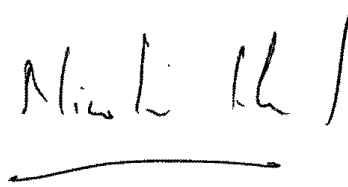


## 14. Acknowledgement

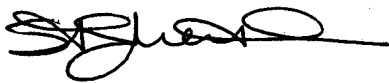
- 14.1 The formulation of the Budget for 2016/17, as in recent years, has been challenging and we are indebted to the staff in Financial Services who have, once again, worked tirelessly to bring both the Budget for 2016/17, and the updated Medium Term Financial Strategy, to fruition. We are also grateful 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.



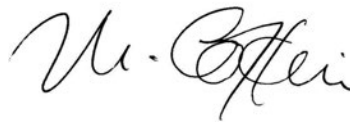
Julie Beilby  
Chief Executive



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 2016/17 – 2025/26**

### **INTRODUCTION**

The Council continues to face a significant financial challenge as a result of the Government's budget deficit reduction programme which has resulted in a reduction in the financial support it can offer to local government. We do believe that our Medium Term Financial Strategy is resilient and the financial pressures likely to confront us can be addressed in a measured and controlled way, but with ever increasing pressure this is becoming progressively more difficult and places financial sustainability at risk.

This Medium Term Financial Strategy represents an update to the strategy approved by Council on 17 February 2015. The update has been prepared given the circumstances prevailing in February 2016. 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 2016/17.

### **FINANCIAL CONTEXT**

The level of Council Tax set by the Borough Council for the year 2016/17 is £192.51. In setting this level of Council Tax, the contribution to or from the General Revenue Reserve is a contribution to the Reserve of £474,500.

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

The Council received a grant settlement of £2,896,396 including the parish councils funding of £174,654 in respect of the council tax support scheme. This represented a reduction of £782,203 in cash terms when compared to the equivalent figure of £3,678,599 for 2015/16.

In addition, the Council's grant award under the New Homes Bonus scheme in 2016/17 is £3,843,083. This represented an increase of £741,930 in cash terms when compared to the equivalent figure of £3,101,153 for 2015/16.

Based on the indicative funding figures provided by the Government over the four-year period 2016/17 to 2019/20, amongst other things, latest projections point to a 'funding gap' between expenditure and income of about £1.825m.

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 £625,000, tranche two £500,000 and tranche three £700,000 to be achieved by 2017/18, 2018/19 and 2021/22).

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 £200,000 (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 increases in council tax having regard to the guidelines issued by the Secretary of State.
- Continue to identify efficiency savings and opportunities for new or additional income sources and to seek appropriate reductions in service costs in delivery of the Savings and Transformation Strategy approved by Members.
- Subject to there being sufficient resources within the capital reserve, set a maximum 'annual capital allowance' each year as part of the budget setting process for all new capital schemes (set at £200,000 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 2016/17 to 2025/26 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 2021/22.

The Strategy should be read in conjunction with:

- the updated Capital Strategy recommended to Council for adoption by Cabinet on 11 February 2016;
- the Treasury Management and Annual Investment Strategy for 2016/17 recommended to Council for adoption by Cabinet on 11 February 2016;
- the report to Cabinet on 11 February 2016 entitled 'Setting the Budget for 2016/17';
- the report to Cabinet on 11 February 2016 entitled 'Setting the Council Tax 2016/17'; and
- the Budget Statement 2016/17 to which this Strategy is annexed.

This Strategy will be reviewed and updated at least annually.

Director of Finance and Transformation  
February 2016

## Medium Term Financial Strategy

|  | Estimate         | Projection       |                  |                  |                  |                  |                  |                  |                  |                  |
|--|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|  | 2016/17<br>£000  | 2017/18<br>£000  | 2018/19<br>£000  | 2019/20<br>£000  | 2020/21<br>£000  | 2021/22<br>£000  | 2022/23<br>£000  | 2023/24<br>£000  | 2024/25<br>£000  | 2025/26<br>£000  |
| <b>EXPENDITURE</b>   |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Employees  | 11,118           | 11,287           | 11,461           | 11,640           | 11,863           | 12,144           | 12,428           | 12,722           | 13,020           | 13,327           |
| Transfer Payments  | 35,065           | 35,806           | 36,522           | 37,253           | 19,491           | 19,881           | 20,278           | 20,684           | 21,098           | 21,520           |
| Other Expenditure  | 11,365           | 11,332           | 11,577           | 11,829           | 12,086           | 12,351           | 12,622           | 12,899           | 13,182           | 13,471           |
| Capital Charges  | 2,933            | 2,992            | 3,052            | 3,113            | 3,175            | 3,239            | 3,304            | 3,370            | 3,437            | 3,506            |
| <b>Total Expenditure</b>   | <b>60,481</b>    | <b>61,417</b>    | <b>62,612</b>    | <b>63,835</b>    | <b>46,615</b>    | <b>47,615</b>    | <b>48,632</b>    | <b>49,675</b>    | <b>50,737</b>    | <b>51,824</b>    |
| <b>INCOME</b>  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Fees & Charges   | (6,825)          | (6,910)          | (7,142)          | (7,236)          | (7,472)          | (7,570)          | (7,810)          | (7,912)          | (8,156)          | (8,261)          |
| Other Specific Grants & Misc                                     | (35,544)         | (36,224)         | (36,920)         | (37,632)         | (20,064)         | (20,464)         | (20,871)         | (21,287)         | (21,710)         | (22,142)         |
| Investment Income  | (210)            | (299)            | (451)            | (617)            | (625)            | (586)            | (579)            | (558)            | (553)            | (564)            |
| <b>Total Income</b>  | <b>(42,579)</b>  | <b>(43,433)</b>  | <b>(44,513)</b>  | <b>(45,485)</b>  | <b>(28,161)</b>  | <b>(28,620)</b>  | <b>(29,260)</b>  | <b>(29,757)</b>  | <b>(30,419)</b>  | <b>(30,967)</b>  |
| <b>Appropriations</b>  |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Capital Renewals   | 100              | 0                | 0                | 585              | 1,201            | 1,217            | 1,233            | 1,250            | 1,267            | 1,285            |
| Provision for new Capital Schemes                                | 275              | 275              | 275              | 0                | 0                | 0                | 0                | 0                | 0                | 0                |
| Other Appropriations   | (4,842)          | (2,927)          | (2,987)          | (3,048)          | (3,110)          | (3,174)          | (3,239)          | (3,305)          | (3,372)          | (3,441)          |
| <b>SAVINGS TARGET</b>  | <b>0</b>         | <b>(625)</b>     | <b>(638)</b>     | <b>(651)</b>     | <b>(664)</b>     | <b>(677)</b>     | <b>(691)</b>     | <b>(705)</b>     | <b>(719)</b>     | <b>(733)</b>     |
| <b>SAVINGS TARGET</b>  | <b>0</b>         | <b>0</b>         | <b>(500)</b>     | <b>(510)</b>     | <b>(520)</b>     | <b>(530)</b>     | <b>(541)</b>     | <b>(552)</b>     | <b>(563)</b>     | <b>(574)</b>     |
| <b>SAVINGS TARGET</b>  | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>(700)</b>     | <b>(714)</b>     | <b>(728)</b>     | <b>(743)</b>     | <b>(758)</b>     |
| <b>NET BUDGETED SPEND</b>  | <b>13,435</b>    | <b>14,707</b>    | <b>14,249</b>    | <b>14,726</b>    | <b>15,361</b>    | <b>15,131</b>    | <b>15,420</b>    | <b>15,878</b>    | <b>16,188</b>    | <b>16,636</b>    |
| <b>FUNDING</b>   |                  |                  |                  |                  |                  |                  |                  |                  |                  |                  |
| Revenue Reserves   | (474)            | (309)            | (231)            | 931              | 1,133            | 454              | 278              | 255              | 66               | (3)              |
| Government Grant   | 6,581            | 5,515            | 4,642            | 3,616            | 3,642            | 3,669            | 3,696            | 3,723            | 3,750            | 3,778            |
| Council Tax  | 9,169            | 9,501            | 9,838            | 10,179           | 10,586           | 11,008           | 11,446           | 11,900           | 12,372           | 12,861           |
| Collection Fund Adjustment                                       | (1,841)          | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0                |
| <b>Total Funding</b>   | <b>13,435</b>    | <b>14,707</b>    | <b>14,249</b>    | <b>14,726</b>    | <b>15,361</b>    | <b>15,131</b>    | <b>15,420</b>    | <b>15,878</b>    | <b>16,188</b>    | <b>16,636</b>    |
| <b>Council Tax Level at Band D<br/>Increase on Previous Year</b> | £192.51<br>£5.00 | £197.51<br>£5.00 | £202.51<br>£5.00 | £207.51<br>£5.00 | £213.74<br>3.00% | £220.15<br>3.00% | £226.75<br>3.00% | £233.55<br>3.00% | £240.56<br>3.00% | £247.78<br>3.00% |
| <b>RESERVES BALANCE CARRIED FORWARD</b>                          | <b>5,219</b>     | <b>5,528</b>     | <b>5,759</b>     | <b>4,828</b>     | <b>3,695</b>     | <b>3,241</b>     | <b>2,963</b>     | <b>2,708</b>     | <b>2,642</b>     | <b>2,645</b>     |

| <b>Capital Plan Review 2015/16 : Capital Plan Funding</b>   |                              |                              |                              |                              |                              |                              |                              |
|---|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
|   | 2015/16<br>Estimate<br>£'000 | 2016/17<br>Estimate<br>£'000 | 2017/18<br>Estimate<br>£'000 | 2018/19<br>Estimate<br>£'000 | 2019/20<br>Estimate<br>£'000 | 2020/21<br>Estimate<br>£'000 | 2021/22<br>Estimate<br>£'000 |
| <b>Capital Plan Schemes</b>                                 |                              |                              |                              |                              |                              |                              |                              |
| Capital Renewals  | 686                          | 1,133                        | 887                          | 599                          | 769                          | 693                          | 570                          |
| Other Recurring Expenditure (net of grants)                 | 525                          | 397                          | 395                          | 395                          | 395                          | 395                          | 395                          |
| One-Off Schemes (net of grants & contributions)             | 814                          | 1,053                        | 70                           | 15                           |                              |                              |                              |
| <b>Capital Plan Totals</b>                                  | <b>2,025</b>                 | <b>2,583</b>                 | <b>1,352</b>                 | <b>1,009</b>                 | <b>1,164</b>                 | <b>1,088</b>                 | <b>965</b>                   |
| Add back grants / contributions                             | 2,671                        | 731                          | 520                          | 670                          | 520                          | 520                          | 520                          |
| <b>Total to be funded</b>                                   | <b>4,696</b>                 | <b>3,314</b>                 | <b>1,872</b>                 | <b>1,679</b>                 | <b>1,684</b>                 | <b>1,608</b>                 | <b>1,485</b>                 |
| <b>Funded from:</b>   |                              |                              |                              |                              |                              |                              |                              |
| <b>Grants</b>   |                              |                              |                              |                              |                              |                              |                              |
| Better Care Fund (Disabled Facilities Grant)                | 490                          | 490                          | 490                          | 490                          | 490                          | 490                          | 490                          |
| Environment Agency (Town Lock)                              | 730                          |                              |                              |                              |                              |                              |                              |
| Town Wardens (Town Lock)                                    | 2                            |                              |                              |                              |                              |                              |                              |
| Leisure Trust (LLC Health Suite / Gym Extension)            | 70                           |                              |                              |                              |                              |                              |                              |
| LSP (Haysden CP Extension of Play Area)                     |                              | 11                           |                              |                              |                              |                              |                              |
| Sita Trust (Haysden CP Extension of Play Area)              |                              | 50                           |                              |                              |                              |                              |                              |
| Environment Agency (Castle River Bank)                      | 147                          |                              |                              |                              |                              |                              |                              |
| KCC (Winter Warmth)   | 9                            |                              |                              |                              |                              |                              |                              |
| DEFRA (Air Quality)   |                              | 150                          |                              |                              |                              |                              |                              |
| DCLG (Revenues & Benefits Document Management)              | 60                           |                              |                              |                              |                              |                              |                              |
| DCLG (Flood Repair Grants)                                  | 257                          |                              |                              |                              |                              |                              |                              |
| <b>Developer Contributions</b>                              |                              |                              |                              |                              |                              |                              |                              |
| Town Lock   | 822                          |                              |                              |                              |                              |                              |                              |
| Tonbridge School Athletics Track                            |                              |                              |                              | 150                          |                              |                              |                              |
| Open Spaces Site Improvements Phase 1                       | 26                           |                              |                              |                              |                              |                              |                              |
| Open spaces Site Improvements Phase 2                       | 13                           |                              |                              |                              |                              |                              |                              |
| Memorial Garden Improvement including Trust contr b'n       | 15                           |                              |                              |                              |                              |                              |                              |
| <b>Capital and Other Receipts</b>                           |                              |                              |                              |                              |                              |                              |                              |
| Housing Assistance Grant Repayments                         | 30                           | 30                           | 30                           | 30                           | 30                           | 30                           | 30                           |
| Repayment of Mortgages                                      | 1                            | 1                            | 1                            | 1                            | 1                            | 1                            |                              |
| Sale of St Johns Ambulance Site (Net)                       | 220                          |                              |                              |                              |                              |                              |                              |
| Sale of 20 Twisden Road                                     | 129                          |                              |                              |                              |                              |                              |                              |
| <b>Balance met from Revenue Reserve for Capital Schemes</b> | <b>1,675</b>                 | <b>2,582</b>                 | <b>1,351</b>                 | <b>1,008</b>                 | <b>1,163</b>                 | <b>1,087</b>                 | <b>965</b>                   |
| <b>Total funding</b>  | <b>4,696</b>                 | <b>3,314</b>                 | <b>1,872</b>                 | <b>1,679</b>                 | <b>1,684</b>                 | <b>1,608</b>                 | <b>1,485</b>                 |

**Council 16 February 2016**  
**General Fund Revenue Estimates 2016/17**  
**SUMMARY**

|   | 2015/16 ESTIMATE  |                   | 2016/17          |
|---|-------------------|-------------------|------------------|
|   | ORIGINAL<br>£     | REVISED<br>£      | ESTIMATE<br>£    |
| <b>Corporate Services</b>   | 3,072,200         | 2,585,800         | 2,563,000        |
| <b>Chief Executive</b>  | 825,700           | 931,000           | 756,000          |
| <b>Director of Central Services</b>                               | 24,650            | (46,550)          | 68,100           |
| <b>Director of Finance &amp; Transformation</b>                   | 2,052,300         | 2,092,050         | 2,280,400        |
| <b>Director of Planning, Housing &amp; Environmental Health</b>   | 3,899,450         | 4,180,100         | 4,135,750        |
| <b>Director of Street Scene, Leisure &amp; Technical Services</b> | 8,019,400         | 8,116,300         | 8,183,600        |
| Sub Total   | 17,893,700        | 17,858,700        | 17,986,850       |
| <b>Capital Accounting Reversals</b>                               |                   |                   |                  |
| Non-Current Asset Depreciation                                    | (2,508,750)       | (2,581,650)       | (2,641,200)      |
| Non-Current Asset Impairment                                      | -                 | (5,300)           | -                |
| <b>Contributions to / (from) Reserves</b>                         |                   |                   |                  |
| Building Repairs Reserve  |                   |                   |                  |
| Withdrawals to fund expenditure                                   | (459,700)         | (575,250)         | (715,650)        |
| Contribution to Reserve   | 500,000           | 850,000           | 525,000          |
| <b>Earmarked Reserves</b>   |                   |                   |                  |
| Contributions from Reserves                                       |                   |                   |                  |
| Business Rates Retention Scheme Reserve                           | (1,100,000)       | (575,900)         | (2,000,000)      |
| Community Development Reserve                                     | -                 | (60,250)          | -                |
| Economic Development Reserve                                      | -                 | (58,000)          | -                |
| Election Expenses Reserve   | (133,000)         | (125,100)         | -                |
| Flood Recovery & Defence Reserve                                  | -                 | (75,000)          | (25,000)         |
| Local Development Framework Reserve                               | (30,000)          | (30,000)          | (30,000)         |
| Planning Inquiries Reserve  | (18,600)          | (22,500)          | (22,500)         |
| Repossessions Prevention Fund Reserve                             | (4,000)           | (4,000)           | (4,000)          |
| River Wall at Wouldham Reserve                                    | -                 | -                 | (700,000)        |
| Social Housing Fraud Initiative Reserve                           | (1,900)           | (1,900)           | (1,900)          |
| Tonbridge Town Centre Reserve                                     | -                 | (5,200)           | -                |
| Contributions to Reserves   |                   |                   |                  |
| Election Expenses Reserve   | 25,000            | 25,000            | 25,000           |
| Invest to Save Reserve  | -                 | 50,000            | 300,000          |
| Local Development Framework Reserve                               | 40,000            | 40,000            | 40,000           |
| Transformation Reserve  | -                 | 36,000            | -                |
| Revenue Reserve for Capital Schemes                               |                   |                   |                  |
| Withdrawals to fund expenditure                                   |                   |                   |                  |
| Non-Current Assets  | (1,391,000)       | (1,247,000)       | (2,290,000)      |
| Revenue Expenditure Funded from Capital                           | (478,000)         | (428,000)         | (292,000)        |
| Other contributions to / (from) Reserve (net)                     | 789,000           | 766,000           | 1,075,000        |
| <b>Capital Expenditure Charged to General Fund</b>                | 1,391,000         | 1,247,000         | 2,290,000        |
| <b>International Accounting Standard 19</b>                       |                   |                   |                  |
| Retirement Benefit Costs  | 4,148,000         | 4,203,000         | 4,276,000        |
| Employers Pension Contributions                                   | (2,507,000)       | (2,448,000)       | (2,528,000)      |
| Contribution to / (from) Pensions Reserve                         | (1,641,000)       | (1,755,000)       | (1,748,000)      |
| <b>Government Grants</b>  |                   |                   |                  |
| New Homes Bonus   | (3,101,150)       | (3,101,150)       | (3,843,100)      |
| New Homes Bonus Returned In-Year                                  | -                 | (6,700)           | -                |
| Right to Move New Burden Grant                                    | -                 | (3,050)           | -                |
| Transition Grant  | -                 | -                 | (134,850)        |
| <b>Contributions from KCC</b>                                     | (116,250)         | (166,350)         | (85,000)         |
| Sub Total   | 11,296,350        | 11,800,400        | 9,456,650        |
| <b>Contribution to / (from) General Revenue Reserve</b>           | 73,550            | 74,400            | 474,500          |
| <b>Budget Requirement</b>   | <b>11,369,900</b> | <b>11,874,800</b> | <b>9,931,150</b> |

## ESTIMATES FOR THE FINANCIAL YEAR 2016/17

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

| 2015/16 Estimate  |                   | DESCRIPTION                                     | 2016/17           |
|-------------------|-------------------|---|-------------------|
| Original<br>£     | Revised<br>£      |   | Estimate<br>£     |
| 11,369,900        | 11,874,800        | BOROUGH COUNCIL REQUIREMENT                     | 9,931,150         |
| 2,043,129         | 2,043,129         | PARISH COUNCIL PRECEPTS                         | 2,230,015         |
| <hr/>             |                   |   | <hr/>             |
| 13,413,029        | 13,917,929        | Sub-total                                       | 12,161,165        |
| <hr/>             |                   |   | <hr/>             |
| 1,589,484         | 1,589,484         | LESS:   |                   |
|                   |                   | Revenue Support Grant                           | 655,042           |
|                   |                   | National Non-Domestic Rates                     |                   |
| 21,454,885        | 21,583,285        | Share of National Non-Domestic Rates            | 21,521,670        |
| (20,150,220)      | (20,150,220)      | (Tariff) / Top Up                               | (20,318,139)      |
| -                 | 490,100           | (Levy) / Safety Net                             | 290,800           |
| -                 | (150)             | Flood Relief Grant                              | -                 |
| 371,000           | 353,550           | Small Business Rate Relief Grant                | 366,450           |
| 270,100           | 230,550           | Retail Relief Grant                             | -                 |
| 143,350           | 8,200             | Empty Property Re-occupation Relief Grant       | 8,250             |
| -                 | 78,700            | New Build Empty Property Relief Grant           | 79,350            |
| <hr/>             |                   |   | <hr/>             |
| 9,734,430         | 9,734,430         | Sub-total                                       | 9,557,742         |
| <hr/>             |                   |   | <hr/>             |
| 92,290            | 92,290            | LESS:   |                   |
| (1,195,290)       | (1,195,290)       | Collection Fund Adjustments -                   |                   |
|                   |                   | Council Tax Surplus / (Deficit)                 | 147,917           |
|                   |                   | National Non-Domestic Rates Surplus / (Deficit) | (1,989,247)       |
| <hr/>             |                   |   | <hr/>             |
| <b>10,837,430</b> | <b>10,837,430</b> | <b>COUNCIL TAX REQUIREMENT</b>                  | <b>11,399,072</b> |
| <hr/>             |                   |   | <hr/>             |

### COUNCIL TAX - BAND "D" EQUIVALENT

| 2015/16<br>Estimate<br>£ | Band "D"<br>Equivalent<br>£ | DESCRIPTION                                      | 2016/17<br>Estimate<br>£ | Band "D"<br>Equivalent<br>£ |
|--------------------------|-----------------------------|--|--------------------------|-----------------------------|
| 51,121,098               | 1,089.99                    |  | 53,990,000               | 1,133.55                    |
| 6,901,412                | 147.15                      | POLICE & CRIME COMMISSIONER FOR KENT             | 7,246,772                | 152.15                      |
| 3,313,522                | 70.65                       | KENT & MEDWAY FIRE & RESCUE AUTHORITY            | 3,429,297                | 72.00                       |
| 8,794,301                | 187.51                      | TONBRIDGE & MALLING BOROUGH COUNCIL              | 9,169,057                | 192.51                      |
| <hr/>                    |                             |  | <hr/>                    | <hr/>                       |
| 70,130,333               | 1,495.30                    | <b>BAND "D" COUNCIL TAX (excluding Parishes)</b> | 73,835,126               | 1,550.21                    |
| 2,043,129                | 43.56 *                     | PARISH COUNCILS #                                | 2,230,015                | 46.82 *                     |
| <hr/>                    |                             |  | <hr/>                    | <hr/>                       |
| 72,173,462               | 1,538.86                    | <b>AVERAGE BAND "D" COUNCIL TAX</b>              | 76,065,141               | 1,597.03                    |
| <hr/>                    |                             |  | <hr/>                    | <hr/>                       |
|                          |                             | * Parish Average                                 |                          |                             |

# See page 20 for details of Precepts and Band "D" Council Tax charges for individual Parish Councils



## **COUNCIL TAX**

### **DRAFT RESOLUTION**

1. It be noted that on 16th February 2016 the Council calculated:
- (a) the Council Tax Base 2016/17 for the whole Council area as 47,629.13 [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                | 382.75   |
| Aylesford                | 3,934.33 |
| Birling                  | 195.89   |
| Borough Green            | 1,531.89 |
| Burham                   | 440.86   |
| Ditton                   | 1,738.72 |
| East Malling & Larkfield | 4,849.82 |
| East Peckham             | 1,263.22 |
| Hadlow                   | 1,483.85 |
| Hildenborough            | 2,164.42 |
| Ightham                  | 1,094.58 |
| Kings Hill               | 3,855.49 |
| Leybourne                | 1,510.94 |
| Mereworth                | 417.70   |
| Offham                   | 373.70   |
| Platt                    | 855.89   |
| Plaxtol                  | 573.16   |
| Ryarsh                   | 283.08   |
| Shipbourne               | 250.74   |
| Snodland                 | 3,413.09 |
| Stansted                 | 243.45   |
| Trottiscliffe            | 263.04   |
| Wateringbury             | 885.48   |
| West Malling             | 1,096.26 |
| West Peckham             | 173.32   |
| Wouldham                 | 468.55   |
| Wrotham                  | 826.42   |

2. £9,169,057 being the Council Tax requirement for the Council's own purposes for 2016/17 (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 2016/17 in accordance with Sections 31 to 36 of the Act:

- (a) £88,371,801 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) £76,972,729 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
- (c) £11,399,072 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) £239.33 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) £2,230,015 being the aggregate amount of all special items (Parish precepts). [Item S in Section 34(3) of the Act].
- (f) £192.51 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) <b><u>Part of the Council's area</u></b> | £      |
| Addington                                    | 241.96 |
| Aylesford                                    | 237.59 |
| Birling                                      | 237.29 |
| Borough Green                                | 292.69 |
| Burham                                       | 236.61 |
| Ditton                                       | 312.36 |
| East Malling & Larkfield                     | 240.41 |
| East Peckham                                 | 281.93 |
| Hadlow                                       | 246.58 |
| Hildenborough                                | 217.51 |
| Ightham                                      | 289.64 |
| Kings Hill                                   | 254.88 |
| Leybourne                                    | 268.50 |
| Mereworth                                    | 221.11 |
| Offham                                       | 236.74 |
| Platt  | 264.95 |
| Plaxtol                                      | 235.54 |
| Ryarsh                                       | 242.99 |
| Shipbourne                                   | 226.98 |
| Snodland                                     | 267.58 |
| Stansted                                     | 258.23 |
| Trottscliffe                                 | 241.93 |
| Wateringbury                                 | 316.19 |
| West Malling                                 | 260.01 |
| West Peckham                                 | 209.81 |
| Wouldham                                     | 251.59 |
| Wrotham                                      | 271.15 |

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

(h)

**Valuation Bands**

| <b><u>Part of the<br/>Council's area</u></b> | <b>A</b> | <b>B</b> | <b>C</b> | <b>D</b> | <b>E</b> | <b>F</b> | <b>G</b> | <b>H</b> |
|--|----------|----------|----------|----------|----------|----------|----------|----------|
|  | £        | £        | £        | £        | £        | £        | £        | £        |
| Tonbridge                                    | 128.34   | 149.73   | 171.12   | 192.51   | 235.29   | 278.07   | 320.85   | 385.02   |
| Addington                                    | 161.31   | 188.19   | 215.08   | 241.96   | 295.73   | 349.50   | 403.27   | 483.92   |
| Aylesford                                    | 158.39   | 184.79   | 211.19   | 237.59   | 290.39   | 343.19   | 395.98   | 475.18   |
| Birling                                      | 158.19   | 184.56   | 210.92   | 237.29   | 290.02   | 342.75   | 395.48   | 474.58   |
| Borough Green                                | 195.13   | 227.65   | 260.17   | 292.69   | 357.73   | 422.77   | 487.82   | 585.38   |
| Burham                                       | 157.74   | 184.03   | 210.32   | 236.61   | 289.19   | 341.77   | 394.35   | 473.22   |
| Ditton                                       | 208.24   | 242.95   | 277.65   | 312.36   | 381.77   | 451.19   | 520.60   | 624.72   |
| East Malling & Larkfield                     | 160.27   | 186.99   | 213.70   | 240.41   | 293.83   | 347.26   | 400.68   | 480.82   |
| East Peckham                                 | 187.95   | 219.28   | 250.60   | 281.93   | 344.58   | 407.23   | 469.88   | 563.86   |
| Hadlow                                       | 164.39   | 191.78   | 219.18   | 246.58   | 301.38   | 356.17   | 410.97   | 493.16   |
| Hildenborough                                | 145.01   | 169.17   | 193.34   | 217.51   | 265.85   | 314.18   | 362.52   | 435.02   |
| Ightham                                      | 193.09   | 225.28   | 257.46   | 289.64   | 354.00   | 418.37   | 482.73   | 579.28   |
| Kings Hill                                   | 169.92   | 198.24   | 226.56   | 254.88   | 311.52   | 368.16   | 424.80   | 509.76   |
| Leybourne                                    | 179.00   | 208.83   | 238.67   | 268.50   | 328.17   | 387.83   | 447.50   | 537.00   |
| Mereworth                                    | 147.41   | 171.97   | 196.54   | 221.11   | 270.25   | 319.38   | 368.52   | 442.22   |
| Offham                                       | 157.83   | 184.13   | 210.44   | 236.74   | 289.35   | 341.96   | 394.57   | 473.48   |
| Platt  | 176.63   | 206.07   | 235.51   | 264.95   | 323.83   | 382.71   | 441.58   | 529.90   |
| Plaxtol                                      | 157.03   | 183.20   | 209.37   | 235.54   | 287.88   | 340.22   | 392.57   | 471.08   |
| Ryarsh                                       | 161.99   | 188.99   | 215.99   | 242.99   | 296.99   | 350.99   | 404.98   | 485.98   |
| Shipbourne                                   | 151.32   | 176.54   | 201.76   | 226.98   | 277.42   | 327.86   | 378.30   | 453.96   |
| Snodland                                     | 178.39   | 208.12   | 237.85   | 267.58   | 327.04   | 386.50   | 445.97   | 535.16   |
| Stansted                                     | 172.15   | 200.85   | 229.54   | 258.23   | 315.61   | 373.00   | 430.38   | 516.46   |
| Trottscliffe                                 | 161.29   | 188.17   | 215.05   | 241.93   | 295.69   | 349.45   | 403.22   | 483.86   |
| Watlington                                   | 210.79   | 245.93   | 281.06   | 316.19   | 386.45   | 456.72   | 526.98   | 632.38   |
| West Malling                                 | 173.34   | 202.23   | 231.12   | 260.01   | 317.79   | 375.57   | 433.35   | 520.02   |
| West Peckham                                 | 139.87   | 163.19   | 186.50   | 209.81   | 256.43   | 303.06   | 349.68   | 419.62   |
| Wouldham                                     | 167.73   | 195.68   | 223.64   | 251.59   | 307.50   | 363.41   | 419.32   | 503.18   |
| Wrotham                                      | 180.77   | 210.89   | 241.02   | 271.15   | 331.41   | 391.66   | 451.92   | 542.30   |

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 2016/17 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:

| <b><u>Valuation Bands</u></b>            |          |          |          |          |          |          |          |          |
|--|----------|----------|----------|----------|----------|----------|----------|----------|
| <b><u>Precepting Authority</u></b>       | <b>A</b> | <b>B</b> | <b>C</b> | <b>D</b> | <b>E</b> | <b>F</b> | <b>G</b> | <b>H</b> |
|  | £        | £        | £        | £        | £        | £        | £        | £        |
| The Police & Crime Commissioner for Kent | 101.43   | 118.34   | 135.24   | 152.15   | 185.96   | 219.77   | 253.58   | 304.30   |
| Kent & Medway Fire & Rescue Authority    | 48.00    | 56.00    | 64.00    | 72.00    | 88.00    | 104.00   | 120.00   | 144.00   |
| Kent County Council                      | 755.70   | 881.65   | 1,007.60 | 1,133.55 | 1,385.45 | 1,637.35 | 1,889.25 | 2,267.10 |

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 2016/17, for each of the categories of dwellings shown below:

| <b><u>Valuation Bands</u></b>            |          |          |          |          |          |          |          |          |
|--|----------|----------|----------|----------|----------|----------|----------|----------|
| <b><u>Part of the Council's area</u></b> | <b>A</b> | <b>B</b> | <b>C</b> | <b>D</b> | <b>E</b> | <b>F</b> | <b>G</b> | <b>H</b> |
|  | £        | £        | £        | £        | £        | £        | £        | £        |
| Tonbridge                                | 1,033.47 | 1,205.72 | 1,377.96 | 1,550.21 | 1,894.70 | 2,239.19 | 2,583.68 | 3,100.42 |
| Addington                                | 1,066.44 | 1,244.18 | 1,421.92 | 1,599.66 | 1,955.14 | 2,310.62 | 2,666.10 | 3,199.32 |
| Aylesford                                | 1,063.52 | 1,240.78 | 1,418.03 | 1,595.29 | 1,949.80 | 2,304.31 | 2,658.81 | 3,190.58 |
| Birling                                  | 1,063.32 | 1,240.55 | 1,417.76 | 1,594.99 | 1,949.43 | 2,303.87 | 2,658.31 | 3,189.98 |
| Borough Green                            | 1,100.26 | 1,283.64 | 1,467.01 | 1,650.39 | 2,017.14 | 2,383.89 | 2,750.65 | 3,300.78 |
| Burham                                   | 1,062.87 | 1,240.02 | 1,417.16 | 1,594.31 | 1,948.60 | 2,302.89 | 2,657.18 | 3,188.62 |
| Ditton                                   | 1,113.37 | 1,298.94 | 1,484.49 | 1,670.06 | 2,041.18 | 2,412.31 | 2,783.43 | 3,340.12 |
| East Malling & Larkfield                 | 1,065.40 | 1,242.98 | 1,420.54 | 1,598.11 | 1,953.24 | 2,308.38 | 2,663.51 | 3,196.22 |
| East Peckham                             | 1,093.08 | 1,275.27 | 1,457.44 | 1,639.63 | 2,003.99 | 2,368.35 | 2,732.71 | 3,279.26 |
| Hadlow                                   | 1,069.52 | 1,247.77 | 1,426.02 | 1,604.28 | 1,960.79 | 2,317.29 | 2,673.80 | 3,208.56 |
| Hildenborough                            | 1,050.14 | 1,225.16 | 1,400.18 | 1,575.21 | 1,925.26 | 2,275.30 | 2,625.35 | 3,150.42 |
| Ightham                                  | 1,098.22 | 1,281.27 | 1,464.30 | 1,647.34 | 2,013.41 | 2,379.49 | 2,745.56 | 3,294.68 |
| Kings Hill                               | 1,075.05 | 1,254.23 | 1,433.40 | 1,612.58 | 1,970.93 | 2,329.28 | 2,687.63 | 3,225.16 |
| Leybourne                                | 1,084.13 | 1,264.82 | 1,445.51 | 1,626.20 | 1,987.58 | 2,348.95 | 2,710.33 | 3,252.40 |
| Mereworth                                | 1,052.54 | 1,227.96 | 1,403.38 | 1,578.81 | 1,929.66 | 2,280.50 | 2,631.35 | 3,157.62 |
| Offham                                   | 1,062.96 | 1,240.12 | 1,417.28 | 1,594.44 | 1,948.76 | 2,303.08 | 2,657.40 | 3,188.88 |
| Platt                                    | 1,081.76 | 1,262.06 | 1,442.35 | 1,622.65 | 1,983.24 | 2,343.83 | 2,704.41 | 3,245.30 |
| Plaxtol                                  | 1,062.16 | 1,239.19 | 1,416.21 | 1,593.24 | 1,947.29 | 2,301.34 | 2,655.40 | 3,186.48 |
| Ryarsh                                   | 1,067.12 | 1,244.98 | 1,422.83 | 1,600.69 | 1,956.40 | 2,312.11 | 2,667.81 | 3,201.38 |
| Shipbourne                               | 1,056.45 | 1,232.53 | 1,408.60 | 1,584.68 | 1,936.83 | 2,288.98 | 2,641.13 | 3,169.36 |
| Snodland                                 | 1,083.52 | 1,264.11 | 1,444.69 | 1,625.28 | 1,986.45 | 2,347.62 | 2,708.80 | 3,250.56 |
| Stansted                                 | 1,077.28 | 1,256.84 | 1,436.38 | 1,615.93 | 1,975.02 | 2,334.12 | 2,693.21 | 3,231.86 |
| Trottscliffe                             | 1,066.42 | 1,244.16 | 1,421.89 | 1,599.63 | 1,955.10 | 2,310.57 | 2,666.05 | 3,199.26 |
| Wateringbury                             | 1,115.92 | 1,301.92 | 1,487.90 | 1,673.89 | 2,045.86 | 2,417.84 | 2,789.81 | 3,347.78 |
| West Malling                             | 1,078.47 | 1,258.22 | 1,437.96 | 1,617.71 | 1,977.20 | 2,336.69 | 2,696.18 | 3,235.42 |
| West Peckham                             | 1,045.00 | 1,219.18 | 1,393.34 | 1,567.51 | 1,915.84 | 2,264.18 | 2,612.51 | 3,135.02 |
| Wouldham                                 | 1,072.86 | 1,251.67 | 1,430.48 | 1,609.29 | 1,966.91 | 2,324.53 | 2,682.15 | 3,218.58 |
| Wrotham                                  | 1,085.90 | 1,266.88 | 1,447.86 | 1,628.85 | 1,990.82 | 2,352.78 | 2,714.75 | 3,257.70 |

## Financial Arrangements with Parish councils 2016/17

| Parish council         | Basic<br>Allocation<br>£ | Cemeteries &<br>Churchyards<br>£ | Footway<br>Lighting<br>£ | Total<br>£        |
|------------------------|--------------------------|----------------------------------|--------------------------|-------------------|
| Addington              | 2,365.00                 | 925.00                           | -                        | 3,290.00          |
| Aylesford              | 15,800.00                | 8,351.00                         | 2,681.00                 | 26,832.00         |
| Birling                | 2,365.00                 | 1,727.00                         | 140.00                   | 4,232.00          |
| Borough Green          | 5,345.00                 | -                                | 1,349.00                 | 6,694.00          |
| Burham                 | 2,365.00                 | 1,443.00                         | 193.00                   | 4,001.00          |
| Ditton                 | 7,065.00                 | 1,069.00                         | -                        | 8,134.00          |
| E. Malling & Larkfield | 19,664.00                | 2,575.00                         | 613.00                   | 22,852.00         |
| East Peckham           | 4,917.00                 | 3,439.00                         | 1,157.00                 | 9,513.00          |
| Hadlow                 | 5,833.00                 | 9,756.00                         | 35.00                    | 15,624.00         |
| Hildenborough          | 7,273.00                 | 2,207.00                         | 105.00                   | 9,585.00          |
| Ightham                | 3,012.00                 | 2,725.00                         | -                        | 5,737.00          |
| Kings Hill             | 10,344.00                | -                                | -                        | 10,344.00         |
| Leybourne              | 5,445.00                 | 769.00                           | 333.00                   | 6,547.00          |
| Mereworth              | 2,365.00                 | 2,164.00                         | -                        | 4,529.00          |
| Offham                 | 2,365.00                 | 774.00                           | -                        | 3,139.00          |
| Platt                  | 2,461.00                 | 2,111.00                         | 368.00                   | 4,940.00          |
| Plaxtol                | 2,365.00                 | 2,076.00                         | 245.00                   | 4,686.00          |
| Ryarsh                 | 2,365.00                 | 841.00                           | 421.00                   | 3,627.00          |
| Shipbourne             | 2,365.00                 | 1,343.00                         | -                        | 3,708.00          |
| Snodland               | 15,053.00                | 12,081.00                        | 2,436.00                 | 29,570.00         |
| Stansted               | 2,365.00                 | 1,040.00                         | -                        | 3,405.00          |
| Trottiscliffe          | 2,365.00                 | 452.00                           | -                        | 2,817.00          |
| Wateringbury           | 2,967.00                 | 4,703.00                         | 701.00                   | 8,371.00          |
| West Malling           | 3,932.00                 | 3,682.00                         | 1,647.00                 | 9,261.00          |
| West Peckham           | 2,365.00                 | 1,101.00                         | -                        | 3,466.00          |
| Wouldham               | 2,365.00                 | 668.00                           | 140.00                   | 3,173.00          |
| Wrotham                | 2,605.00                 | 4,299.00                         | 946.00                   | 7,850.00          |
| <b>Total</b>           | <b>140,096.00</b>        | <b>72,321.00</b>                 | <b>13,510.00</b>         | <b>225,927.00</b> |

## Parish council precepts

| Precept for<br>2015/16<br>£ | Parish council         | Precept for<br>2016/17<br>£ | Tax base  | Amount per<br>band D<br>property<br>£ | Per band<br>D<br>variation<br>% |
|-----------------------------|------------------------|-----------------------------|-----------|---------------------------------------|---------------------------------|
| 18,594.68                   | Addington              | 18,926.99                   | 382.75    | 49.45                                 | 0.0                             |
| 166,525.96                  | Aylesford              | 177,374.00                  | 3,934.33  | 45.08                                 | 5.7                             |
| 8,772.00                    | Birling                | 8,772.00                    | 195.89    | 44.78                                 | 0.9                             |
| 143,334.00                  | Borough Green          | 153,466.00                  | 1,531.89  | 100.18                                | 2.1                             |
| 18,516.02                   | Burham                 | 19,441.82                   | 440.86    | 44.10                                 | 5.1                             |
| 202,450.58                  | Ditton                 | 208,386.00                  | 1,738.72  | 119.85                                | 1.8                             |
| 223,560.93                  | E. Malling & Larkfield | 232,286.00                  | 4,849.82  | 47.90                                 | 2.7                             |
| 110,274.00                  | East Peckham           | 112,951.00                  | 1,263.22  | 89.42                                 | 0.8                             |
| 76,764.00                   | Hadlow                 | 80,229.00                   | 1,483.85  | 54.07                                 | 4.7                             |
| 32,178.55                   | Hildenborough          | 54,111.00                   | 2,164.42  | 25.00                                 | 66.7                            |
| 95,784.00                   | Ightham                | 106,317.00                  | 1,094.58  | 97.13                                 | 10.4                            |
| 215,938.00                  | Kings Hill             | 240,467.00                  | 3,855.49  | 62.37                                 | 8.0                             |
| 112,139.00                  | Leybourne              | 114,816.00                  | 1,510.94  | 75.99                                 | 0.0                             |
| 10,861.11                   | Mereworth              | 11,947.22                   | 417.70    | 28.60                                 | 7.8                             |
| 16,408.98                   | Offham                 | 16,528.75                   | 373.70    | 44.23                                 | 0.0                             |
| 51,100.00                   | Platt                  | 62,000.00                   | 855.89    | 72.44                                 | 19.9                            |
| 23,490.00                   | Plaxtol                | 24,664.00                   | 573.16    | 43.03                                 | 4.5                             |
| 14,287.60                   | Ryarsh                 | 14,289.88                   | 283.08    | 50.48                                 | (5.8)                           |
| 8,556.83                    | Shipbourne             | 8,643.00                    | 250.74    | 34.47                                 | 0.0                             |
| 235,677.00                  | Snodland               | 256,224.00                  | 3,413.09  | 75.07                                 | 6.8                             |
| 15,600.00                   | Stansted               | 16,000.00                   | 243.45    | 65.72                                 | (0.6)                           |
| 11,500.00                   | Trottiscliffe          | 13,000.00                   | 263.04    | 49.42                                 | 12.9                            |
| 68,844.24                   | Wateringbury           | 109,516.32                  | 885.48    | 123.68                                | 59.0                            |
| 71,780.00                   | West Malling           | 73,993.00                   | 1,096.26  | 67.50                                 | 2.4                             |
| 2,998.00                    | West Peckham           | 2,998.00                    | 173.32    | 17.30                                 | 0.3                             |
| 27,381.00                   | Wouldham               | 27,680.00                   | 468.55    | 59.08                                 | 4.8                             |
| 59,813.00                   | Wrotham                | 64,987.00                   | 826.42    | 78.64                                 | 4.5                             |
| 2,043,129.48                | Total                  | 2,230,014.98                | 34,570.64 |                                       |                                 |

## CORPORATE SERVICES

### SUMMARY

|                                      | 2015/16          |                  | 2016/17          |
|--------------------------------------|------------------|------------------|------------------|
|                                      | ORIGINAL<br>£    | REVISED<br>£     | ESTIMATE<br>£    |
| 1 SALARIES & ONCOSTS                 | 11,482,800       | 11,372,300       | 11,483,750       |
| 2 OVERHEAD EXPENSES                  | 3,954,800        | 4,169,850        | 4,255,100        |
| 3 RECHARGES TO SERVICE BUDGETS       | (14,506,650)     | (15,074,300)     | (15,374,550)     |
|                                      | <hr/>            | <hr/>            | <hr/>            |
| NON DISTRIBUTED COSTS                | <b>930,950</b>   | <b>467,850</b>   | <b>364,300</b>   |
| 4 DEMOCRATIC REPRESENTATION          | 1,502,250        | 1,483,600        | 1,533,500        |
| 5 CORPORATE MANAGEMENT               | 629,800          | 630,450          | 654,400          |
| 6 CAPITAL PROGRAMME REVENUE EXPENSES | 9,200            | 3,900            | 10,800           |
|                                      | <hr/>            | <hr/>            | <hr/>            |
|                                      | <b>3,072,200</b> | <b>2,585,800</b> | <b>2,563,000</b> |
|                                      | <hr/>            | <hr/>            | <hr/>            |

## CORPORATE SERVICES

|          |  | 2015/16           |                   | 2016/17           |
|----------|--|-------------------|-------------------|-------------------|
|          |  | ORIGINAL          | REVISED           | ESTIMATE          |
|          |  | £                 | £                 | £                 |
| <b>1</b> | <b><u>SALARIES &amp; ONCOSTS</u></b>               |                   |                   |                   |
|          | Salaries - see analysis page CS 9                  | 9,803,950         | 9,626,400         | 9,762,600         |
|          | Superannuation Backfunding                         | 1,388,000         | 1,381,000         | 1,443,000         |
|          | Staff Turnover Saving                              | (140,000)         | (80,000)          | (100,000)         |
|          | Apprenticeship Scheme                              | 16,500            | 12,600            | 12,750            |
|          | Termination Payments                               | 331,100           | 345,550           | 287,150           |
|          | Recruitment & Training                             | 83,250            | 86,750            | 78,250            |
|          |  | <b>11,482,800</b> | <b>11,372,300</b> | <b>11,483,750</b> |
| <b>2</b> | <b><u>OVERHEAD EXPENSES</u></b>                    |                   |                   |                   |
|          | <b>(a) <u>COUNCIL OFFICES</u></b>                  |                   |                   |                   |
|          | Employees  | 135,000           | 154,900           | 159,150           |
|          | Premises Related Expenses                          | 562,600           | 565,050           | 583,450           |
|          | Supplies & Services                                | 35,000            | 39,700            | 38,900            |
|          |  | 732,600           | 759,650           | 781,500           |
|          | Less Income  | (46,600)          | (44,300)          | (44,550)          |
|          | <b><u>Sub-total</u></b>                            | <b>686,000</b>    | <b>715,350</b>    | <b>736,950</b>    |
|          | Central, Departmental & Technical Support Services | 56,650            | 58,950            | 61,750            |
|          | Depreciation & Impairment                          | 148,350           | 149,650           | 149,650           |
|          |  | <b>891,000</b>    | <b>923,950</b>    | <b>948,350</b>    |



## CORPORATE SERVICES

### 2. OVERHEAD EXPENSES (Continued)

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

|  | 2015/16        |                | 2016/17        |
|--|----------------|----------------|----------------|
|  | ORIGINAL<br>£  | REVISED<br>£   | ESTIMATE<br>£  |
| Employees  | 76,250         | 81,100         | 83,050         |
| Supplies & Services                                | 80,350         | 74,850         | 74,850         |
|  | <hr/>          | <hr/>          | <hr/>          |
|  | 156,600        | 155,950        | 157,900        |
| Less Income  | (31,550)       | (42,550)       | (42,550)       |
|  | <hr/>          | <hr/>          | <hr/>          |
| <b><u>Sub-total</u></b>                            | 125,050        | 113,400        | 115,350        |
| Central, Departmental & Technical Support Services | 67,400         | 72,200         | 74,950         |
| Depreciation & Impairment                          | 29,150         | 22,250         | 32,650         |
|  | <hr/>          | <hr/>          | <hr/>          |
|  | <b>221,600</b> | <b>207,850</b> | <b>222,950</b> |
|  | <hr/>          | <hr/>          | <hr/>          |

#### (c) CUSTOMER SERVICES

|  |                |                |                |
|--|----------------|----------------|----------------|
| Employees  | 311,700        | 325,900        | 331,500        |
| Premises Related Expenses                          | 5,200          | 5,200          | 5,200          |
| Supplies & Services                                | 49,150         | 50,450         | 50,500         |
|  | <hr/>          | <hr/>          | <hr/>          |
|  | 366,050        | 381,550        | 387,200        |
| Less Income  | (120,700)      | (141,200)      | (141,200)      |
|  | <hr/>          | <hr/>          | <hr/>          |
| <b><u>Sub-total</u></b>                            | 245,350        | 240,350        | 246,000        |
| Central, Departmental & Technical Support Services | 166,100        | 188,200        | 191,900        |
|  | <hr/>          | <hr/>          | <hr/>          |
|  | <b>411,450</b> | <b>428,550</b> | <b>437,900</b> |
|  | <hr/>          | <hr/>          | <hr/>          |

## CORPORATE SERVICES

### 2. OVERHEAD EXPENSES (Continued)

#### (d) GENERAL ADMINISTRATION

|   | 2015/16        |                | 2016/17        |
|---|----------------|----------------|----------------|
|   | ORIGINAL<br>£  | REVISED<br>£   | ESTIMATE<br>£  |
| Employees   | 16,400         | 4,800          | 4,800          |
| Supplies & Services                                   | 103,950        | 103,500        | 106,750        |
|   | <hr/>          | <hr/>          | <hr/>          |
|   | 120,350        | 108,300        | 111,550        |
| Less Income   | (150)          | (150)          | (150)          |
|   | <hr/>          | <hr/>          | <hr/>          |
| <b><u>Sub-total</u></b>                               | 120,200        | 108,150        | 111,400        |
| Central, Departmental & Technical<br>Support Services | 18,450         | 15,150         | 17,050         |
|   | <hr/>          | <hr/>          | <hr/>          |
|   | <b>138,650</b> | <b>123,300</b> | <b>128,450</b> |
|   | <hr/>          | <hr/>          | <hr/>          |

#### (e) DEPARTMENTAL ADMINISTRATION

|                            |                |                |                |
|----------------------------|----------------|----------------|----------------|
| Transport Related Expenses | 248,300        | 228,750        | 219,000        |
| Supplies & Services        | 248,200        | 241,750        | 225,850        |
|                            | <hr/>          | <hr/>          | <hr/>          |
|                            | 496,500        | 470,500        | 444,850        |
| Less Income                | (212,250)      | (151,600)      | (86,800)       |
|                            | <hr/>          | <hr/>          | <hr/>          |
| <b><u>Sub-total</u></b>    | 284,250        | 318,900        | 358,050        |
| Depreciation & Impairment  | 19,700         | 20,850         | 18,950         |
|                            | <hr/>          | <hr/>          | <hr/>          |
|                            | <b>303,950</b> | <b>339,750</b> | <b>377,000</b> |
|                            | <hr/>          | <hr/>          | <hr/>          |

## CORPORATE SERVICES

### 2. OVERHEAD EXPENSES (Continued)

#### (f) SNACK FACILITIES

|   | 2015/16<br>ORIGINAL<br>£ | REVISED<br>£ | 2016/17<br>ESTIMATE<br>£ |
|---|--------------------------|--------------|--------------------------|
| Supplies & Services                                   | 5,750                    | 5,950        | -                        |
| Less Income   | (200)                    | (200)        | (200)                    |
|   | <hr/>                    | <hr/>        | <hr/>                    |
| <b><u>Sub-total</u></b>                               | 5,550                    | 5,750        | (200)                    |
| Central, Departmental & Technical<br>Support Services | 2,950                    | 3,000        | 3,050                    |
| Depreciation & Impairment                             | 1,300                    | 500          | 350                      |
|   | <hr/>                    | <hr/>        | <hr/>                    |
|   | <b>9,800</b>             | <b>9,250</b> | <b>3,200</b>             |
|   | <hr/>                    | <hr/>        | <hr/>                    |

#### (g) INFORMATION TECHNOLOGY SERVICES

|   |                  |                  |                  |
|---|------------------|------------------|------------------|
| Employees   | 830,600          | 922,350          | 973,900          |
| Transport Related Expenses                            | 250              | 850              | 850              |
| Supplies & Services                                   | 591,450          | 632,000          | 590,950          |
|   | <hr/>            | <hr/>            | <hr/>            |
|   | 1,422,300        | 1,555,200        | 1,565,700        |
| Less Income   | -                | (7,150)          | (14,000)         |
|   | <hr/>            | <hr/>            | <hr/>            |
| <b><u>Sub-total</u></b>                               | 1,422,300        | 1,548,050        | 1,551,700        |
| Central, Departmental & Technical<br>Support Services | 209,250          | 237,050          | 252,550          |
| Depreciation & Impairment                             | 346,800          | 352,100          | 333,000          |
|   | <hr/>            | <hr/>            | <hr/>            |
|   | <b>1,978,350</b> | <b>2,137,200</b> | <b>2,137,250</b> |
|   | <hr/>            | <hr/>            | <hr/>            |

## CORPORATE SERVICES

### 3. SUMMARY

|  | 2015/16        |                | 2016/17        |
|--|----------------|----------------|----------------|
|  | ORIGINAL<br>£  | REVISED<br>£   | ESTIMATE<br>£  |
| Salaries & Oncosts                       | 11,482,800     | 11,372,300     | 11,483,750     |
| Overhead Expenses :                      |                |                |                |
| (a) Council Offices                      | 891,000        | 923,950        | 948,350        |
| (b) Printing & Multi Function Devices    | 221,600        | 207,850        | 222,950        |
| (c) Customer Services                    | 411,450        | 428,550        | 437,900        |
| (d) General Administration               | 138,650        | 123,300        | 128,450        |
| (e) Departmental Administration          | 303,950        | 339,750        | 377,000        |
| (f) Snack Facilities                     | 9,800          | 9,250          | 3,200          |
| (g) Information Technology Services      | 1,978,350      | 2,137,200      | 2,137,250      |
|  | <hr/>          | <hr/>          | <hr/>          |
|  | 15,437,600     | 15,542,150     | 15,738,850     |
|  | <hr/>          | <hr/>          | <hr/>          |
| Less Recharged to :                      |                |                |                |
| Planning, Housing & Environmental Health | (5,495,750)    | (4,788,800)    | (4,885,950)    |
| Street Scene, Leisure & Technical        | (1,758,150)    | (2,734,600)    | (2,817,200)    |
| Central Services                         | (859,200)      | (947,750)      | (925,750)      |
| Finance & Transformation                 | (2,278,800)    | (2,283,450)    | (2,284,950)    |
| Corporate Services                       | (1,762,500)    | (1,777,550)    | (1,811,900)    |
| Chief Executive                          | (460,650)      | (477,650)      | (494,200)      |
| Other Services                           | (850)          | (900)          | (950)          |
| Holding Accounts                         | (1,890,750)    | (2,063,600)    | (2,153,650)    |
|  | <hr/>          | <hr/>          | <hr/>          |
|  | (14,506,650)   | (15,074,300)   | (15,374,550)   |
|  | <hr/>          | <hr/>          | <hr/>          |
|  | <hr/>          | <hr/>          | <hr/>          |
| <u>TO SUMMARY</u>                        | <b>930,950</b> | <b>467,850</b> | <b>364,300</b> |
|  | <hr/>          | <hr/>          | <hr/>          |

## CORPORATE SERVICES

### 4 DEMOCRATIC REPRESENTATION

#### (a) DEMOCRATIC ADMINISTRATION

|                           | 2015/16<br>ORIGINAL<br>£ | REVISED<br>£ | 2016/17<br>ESTIMATE<br>£ |
|---------------------------|--------------------------|--------------|--------------------------|
| Employees                 | 347,900                  | 355,550      | 367,950                  |
| Premises Related Expenses | 8,500                    | 8,050        | 8,500                    |
| Supplies & Services       | 5,000                    | 2,500        | 2,500                    |
|                           | <hr/>                    | <hr/>        | <hr/>                    |
| <b><u>Sub-total</u></b>   | 361,400                  | 366,100      | 378,950                  |

|  |                |                |                |
|--|----------------|----------------|----------------|
| Central, Departmental & Technical Support Services | 470,900        | 469,550        | 491,250        |
|  | <hr/>          | <hr/>          | <hr/>          |
|  | <b>832,300</b> | <b>835,650</b> | <b>870,200</b> |
|  | <hr/>          | <hr/>          | <hr/>          |

#### (b) PAYMENTS TO MEMBERS

|                            |         |         |         |
|----------------------------|---------|---------|---------|
| Transport Related Expenses | 10,000  | 8,000   | 8,000   |
| Supplies & Services        | 428,650 | 402,950 | 410,500 |
|                            | <hr/>   | <hr/>   | <hr/>   |
| <b><u>Sub-total</u></b>    | 438,650 | 410,950 | 418,500 |

|  |                |                |                |
|--|----------------|----------------|----------------|
| Central, Departmental & Technical Support Services | 26,800         | 29,450         | 32,250         |
|  | <hr/>          | <hr/>          | <hr/>          |
|  | <b>465,450</b> | <b>440,400</b> | <b>450,750</b> |
|  | <hr/>          | <hr/>          | <hr/>          |

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

|                            |        |        |        |
|----------------------------|--------|--------|--------|
| Employees                  | 45,600 | 47,050 | 48,050 |
| Transport Related Expenses | 19,500 | 19,500 | 19,500 |
| Supplies & Services        | 29,150 | 24,800 | 24,950 |
|                            | <hr/>  | <hr/>  | <hr/>  |
| <b><u>Sub-total</u></b>    | 94,250 | 91,350 | 92,500 |

|  |                |                |                |
|--|----------------|----------------|----------------|
| Central, Departmental & Technical Support Services | 110,250        | 116,200        | 120,050        |
|  | <hr/>          | <hr/>          | <hr/>          |
|  | <b>204,500</b> | <b>207,550</b> | <b>212,550</b> |
|  | <hr/>          | <hr/>          | <hr/>          |

|                          |                  |                  |                  |
|--------------------------|------------------|------------------|------------------|
| <b><u>TO SUMMARY</u></b> | <b>1,502,250</b> | <b>1,483,600</b> | <b>1,533,500</b> |
|                          | <hr/>            | <hr/>            | <hr/>            |

## CORPORATE SERVICES

|          |  | 2015/16        |                | 2016/17        |
|----------|--|----------------|----------------|----------------|
|          |  | ORIGINAL       | REVISED        | ESTIMATE       |
|          |  | £              | £              | £              |
| <b>5</b> | <b><u>CORPORATE MANAGEMENT</u></b>                 |                |                |                |
|          | <b>(a) <u>CORPORATE POLICY</u></b>                 |                |                |                |
|          | Employees  | 88,700         | 79,150         | 86,000         |
|          | Supplies & Services                                | 500            | 500            | 500            |
|          |  | <hr/>          | <hr/>          | <hr/>          |
|          | <b><u>Sub-total</u></b>                            | 89,200         | 79,650         | 86,500         |
|          | Central, Departmental & Technical Support Services | 407,950        | 413,300        | 426,150        |
|          |  | <hr/>          | <hr/>          | <hr/>          |
|          |  | <b>497,150</b> | <b>492,950</b> | <b>512,650</b> |
|          |  | <hr/>          | <hr/>          | <hr/>          |
|          | <b>(b) <u>PUBLIC ACCOUNTABILITY</u></b>            |                |                |                |
|          | Supplies & Services                                | 60,000         | 59,850         | 59,850         |
|          | Central, Departmental & Technical Support Services | 72,650         | 77,650         | 81,900         |
|          |  | <hr/>          | <hr/>          | <hr/>          |
|          |  | <b>132,650</b> | <b>137,500</b> | <b>141,750</b> |
|          |  | <hr/>          | <hr/>          | <hr/>          |
|          | <b><u>TO SUMMARY</u></b>                           | <b>629,800</b> | <b>630,450</b> | <b>654,400</b> |
|          |  | <hr/>          | <hr/>          | <hr/>          |
| <b>6</b> | <b><u>CAPITAL PROGRAMME REVENUE EXPENSES</u></b>   |                |                |                |
|          | Employees  | 108,600        | 107,150        | 76,000         |
|          | Less Income  | (182,550)      | (185,750)      | (147,500)      |
|          |  | <hr/>          | <hr/>          | <hr/>          |
|          | <b><u>Sub-total</u></b>                            | (73,950)       | (78,600)       | (71,500)       |
|          | Central, Departmental & Technical Support Services | 83,150         | 82,500         | 82,300         |
|          |  | <hr/>          | <hr/>          | <hr/>          |
|          | <b><u>TO SUMMARY</u></b>                           | <b>9,200</b>   | <b>3,900</b>   | <b>10,800</b>  |
|          |  | <hr/>          | <hr/>          | <hr/>          |

## **EMPLOYEES - SALARIES**

### **SERVICE ANALYSIS OF EXPENDITURE**

|                                | Basic<br>Salaries | Overtime | Temporary<br>Staff | Total<br>Salaries | Council Contributions<br>Nat. Ins. | Supern.   | Total<br>Salaries &<br>Oncosts |
|--------------------------------|-------------------|----------|--------------------|-------------------|------------------------------------|-----------|--------------------------------|
|                                | £                 | £        | £                  | £                 | £                                  | £         | £                              |
| <b><u>2015/16 ESTIMATE</u></b> |                   |          |                    |                   |                                    |           |                                |
| Original Estimate              | 7,774,300         | 35,300   | 284,700            | 8,094,300         | 601,450                            | 1,108,200 | 9,803,950                      |
| Revised Estimate               | 7,549,000         | 42,100   | 387,350            | 7,978,450         | 580,800                            | 1,067,150 | 9,626,400                      |
| <b><u>2016/17 ESTIMATE</u></b> |                   |          |                    |                   |                                    |           |                                |
| Service                        |                   |          |                    |                   |                                    |           |                                |
| Administration & Property      | 638,600           | 15,100   | 1,000              | 654,700           | 61,400                             | 92,850    | 808,950                        |
| Environmental Health & Housing | 986,150           | 5,700    | 1,000              | 992,850           | 96,150                             | 140,250   | 1,229,250                      |
| Executive                      | 374,900           | 1,900    | 10,000             | 386,800           | 43,550                             | 54,150    | 484,500                        |
| Finance                        | 1,367,950         | 3,050    | 86,900             | 1,457,900         | 132,400                            | 190,750   | 1,781,050                      |
| Information Technology         | 676,400           | 1,200    | 43,400             | 721,000           | 73,900                             | 93,800    | 888,700                        |
| Legal                          | 337,850           | 600      | -                  | 338,450           | 33,350                             | 46,700    | 418,500                        |
| Personnel                      | 371,250           | -        | 60,000             | 431,250           | 28,850                             | 54,550    | 514,650                        |
| Planning                       | 1,445,900         | 1,500    | -                  | 1,447,400         | 146,400                            | 206,300   | 1,800,100                      |
| Street Scene & Leisure         | 885,300           | 400      | 50,100             | 935,800           | 85,500                             | 131,000   | 1,152,300                      |
| Technical                      | 458,550           | 800      | -                  | 459,350           | 43,200                             | 58,650    | 561,200                        |
|                                | 7,542,850         | 30,250   | 252,400            | 7,825,500         | 744,700                            | 1,069,000 | 9,639,200                      |

## CHIEF EXECUTIVE

### SUMMARY

|                                       | 2015/16        |                | 2016/17        |
|---------------------------------------|----------------|----------------|----------------|
|                                       | ORIGINAL       | REVISED        | ESTIMATE       |
|                                       | £              | £              | £              |
| 1 COMMUNITY DEVELOPMENT               | 99,550         | 109,900        | 125,800        |
| 2 ELECTIONS                           | 459,400        | 437,900        | 363,550        |
| 3 GRANTS & PAYMENTS                   | 165,000        | 226,550        | 162,000        |
| 4 CLIMATE CHANGE                      | 9,150          | -              | -              |
| 5 ECONOMIC DEVELOPMENT & REGENERATION | 92,600         | 156,650        | 104,650        |
|                                       | <hr/>          | <hr/>          | <hr/>          |
|                                       | <b>825,700</b> | <b>931,000</b> | <b>756,000</b> |
|                                       | <hr/>          | <hr/>          | <hr/>          |



**CHIEF EXECUTIVE**

|          |   | <b>2015/16</b>  |                | <b>2016/17</b>  |
|----------|---|-----------------|----------------|-----------------|
|          |   | <b>ORIGINAL</b> | <b>REVISED</b> | <b>ESTIMATE</b> |
|          |   | <b>£</b>        | <b>£</b>       | <b>£</b>        |
| <b>1</b> | <b><u>COMMUNITY DEVELOPMENT</u></b>                   |                 |                |                 |
|          | Employees   | 46,900          | 51,100         | 53,350          |
|          | Supplies & Services                                   | 30,150          | 33,150         | 46,150          |
|          |   | <hr/>           | <hr/>          | <hr/>           |
|          |   | 77,050          | 84,250         | 99,500          |
|          | Less Income   | (10,150)        | (10,150)       | (10,150)        |
|          |   | <hr/>           | <hr/>          | <hr/>           |
|          | <b><u>Sub-total</u></b>                               | 66,900          | 74,100         | 89,350          |
|          | Central, Departmental & Technical<br>Support Services | 32,650          | 35,800         | 36,450          |
|          |   | <hr/>           | <hr/>          | <hr/>           |
|          | <b><u>TO SUMMARY</u></b>                              | <b>99,550</b>   | <b>109,900</b> | <b>125,800</b>  |
|          |   | <hr/>           | <hr/>          | <hr/>           |

**CHIEF EXECUTIVE**

**2 ELECTIONS**

**(a) ELECTORAL REGISTRATION**

|  | <b>2015/16</b>  |                | <b>2016/17</b>  |
|--|-----------------|----------------|-----------------|
|  | <b>ORIGINAL</b> | <b>REVISED</b> | <b>ESTIMATE</b> |
|  | <b>£</b>        | <b>£</b>       | <b>£</b>        |
| Employees  | 63,450          | 66,950         | 68,100          |
| Supplies & Services                                | 71,350          | 68,950         | 71,100          |
|  | <hr/>           | <hr/>          | <hr/>           |
|  | 134,800         | 135,900        | 139,200         |
| Less Income  | (40,000)        | (60,150)       | (21,000)        |
|  | <hr/>           | <hr/>          | <hr/>           |
| <b><u>Sub-total</u></b>                            | 94,800          | 75,750         | 118,200         |
| Central, Departmental & Technical Support Services | 123,650         | 124,550        | 129,750         |
| Depreciation & Impairment                          | 6,000           | 5,000          | 5,000           |
|  | <hr/>           | <hr/>          | <hr/>           |
|  | <b>224,450</b>  | <b>205,300</b> | <b>252,950</b>  |
|  | <hr/>           | <hr/>          | <hr/>           |

**(b) CONDUCT OF ELECTIONS**

|  |                |                |                |
|--|----------------|----------------|----------------|
| Employees  | 17,000         | 17,850         | 17,900         |
| Premises Related Expenses                          | 10,400         | 14,000         | -              |
| Supplies & Services                                | 131,600        | 111,100        | -              |
|  | <hr/>          | <hr/>          | <hr/>          |
|  | 159,000        | 142,950        | 17,900         |
| Less Income  | (9,000)        | -              | -              |
|  | <hr/>          | <hr/>          | <hr/>          |
| <b><u>Sub-total</u></b>                            | 150,000        | 142,950        | 17,900         |
| Central, Departmental & Technical Support Services | 84,950         | 89,650         | 92,700         |
|  | <hr/>          | <hr/>          | <hr/>          |
|  | <b>234,950</b> | <b>232,600</b> | <b>110,600</b> |
|  | <hr/>          | <hr/>          | <hr/>          |
| <b><u>TO SUMMARY</u></b>                           | <b>459,400</b> | <b>437,900</b> | <b>363,550</b> |
|  | <hr/>          | <hr/>          | <hr/>          |

**CHIEF EXECUTIVE**

|          |   | <b>2015/16</b>  |                | <b>2016/17</b>  |
|----------|---|-----------------|----------------|-----------------|
|          |   | <b>ORIGINAL</b> | <b>REVISED</b> | <b>ESTIMATE</b> |
|          |   | <b>£</b>        | <b>£</b>       | <b>£</b>        |
| <b>3</b> | <b><u>GRANTS &amp; PAYMENTS</u></b>                   |                 |                |                 |
|          | Supplies & Services                                   | 151,000         | 211,250        | 151,000         |
|          | Central, Departmental & Technical Support Services    | 14,000          | 15,300         | 11,000          |
|          |   | <hr/>           | <hr/>          | <hr/>           |
|          | <b><u>TO SUMMARY</u></b>                              | <b>165,000</b>  | <b>226,550</b> | <b>162,000</b>  |
|          |   | <hr/>           | <hr/>          | <hr/>           |
| <b>4</b> | <b><u>CLIMATE CHANGE</u></b>                          |                 |                |                 |
|          | Employees   | 5,650           | -              | -               |
|          | Supplies & Services                                   | 1,500           | -              | -               |
|          |   | <hr/>           | <hr/>          | <hr/>           |
|          | <b><u>Sub-total</u></b>                               | <b>7,150</b>    | <b>-</b>       | <b>-</b>        |
|          | Central, Departmental & Technical Support Services    | 2,000           | -              | -               |
|          |   | <hr/>           | <hr/>          | <hr/>           |
|          | <b><u>TO SUMMARY</u></b>                              | <b>9,150</b>    | <b>-</b>       | <b>-</b>        |
|          |   | <hr/>           | <hr/>          | <hr/>           |
| <b>5</b> | <b><u>ECONOMIC DEVELOPMENT &amp; REGENERATION</u></b> |                 |                |                 |
|          | Employees   | 50,600          | 54,050         | 60,550          |
|          | Supplies & Services                                   | 22,200          | 80,200         | 19,700          |
|          |   | <hr/>           | <hr/>          | <hr/>           |
|          | <b><u>Sub-total</u></b>                               | <b>72,800</b>   | <b>134,250</b> | <b>80,250</b>   |
|          | Central, Departmental & Technical Support Services    | 19,800          | 22,400         | 24,400          |
|          |   | <hr/>           | <hr/>          | <hr/>           |
|          | <b><u>TO SUMMARY</u></b>                              | <b>92,600</b>   | <b>156,650</b> | <b>104,650</b>  |
|          |   | <hr/>           | <hr/>          | <hr/>           |

**DIRECTOR OF CENTRAL SERVICES**

**SUMMARY**

|                               | 2015/16       |                 | 2016/17       |
|-------------------------------|---------------|-----------------|---------------|
|                               | ORIGINAL<br>£ | REVISED<br>£    | ESTIMATE<br>£ |
| 1 TONBRIDGE CASTLE GATEHOUSE  | 27,500        | 17,250          | 11,250        |
| 2 COMMUNITY SAFETY            | 155,250       | 185,800         | 184,400       |
| 3 INFORMATION & PUBLICITY     | 132,800       | 141,950         | 146,000       |
| 4 LOCAL LAND CHARGES          | (85,450)      | (175,500)       | (87,750)      |
| 5 PUBLIC RIGHTS OF WAY        | 800           | 850             | 900           |
| 6 INDUSTRIAL ESTATE           | (66,850)      | (66,600)        | (66,300)      |
| 7 COMMERCIAL PROPERTY         | (252,200)     | (251,250)       | (244,450)     |
| 8 VALE RISE DEPOT             | -             | -               | -             |
| 9 LAND REVIEW                 | 56,050        | 55,800          | 71,500        |
| 10 BOROUGH CHRISTMAS LIGHTING | 16,950        | 16,950          | 17,000        |
| 11 LICENCES                   | 39,800        | 28,200          | 35,550        |
|                               | <b>24,650</b> | <b>(46,550)</b> | <b>68,100</b> |

**DIRECTOR OF CENTRAL SERVICES**

|          |  | <b>2015/16</b>  |                | <b>2016/17</b>  |
|----------|--|-----------------|----------------|-----------------|
|          |  | <b>ORIGINAL</b> | <b>REVISED</b> | <b>ESTIMATE</b> |
|          |  | <b>£</b>        | <b>£</b>       | <b>£</b>        |
| <b>1</b> | <b><u>TONBRIDGE CASTLE GATEHOUSE</u></b>           |                 |                |                 |
|          | Employees  | 6,900           | 7,250          | 7,350           |
|          | Premises Related Expenses                          | 25,850          | 11,800         | 9,350           |
|          | Supplies & Services                                | 10,550          | 10,550         | 10,200          |
|          |  | <hr/>           | <hr/>          | <hr/>           |
|          |  | 43,300          | 29,600         | 26,900          |
|          | Less Income  | (29,500)        | (27,000)       | (31,000)        |
|          |  | <hr/>           | <hr/>          | <hr/>           |
|          | <b><u>Sub-total</u></b>                            | 13,800          | 2,600          | (4,100)         |
|          | Central, Departmental & Technical Support Services | 11,950          | 12,900         | 13,600          |
|          | Depreciation & Impairment                          | 1,750           | 1,750          | 1,750           |
|          |  | <hr/>           | <hr/>          | <hr/>           |
|          | <b><u>TO SUMMARY</u></b>                           | <b>27,500</b>   | <b>17,250</b>  | <b>11,250</b>   |
|          |  | <hr/>           | <hr/>          | <hr/>           |
| <b>2</b> | <b><u>COMMUNITY SAFETY</u></b>                     |                 |                |                 |
|          | Employees  | 101,650         | 122,850        | 120,200         |
|          | Supplies & Services                                | 32,200          | 32,200         | 32,200          |
|          |  | <hr/>           | <hr/>          | <hr/>           |
|          |  | 133,850         | 155,050        | 152,400         |
|          | Less Income  | (34,850)        | (34,850)       | (34,850)        |
|          |  | <hr/>           | <hr/>          | <hr/>           |
|          | <b><u>Sub-total</u></b>                            | 99,000          | 120,200        | 117,550         |
|          | Central, Departmental & Technical Support Services | 56,250          | 65,600         | 66,850          |
|          |  | <hr/>           | <hr/>          | <hr/>           |
|          | <b><u>TO SUMMARY</u></b>                           | <b>155,250</b>  | <b>185,800</b> | <b>184,400</b>  |
|          |  | <hr/>           | <hr/>          | <hr/>           |

**DIRECTOR OF CENTRAL SERVICES**

|          |  | <b>2015/16</b>  |                  | <b>2016/17</b>  |
|----------|--|-----------------|------------------|-----------------|
|          |  | <b>ORIGINAL</b> | <b>REVISED</b>   | <b>ESTIMATE</b> |
|          |  | <b>£</b>        | <b>£</b>         | <b>£</b>        |
| <b>3</b> | <b><u>INFORMATION &amp; PUBLICITY</u></b>          |                 |                  |                 |
|          | Employees  | 82,500          | 86,100           | 88,200          |
|          | Supplies & Services                                | 12,000          | 12,000           | 12,000          |
|          |  | <hr/>           | <hr/>            | <hr/>           |
|          | <b><u>Sub-total</u></b>                            | 94,500          | 98,100           | 100,200         |
|          | Central, Departmental & Technical Support Services | 38,300          | 43,850           | 45,800          |
|          |  | <hr/>           | <hr/>            | <hr/>           |
|          | <b><u>TO SUMMARY</u></b>                           | <b>132,800</b>  | <b>141,950</b>   | <b>146,000</b>  |
|          |  | <hr/>           | <hr/>            | <hr/>           |
| <b>4</b> | <b><u>LOCAL LAND CHARGES</u></b>                   |                 |                  |                 |
|          | Employees  | 125,750         | 148,550          | 109,550         |
|          | Supplies & Services                                | 25,800          | 9,300            | 25,900          |
|          |  | <hr/>           | <hr/>            | <hr/>           |
|          |  | 151,550         | 157,850          | 135,450         |
|          | Less Income  | (315,100)       | (428,200)        | (315,100)       |
|          |  | <hr/>           | <hr/>            | <hr/>           |
|          | <b><u>Sub-total</u></b>                            | (163,550)       | (270,350)        | (179,650)       |
|          | Central, Departmental & Technical Support Services | 78,100          | 94,850           | 91,900          |
|          |  | <hr/>           | <hr/>            | <hr/>           |
|          | <b><u>TO SUMMARY</u></b>                           | <b>(85,450)</b> | <b>(175,500)</b> | <b>(87,750)</b> |
|          |  | <hr/>           | <hr/>            | <hr/>           |

**DIRECTOR OF CENTRAL SERVICES**

|          |  | <b>2015/16</b>   |                  | <b>2016/17</b>   |
|----------|--|------------------|------------------|------------------|
|          |  | <b>ORIGINAL</b>  | <b>REVISED</b>   | <b>ESTIMATE</b>  |
|          |  | <b>£</b>         | <b>£</b>         | <b>£</b>         |
| <b>5</b> | <b><u>PUBLIC RIGHTS OF WAY</u></b>                 |                  |                  |                  |
|          | Employees  | 250              | 300              | 300              |
|          | Central, Departmental & Technical Support Services | 550              | 550              | 600              |
|          |  | <hr/>            | <hr/>            | <hr/>            |
|          | <b><u>TO SUMMARY</u></b>                           | <b>800</b>       | <b>850</b>       | <b>900</b>       |
|          |  | <hr/>            | <hr/>            | <hr/>            |
| <b>6</b> | <b><u>INDUSTRIAL ESTATE</u></b>                    |                  |                  |                  |
|          | Employees  | 1,800            | 1,900            | 1,900            |
|          | Less Income  | (71,850)         | (71,850)         | (71,850)         |
|          |  | <hr/>            | <hr/>            | <hr/>            |
|          | <b><u>Sub-total</u></b>                            | (70,050)         | (69,950)         | (69,950)         |
|          | Central, Departmental & Technical Support Services | 3,200            | 3,350            | 3,650            |
|          |  | <hr/>            | <hr/>            | <hr/>            |
|          | <b><u>TO SUMMARY</u></b>                           | <b>(66,850)</b>  | <b>(66,600)</b>  | <b>(66,300)</b>  |
|          |  | <hr/>            | <hr/>            | <hr/>            |
| <b>7</b> | <b><u>COMMERCIAL PROPERTY</u></b>                  |                  |                  |                  |
|          | Employees  | 5,550            | 5,800            | 6,000            |
|          | Premises Related Expenses                          | 7,350            | 9,900            | 7,450            |
|          |  | <hr/>            | <hr/>            | <hr/>            |
|          |  | 12,900           | 15,700           | 13,450           |
|          | Less Income  | (272,150)        | (274,650)        | (266,150)        |
|          |  | <hr/>            | <hr/>            | <hr/>            |
|          | <b><u>Sub-total</u></b>                            | (259,250)        | (258,950)        | (252,700)        |
|          | Central, Departmental & Technical Support Services | 7,050            | 7,700            | 8,250            |
|          |  | <hr/>            | <hr/>            | <hr/>            |
|          | <b><u>TO SUMMARY</u></b>                           | <b>(252,200)</b> | <b>(251,250)</b> | <b>(244,450)</b> |
|          |  | <hr/>            | <hr/>            | <hr/>            |

**DIRECTOR OF CENTRAL SERVICES**

|          |  | <b>2015/16</b>  |                | <b>2016/17</b>  |
|----------|--|-----------------|----------------|-----------------|
|          |  | <b>ORIGINAL</b> | <b>REVISED</b> | <b>ESTIMATE</b> |
|          |  | <b>£</b>        | <b>£</b>       | <b>£</b>        |
| <b>8</b> | <b><u>VALE RISE DEPOT</u></b>                      |                 |                |                 |
|          | Employees  | 6,050           | 6,350          | 6,550           |
|          | Premises Related Expenses                          | 16,350          | 17,800         | 16,450          |
|          |  | <hr/>           | <hr/>          | <hr/>           |
|          |  | 22,400          | 24,150         | 23,000          |
|          | Less Income  | (33,900)        | (35,750)       | (34,750)        |
|          |  | <hr/>           | <hr/>          | <hr/>           |
|          | <b><u>Sub-total</u></b>                            | (11,500)        | (11,600)       | (11,750)        |
|          | Central, Departmental & Technical Support Services | 2,650           | 2,750          | 2,900           |
|          | Depreciation & Impairment                          | 8,850           | 8,850          | 8,850           |
|          |  | <hr/>           | <hr/>          | <hr/>           |
|          | <b><u>TO SUMMARY</u></b>                           | -               | -              | -               |
|          |  | <hr/>           | <hr/>          | <hr/>           |
| <b>9</b> | <b><u>LAND REVIEW</u></b>                          |                 |                |                 |
|          | Employees  | 39,450          | 41,350         | 42,750          |
|          | Premises Related Expenses                          | 19,950          | 18,400         | 33,000          |
|          | Supplies & Services                                | 6,000           | 11,200         | 5,000           |
|          |  | <hr/>           | <hr/>          | <hr/>           |
|          |  | 65,400          | 70,950         | 80,750          |
|          | Less Income  | (32,150)        | (37,750)       | (32,900)        |
|          |  | <hr/>           | <hr/>          | <hr/>           |
|          | <b><u>Sub-total</u></b>                            | 33,250          | 33,200         | 47,850          |
|          | Central, Departmental & Technical Support Services | 22,800          | 22,600         | 23,650          |
|          |  | <hr/>           | <hr/>          | <hr/>           |
|          | <b><u>TO SUMMARY</u></b>                           | <b>56,050</b>   | <b>55,800</b>  | <b>71,500</b>   |
|          |  | <hr/>           | <hr/>          | <hr/>           |



**DIRECTOR OF CENTRAL SERVICES**

|           |  | <b>2015/16</b>  |                 | <b>2016/17</b>  |
|-----------|--|-----------------|-----------------|-----------------|
|           |  | <b>ORIGINAL</b> | <b>REVISED</b>  | <b>ESTIMATE</b> |
|           |  | <b>£</b>        | <b>£</b>        | <b>£</b>        |
| <b>10</b> | <b><u>BOROUGH CHRISTMAS LIGHTING</u></b>           |                 |                 |                 |
|           | Supplies & Services                                | 16,000          | 16,000          | 16,000          |
|           | Central, Departmental & Technical Support Services | 950             | 950             | 1,000           |
|           |  | <hr/>           | <hr/>           | <hr/>           |
|           | <b><u>TO SUMMARY</u></b>                           | <b>16,950</b>   | <b>16,950</b>   | <b>17,000</b>   |
|           |  | <hr/>           | <hr/>           | <hr/>           |
| <b>11</b> | <b><u>LICENCES</u></b>                             |                 |                 |                 |
|           | <b>a) <u>FEE PAYING</u></b>                        |                 |                 |                 |
|           | Employees  | 147,700         | 148,350         | 154,600         |
|           | Premises Related Expenses                          | 50              | 50              | 50              |
|           | Supplies & Services                                | 3,800           | 19,600          | 11,800          |
|           |  | <hr/>           | <hr/>           | <hr/>           |
|           |  | 151,550         | 168,000         | 166,450         |
|           | Less Income  | (231,550)       | (263,650)       | (261,050)       |
|           |  | <hr/>           | <hr/>           | <hr/>           |
|           | <b><u>Sub-total</u></b>                            | <b>(80,000)</b> | <b>(95,650)</b> | <b>(94,600)</b> |
|           |  | <hr/>           | <hr/>           | <hr/>           |
|           | Central, Departmental & Technical Support Services | 89,700          | 90,550          | 95,250          |
|           |  | <hr/>           | <hr/>           | <hr/>           |
|           |  | <b>9,700</b>    | <b>(5,100)</b>  | <b>650</b>      |
|           |  | <hr/>           | <hr/>           | <hr/>           |
|           | <b>b) <u>NON FEE PAYING</u></b>                    |                 |                 |                 |
|           | Employees  | 18,800          | 21,350          | 22,150          |
|           | Central, Departmental & Technical Support Services | 11,300          | 11,950          | 12,750          |
|           |  | <hr/>           | <hr/>           | <hr/>           |
|           |  | <b>30,100</b>   | <b>33,300</b>   | <b>34,900</b>   |
|           |  | <hr/>           | <hr/>           | <hr/>           |
|           | <b><u>TO SUMMARY</u></b>                           | <b>39,800</b>   | <b>28,200</b>   | <b>35,550</b>   |
|           |  | <hr/>           | <hr/>           | <hr/>           |

**DIRECTOR OF FINANCE & TRANSFORMATION**

**SUMMARY**

|  | 2015/16          |                  | 2016/17          |
|--|------------------|------------------|------------------|
|  | ORIGINAL<br>£    | REVISED<br>£     | ESTIMATE<br>£    |
| 1 HOUSING ADVANCES                               | 4,100            | 4,600            | 4,950            |
| 2 HOUSING BENEFITS & COUNTER FRAUD               | 535,750          | 570,350          | 615,000          |
| 3 LOCAL REVENUE & NNDR COLLECTION                | 542,800          | 544,550          | 614,750          |
| 4 COUNCIL TAX SUPPORT                            | 343,050          | 320,250          | 383,250          |
| 5 INTEREST & TRANSFERS                           | (50,600)         | (66,800)         | (68,850)         |
| 6 DRAINAGE BOARDS SPECIAL LEVIES                 | 387,900          | 387,900          | 391,450          |
| 7 FINANCIAL ARRANGEMENTS WITH<br>PARISH COUNCILS | 226,800          | 227,250          | 231,350          |
| 8 GENERAL ADVICE TO PARISH COUNCILS              | 57,500           | 98,950           | 103,500          |
| 9 CONTRIBUTIONS TO PROVISIONS                    | 5,000            | 5,000            | 5,000            |
|  | <hr/>            | <hr/>            | <hr/>            |
|  | <b>2,052,300</b> | <b>2,092,050</b> | <b>2,280,400</b> |
|  | <hr/>            | <hr/>            | <hr/>            |

**DIRECTOR OF FINANCE & TRANSFORMATION**

**1 HOUSING ADVANCES**

Premises Related Expenses

Supplies & Services

Less Income

**Sub-total**

Central, Departmental & Technical  
Support Services

**TO SUMMARY**

|   | <b>2015/16</b>  |                | <b>2016/17</b>  |
|---|-----------------|----------------|-----------------|
|   | <b>ORIGINAL</b> | <b>REVISED</b> | <b>ESTIMATE</b> |
|   | <b>£</b>        | <b>£</b>       | <b>£</b>        |
| Premises Related Expenses                             | 300             | 250            | 300             |
| Supplies & Services                                   | 2,900           | 3,150          | 3,200           |
|   | <hr/>           | <hr/>          | <hr/>           |
|   | 3,200           | 3,400          | 3,500           |
| Less Income   | (900)           | (750)          | (750)           |
|   | <hr/>           | <hr/>          | <hr/>           |
| <b><u>Sub-total</u></b>                               | 2,300           | 2,650          | 2,750           |
| Central, Departmental & Technical<br>Support Services | 1,800           | 1,950          | 2,200           |
|   | <hr/>           | <hr/>          | <hr/>           |
| <b><u>TO SUMMARY</u></b>                              | <b>4,100</b>    | <b>4,600</b>   | <b>4,950</b>    |
|   | <hr/>           | <hr/>          | <hr/>           |

**DIRECTOR OF FINANCE & TRANSFORMATION**

**2 HOUSING BENEFITS  
& COUNTER FRAUD**

**(a) HOUSING BENEFITS**

|   | <b>2015/16</b>  |                | <b>2016/17</b>  |
|---|-----------------|----------------|-----------------|
|   | <b>ORIGINAL</b> | <b>REVISED</b> | <b>ESTIMATE</b> |
|   | <b>£</b>        | <b>£</b>       | <b>£</b>        |
| Employees   | 338,900         | 327,950        | 306,450         |
| Supplies & Services                                   | 31,650          | 30,950         | 30,100          |
| Housing Benefits                                      | 36,143,750      | 35,255,100     | 35,065,100      |
|   | <hr/>           | <hr/>          | <hr/>           |
|   | 36,514,300      | 35,614,000     | 35,401,650      |
| Less Income   | (36,436,300)    | (35,474,300)   | (35,178,200)    |
|   | <hr/>           | <hr/>          | <hr/>           |
| <b><u>Sub-total</u></b>                               | 78,000          | 139,700        | 223,450         |
| Central, Departmental & Technical<br>Support Services | 343,450         | 361,300        | 391,550         |
|   | <hr/>           | <hr/>          | <hr/>           |
|   | <b>421,450</b>  | <b>501,000</b> | <b>615,000</b>  |
|   | <hr/>           | <hr/>          | <hr/>           |

**(b) FRAUD PREVENTION**

|   |                |                |                |
|---|----------------|----------------|----------------|
| Employees   | 74,850         | 58,200         | -              |
| Supplies & Services                                   | 3,000          | 3,000          | -              |
|   | <hr/>          | <hr/>          | <hr/>          |
|   | 77,850         | 61,200         | -              |
| Less Income   | (70,100)       | (70,300)       | -              |
|   | <hr/>          | <hr/>          | <hr/>          |
| <b><u>Sub-total</u></b>                               | 7,750          | (9,100)        | -              |
| Central, Departmental & Technical<br>Support Services | 106,550        | 78,450         | -              |
|   | <hr/>          | <hr/>          | <hr/>          |
|   | <b>114,300</b> | <b>69,350</b>  | <b>-</b>       |
|   | <hr/>          | <hr/>          | <hr/>          |
| <b><u>TO SUMMARY</u></b>                              | <b>535,750</b> | <b>570,350</b> | <b>615,000</b> |
|   | <hr/>          | <hr/>          | <hr/>          |

**DIRECTOR OF FINANCE & TRANSFORMATION**

|          |  | <b>2015/16</b>  |                | <b>2016/17</b>  |
|----------|--|-----------------|----------------|-----------------|
|          |  | <b>ORIGINAL</b> | <b>REVISED</b> | <b>ESTIMATE</b> |
|          |  | <b>£</b>        | <b>£</b>       | <b>£</b>        |
| <b>3</b> | <b><u>LOCAL REVENUE &amp; NNDR COLLECTION</u></b>  |                 |                |                 |
|          | Employees  | 413,950         | 404,550        | 408,450         |
|          | Supplies & Services                                | 108,650         | 109,750        | 103,150         |
|          |  | <hr/>           | <hr/>          | <hr/>           |
|          |  | 522,600         | 514,300        | 511,600         |
|          | Less Income  | (418,000)       | (418,000)      | (418,000)       |
|          |  | <hr/>           | <hr/>          | <hr/>           |
|          | <b><u>Sub-total</u></b>                            | 104,600         | 96,300         | 93,600          |
|          | Central, Departmental & Technical Support Services | 438,200         | 448,250        | 521,150         |
|          |  | <hr/>           | <hr/>          | <hr/>           |
|          | <b><u>TO SUMMARY</u></b>                           | <b>542,800</b>  | <b>544,550</b> | <b>614,750</b>  |
|          |  | <hr/>           | <hr/>          | <hr/>           |
| <b>4</b> | <b><u>COUNCIL TAX SUPPORT</u></b>                  |                 |                |                 |
|          | <b><u>(a) ADMINISTRATION</u></b>                   |                 |                |                 |
|          | Employees  | 250,000         | 240,800        | 225,100         |
|          | Supplies & Services                                | 14,250          | 16,750         | 24,250          |
|          |  | <hr/>           | <hr/>          | <hr/>           |
|          |  | 264,250         | 257,550        | 249,350         |
|          | Less Income  | (293,550)       | (314,850)      | (304,050)       |
|          |  | <hr/>           | <hr/>          | <hr/>           |
|          | <b><u>Sub-total</u></b>                            | (29,300)        | (57,300)       | (54,700)        |
|          | Central, Departmental & Technical Support Services | 198,400         | 203,600        | 263,300         |
|          |  | <hr/>           | <hr/>          | <hr/>           |
|          |  | <b>169,100</b>  | <b>146,300</b> | <b>208,600</b>  |
|          |  | <hr/>           | <hr/>          | <hr/>           |
|          | <b><u>(b) PAYMENTS TO PARISH COUNCILS</u></b>      |                 |                |                 |
|          | Supplies & Services                                | 173,950         | 173,950        | 174,650         |
|          |  | <hr/>           | <hr/>          | <hr/>           |
|          |  | <b>173,950</b>  | <b>173,950</b> | <b>174,650</b>  |
|          |  | <hr/>           | <hr/>          | <hr/>           |
|          | <b><u>TO SUMMARY</u></b>                           | <b>343,050</b>  | <b>320,250</b> | <b>383,250</b>  |
|          |  | <hr/>           | <hr/>          | <hr/>           |

**DIRECTOR OF FINANCE & TRANSFORMATION**

|          |   | <b>2015/16</b>  |                 | <b>2016/17</b>  |
|----------|---|-----------------|-----------------|-----------------|
|          |   | <b>ORIGINAL</b> | <b>REVISED</b>  | <b>ESTIMATE</b> |
|          |   | <b>£</b>        | <b>£</b>        | <b>£</b>        |
| <b>5</b> | <b><u>INTEREST &amp; TRANSFERS</u></b>                    |                 |                 |                 |
|          | Employees   | 26,950          | 28,900          | 30,550          |
|          | Supplies & Services                                       | 79,400          | 79,250          | 88,150          |
|          |   | <hr/>           | <hr/>           | <hr/>           |
|          |   | 106,350         | 108,150         | 118,700         |
|          | Less Income   | (180,200)       | (200,050)       | (214,500)       |
|          |   | <hr/>           | <hr/>           | <hr/>           |
|          | <b><u>Sub-total</u></b>                                   | (73,850)        | (91,900)        | (95,800)        |
|          | Central, Departmental & Technical Support Services        | 23,250          | 25,100          | 26,950          |
|          |   | <hr/>           | <hr/>           | <hr/>           |
|          | <b><u>TO SUMMARY</u></b>                                  | <b>(50,600)</b> | <b>(66,800)</b> | <b>(68,850)</b> |
|          |   | <hr/>           | <hr/>           | <hr/>           |
| <b>6</b> | <b><u>DRAINAGE BOARDS SPECIAL LEVIES</u></b>              |                 |                 |                 |
|          | Supplies & Services                                       | 387,600         | 387,600         | 391,100         |
|          | Central, Departmental & Technical Support Services        | 300             | 300             | 350             |
|          |   | <hr/>           | <hr/>           | <hr/>           |
|          | <b><u>TO SUMMARY</u></b>                                  | <b>387,900</b>  | <b>387,900</b>  | <b>391,450</b>  |
|          |   | <hr/>           | <hr/>           | <hr/>           |
| <b>7</b> | <b><u>FINANCIAL ARRANGEMENTS WITH PARISH COUNCILS</u></b> |                 |                 |                 |
|          | Supplies & Services                                       | 222,100         | 222,100         | 225,950         |
|          | Central, Departmental & Technical Support Services        | 4,700           | 5,150           | 5,400           |
|          |   | <hr/>           | <hr/>           | <hr/>           |
|          | <b><u>TO SUMMARY</u></b>                                  | <b>226,800</b>  | <b>227,250</b>  | <b>231,350</b>  |
|          |   | <hr/>           | <hr/>           | <hr/>           |

**DIRECTOR OF FINANCE & TRANSFORMATION**

|          |  | <b>2015/16</b>  |                | <b>2016/17</b>  |
|----------|--|-----------------|----------------|-----------------|
|          |  | <b>ORIGINAL</b> | <b>REVISED</b> | <b>ESTIMATE</b> |
|          |  | <b>£</b>        | <b>£</b>       | <b>£</b>        |
| <b>8</b> | <b><u>GENERAL ADVICE TO PARISH COUNCILS</u></b>    |                 |                |                 |
|          | Employees  | 32,100          | 47,950         | 50,800          |
|          | Central, Departmental & Technical Support Services | 25,400          | 51,000         | 52,700          |
|          |  | <hr/>           | <hr/>          | <hr/>           |
|          | <b><u>TO SUMMARY</u></b>                           | <b>57,500</b>   | <b>98,950</b>  | <b>103,500</b>  |
|          |  | <hr/>           | <hr/>          | <hr/>           |
| <b>9</b> | <b><u>CONTRIBUTIONS TO PROVISIONS</u></b>          |                 |                |                 |
|          | Supplies & Services                                | 5,000           | 5,000          | 5,000           |
|          |  | <hr/>           | <hr/>          | <hr/>           |
|          | <b><u>TO SUMMARY</u></b>                           | <b>5,000</b>    | <b>5,000</b>   | <b>5,000</b>    |
|          |  | <hr/>           | <hr/>          | <hr/>           |

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

**SUMMARY**

|   | 2015/16 ESTIMATE |                  | 2016/17          |
|---|------------------|------------------|------------------|
|   | ORIGINAL         | REVISED          | ESTIMATE         |
|   | £                | £                | £                |
| 1. DEVELOPMENT CONTROL                    | 1,140,850        | 1,121,000        | 1,166,800        |
| 2. CONSERVATION                           | 68,450           | 69,050           | 71,950           |
| 3. BUILDING CONTROL                       | 112,500          | 121,100          | 120,300          |
| 4. PLANNING POLICY                        | 462,050          | 501,850          | 511,100          |
| 5. HOUSING STRATEGY & ENABLING ROLE       | 295,550          | 328,250          | 318,650          |
| 6. HOMELESSNESS                           | 273,650          | 286,150          | 279,550          |
| 7. HOUSING ADVICE                         | 205,350          | 229,300          | 222,800          |
| 8. HOME SAFETY                            | 3,350            | 3,550            | 3,650            |
| 9. PRIVATE SECTOR HOUSING RENEWAL         | 445,100          | 559,500          | 460,250          |
| 10. PRIVATE SECTOR HOUSING STANDARDS      | 82,350           | 85,950           | 85,500           |
| 11. HOME IMPROVEMENT AGENCY               | 9,800            | 9,650            | 9,800            |
| 12. PUBLIC HEALTH ACT 1984                | 4,100            | 7,450            | 4,350            |
| 13. ENVIRONMENTAL PROTECTION ACT - PART 1 | 29,850           | 35,650           | 36,650           |
| 14. ENVIRONMENTAL PROTECTION              | 301,250          | 320,150          | 324,300          |
| 15. FOOD & SAFETY                         | 376,800          | 374,900          | 399,200          |
| 16. PUBLIC HEALTH                         | 88,450           | 126,600          | 120,900          |
|   | <hr/>            | <hr/>            | <hr/>            |
|   | <b>3,899,450</b> | <b>4,180,100</b> | <b>4,135,750</b> |
|   | <hr/>            | <hr/>            | <hr/>            |



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

**1. DEVELOPMENT CONTROL**

|   | <b>2015/16 ESTIMATE</b> |                      | <b>2016/17<br/>ESTIMATE</b> |
|---|-------------------------|----------------------|-----------------------------|
|   | <b>ORIGINAL<br/>£</b>   | <b>REVISED<br/>£</b> | <b>£</b>                    |
| Employees   | 1,111,900               | 1,108,700            | 1,165,000                   |
| Supplies & Services                                   | 64,600                  | 37,000               | 35,000                      |
|   | <hr/>                   | <hr/>                | <hr/>                       |
|   | 1,176,500               | 1,145,700            | 1,200,000                   |
| Less Income   | (658,000)               | (672,000)            | (696,000)                   |
|   | <hr/>                   | <hr/>                | <hr/>                       |
| <b><u>Sub-total</u></b>                               | 518,500                 | 473,700              | 504,000                     |
| Central, Departmental & Technical<br>Support Services | 622,350                 | 647,300              | 662,800                     |
|   | <hr/>                   | <hr/>                | <hr/>                       |
| <b><u>TO SUMMARY</u></b>                              | <b>1,140,850</b>        | <b>1,121,000</b>     | <b>1,166,800</b>            |
|   | <hr/>                   | <hr/>                | <hr/>                       |

**2. CONSERVATION**

|   |               |               |               |
|---|---------------|---------------|---------------|
| Employees   | 43,450        | 43,550        | 45,700        |
| Supplies & Services                                   | 7,800         | 7,800         | 7,800         |
|   | <hr/>         | <hr/>         | <hr/>         |
| <b><u>Sub-total</u></b>                               | 51,250        | 51,350        | 53,500        |
| Central, Departmental & Technical<br>Support Services | 17,200        | 17,700        | 18,450        |
|   | <hr/>         | <hr/>         | <hr/>         |
| <b><u>TO SUMMARY</u></b>                              | <b>68,450</b> | <b>69,050</b> | <b>71,950</b> |
|   | <hr/>         | <hr/>         | <hr/>         |

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

**3. BUILDING CONTROL**

|   | <b>2015/16 ESTIMATE</b> |                      | <b>2016/17<br/>ESTIMATE</b> |
|---|-------------------------|----------------------|-----------------------------|
|   | <b>ORIGINAL<br/>£</b>   | <b>REVISED<br/>£</b> | <b>£</b>                    |
| Employees   | 286,200                 | 291,650              | 298,800                     |
| Supplies & Services                                   | 13,850                  | 13,350               | 13,350                      |
| Third Party Payments                                  | 14,150                  | 10,000               | 10,000                      |
|   | <hr/>                   | <hr/>                | <hr/>                       |
|   | 314,200                 | 315,000              | 322,150                     |
| Less Income   | (341,000)               | (340,000)            | (350,000)                   |
|   | <hr/>                   | <hr/>                | <hr/>                       |
| <b><u>Sub-total</u></b>                               | (26,800)                | (25,000)             | (27,850)                    |
| Central, Departmental & Technical<br>Support Services | 139,300                 | 146,100              | 148,150                     |
|   | <hr/>                   | <hr/>                | <hr/>                       |
| <b><u>TO SUMMARY</u></b>                              | <b>112,500</b>          | <b>121,100</b>       | <b>120,300</b>              |
|   | <hr/>                   | <hr/>                | <hr/>                       |

**4. PLANNING POLICY**

|   |                |                |                |
|---|----------------|----------------|----------------|
| Employees   | 313,400        | 353,200        | 360,500        |
| Supplies & Services                                   | 37,450         | 37,400         | 37,400         |
|   | <hr/>          | <hr/>          | <hr/>          |
| <b><u>Sub-total</u></b>                               | 350,850        | 390,600        | 397,900        |
| Central, Departmental & Technical<br>Support Services | 111,200        | 111,250        | 113,200        |
|   | <hr/>          | <hr/>          | <hr/>          |
| <b><u>TO SUMMARY</u></b>                              | <b>462,050</b> | <b>501,850</b> | <b>511,100</b> |
|   | <hr/>          | <hr/>          | <hr/>          |

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

**5. HOUSING STRATEGY  
& ENABLING ROLE**

|   | 2015/16 ESTIMATE<br>ORIGINAL<br>£ | REVISED<br>£   | 2016/17<br>ESTIMATE<br>£ |
|---|-----------------------------------|----------------|--------------------------|
| Employees   | 183,500                           | 207,950        | 200,300                  |
| Supplies & Services                                   | 12,250                            | 37,250         | 10,400                   |
| Third Party Payments                                  | 7,000                             | 7,000          | 7,300                    |
|   | <hr/>                             | <hr/>          | <hr/>                    |
|   | 202,750                           | 252,200        | 218,000                  |
| Less Income   | -                                 | (18,650)       | -                        |
|   | <hr/>                             | <hr/>          | <hr/>                    |
| <b><u>Sub-total</u></b>                               | 202,750                           | 233,550        | 218,000                  |
| Central, Departmental & Technical<br>Support Services | 92,800                            | 94,700         | 100,650                  |
|   | <hr/>                             | <hr/>          | <hr/>                    |
| <b><u>TO SUMMARY</u></b>                              | <b>295,550</b>                    | <b>328,250</b> | <b>318,650</b>           |
|   | <hr/>                             | <hr/>          | <hr/>                    |

**6. HOMELESSNESS**

|   |                |                |                |
|---|----------------|----------------|----------------|
| Employees   | 152,700        | 168,700        | 160,150        |
| Supplies & Services                                   | 233,100        | 314,550        | 332,800        |
| Third Party Payments                                  | 2,000          | 1,500          | 1,500          |
|   | <hr/>          | <hr/>          | <hr/>          |
|   | 387,800        | 484,750        | 494,450        |
| Less Income   | (208,550)      | (300,000)      | (318,550)      |
|   | <hr/>          | <hr/>          | <hr/>          |
| <b><u>Sub-total</u></b>                               | 179,250        | 184,750        | 175,900        |
| Central, Departmental & Technical<br>Support Services | 94,400         | 101,400        | 103,650        |
|   | <hr/>          | <hr/>          | <hr/>          |
| <b><u>TO SUMMARY</u></b>                              | <b>273,650</b> | <b>286,150</b> | <b>279,550</b> |
|   | <hr/>          | <hr/>          | <hr/>          |

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

|   | <b>2015/16 ESTIMATE</b> |                      | <b>2016/17<br/>ESTIMATE</b> |
|---|-------------------------|----------------------|-----------------------------|
|   | <b>ORIGINAL<br/>£</b>   | <b>REVISED<br/>£</b> | <b>£</b>                    |
| <b>7. <u>HOUSING ADVICE</u></b>                       |                         |                      |                             |
| Employees   | 139,350                 | 160,200              | 150,250                     |
|   | <hr/>                   | <hr/>                | <hr/>                       |
| <b><u>Sub-total</u></b>                               | 139,350                 | 160,200              | 150,250                     |
| Central, Departmental & Technical<br>Support Services | 66,000                  | 69,100               | 72,550                      |
|   | <hr/>                   | <hr/>                | <hr/>                       |
| <b><u>TO SUMMARY</u></b>                              | <b>205,350</b>          | <b>229,300</b>       | <b>222,800</b>              |
|   | <hr/>                   | <hr/>                | <hr/>                       |
| <b>8. <u>HOME SAFETY</u></b>                          |                         |                      |                             |
| Employees   | 2,150                   | 2,300                | 2,350                       |
|   | <hr/>                   | <hr/>                | <hr/>                       |
| <b><u>Sub-total</u></b>                               | 2,150                   | 2,300                | 2,350                       |
| Central, Departmental & Technical<br>Support Services | 1,200                   | 1,250                | 1,300                       |
|   | <hr/>                   | <hr/>                | <hr/>                       |
| <b><u>TO SUMMARY</u></b>                              | <b>3,350</b>            | <b>3,550</b>         | <b>3,650</b>                |
|   | <hr/>                   | <hr/>                | <hr/>                       |
| <b>9. <u>PRIVATE SECTOR HOUSING RENEWAL</u></b>       |                         |                      |                             |
| Employees   | 146,600                 | 155,050              | 158,250                     |
| Supplies & Services                                   | 757,300                 | 862,300              | 757,300                     |
|   | <hr/>                   | <hr/>                | <hr/>                       |
|   | 903,900                 | 1,017,350            | 915,550                     |
| Less Income   | (522,100)               | (522,050)            | (522,050)                   |
|   | <hr/>                   | <hr/>                | <hr/>                       |
| <b><u>Sub-total</u></b>                               | 381,800                 | 495,300              | 393,500                     |
| Central, Departmental & Technical<br>Support Services | 63,300                  | 64,200               | 66,750                      |
|   | <hr/>                   | <hr/>                | <hr/>                       |
| <b><u>TO SUMMARY</u></b>                              | <b>445,100</b>          | <b>559,500</b>       | <b>460,250</b>              |
|   | <hr/>                   | <hr/>                | <hr/>                       |

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

|   |   | <b>2015/16 ESTIMATE</b> |                | <b>2016/17</b>  |
|---|---|-------------------------|----------------|-----------------|
|   |   | <b>ORIGINAL</b>         | <b>REVISED</b> | <b>ESTIMATE</b> |
|   |   | <b>£</b>                | <b>£</b>       | <b>£</b>        |
| <b>10. <u>PRIVATE SECTOR</u></b>          |   |                         |                |                 |
| <b><u>HOUSING STANDARDS</u></b>           |   |                         |                |                 |
|   | Employees   | 58,650                  | 62,000         | 63,350          |
|   | Less Income   | (400)                   | (550)          | (3,350)         |
|   |   | <hr/>                   | <hr/>          | <hr/>           |
|   | <b><u>Sub-total</u></b>                               | 58,250                  | 61,450         | 60,000          |
|   | Central, Departmental & Technical<br>Support Services | 24,100                  | 24,500         | 25,500          |
|   |   | <hr/>                   | <hr/>          | <hr/>           |
|   | <b><u>TO SUMMARY</u></b>                              | <b>82,350</b>           | <b>85,950</b>  | <b>85,500</b>   |
|   |   | <hr/>                   | <hr/>          | <hr/>           |
| <b>11. <u>HOME IMPROVEMENT AGENCY</u></b> |   |                         |                |                 |
|   | Employees   | 6,500                   | 6,900          | 7,000           |
|   | Supplies & Services                                   | 1,050                   | 550            | 550             |
|   |   | <hr/>                   | <hr/>          | <hr/>           |
|   | <b><u>Sub-total</u></b>                               | 7,550                   | 7,450          | 7,550           |
|   | Central, Departmental & Technical<br>Support Services | 2,250                   | 2,200          | 2,250           |
|   |   | <hr/>                   | <hr/>          | <hr/>           |
|   | <b><u>TO SUMMARY</u></b>                              | <b>9,800</b>            | <b>9,650</b>   | <b>9,800</b>    |
|   |   | <hr/>                   | <hr/>          | <hr/>           |
| <b>12. <u>PUBLIC HEALTH ACT 1984</u></b>  |   |                         |                |                 |
|   | Employees   | 850                     | 900            | 950             |
|   | Third Party Payments                                  | 2,500                   | 5,700          | 2,500           |
|   |   | <hr/>                   | <hr/>          | <hr/>           |
|   | <b><u>Sub-total</u></b>                               | 3,350                   | 6,600          | 3,450           |
|   | Central, Departmental & Technical<br>Support Services | 750                     | 850            | 900             |
|   |   | <hr/>                   | <hr/>          | <hr/>           |
|   | <b><u>TO SUMMARY</u></b>                              | <b>4,100</b>            | <b>7,450</b>   | <b>4,350</b>    |
|   |   | <hr/>                   | <hr/>          | <hr/>           |

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

|   | <b>2015/16 ESTIMATE</b> |                | <b>2016/17</b>  |
|---|-------------------------|----------------|-----------------|
|   | <b>ORIGINAL</b>         | <b>REVISED</b> | <b>ESTIMATE</b> |
|   | <b>£</b>                | <b>£</b>       | <b>£</b>        |
| <b>13. <u>ENVIRONMENTAL PROTECTION ACT</u></b>        |                         |                |                 |
| Employees   | 25,550                  | 28,050         | 28,450          |
| Less Income   | (11,300)                | (9,500)        | (9,650)         |
|   |                         |                |                 |
| <b><u>Sub-total</u></b>                               | <b>14,250</b>           | <b>18,550</b>  | <b>18,800</b>   |
|   |                         |                |                 |
| Central, Departmental & Technical<br>Support Services | 15,600                  | 17,100         | 17,850          |
|   |                         |                |                 |
| <b><u>TO SUMMARY</u></b>                              | <b>29,850</b>           | <b>35,650</b>  | <b>36,650</b>   |
|   |                         |                |                 |
| <b>14. <u>ENVIRONMENTAL PROTECTION</u></b>            |                         |                |                 |
| Employees   | 186,750                 | 200,500        | 204,450         |
| Supplies & Services                                   | 5,900                   | 6,350          | 155,850         |
| Third Party Payments                                  | 50,000                  | 70,000         | 14,500          |
|   |                         |                |                 |
|   | 242,650                 | 276,850        | 374,800         |
| Less Income   | (37,050)                | (56,550)       | (153,650)       |
|   |                         |                |                 |
| <b><u>Sub-total</u></b>                               | <b>205,600</b>          | <b>220,300</b> | <b>221,150</b>  |
|   |                         |                |                 |
| Central, Departmental & Technical<br>Support Services | 92,550                  | 97,050         | 101,400         |
| Depreciation & Impairment                             | 3,100                   | 2,800          | 1,750           |
|   |                         |                |                 |
| <b><u>TO SUMMARY</u></b>                              | <b>301,250</b>          | <b>320,150</b> | <b>324,300</b>  |
|   |                         |                |                 |

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

|   |                          | <b>2015/16 ESTIMATE</b> |                | <b>2016/17</b>  |
|---|--------------------------|-------------------------|----------------|-----------------|
|   |                          | <b>ORIGINAL</b>         | <b>REVISED</b> | <b>ESTIMATE</b> |
|   |                          | <b>£</b>                | <b>£</b>       | <b>£</b>        |
| <b>15. <u>FOOD &amp; SAFETY</u></b>                   |                          |                         |                |                 |
| Employees   |                          | 237,400                 | 235,300        | 249,450         |
| Supplies & Services                                   |                          | 3,450                   | 11,050         | 3,850           |
| Third Party Payments                                  |                          | 600                     | 650            | 650             |
|   |                          | <hr/>                   | <hr/>          | <hr/>           |
|   |                          | 241,450                 | 247,000        | 253,950         |
| Less Income   |                          | (4,250)                 | (15,750)       | (4,500)         |
|   |                          | <hr/>                   | <hr/>          | <hr/>           |
|   | <b><u>Sub-total</u></b>  | 237,200                 | 231,250        | 249,450         |
| Central, Departmental & Technical<br>Support Services |                          | 139,600                 | 143,650        | 149,750         |
|   |                          | <hr/>                   | <hr/>          | <hr/>           |
|   | <b><u>TO SUMMARY</u></b> | <b>376,800</b>          | <b>374,900</b> | <b>399,200</b>  |
|   |                          | <hr/>                   | <hr/>          | <hr/>           |
| <b>16. <u>PUBLIC HEALTH</u></b>                       |                          |                         |                |                 |
| Employees   |                          | 113,600                 | 158,450        | 143,850         |
| Supplies & Services                                   |                          | 83,200                  | 55,750         | 42,100          |
|   |                          | <hr/>                   | <hr/>          | <hr/>           |
|   |                          | 196,800                 | 214,200        | 185,950         |
| Less Income   |                          | (155,150)               | (154,950)      | (127,050)       |
|   |                          | <hr/>                   | <hr/>          | <hr/>           |
|   | <b><u>Sub-total</u></b>  | 41,650                  | 59,250         | 58,900          |
| Central, Departmental & Technical<br>Support Services |                          | 46,800                  | 67,350         | 62,000          |
|   |                          | <hr/>                   | <hr/>          | <hr/>           |
|   | <b><u>TO SUMMARY</u></b> | <b>88,450</b>           | <b>126,600</b> | <b>120,900</b>  |
|   |                          | <hr/>                   | <hr/>          | <hr/>           |

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

**SUMMARY**

|  | <b>2015/16 ESTIMATE</b> |                  | <b>2016/17</b>   |
|--|-------------------------|------------------|------------------|
|  | <b>ORIGINAL</b>         | <b>REVISED</b>   | <b>ESTIMATE</b>  |
|  | <b>£</b>                | <b>£</b>         | <b>£</b>         |
| 1. REFUSE COLLECTION                                 | 1,355,000               | 1,342,350        | 1,378,750        |
| 2. RECYCLING   | 1,066,550               | 1,291,050        | 1,351,200        |
| 3. STREET SCENE                                      | 1,407,700               | 1,396,700        | 1,435,100        |
| 4. PUBLIC CONVENIENCES                               | 218,550                 | 243,700          | 236,850          |
| 5. PEST CONTROL                                      | 25,100                  | 27,350           | 28,350           |
| 6. TONBRIDGE & MALLING LEISURE TRUST                 | 301,000                 | 300,000          | 282,600          |
| 7. LARKFIELD LEISURE CENTRE                          | 904,650                 | 1,012,300        | 1,014,350        |
| 8. ANGEL CENTRE                                      | 316,850                 | 334,600          | 330,950          |
| 9. TONBRIDGE SWIMMING POOL                           | 516,250                 | 585,250          | 702,650          |
| 10. POULT WOOD GOLF CENTRE                           | 182,050                 | 177,450          | 184,400          |
| 11. SPORTS GROUNDS                                   | 429,650                 | 427,150          | 447,600          |
| 12. PLEASURE GROUNDS & OPEN SPACES                   | 938,900                 | 775,450          | 738,100          |
| 13. ALLOTMENTS                                       | 11,450                  | 12,100           | 12,000           |
| 14. CHURCHYARDS                                      | 10,950                  | 11,200           | 11,500           |
| 15. CEMETERY   | 83,200                  | 83,550           | 82,050           |
| 16. YOUTH & PLAY DEVELOPMENT                         | 165,450                 | 174,300          | 158,500          |
| 17. SPORTS DEVELOPMENT                               | 59,950                  | 59,250           | 62,150           |
| 18. ARTS PROGRAMME                                   | 78,650                  | 82,000           | 83,350           |
| 19. TONBRIDGE CHRISTMAS LIGHTING                     | 27,750                  | 23,300           | 21,200           |
| 20. LEISURE STRATEGY / MANAGEMENT                    | 188,850                 | 192,400          | 192,200          |
| 21. PARKING SERVICES                                 | (661,500)               | (865,600)        | (968,450)        |
| 22. TRANSPORTATION                                   | 135,700                 | 112,650          | 106,600          |
| 23. SECURITY SERVICES MANAGEMENT (CCTV)              | 80,150                  | 77,350           | 75,400           |
| 24. BOROUGH DRAINAGE<br>& LAND DRAINAGE RELATED WORK | 86,950                  | 155,700          | 132,250          |
| 25. CIVIL CONTINGENCIES                              | 89,600                  | 84,750           | 83,950           |
|  | <hr/>                   | <hr/>            | <hr/>            |
|  | <b>8,019,400</b>        | <b>8,116,300</b> | <b>8,183,600</b> |
|  | <hr/>                   | <hr/>            | <hr/>            |



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

**1. REFUSE COLLECTION**

|   | <b>2015/16 ESTIMATE</b> |                      | <b>2016/17<br/>ESTIMATE</b> |
|---|-------------------------|----------------------|-----------------------------|
|   | <b>ORIGINAL<br/>£</b>   | <b>REVISED<br/>£</b> | <b>£</b>                    |
| Employees   | 117,750                 | 121,750              | 126,650                     |
| Premises Related Expenses                             | 31,050                  | 32,900               | 31,850                      |
| Supplies & Services                                   | 8,150                   | 8,000                | 8,000                       |
| Third Party Payments                                  | 1,140,950               | 1,145,500            | 1,168,450                   |
|   | <hr/>                   | <hr/>                | <hr/>                       |
|   | 1,297,900               | 1,308,150            | 1,334,950                   |
| Less Income   | (64,650)                | (84,850)             | (81,400)                    |
|   | <hr/>                   | <hr/>                | <hr/>                       |
| <b><u>Sub-total</u></b>                               | 1,233,250               | 1,223,300            | 1,253,550                   |
| Central, Departmental & Technical<br>Support Services | 80,300                  | 75,550               | 78,750                      |
| Depreciation & Impairment                             | 41,450                  | 43,500               | 46,450                      |
|   | <hr/>                   | <hr/>                | <hr/>                       |
| <b><u>TO SUMMARY</u></b>                              | <b>1,355,000</b>        | <b>1,342,350</b>     | <b>1,378,750</b>            |
|   | <hr/>                   | <hr/>                | <hr/>                       |

**2. RECYCLING**

|   |                  |                  |                  |
|---|------------------|------------------|------------------|
| Employees   | 115,500          | 117,600          | 122,300          |
| Premises Related Expenses                             | 17,950           | 17,950           | 17,950           |
| Transport Related Expenses                            | 142,650          | 132,600          | 133,700          |
| Supplies & Services                                   | 34,100           | 48,250           | 15,850           |
| Third Party Payments                                  | 1,438,850        | 1,425,350        | 1,447,900        |
|   | <hr/>            | <hr/>            | <hr/>            |
|   | 1,749,050        | 1,741,750        | 1,737,700        |
| Less Income   | (816,850)        | (591,800)        | (532,650)        |
|   | <hr/>            | <hr/>            | <hr/>            |
| <b><u>Sub-total</u></b>                               | 932,200          | 1,149,950        | 1,205,050        |
| Central, Departmental & Technical<br>Support Services | 62,150           | 70,850           | 73,700           |
| Depreciation & Impairment                             | 72,200           | 70,250           | 72,450           |
|   | <hr/>            | <hr/>            | <hr/>            |
| <b><u>TO SUMMARY</u></b>                              | <b>1,066,550</b> | <b>1,291,050</b> | <b>1,351,200</b> |
|   | <hr/>            | <hr/>            | <hr/>            |

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

|  | <b>2015/16 ESTIMATE</b> |                  | <b>2016/17 ESTIMATE</b> |
|--|-------------------------|------------------|-------------------------|
|  | <b>ORIGINAL</b>         | <b>REVISED</b>   |                         |
|  | <b>£</b>                | <b>£</b>         | <b>£</b>                |
| <b>3. <u>STREET SCENE</u></b>                      |                         |                  |                         |
| Employees  | 127,850                 | 124,650          | 129,800                 |
| Supplies & Services                                | 124,000                 | 123,850          | 121,950                 |
| Third Party Payments                               | 1,268,650               | 1,173,450        | 1,199,050               |
|  | <hr/>                   | <hr/>            | <hr/>                   |
|  | 1,520,500               | 1,421,950        | 1,450,800               |
| Less Income  | (173,350)               | (92,850)         | (94,050)                |
|  | <hr/>                   | <hr/>            | <hr/>                   |
| <b><u>Sub-total</u></b>                            | <b>1,347,150</b>        | <b>1,329,100</b> | <b>1,356,750</b>        |
| Central, Departmental & Technical Support Services | 60,550                  | 67,600           | 78,350                  |
|  | <hr/>                   | <hr/>            | <hr/>                   |
| <b><u>TO SUMMARY</u></b>                           | <b>1,407,700</b>        | <b>1,396,700</b> | <b>1,435,100</b>        |
|  | <hr/>                   | <hr/>            | <hr/>                   |
| <b>4. <u>PUBLIC CONVENIENCES</u></b>               |                         |                  |                         |
| Employees  | 15,200                  | 18,050           | 18,750                  |
| Premises Related Expenses                          | 72,200                  | 72,750           | 63,900                  |
| Third Party Payments                               | 62,000                  | 61,650           | 62,250                  |
|  | <hr/>                   | <hr/>            | <hr/>                   |
| <b><u>Sub-total</u></b>                            | <b>149,400</b>          | <b>152,450</b>   | <b>144,900</b>          |
| Central, Departmental & Technical Support Services | 12,200                  | 14,250           | 14,950                  |
| Depreciation & Impairment                          | 56,950                  | 77,000           | 77,000                  |
|  | <hr/>                   | <hr/>            | <hr/>                   |
| <b><u>TO SUMMARY</u></b>                           | <b>218,550</b>          | <b>243,700</b>   | <b>236,850</b>          |
|  | <hr/>                   | <hr/>            | <hr/>                   |
| <b>5. <u>PEST CONTROL</u></b>                      |                         |                  |                         |
| Employees  | 8,450                   | 8,150            | 8,500                   |
| Supplies & Services                                | 450                     | 450              | 450                     |
| Financial Hardship Subsidy                         | 3,550                   | 3,000            | 3,000                   |
|  | <hr/>                   | <hr/>            | <hr/>                   |
| <b><u>Sub-total</u></b>                            | <b>12,450</b>           | <b>11,600</b>    | <b>11,950</b>           |
| Central, Departmental & Technical Support Services | 12,650                  | 15,750           | 16,400                  |
|  | <hr/>                   | <hr/>            | <hr/>                   |
| <b><u>TO SUMMARY</u></b>                           | <b>25,100</b>           | <b>27,350</b>    | <b>28,350</b>           |
|  | <hr/>                   | <hr/>            | <hr/>                   |

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

|  | <b>2015/16 ESTIMATE</b> |                      | <b>2016/17<br/>ESTIMATE</b> |
|--|-------------------------|----------------------|-----------------------------|
|  | <b>ORIGINAL<br/>£</b>   | <b>REVISED<br/>£</b> | <b>£</b>                    |
| <b>6. <u>TONBRIDGE &amp; MALLING LEISURE TRUST</u></b> |                         |                      |                             |
| Employees  | 52,300                  | 50,250               | 51,100                      |
| Third Party Payments                                   | 179,800                 | 177,300              | 158,150                     |
|  | <hr/>                   | <hr/>                | <hr/>                       |
| <b><u>Sub-total</u></b>                                | 232,100                 | 227,550              | 209,250                     |
| Central, Departmental & Technical<br>Support Services  | 68,900                  | 72,450               | 73,350                      |
|  | <hr/>                   | <hr/>                | <hr/>                       |
| <b><u>TO SUMMARY</u></b>                               | <b>301,000</b>          | <b>300,000</b>       | <b>282,600</b>              |
|  | <hr/>                   | <hr/>                | <hr/>                       |
| <b>7. <u>LARKFIELD LEISURE CENTRE</u></b>              |                         |                      |                             |
| Employees  | 2,550                   | 1,400                | 1,450                       |
| Premises Related Expenses                              | 104,600                 | 136,100              | 150,050                     |
| Supplies & Services                                    | 150                     | 1,000                | 0                           |
|  | <hr/>                   | <hr/>                | <hr/>                       |
| <b><u>Sub-total</u></b>                                | 107,300                 | 138,500              | 151,500                     |
| Central, Departmental & Technical<br>Support Services  | 90,750                  | 101,900              | 97,350                      |
| Depreciation & Impairment                              | 706,600                 | 771,900              | 765,500                     |
|  | <hr/>                   | <hr/>                | <hr/>                       |
| <b><u>TO SUMMARY</u></b>                               | <b>904,650</b>          | <b>1,012,300</b>     | <b>1,014,350</b>            |
|  | <hr/>                   | <hr/>                | <hr/>                       |
| <b>8. <u>ANGEL CENTRE</u></b>                          |                         |                      |                             |
| Employees  | 3,850                   | 2,700                | 2,900                       |
| Premises Related Expenses                              | 36,800                  | 56,450               | 42,900                      |
| Supplies & Services                                    | 50                      | 0                    | 0                           |
|  | <hr/>                   | <hr/>                | <hr/>                       |
| <b><u>Sub-total</u></b>                                | 40,700                  | 59,150               | 45,800                      |
| Central, Departmental & Technical<br>Support Services  | 60,950                  | 61,500               | 62,100                      |
| Depreciation & Impairment                              | 215,200                 | 213,950              | 223,050                     |
|  | <hr/>                   | <hr/>                | <hr/>                       |
| <b><u>TO SUMMARY</u></b>                               | <b>316,850</b>          | <b>334,600</b>       | <b>330,950</b>              |
|  | <hr/>                   | <hr/>                | <hr/>                       |

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

|   | <b>2015/16 ESTIMATE</b> |                | <b>2016/17<br/>ESTIMATE</b> |
|---|-------------------------|----------------|-----------------------------|
|   | <b>ORIGINAL</b>         | <b>REVISED</b> | <b>£</b>                    |
|   | <b>£</b>                | <b>£</b>       |                             |
| <b>9. <u>TONBRIDGE SWIMMING POOL</u></b>              |                         |                |                             |
| Employees   | 3,850                   | 2,700          | 2,900                       |
| Premises Related Expenses                             | 98,950                  | 134,800        | 247,300                     |
| Supplies & Services                                   | 100                     | 0              | 0                           |
|   | <hr/>                   | <hr/>          | <hr/>                       |
| <b><u>Sub-total</u></b>                               | 102,900                 | 137,500        | 250,200                     |
| Central, Departmental & Technical<br>Support Services | 57,400                  | 57,850         | 58,500                      |
| Depreciation & Impairment                             | 355,950                 | 389,900        | 393,950                     |
|   | <hr/>                   | <hr/>          | <hr/>                       |
| <b><u>TO SUMMARY</u></b>                              | <b>516,250</b>          | <b>585,250</b> | <b>702,650</b>              |
|   | <hr/>                   | <hr/>          | <hr/>                       |
| <b>10. <u>POULT WOOD GOLF CENTRE</u></b>              |                         |                |                             |
| Employees   | 3,850                   | 2,800          | 2,900                       |
| Premises Related Expenses                             | 25,400                  | 46,250         | 47,100                      |
| Transport Related Expenses                            | 3,700                   | 3,600          | 3,850                       |
|   | <hr/>                   | <hr/>          | <hr/>                       |
| <b><u>Sub-total</u></b>                               | 32,950                  | 52,650         | 53,850                      |
| Central, Departmental & Technical<br>Support Services | 29,850                  | 29,250         | 29,850                      |
| Depreciation & Impairment                             | 119,250                 | 95,550         | 100,700                     |
|   | <hr/>                   | <hr/>          | <hr/>                       |
| <b><u>TO SUMMARY</u></b>                              | <b>182,050</b>          | <b>177,450</b> | <b>184,400</b>              |
|   | <hr/>                   | <hr/>          | <hr/>                       |

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

|   | <b>2015/16 ESTIMATE</b> |                | <b>2016/17<br/>ESTIMATE</b> |
|---|-------------------------|----------------|-----------------------------|
|   | <b>ORIGINAL</b>         | <b>REVISED</b> | <b>£</b>                    |
|   | <b>£</b>                | <b>£</b>       |                             |
| <b>11. <u>SPORTS GROUNDS</u></b>                      |                         |                |                             |
| Employees   | 37,950                  | 39,600         | 40,600                      |
| Premises Related Expenses                             | 38,300                  | 40,350         | 48,050                      |
| Transport Related Expenses                            | 2,050                   | 2,050          | 2,100                       |
| Supplies & Services                                   | 3,650                   | 3,600          | 3,600                       |
| Third Party Payments                                  | 224,000                 | 224,000        | 226,200                     |
|   | <hr/>                   | <hr/>          | <hr/>                       |
|   | 305,950                 | 309,600        | 320,550                     |
| Less Income   | (11,100)                | (7,100)        | (11,100)                    |
|   | <hr/>                   | <hr/>          | <hr/>                       |
| <b><u>Sub-total</u></b>                               | 294,850                 | 302,500        | 309,450                     |
| Central, Departmental & Technical<br>Support Services | 28,900                  | 30,850         | 32,750                      |
| Depreciation & Impairment                             | 105,900                 | 93,800         | 105,400                     |
|   | <hr/>                   | <hr/>          | <hr/>                       |
| <b><u>TO SUMMARY</u></b>                              | <b>429,650</b>          | <b>427,150</b> | <b>447,600</b>              |
|   | <hr/>                   | <hr/>          | <hr/>                       |
| <b>12. <u>PLEASURE GROUNDS &amp; OPEN SPACES</u></b>  |                         |                |                             |
| Employees   | 197,350                 | 200,550        | 205,300                     |
| Premises Related Expenses                             | 133,650                 | 115,050        | 117,850                     |
| Transport Related Expenses                            | 2,550                   | 2,550          | 2,550                       |
| Supplies & Services                                   | 751,050                 | 813,550        | 63,350                      |
| Third Party Payments                                  | 218,150                 | 235,800        | 228,850                     |
|   | <hr/>                   | <hr/>          | <hr/>                       |
|   | 1,302,750               | 1,367,500      | 617,900                     |
| Less Income   | (622,600)               | (865,650)      | (138,500)                   |
|   | <hr/>                   | <hr/>          | <hr/>                       |
| <b><u>Sub-total</u></b>                               | 680,150                 | 501,850        | 479,400                     |
| Central, Departmental & Technical<br>Support Services | 157,750                 | 164,700        | 152,850                     |
| Depreciation & Impairment                             | 101,000                 | 108,900        | 105,850                     |
|   | <hr/>                   | <hr/>          | <hr/>                       |
| <b><u>TO SUMMARY</u></b>                              | <b>938,900</b>          | <b>775,450</b> | <b>738,100</b>              |
|   | <hr/>                   | <hr/>          | <hr/>                       |

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

|  |                          | <b>2015/16 ESTIMATE</b> |                | <b>2016/17</b>  |
|--|--------------------------|-------------------------|----------------|-----------------|
|  |                          | <b>ORIGINAL</b>         | <b>REVISED</b> | <b>ESTIMATE</b> |
|  |                          | <b>£</b>                | <b>£</b>       | <b>£</b>        |
| <b>13. <u>ALLOTMENTS</u></b>                       |                          |                         |                |                 |
| Employees  |                          | 300                     | 300            | 350             |
| Premises Related Expenses                          |                          | 100                     | 100            | 100             |
| Third Party Payments                               |                          | 5,100                   | 5,100          | 5,100           |
|  |                          | <hr/>                   | <hr/>          | <hr/>           |
|  |                          | 5,500                   | 5,500          | 5,550           |
| Less Income  |                          | (50)                    | (50)           | (50)            |
|  |                          | <hr/>                   | <hr/>          | <hr/>           |
|  | <b><u>Sub-total</u></b>  | 5,450                   | 5,450          | 5,500           |
| Central, Departmental & Technical Support Services |                          | 2,450                   | 2,500          | 2,750           |
| Depreciation & Impairment                          |                          | 3,550                   | 4,150          | 3,750           |
|  |                          | <hr/>                   | <hr/>          | <hr/>           |
|  | <b><u>TO SUMMARY</u></b> | <b>11,450</b>           | <b>12,100</b>  | <b>12,000</b>   |
|  |                          | <hr/>                   | <hr/>          | <hr/>           |
| <b>14. <u>CHURCHYARDS</u></b>                      |                          |                         |                |                 |
| Employees  |                          | 2,250                   | 2,350          | 2,400           |
| Premises Related Expenses                          |                          | 7,000                   | 7,000          | 7,100           |
|  |                          | <hr/>                   | <hr/>          | <hr/>           |
|  |                          | 9,250                   | 9,350          | 9,500           |
| Less Income  |                          | (50)                    | (50)           | (50)            |
|  |                          | <hr/>                   | <hr/>          | <hr/>           |
|  | <b><u>Sub-total</u></b>  | 9,200                   | 9,300          | 9,450           |
| Central, Departmental & Technical Support Services |                          | 1,750                   | 1,900          | 2,050           |
|  |                          | <hr/>                   | <hr/>          | <hr/>           |
|  | <b><u>TO SUMMARY</u></b> | <b>10,950</b>           | <b>11,200</b>  | <b>11,500</b>   |
|  |                          | <hr/>                   | <hr/>          | <hr/>           |

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

|  |                          | <b>2015/16 ESTIMATE</b> |                | <b>2016/17</b>  |
|--|--------------------------|-------------------------|----------------|-----------------|
|  |                          | <b>ORIGINAL</b>         | <b>REVISED</b> | <b>ESTIMATE</b> |
|  |                          | <b>£</b>                | <b>£</b>       | <b>£</b>        |
| <b>15. <u>CEMETERY</u></b>                         |                          |                         |                |                 |
| Employees  |                          | 24,050                  | 25,150         | 25,800          |
| Premises Related Expenses                          |                          | 15,100                  | 15,250         | 17,450          |
| Supplies & Services                                |                          | 2,100                   | 2,100          | 2,100           |
| Third Party Payments                               |                          | 63,200                  | 63,200         | 63,850          |
|  |                          | <hr/>                   | <hr/>          | <hr/>           |
|  |                          | 104,450                 | 105,700        | 109,200         |
| Less Income  |                          | (60,800)                | (64,250)       | (70,150)        |
|  |                          | <hr/>                   | <hr/>          | <hr/>           |
|  | <b><u>Sub-total</u></b>  | 43,650                  | 41,450         | 39,050          |
| Central, Departmental & Technical Support Services |                          | 15,050                  | 16,800         | 17,700          |
| Depreciation & Impairment                          |                          | 24,500                  | 25,300         | 25,300          |
|  |                          | <hr/>                   | <hr/>          | <hr/>           |
|  | <b><u>TO SUMMARY</u></b> | <b>83,200</b>           | <b>83,550</b>  | <b>82,050</b>   |
|  |                          | <hr/>                   | <hr/>          | <hr/>           |
| <b>16. <u>YOUTH &amp; PLAY DEVELOPMENT</u></b>     |                          |                         |                |                 |
| Employees  |                          | 78,900                  | 75,950         | 70,550          |
| Premises Related Expenses                          |                          | 9,750                   | 9,750          | 9,750           |
| Transport Related Expenses                         |                          | 1,000                   | 1,000          | 1,000           |
| Supplies & Services                                |                          | 75,650                  | 82,450         | 75,650          |
|  |                          | <hr/>                   | <hr/>          | <hr/>           |
|  |                          | 165,300                 | 169,150        | 156,950         |
| Less Income  |                          | (52,600)                | (47,800)       | (52,600)        |
|  |                          | <hr/>                   | <hr/>          | <hr/>           |
|  | <b><u>Sub-total</u></b>  | 112,700                 | 121,350        | 104,350         |
| Central, Departmental & Technical Support Services |                          | 52,750                  | 52,950         | 54,150          |
|  |                          | <hr/>                   | <hr/>          | <hr/>           |
|  | <b><u>TO SUMMARY</u></b> | <b>165,450</b>          | <b>174,300</b> | <b>158,500</b>  |
|  |                          | <hr/>                   | <hr/>          | <hr/>           |

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

|   | <b>2015/16 ESTIMATE</b> |                | <b>2016/17<br/>ESTIMATE</b> |
|---|-------------------------|----------------|-----------------------------|
|   | <b>ORIGINAL</b>         | <b>REVISED</b> | <b>£</b>                    |
|   | <b>£</b>                | <b>£</b>       |                             |
| <b>17. <u>SPORTS DEVELOPMENT</u></b>                  |                         |                |                             |
| Employees   | 37,900                  | 37,000         | 39,300                      |
| Supplies & Services                                   | 5,000                   | 6,500          | 5,000                       |
|   | <hr/>                   | <hr/>          | <hr/>                       |
|   | 42,900                  | 43,500         | 44,300                      |
| Less Income   | (500)                   | (2,000)        | (500)                       |
|   | <hr/>                   | <hr/>          | <hr/>                       |
| <b><u>Sub-total</u></b>                               | 42,400                  | 41,500         | 43,800                      |
| Central, Departmental & Technical<br>Support Services | 17,550                  | 17,750         | 18,350                      |
|   | <hr/>                   | <hr/>          | <hr/>                       |
| <b><u>TO SUMMARY</u></b>                              | <b>59,950</b>           | <b>59,250</b>  | <b>62,150</b>               |
|   | <hr/>                   | <hr/>          | <hr/>                       |
| <b>18. <u>ARTS PROGRAMME</u></b>                      |                         |                |                             |
| Employees   | 30,950                  | 32,250         | 32,750                      |
| Supplies & Services                                   | 27,800                  | 27,800         | 27,800                      |
| Third Party Payments                                  | 5,000                   | 5,000          | 5,000                       |
|   | <hr/>                   | <hr/>          | <hr/>                       |
| <b><u>Sub-total</u></b>                               | 63,750                  | 65,050         | 65,550                      |
| Central, Departmental & Technical<br>Support Services | 14,900                  | 16,950         | 17,800                      |
|   | <hr/>                   | <hr/>          | <hr/>                       |
| <b><u>TO SUMMARY</u></b>                              | <b>78,650</b>           | <b>82,000</b>  | <b>83,350</b>               |
|   | <hr/>                   | <hr/>          | <hr/>                       |
| <b>19. <u>TONBRIDGE CHRISTMAS LIGHTING</u></b>        |                         |                |                             |
| Employees   | 2,850                   | 2,950          | 3,050                       |
| Supplies & Services                                   | 16,000                  | 16,000         | 16,000                      |
|   | <hr/>                   | <hr/>          | <hr/>                       |
| <b><u>Sub-total</u></b>                               | 18,850                  | 18,950         | 19,050                      |
| Central, Departmental & Technical<br>Support Services | 1,750                   | 2,000          | 2,150                       |
| Depreciation & Impairment                             | 7,150                   | 2,350          | -                           |
|   | <hr/>                   | <hr/>          | <hr/>                       |
| <b><u>TO SUMMARY</u></b>                              | <b>27,750</b>           | <b>23,300</b>  | <b>21,200</b>               |
|   | <hr/>                   | <hr/>          | <hr/>                       |



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

|   | <b>2015/16 ESTIMATE</b> |                  | <b>2016/17</b>   |
|---|-------------------------|------------------|------------------|
|   | <b>ORIGINAL</b>         | <b>REVISED</b>   | <b>ESTIMATE</b>  |
|   | <b>£</b>                | <b>£</b>         | <b>£</b>         |
| <b>20. <u>LEISURE STRATEGY / MANAGEMENT</u></b>       |                         |                  |                  |
| Employees   | 87,200                  | 88,050           | 89,650           |
| Supplies & Services                                   | 44,750                  | 48,750           | 46,750           |
|   | <hr/>                   | <hr/>            | <hr/>            |
|   | 131,950                 | 136,800          | 136,400          |
| Less Income   | 0                       | (5,350)          | (6,500)          |
|   | <hr/>                   | <hr/>            | <hr/>            |
| <b><u>Sub-total</u></b>                               | 131,950                 | 131,450          | 129,900          |
| Central, Departmental & Technical<br>Support Services | 56,350                  | 60,400           | 61,950           |
| Depreciation & Impairment                             | 550                     | 550              | 350              |
|   | <hr/>                   | <hr/>            | <hr/>            |
| <b><u>TO SUMMARY</u></b>                              | <b>188,850</b>          | <b>192,400</b>   | <b>192,200</b>   |
|   | <hr/>                   | <hr/>            | <hr/>            |
| <b>21. <u>PARKING SERVICES</u></b>                    |                         |                  |                  |
| Employees   | 416,150                 | 412,000          | 440,050          |
| Premises Related Expenses                             | 314,950                 | 310,500          | 318,050          |
| Transport Related Expenses                            | 10,700                  | 13,200           | 11,650           |
| Supplies & Services                                   | 839,250                 | 857,750          | 899,050          |
|   | <hr/>                   | <hr/>            | <hr/>            |
|   | 1,581,050               | 1,593,450        | 1,668,800        |
| Less Income   | (2,663,050)             | (2,870,350)      | (3,056,900)      |
|   | <hr/>                   | <hr/>            | <hr/>            |
| <b><u>Sub-total</u></b>                               | (1,082,000)             | (1,276,900)      | (1,388,100)      |
| Central, Departmental & Technical<br>Support Services | 325,250                 | 324,300          | 329,950          |
| Depreciation & Impairment                             | 95,250                  | 87,000           | 89,700           |
|   | <hr/>                   | <hr/>            | <hr/>            |
| <b><u>TO SUMMARY</u></b>                              | <b>(661,500)</b>        | <b>(865,600)</b> | <b>(968,450)</b> |
|   | <hr/>                   | <hr/>            | <hr/>            |

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

|  |                          | <b>2015/16 ESTIMATE</b> |                | <b>2016/17</b>  |
|--|--------------------------|-------------------------|----------------|-----------------|
|  |                          | <b>ORIGINAL</b>         | <b>REVISED</b> | <b>ESTIMATE</b> |
|  |                          | <b>£</b>                | <b>£</b>       | <b>£</b>        |
| <b>22. <u>TRANSPORTATION</u></b>                   |                          |                         |                |                 |
| Employees  |                          | 77,850                  | 65,150         | 63,000          |
| Premises Related Expenses                          |                          | 17,700                  | 17,850         | 17,950          |
| Supplies & Services                                |                          | 14,100                  | 33,100         | 9,100           |
|  |                          | <hr/>                   | <hr/>          | <hr/>           |
|  |                          | 109,650                 | 116,100        | 90,050          |
| Less Income  |                          | (25,000)                | (50,000)       | (30,000)        |
|  |                          | <hr/>                   | <hr/>          | <hr/>           |
|  | <b><u>Sub-total</u></b>  | 84,650                  | 66,100         | 60,050          |
| Central, Departmental & Technical Support Services |                          | 45,500                  | 41,000         | 42,150          |
| Depreciation & Impairment                          |                          | 5,550                   | 5,550          | 4,400           |
|  |                          | <hr/>                   | <hr/>          | <hr/>           |
|  | <b><u>TO SUMMARY</u></b> | <b>135,700</b>          | <b>112,650</b> | <b>106,600</b>  |
|  |                          | <hr/>                   | <hr/>          | <hr/>           |
| <b>23. <u>SECURITY SERVICES MANAGEMENT</u></b>     |                          |                         |                |                 |
| Employees  |                          | 41,700                  | 37,550         | 35,150          |
| Premises Related Expenses                          |                          | 1,200                   | 200            | 200             |
| Supplies & Services                                |                          | 19,850                  | 16,850         | 16,950          |
| Third Party Payments                               |                          | 168,500                 | 168,500        | 161,050         |
|  |                          | <hr/>                   | <hr/>          | <hr/>           |
|  |                          | 231,250                 | 223,100        | 213,350         |
| Less Income  |                          | (216,700)               | (209,150)      | (203,800)       |
|  |                          | <hr/>                   | <hr/>          | <hr/>           |
|  | <b><u>Sub-total</u></b>  | 14,550                  | 13,950         | 9,550           |
| Central, Departmental & Technical Support Services |                          | 32,900                  | 29,850         | 30,450          |
| Depreciation & Impairment                          |                          | 32,700                  | 33,550         | 35,400          |
|  |                          | <hr/>                   | <hr/>          | <hr/>           |
|  | <b><u>TO SUMMARY</u></b> | <b>80,150</b>           | <b>77,350</b>  | <b>75,400</b>   |
|  |                          | <hr/>                   | <hr/>          | <hr/>           |

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

|   |                          | <b>2015/16 ESTIMATE</b> |                | <b>2016/17</b>  |
|---|--------------------------|-------------------------|----------------|-----------------|
|   |                          | <b>ORIGINAL</b>         | <b>REVISED</b> | <b>ESTIMATE</b> |
|   |                          | <b>£</b>                | <b>£</b>       | <b>£</b>        |
| <b>24. <u>BOROUGH DRAINAGE</u></b>                    |                          |                         |                |                 |
| <b><u>&amp; LAND DRAINAGE RELATED WORK</u></b>        |                          |                         |                |                 |
| Employees   |                          | 29,600                  | 28,100         | 15,200          |
| Supplies & Services                                   |                          | 21,900                  | 343,850        | 43,850          |
| Third Party Payments                                  |                          | 3,000                   | 3,000          | 3,000           |
|   |                          | <hr/>                   | <hr/>          | <hr/>           |
|   |                          | 54,500                  | 374,950        | 62,050          |
| Less Income   |                          | -                       | (257,000)      | -               |
|   |                          | <hr/>                   | <hr/>          | <hr/>           |
|   | <b><u>Sub-total</u></b>  | 54,500                  | 117,950        | 62,050          |
| Central, Departmental & Technical<br>Support Services |                          | 32,450                  | 37,750         | 30,200          |
| Depreciation & Impairment                             |                          | -                       | -              | 40,000          |
|   |                          | <hr/>                   | <hr/>          | <hr/>           |
|   | <b><u>TO SUMMARY</u></b> | <b>86,950</b>           | <b>155,700</b> | <b>132,250</b>  |
|   |                          | <hr/>                   | <hr/>          | <hr/>           |
| <b>25. <u>CIVIL CONTINGENCIES</u></b>                 |                          |                         |                |                 |
| Employees   |                          | 27,550                  | 23,850         | 21,900          |
| Supplies & Services                                   |                          | 34,500                  | 34,550         | 34,750          |
|   |                          | <hr/>                   | <hr/>          | <hr/>           |
|   |                          | 62,050                  | 58,400         | 56,650          |
| Less Income   |                          | (6,350)                 | (6,500)        | (6,500)         |
|   |                          | <hr/>                   | <hr/>          | <hr/>           |
|   | <b><u>Sub-total</u></b>  | 55,700                  | 51,900         | 50,150          |
| Central, Departmental & Technical<br>Support Services |                          | 33,900                  | 32,850         | 33,800          |
|   |                          | <hr/>                   | <hr/>          | <hr/>           |
|   | <b><u>TO SUMMARY</u></b> | <b>89,600</b>           | <b>84,750</b>  | <b>83,950</b>   |
|   |                          | <hr/>                   | <hr/>          | <hr/>           |

**CAPITAL PLAN: LIST A  
ALL SERVICES**

|  | Expenditure<br>To 31/03/15 | 2015/16<br>Estimate inc<br>Prior Year<br>Slippage | 2016/17<br>Estimate | 2017/18<br>Estimate | 2018/19<br>Estimate | 2019/20<br>Estimate | 2020/21<br>Estimate | 2021/22<br>Estimate | Total<br>Scheme<br>Estimate |
|--|----------------------------|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------------|
|  | £'000                      | £'000   | £'000               | £'000               | £'000               | £'000               | £'000               | £'000               | £'000                       |
| <b>Capital Plan Schemes</b>              |                            |   |                     |                     |                     |                     |                     |                     |                             |
| <b>Service</b>                           |                            |   |                     |                     |                     |                     |                     |                     |                             |
| Planning, Housing & Environmental Health | 74                         | 356   | 235                 | 235                 | 235                 | 235                 | 235                 | 235                 | 1,840                       |
| Street Scene, Leisure & Technical        | 846                        | 943   | 1,173               | 140                 | 145                 | 130                 | 130                 | 130                 | 3,637                       |
| Corporate                                | (4)                        | 40  | 42                  | 90                  | 30                  | 30                  | 30                  | 30                  | 288                         |
| Sub-total                                | 916                        | 1,339   | 1,450               | 465                 | 410                 | 395                 | 395                 | 395                 | 5,765                       |
| <b>Capital Renewals</b>                  |                            |   |                     |                     |                     |                     |                     |                     |                             |
| <b>Service</b>                           |                            |   |                     |                     |                     |                     |                     |                     |                             |
| Planning, Housing & Environmental Health | n/a                        | 1   | 0                   | 0                   | 0                   | 15                  | 0                   | 0                   | 16                          |
| Street Scene, Leisure & Technical        | n/a                        | 317   | 834                 | 495                 | 263                 | 484                 | 424                 | 372                 | 3,189                       |
| Corporate                                | n/a                        | 368   | 299                 | 392                 | 336                 | 270                 | 269                 | 198                 | 2,132                       |
| Sub-total                                | n/a                        | 686   | 1,133               | 887                 | 599                 | 769                 | 693                 | 570                 | 5,337                       |
| <b>Grand Total</b>                       | 916                        | 2,025   | 2,583               | 1,352               | 1,009               | 1,164               | 1,088               | 965                 | 11,102                      |



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

|  | Expenditure<br>To 31/03/15 | 2015/16<br>Estimate inc<br>Prior Year<br>Slippage | 2016/17<br>Estimate | 2017/18<br>Estimate | 2018/19<br>Estimate | 2019/20<br>Estimate | 2020/21<br>Estimate | 2021/22<br>Estimate | Total<br>Scheme<br>Estimate |
|--|----------------------------|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------------|
|  | £'000                      | £'000   | £'000               | £'000               | £'000               | £'000               | £'000               | £'000               | £'000                       |
| Housing Investment Programme                     | 74                         | 356   | 235                 | 235                 | 235                 | 235                 | 235                 | 235                 | 1,840                       |
| Environmental Health                             | 0                          | 0   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                           |
| Sub-total  | 74                         | 356   | 235                 | 235                 | 235                 | 235                 | 235                 | 235                 | 1,840                       |
| Capital Renewals                                 | n/a                        | 1   | 0                   | 0                   | 0                   | 15                  | 0                   | 0                   | 16                          |
| Sub-total  | n/a                        | 1   | 0                   | 0                   | 0                   | 15                  | 0                   | 0                   | 16                          |
| Total Planning, Housing and Environmental Health | 74                         | 357   | 235                 | 235                 | 235                 | 250                 | 235                 | 235                 | 1,856                       |

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

|   | Code  | Expenditure<br>To 31/03/15 | 2015/16<br>Estimate inc<br>Prior Year<br>Slippage | 2016/17<br>Estimate | 2017/18<br>Estimate | 2018/19<br>Estimate | 2019/20<br>Estimate | 2020/21<br>Estimate | 2021/22<br>Estimate | Total<br>Scheme<br>Estimate |
|---|-------|----------------------------|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------------|
| <b>Housing Investment Programme</b>           |       | £'000                      | £'000   | £'000               | £'000               | £'000               | £'000               | £'000               | £'000               | £'000                       |
| (a) House Renovation Grants                   | P03AC |                            |   |                     |                     |                     |                     |                     |                     |                             |
| (i) Disabled Facilities Grants - Mandatory    |       | n/a                        | 770   | 665                 | 665                 | 665                 | 665                 | 665                 | 665                 | 4,760                       |
| Less Grant Repayments                         |       | n/a                        |   |                     |                     |                     |                     |                     |                     |                             |
| Less Government Grant                         |       | n/a                        | (490)   | (490)               | (490)               | (490)               | (490)               | (490)               | (490)               | (3,430)                     |
|   |       | n/a                        | 280   | 175                 | 175                 | 175                 | 175                 | 175                 | 175                 | 1,330                       |
| (ii) Housing Assistance                       | P03AD | n/a                        | 90  | 90                  | 90                  | 90                  | 90                  | 90                  | 90                  | 630                         |
| Less Grant Repayments                         |       | 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                         | 16  |                     |                     |                     |                     |                     |                     | 90                          |
| (c) Winter Warmth                             | P03AP | 0                          | 9   |                     |                     |                     |                     |                     |                     | 9                           |
| Less KCC Grant                                |       | 0                          | (9)   |                     |                     |                     |                     |                     |                     | (9)                         |
|   |       | 0                          | 0   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                           |
| Total Housing Investment Programme to Summary |       | 74                         | 356   | 235                 | 235                 | 235                 | 235                 | 235                 | 235                 | 1,840                       |
| <b>Environmental Health</b>                   |       |                            |   |                     |                     |                     |                     |                     |                     |                             |
| (a) Air Quality Impact Study                  | P02BE | 0                          |   | 150                 |                     |                     |                     |                     |                     | 150                         |
| Less Government Grant & Other Contributions   |       | 0                          |   | (150)               |                     |                     |                     |                     |                     | (150)                       |
|   |       | 0                          | 0   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                           |
| Total Environmental Health to Summary         |       | 0                          | 0   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                           |

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

|  | Key Priorities<br>& Improvement<br>Themes or<br>[CA & P] |   |
|--|--|---|
| <b>Housing Investment Programme</b>        |  |   |
| (a) House Renovation Grants                | [CA&P: 5c]   | Figures across the plan period 2015/16 to 2021/22 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 2015/16 provision of £770,000 comprises the original budget allocation approved by Council in February 2015 of £665,000 plus the net underspend of £105,000 brought forward from 2014/15.   |
| (ii) Housing Assistance                    |  | Base budget reviewed by Overview and Scrutiny 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 estimated at £30,000 per annum. |
| (b) Renewable energy schemes.              | [CA&P: 5c]   | Unspent provision for renewable energy schemes. £20,000 transferred by way of virement to the Larkfield Leisure Centre Health Suite scheme - See report to Overview and Scrutiny September 2015.  |
| (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.              |
| <b>Environmental Health</b>                |  |   |
| (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 element of project deferred to 2016/17.  |



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

|  | Code      | Expenditure<br>To 31/03/15 | 2015/16<br>Estimate inc<br>Prior Year<br>Slippage | 2016/17<br>Estimate  | 2017/18<br>Estimate | 2018/19<br>Estimate | 2019/20<br>Estimate | 2020/21<br>Estimate | 2021/22<br>Estimate | Total<br>Scheme<br>Estimate |
|--|-----------|----------------------------|---|----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------------|
|  |           | £'000                      | £'000   | £'000                | £'000               | £'000               | £'000               | £'000               | £'000               | £'000                       |
| <b>Capital Renewals</b>                  |           |                            |   |                      |                     |                     |                     |                     |                     |                             |
| (a) Environmental Protection             | P02EBCR01 | n/a                        | 2   |                      |                     |                     | 14                  |                     |                     | 16                          |
| Provision for Inflation (assumes 2% pa.) |           | n/a                        |   |                      |                     |                     | 1                   |                     |                     | 1                           |
| Savings Target (assumes 25%)             |           | n/a                        | (1)   | ----- Embedded ----- |                     |                     |                     |                     |                     | (1)                         |
| Total Capital Renewals to Summary        |           | n/a                        | 1   | 0                    | 0                   | 0                   | 15                  | 0                   | 0                   | 16                          |

| CAPITAL PLAN: LIST A<br>PLANNING, HOUSING AND ENVIRONMENTAL HEALTH |  |   |
|--|--|---|
|  | Key Priorities & Improvement Themes or<br>[CA & P] | Notes   |
| <b>Capital Renewals</b>  |  |   |
| (a) Environmental Protection                                       | [CA&P: 10a<br>(key)]                               | Provisions for replacement of sound and gas analysers.  |
| Savings target   |  | Following the Overview and Scrutiny Committee review of capital renewals (September 2014) savings target increased from 20% to 25% for 2015/16 and embedded in the detailed estimates thereafter by increasing the estimated useful life for scheduled items. |



**CAPITAL PLAN: LIST A**  
**STREET SCENE, LEISURE & TECHNICAL SERVICES**

|  | Expenditure<br>To 31/03/15 | 2015/16<br>Estimate inc<br>Prior Year<br>Slippage | 2016/17<br>Estimate | 2017/18<br>Estimate | 2018/19<br>Estimate | 2019/20<br>Estimate | 2020/21<br>Estimate | 2021/22<br>Estimate | Total<br>Scheme<br>Estimate |
|--|----------------------------|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------------|
|  | £'000                      | £'000   | £'000               | £'000               | £'000               | £'000               | £'000               | £'000               | £'000                       |
| <b>Street Scene</b>                                | n/a                        | 92  | 92                  | 92                  | 92                  | 92                  | 92                  | 92                  | 644                         |
| <b>Leisure</b>                                     |                            |   |                     |                     |                     |                     |                     |                     |                             |
| Larkfield Leisure Centre                           | 3                          | 499   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 502                         |
| Sports Grounds                                     | 0                          | 0   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                           |
| Open Spaces  | 10                         | 15  | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 25                          |
| Other Schemes                                      | 115                        | 19  | 10                  | 8                   | 23                  | 8                   | 8                   | 8                   | 199                         |
| <b>Technical Services</b>                          |                            |   |                     |                     |                     |                     |                     |                     |                             |
| Car Parking  | 119                        | 77  | 50                  | 40                  | 30                  | 30                  | 30                  | 30                  | 406                         |
| Transportation                                     | 376                        | 9   | 4                   | 0                   | 0                   | 0                   | 0                   | 0                   | 389                         |
| Environmental Improvements                         | 178                        | 222   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 400                         |
| Land Drainage / Flood Defence                      | 45                         | 10  | 1,017               | 0                   | 0                   | 0                   | 0                   | 0                   | 1,072                       |
| Sub-total  | 846                        | 943   | 1,173               | 140                 | 145                 | 130                 | 130                 | 130                 | 3,637                       |
| Capital Renewals                                   | n/a                        | 317   | 834                 | 495                 | 263                 | 484                 | 424                 | 372                 | 3,189                       |
| Sub-total  | n/a                        | 317   | 834                 | 495                 | 263                 | 484                 | 424                 | 372                 | 3,189                       |
| Total Street Scene, Leisure and Technical Services | 846                        | 1,260   | 2,007               | 635                 | 408                 | 614                 | 554                 | 502                 | 6,826                       |

**CAPITAL PLAN: LIST A  
STREET SCENE, LEISURE & TECHNICAL SERVICES**

|   | Code  | Expenditure<br>To 31/03/15 | 2015/16<br>Estimate inc<br>Prior Year<br>Slippage | 2016/17<br>Estimate | 2017/18<br>Estimate | 2018/19<br>Estimate | 2019/20<br>Estimate | 2020/21<br>Estimate | 2021/22<br>Estimate | Total<br>Scheme<br>Estimate |
|---|-------|----------------------------|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------------|
| <b>Street Scene</b>   |       | £'000                      | £'000   | £'000               | £'000               | £'000               | £'000               | £'000               | £'000               | £'000                       |
| (a) Green Waste Bins Growth / Replacement                                   | P02BC | n/a                        | 31  | 31                  | 31                  | 31                  | 31                  | 31                  | 31                  | 217                         |
| (b) Refuse Bins Growth / Replacement  | P02DA | n/a                        | 61  | 61                  | 61                  | 61                  | 61                  | 61                  | 61                  | 427                         |
| Total Street Scene to Summary   |       | n/a                        | 92  | 92                  | 92                  | 92                  | 92                  | 92                  | 92                  | 644                         |
| <b>Larkfield Leisure Centre</b>   |       |                            |   |                     |                     |                     |                     |                     |                     |                             |
| (a) Refurbishment of Lifestyles Health Suite<br>Less Contribution from TMLT | P05LL | 3                          | 419<br>(70)                                       |                     |                     |                     |                     |                     |                     | 422<br>(70)                 |
| (b) Pool Disinfectant and Backwashing System                                | P05LN |                            | 150   |                     |                     |                     |                     |                     |                     | 150                         |
| Total Larkfield Leisure Centre to Summary                                   |       | 3                          | 499   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 502                         |

**CAPITAL PLAN: LIST A  
STREET SCENE, LEISURE & TECHNICAL SERVICES**

|  | Key Priorities<br>& Improvement<br>Themes or<br>[CA & P] | Notes  |
|--|--|--|
| <b>Street Scene</b>                          |  |  |
| (a) Green Waste Bins Growth / Replacement    | [CA&P: 9a]   | } Provisions cater for growth in the number of properties served and the replacement of<br>} existing collection bins and boxes. Combined budget reviewed and reduced from £104,000 per annum<br>} to £92,000 per annum for 2015/16 onwards, 2015/16 Capital Plan Review.  |
| (b) Refuse Bins Growth / Replacement         | [CA&P: 9a]   |  |
| <b>Larkfield Leisure Centre</b>              |  |  |
| (a) Refurbishment of Lifestyles Health Suite | 1(key), 1g,<br>3(key), 3a                                | Refurbishment of existing health 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. Following receipt of tenders the gross budget has been increased from £300,000 to £402,000 met by virements of £20,000 from the Renewable Energy Scheme, £32,000 from the Car Park Improvement Rolling Programme and a £50,000 contribution from the Tonbridge & Malling Leisure Trust. See report to Overview and Scrutiny Committee 15 September 2015. Following commencement of the works to the Health Suite an opportunity arose to enhance the nearby gym area at an estimated cost of £20,000 to be met in full by TMLT. These additional works raise the gross cost of works from £402,000 to £422,000 and TMLT's contribution from £50,000 to £70,000. Scheme due to be completed February 2016. |
| (b) Pool Disinfectant and Backwashing System | 7c, 12a(key),<br>13b(key),<br>18a                        | Enhancement to the existing plant to provide disinfection using ultra violet and auto backwashing of pools. Scheme completed September 2015.   |

**CAPITAL PLAN: LIST A**  
**STREET SCENE, LEISURE & TECHNICAL SERVICES**

|   | Code  | Expenditure<br>To 31/03/15 | 2015/16<br>Estimate inc<br>Prior Year<br>Slippage | 2016/17<br>Estimate | 2017/18<br>Estimate | 2018/19<br>Estimate | 2019/20<br>Estimate | 2020/21<br>Estimate | 2021/22<br>Estimate | Total<br>Scheme<br>Estimate |
|---|-------|----------------------------|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------------|
| <b>Sports Grounds</b>   |       | £'000                      | £'000   | £'000               | £'000               | £'000               | £'000               | £'000               | £'000               | £'000                       |
| (a) Tonbridge School Athletics Track Improvements<br>Less Developer Contributions | P05DC |                            |   |                     |                     | 150<br>(150)        |                     |                     |                     | 150<br>(150)                |
|   |       | 0                          | 0   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                           |
| Total Sports Grounds to Summary   |       | 0                          | 0   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                           |
| <b>Open Spaces</b>  |       |                            |   |                     |                     |                     |                     |                     |                     |                             |
| (a) East Malling & Larkfield PC - Recreation Ground<br>Improved Play Facilities   | P05FR | 10                         | 15  |                     |                     |                     |                     |                     |                     | 25                          |
| (b) Open Spaces Site Improvements Phase 1<br>Less Developer Contributions         | P05FT | 73<br>(73)                 | 26<br>(26)  |                     |                     |                     |                     |                     |                     | 99<br>(99)                  |
|   |       | 0                          | 0   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                           |
| (c) Open Spaces Site Improvements Phase 2<br>Less Developer Contributions         | P05FV | 56<br>(56)                 | 13<br>(13)  |                     |                     |                     |                     |                     |                     | 69<br>(69)                  |
|   |       | 0                          | 0   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                           |
| Open Spaces - Carried Forward   |       | 10                         | 15  | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 25                          |

**CAPITAL PLAN: LIST A**  
**STREET SCENE, LEISURE & TECHNICAL SERVICES**

|  | Key Priorities<br>& Improvement<br>Themes or<br>[CA & P]                  | Notes  |
|--|---|--|
| <b>Sports Grounds</b>  |   |  |
| (a) Tonbridge School Athletics Track Improvements                            | 3(key),<br>3a,4(key),<br>4e   | Refurbishment of the existing track which provides community use via agreement with the Council. Developer contribution to be met from the new housing development at Priory Works.  |
| <b>Open Spaces</b>   |   |  |
| (a) East Malling & Larkfield PC - Recreation Ground Improved Play Facilities | [CA&P:<br>3e,7a,7c,7f,<br>10a(key),<br>11a(key)]                          | Contribution to East Malling & Larkfield Parish Council for improved play facilities including provision of a new skatepark for teenagers. Approved at October 2010 meeting of Cabinet. Original scheme completed. Provision in current financial year being utilised by Parish Council for improvements to the skatepark.   |
| (b) Open Spaces Site Improvements Phase 1                                    | [CA&P:<br>7g(key),<br>8a (key),<br>13b (key)]                             | Improvements to Scotchers Field, Tonbridge and Leybourne Lakes Country Park to address anti-social behaviour, health and safety, access and issues raised by local residents. Outstanding work relates to surfacing, path works and health & safety related issues at Leybourne Lakes Country Park.  |
| (c) Open Spaces Site Improvements Phase 2                                    | [CA&P:<br>3e,7a,7b,7c<br>,7d,7g(key),<br>8a(key),8b,<br>11a(key),<br>18a] | 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 2015/16 relates to surfacing of play area at St Philips Church and ongoing investigation in relation to the improvement of Frogbridge pavilion. |



**CAPITAL PLAN: LIST A  
STREET SCENE, LEISURE & TECHNICAL SERVICES**

|   | Code  | Expenditure<br>To 31/03/15 | 2015/16<br>Estimate inc<br>Prior Year<br>Slippage | 2016/17<br>Estimate | 2017/18<br>Estimate | 2018/19<br>Estimate | 2019/20<br>Estimate | 2020/21<br>Estimate | 2021/22<br>Estimate | Total<br>Scheme<br>Estimate |
|---|-------|----------------------------|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------------|
| <b>Open Spaces - continued</b>                  |       |                            |   |                     |                     |                     |                     |                     |                     |                             |
| Brought Forward                                 |       | 10                         | 15  |                     |                     |                     |                     |                     |                     | 25                          |
| (d) Haysden Country Park Extension of Play Area | P05FS |                            |   | 55                  |                     |                     |                     |                     |                     | 55                          |
| Third Party Payment                             |       |                            |   | 6                   |                     |                     |                     |                     |                     | 6                           |
| Less SITA Grant                                 |       |                            |   | (50)                |                     |                     |                     |                     |                     | (50)                        |
| LSP Contribution                                |       |                            |   | (11)                |                     |                     |                     |                     |                     | (11)                        |
|   |       | 0                          | 0   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                           |
| Total Open Spaces to Summary                    |       | 10                         | 15  | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 25                          |
| <b>Other Leisure Schemes</b>                    |       |                            |   |                     |                     |                     |                     |                     |                     |                             |
| (a) Tonbridge Cemetery                          |       |                            |   |                     |                     |                     |                     |                     |                     |                             |
| (i) Memorial Safety                             | P05KV | 86                         | 7   |                     |                     | 15                  |                     |                     |                     | 108                         |
| (b) Memorial Garden Improvement                 | P05KA | 315                        | 15  |                     |                     |                     |                     |                     |                     | 330                         |
| Less Fund Raising & Developer Contributions     |       | (286)                      | (15)  |                     |                     |                     |                     |                     |                     | (301)                       |
|   |       | 29                         | 0   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 29                          |
| (c) Community Group Funding                     | P05KS | n/a                        | 12  | 10                  | 8                   | 8                   | 8                   | 8                   | 8                   | 62                          |
| Total Other Leisure Schemes to Summary          |       | 115                        | 19  | 10                  | 8                   | 23                  | 8                   | 8                   | 8                   | 199                         |

**CAPITAL PLAN: LIST A  
STREET SCENE, LEISURE & TECHNICAL SERVICES**

|   | Key Priorities<br>& Improvement<br>Themes or<br>[CA & P] | Notes   |
|---|--|---|
| <b>Open Spaces - continued</b>                  |  |   |
| (d) Haysden Country Park Extension of Play Area | 1g,1j,3(Key),<br>3a                                      | Project aims to enhance the existing play area providing a broader range of facilities and play experiences. The enhancement is targeted towards children under twelve and incorporates elements of wooden equipment, natural play such as boulders, mounds/tunnels and sculptures, sensory elements such as chimes and includes more traditional equipment including springers and a slide. Funded by grant and an £11,000 virement from Tonbridge Sports Ground Flood Lighting scheme. A third party payment of £6,000 is required to enable grant to be released.  |
| <b>Other Leisure Schemes</b>                    |  |   |
| (a) Tonbridge Cemetery<br>(i) Memorial Safety   | [CA&P: 7d]   | Provision in 2018/19 based on Local Government Ombudsman's recommendation to inspect every five years. 2015/16 provision relates to work in tombs   |
| (b) Memorial Garden Improvement                 | [CA&P<br>3b(key),<br>8a(key),<br>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 the centennial commemorations. The Council's additional contribution of £100,000 has been offset by developer contributions and funds raised by the Memorial Garden Trust. Gross budget for the Memorial Garden Improvement scheme increased by £55,000 (£50,000 2014/15 Capital Plan Review and £5,000 2015/16 Capital Plan Review) primarily for additional stone work and CCTV. This additional budget provision has been matched in full by additional developer contributions. Scheme now completed. Balance of funding linked to maintenance and retention payments to contractor. |
| (c) Community Group Funding                     | [CA&P:<br>7b,7c,7d,<br>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, LEISURE & TECHNICAL SERVICES**

|   | Code  | Expenditure<br>To 31/03/15 | 2015/16<br>Estimate inc<br>Prior Year<br>Slippage | 2016/17<br>Estimate | 2017/18<br>Estimate | 2018/19<br>Estimate | 2019/20<br>Estimate | 2020/21<br>Estimate | 2021/22<br>Estimate | Total<br>Scheme<br>Estimate |
|---|-------|----------------------------|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------------|
|   |       | £'000                      | £'000   | £'000               | £'000               | £'000               | £'000               | £'000               | £'000               | £'000                       |
| <b>Car Parking</b>  |       |                            |   |                     |                     |                     |                     |                     |                     |                             |
| (a) Improvement Programme for Existing Car Parks                              |       |                            |   |                     |                     |                     |                     |                     |                     |                             |
| (i) Rolling Programme   | P01AB | 80                         | 43  | 30                  | 30                  | 30                  | 30                  | 30                  | 30                  | 303                         |
| (b) Car Parking Action Plan   |       |                            |   |                     |                     |                     |                     |                     |                     |                             |
| (i) Phase 6   | P01MA | 32                         | 6   |                     |                     |                     |                     |                     |                     | 38                          |
| (ii) Phase 7  | P01MB | 7                          | 18  |                     |                     |                     |                     |                     |                     | 25                          |
| (iii) Phase 8   | P01AV |                            | 10  | 10                  |                     |                     |                     |                     |                     | 20                          |
| (iv) Phase 9  | P01AW |                            |   | 10                  | 10                  |                     |                     |                     |                     | 20                          |
| Total Car Parking to Summary  |       | 119                        | 77  | 50                  | 40                  | 30                  | 30                  | 30                  | 30                  | 406                         |
| <b>Transportation</b>   |       |                            |   |                     |                     |                     |                     |                     |                     |                             |
| (a) Local Transport Plan Partnership Programme<br>Less Grants & Contributions | P01ED | 215                        | 9   |                     |                     |                     |                     |                     |                     | 224                         |
|   |       | (9)                        |   |                     |                     |                     |                     |                     |                     | (9)                         |
|   |       | 206                        | 9   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 215                         |
| (b) Community Partnership Initiatives   | P06FE | 170                        |   | 4                   |                     |                     |                     |                     |                     | 174                         |
| Total Transportation to Summary   |       | 376                        | 9   | 4                   | 0                   | 0                   | 0                   | 0                   | 0                   | 389                         |

**CAPITAL PLAN: LIST A  
STREET SCENE, LEISURE & TECHNICAL SERVICES**

|  | Key Priorities & Improvement Themes or [CA & P] | Notes  |
|--|---|--|
| <b>Car Parking</b>                               |   |  |
| (a) Improvement Programme for Existing Car parks | 2(Key), 2e, 2f, 2h                              | A phased programme of improvements to existing car parks, improving access for customers and enhancing the value and the quality of the car park stock. Includes improved surfaces, drainage, information, lighting, boundary fencing and remodelled layouts.  |
| (i) 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 2015/16 reduced by a £32,000 virement to the Larkfield Leisure Centre Health Suite Refurbishment scheme - See report to Overview and Scrutiny Committee 15 September 2015.  |
| (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                                    |   | Action plan to be drawn from the Member endorsed on-street waiting list. May include reviews and refinements of existing plan schemes.   |
| (iv) Phase 9                                     |   | Notes as Phase 8.  |
| <b>Transportation</b>                            |   |  |
| (a) Local Transport Plan Partnership Programme   | 7(Key), 7c,                                     | Enabling provision to help influence priorities and timing of KCC Local Transport Plan schemes using selective funding contributions e.g. Tonbridge Town Centre. £11,000 vired to the Borough Transport Planning Policy revenue budget to meet consultancy costs associated with the Tonbridge Station interchange improvements.   |
| (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**  
**STREET SCENE, LEISURE & TECHNICAL SERVICES**

|   | Code  | Expenditure<br>To 31/03/15 | 2015/16<br>Estimate inc<br>Prior Year<br>Slippage | 2016/17<br>Estimate | 2017/18<br>Estimate | 2018/19<br>Estimate | 2019/20<br>Estimate | 2020/21<br>Estimate | 2021/22<br>Estimate | Total<br>Scheme<br>Estimate    |
|---|-------|----------------------------|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------------------|
|   |       | £'000                      | £'000   | £'000               | £'000               | £'000               | £'000               | £'000               | £'000               | £'000                          |
| <b>Environmental Improvements</b>   |       |                            |   |                     |                     |                     |                     |                     |                     |                                |
| (a) Tonbridge Town Lock<br>Less Developer Contributions<br>Environment Agency<br>Other Grants and Contributions | P01LD | 178                        | 1,776<br>(822)<br>(730)<br>(2)                    |                     |                     |                     |                     |                     |                     | 1,954<br>(822)<br>(730)<br>(2) |
|   |       | 178                        | 222   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 400                            |
| Total Environmental Improvements to Summary   |       | 178                        | 222   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 400                            |
| <b>Land Drainage / Flood Defence</b>  |       |                            |   |                     |                     |                     |                     |                     |                     |                                |
| (a) Drainage Improvement Programme<br>Less DEFRA Grant and other income   | P01HR | 75<br>(30)                 | 10  | 17                  |                     |                     |                     |                     |                     | 102<br>(30)                    |
|   |       | 45                         | 10  | 17                  | 0                   | 0                   | 0                   | 0                   | 0                   | 72                             |
| (b) Wouldham River Wall   | P01HS |                            |   | 1,000               |                     |                     |                     |                     |                     | 1,000                          |
| (c) Tonbridge Castle River Bank<br>Less DEFRA Grant   | P01HT | 3<br>(3)                   | 147<br>(147)                                      |                     |                     |                     |                     |                     |                     | 150<br>(150)                   |
|   |       | 0                          | 0   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                              |
| Total Land Drainage / Flood Defence to Summary  |       | 45                         | 10  | 1,017               | 0                   | 0                   | 0                   | 0                   | 0                   | 1,072                          |

**CAPITAL PLAN: LIST A  
STREET SCENE, LEISURE & TECHNICAL SERVICES**

|                                      | Key Priorities & Improvement Themes or [CA & PJ] | Notes  |
|--------------------------------------|--|--|
| <b>Environmental Improvements</b>    |  |  |
| (a) Tonbridge Town Lock              | 2(Key), 2g, 2i, 7(Key) 7c, 7f                    | Scheme currently under construction 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. Gross budget increased by £1,087,000 offset by increased grant from the Environment Agency and Developer Contributions - see report to Cabinet March 2015. |
| <b>Land Drainage / Flood Defence</b> |  |  |
| (a) Drainage Improvement Programme   | 3(Key), 3h                                       | To support the Borough Council's role as a flood risk management authority with powers to carry out works to reduce flood risk including a potential contribution to the Aylesford Property Level Protection Scheme. Outstanding work slipped from 2015/16 into 2016/17 due to changes in staff resources.   |
| (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. Budget increased by £300,000, as part of the 2015/16 Capital Plan Review reflecting a re-evaluation of scheme costs by the consultant quantity surveyor.   |
| (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. Timing of scheme awaiting outcome of English Heritage consent.   |

**CAPITAL PLAN: LIST A**  
**STREET SCENE, LEISURE & TECHNICAL SERVICES**

|  | Code      | Expenditure<br>To 31/03/15 | 2015/16<br>Estimate inc<br>Prior Year<br>Slippage | 2016/17<br>Estimate  | 2017/18<br>Estimate | 2018/19<br>Estimate | 2019/20<br>Estimate | 2020/21<br>Estimate | 2021/22<br>Estimate | Total<br>Scheme<br>Estimate |
|--|-----------|----------------------------|---|----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------------|
|  |           | £'000                      | £'000   | £'000                | £'000               | £'000               | £'000               | £'000               | £'000               | £'000                       |
| <b>Capital Renewals</b>                  |           |                            |   |                      |                     |                     |                     |                     |                     |                             |
| <b>Street Scene</b>                      |           |                            |   |                      |                     |                     |                     |                     |                     |                             |
| (a) Recycling Initiatives                | P02EBCR02 | n/a                        | 5   | 5                    | 3                   | 3                   | 139                 | 3                   | 3                   | 161                         |
| <b>Leisure</b>                           |           |                            |   |                      |                     |                     |                     |                     |                     |                             |
| (b) Sports Grounds & Open Spaces         | P05KGBC05 | n/a                        | 45  | 232                  | 14                  | 4                   | 169                 | 69                  | 82                  | 615                         |
| <b>Technical Services</b>                |           |                            |   |                      |                     |                     |                     |                     |                     |                             |
| (c) CCTV                                 | P01BA     | n/a                        | 15  | 13                   | 13                  | 13                  | 13                  | 13                  | 13                  | 93                          |
| (d) Car Parking                          | P01JF     | n/a                        | 15  | 164                  | 26                  |                     |                     | 32                  |                     | 237                         |
| Provision for Inflation (assumes 2% pa.) |           | n/a                        |   | 8                    | 2                   | 1                   | 26                  | 12                  | 12                  | 61                          |
| Savings Target (assumes 25%)             |           | n/a                        | (11)  | ----- Embedded ----- |                     |                     |                     |                     |                     | (11)                        |
|  |           |                            | 69  | 422                  | 58                  | 21                  | 347                 | 129                 | 110                 | 1,156                       |
| <b>Leisure Trust</b>                     |           |                            |   |                      |                     |                     |                     |                     |                     |                             |
| (e) Angel Centre                         | P05KGBC01 | n/a                        | 35  | 196                  | 195                 | 61                  | 35                  | 57                  | 106                 | 685                         |
| (f) Larkfield Leisure Centre             | P05KGBC02 | n/a                        | 133   | 112                  | 294                 | 127                 | 60                  | 108                 | 107                 | 941                         |
| (g) Tonbridge Swimming Pool              | P05KGBC04 | n/a                        | 47  | 83                   | 51                  | 26                  | 55                  | 82                  | 55                  | 399                         |
| (h) Poult Wood Golf Course:              |           |                            |   |                      |                     |                     |                     |                     |                     |                             |
| Grounds Maintenance                      | P05KGBC06 | n/a                        | 87  | 62                   | 6                   | 15                  | 10                  | 80                  | 18                  | 278                         |
| Clubhouse                                | P05KGBC03 | n/a                        | 26  | 85                   | 14                  | 9                   | 6                   | 30                  | 21                  | 191                         |
| Course                                   | P05KGBC07 | n/a                        | 3   |                      |                     | 66                  | 3                   |                     | 3                   | 75                          |
| Provision for Inflation (assumes 2% pa.) |           | n/a                        |   | 11                   | 23                  | 19                  | 14                  | 37                  | 39                  | 143                         |
| Savings Target (assumes 25%)             |           | n/a                        | (83)  | (137)                | (146)               | (81)                | (46)                | (99)                | (87)                | (679)                       |
|  |           |                            | 248   | 412                  | 437                 | 242                 | 137                 | 295                 | 262                 | 2,033                       |
| Total Capital Renewals to Summary        |           | n/a                        | 317   | 834                  | 495                 | 263                 | 484                 | 424                 | 372                 | 3,189                       |

**CAPITAL PLAN: LIST A  
STREET SCENE, LEISURE & TECHNICAL SERVICES**

|                                  | Key Priorities<br>& Improvement<br>Themes or<br>[CA & P] | Notes  |
|----------------------------------|--|--|
| <b>Capital Renewals</b>          |  |  |
| <b>Street Scene</b>              |  |  |
| (a) Recycling Initiatives        | [CA&P: 9a]   | Replacement of the two recycling vehicles has been delayed to 2019/20 to coincide with the re-tendering of the main Refuse / Green Waste Collection Service (see report to Housing and Environmental Services Advisory Board 09/11/2015).  |
| <b>Leisure</b>                   |  |  |
| (b) Sports Grounds & Open Spaces | [CA&P: 7b, 7d, 18a]                                      | 2016/17 includes replacement floodlighting at Tonbridge Castle and play equipment safety surfacing at Tonbridge Racecourse and Tonbridge Farm sports grounds.  |
| <b>Technical Services</b>        |  |  |
| (c) CCTV                         | 2(Key), 2e, 5(Key), 5a                                   | Provisions scaled back as part of the Scrutiny Review of capital renewals carried out in 2014/15.  |
| (d) Car Parking                  | 2(Key), 2e, 2f   | 2016/17 includes replacement of all car parking ticket machines.   |
| <b>Leisure Trust</b>             |  |  |
| (e) Angel Centre                 | [CA&P: 7b, 7d, 18a]                                      | }  |
| (f) Larkfield Leisure Centre     |  | }  |
| (g) Tonbridge Swimming Pool      |  | } Provision for the replacement of life expired assets (sports and other equipment) used at leisure facilities.  |
| (h) Poult Wood Golf Course       |  | } Provisions subject to annual review.   |
|                                  |  | }  |
| Savings target                   |  | Following the Overview and Scrutiny Committee review of capitals renewals (September 2014) savings target increased from 20% to 25% for 2015/16 and embedded in the detailed estimates thereafter by increasing estimated useful life for scheduled items. However, no changes were made to the Leisure Trust's renewals schedules so the 25% savings target is retained throughout the plan period. |





**CAPITAL PLAN: LIST A  
CORPORATE**

|                                    | Expenditure<br>To 31/03/15 | 2015/16<br>Estimate | 2016/17<br>Estimate | 2017/18<br>Estimate | 2018/19<br>Estimate | 2019/20<br>Estimate | 2020/21<br>Estimate | 2021/22<br>Estimate | Total<br>Scheme<br>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 | 0                          | 38                  | 30                  | 30                  | 30                  | 30                  | 30                  | 30                  | 218                         |
| Other Schemes                      | (14)                       | 2                   | 12                  | 0                   | 0                   | 0                   | 0                   | 0                   | 0                           |
| Sub-Total                          | (4)                        | 40                  | 42                  | 90                  | 30                  | 30                  | 30                  | 30                  | 288                         |
| Capital Renewals                   | n/a                        | 368                 | 299                 | 392                 | 336                 | 270                 | 269                 | 198                 | 2,132                       |
| Sub-Total                          | n/a                        | 368                 | 299                 | 392                 | 336                 | 270                 | 269                 | 198                 | 2,132                       |
| Total Corporate                    | (4)                        | 408                 | 341                 | 482                 | 366                 | 300                 | 299                 | 228                 | 2,420                       |

**CAPITAL PLAN: LIST A  
CORPORATE**

|  | Code  | Expenditure<br>To 31/03/15 | 2015/16<br>Estimate<br>Prior Year<br>Slippage | 2016/17<br>Estimate | 2017/18<br>Estimate | 2018/19<br>Estimate | 2019/20<br>Estimate | 2020/21<br>Estimate | 2021/22<br>Estimate | Total<br>Scheme<br>Estimate |
|--|-------|----------------------------|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------------|
|  |       | £'000                      | £'000   | £'000               | £'000               | £'000               | £'000               | £'000               | £'000               | £'000                       |
| <b>Land and Property</b>   |       |                            |   |                     |                     |                     |                     |                     |                     |                             |
| (a) Tonbridge Castle Offices : Re-tile roof                          | P06AA | 10                         |   |                     | 60                  |                     |                     |                     |                     | 70                          |
| Total Land and Property to Summary                                   |       | 10                         | 0   | 0                   | 60                  | 0                   | 0                   | 0                   | 0                   | 70                          |
| <b>Information Technology Initiatives</b>                            |       |                            |   |                     |                     |                     |                     |                     |                     |                             |
| (a) General IT Developments  | P06DA | n/a                        | 38  | 30                  | 30                  | 30                  | 30                  | 30                  | 30                  | 218                         |
| (b) Revenues & Benefits Document Management<br>Less Government Grant | P06DG |                            | 60<br>(60)                                    |                     |                     |                     |                     |                     |                     | 60<br>(60)                  |
|  |       | 0                          | 0   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                           |
| Total Information Technology Initiatives to Summary                  |       | 0                          | 38  | 30                  | 30                  | 30                  | 30                  | 30                  | 30                  | 218                         |
| <b>Other</b>   |       |                            |   |                     |                     |                     |                     |                     |                     |                             |
| (a) Local Strategic Partnership<br>Less Performance Reward Grant     | P06FJ | 135<br>(149)               | 2   | 12                  |                     |                     |                     |                     |                     | 149<br>(149)                |
|  |       | (14)                       | 2   | 12                  | 0                   | 0                   | 0                   | 0                   | 0                   | 0                           |
| (b) Flood Repair and Renewal<br>Less Government Grant                | P06FM | 384<br>(384)               | 257<br>(257)                                  |                     |                     |                     |                     |                     |                     | 641<br>(641)                |
|  |       | 0                          | 0   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                   | 0                           |
| Total Other to Summary   |       | (14)                       | 2   | 12                  | 0                   | 0                   | 0                   | 0                   | 0                   | 0                           |

**CAPITAL PLAN: LIST A  
CORPORATE**

|  | Key Priorities & Improvement Themes or [CA & P] | Notes   |
|--|---|---|
| <b>Land and Property</b><br>(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 2017/18. Spend to 31/3/15 relates to re-roofing works associated with the Tonbridge Castle Reception enhancement project carried out a number of years ago. |
| <b>Information Technology Initiatives</b><br>(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) Revenues & Benefits Document Management                              | 1a  | Replacement for the existing, outdated, document management system used in the Revenues and Benefits systems.   |
| <b>Other</b><br>(a) Local Strategic Partnership                          | [CA&P: 13a(key)]                                | Capital element of Performance Reward grant received in 2008/09 and 2009/10. The 2016/17 provision previously allocated to the Tonbridge Racecourse Sportsground Flood Lighting scheme is now to be used to support the Haysden Country Park Extension of Play Area.          |
| (b) Flood Repair and Renewal   |   | Government funded scheme to support businesses and home owners recover from the impact of the recent flooding. Gross budget increased by £91,000 as part of the 2015/16 Capital Plan Review. Additional expenditure met in full by Government grant.                          |

**CAPITAL PLAN: LIST A  
CORPORATE**

|  | Code         | Expenditure<br>To 31/03/15 | 2015/16<br>Estimate inc<br>Prior Year<br>Slippage | 2016/17<br>Estimate  | 2017/18<br>Estimate | 2018/19<br>Estimate | 2019/20<br>Estimate | 2020/21<br>Estimate | 2021/22<br>Estimate | Total<br>Scheme<br>Estimate |
|--|--------------|----------------------------|---|----------------------|---------------------|---------------------|---------------------|---------------------|---------------------|-----------------------------|
|  |              | £'000                      | £'000   | £'000                | £'000               | £'000               | £'000               | £'000               | £'000               | £'000                       |
| <b>Capital Renewals</b>                  |              |                            |   |                      |                     |                     |                     |                     |                     |                             |
| (i) General                              | P06FA        |                            |   |                      |                     |                     |                     |                     |                     |                             |
| Departmental Administration              | GR01         | n/a                        |   | 41                   |                     |                     |                     | 3                   | 15                  | 59                          |
| Council Offices                          | GR02         | n/a                        | 2   |                      |                     |                     |                     | 2                   | 15                  | 19                          |
| Print Unit                               | GR03         | n/a                        | 11  | 101                  | 11                  |                     |                     | 28                  |                     | 151                         |
| Photocopiers                             | GR04         | n/a                        |   |                      | 106                 |                     | 3                   |                     |                     | 109                         |
| Telephones                               | GR05         | n/a                        | 106   |                      |                     | 3                   | 5                   |                     |                     | 114                         |
| Snack Facilities                         | GR06         | n/a                        | 4   |                      |                     | 1                   |                     |                     |                     | 5                           |
| Tonbridge Christmas Lighting             | GR09         | n/a                        |   |                      | 30                  |                     |                     |                     |                     | 30                          |
| Elections                                | GR10         | n/a                        |   |                      |                     |                     |                     |                     |                     |                             |
|  |              | n/a                        | 123   | 142                  | 147                 | 4                   | 8                   | 33                  | 30                  | 487                         |
| (ii) Information Technology              | P06FB        | n/a                        | 109   |                      |                     |                     |                     |                     |                     | 109                         |
| Desktop Hardware                         | P06FB - FB10 | n/a                        | 50  | 50                   | 50                  | 50                  | 65                  | 50                  | 50                  | 365                         |
| Mobile Hardware                          | P06FB - FB20 | n/a                        | 5   | 5                    | 21                  | 8                   | 5                   | 5                   | 11                  | 60                          |
| Computer Suite                           | P06FB - FB30 | n/a                        | 25  | 26                   | 35                  | 134                 | 76                  | 25                  | 25                  | 346                         |
| Other Hardware                           | P06FB - FB40 | n/a                        | 6   | 16                   | 16                  | 16                  | 6                   | 6                   | 6                   | 72                          |
| Network                                  | P06FB - FB50 | n/a                        | 6   | 6                    | 60                  | 57                  | 41                  | 77                  | 6                   | 253                         |
| Corporate Software                       | P06FB - FB60 | n/a                        | 6   | 6                    | 6                   | 6                   | 6                   | 6                   | 6                   | 42                          |
| Operational Software                     | P06FB - FB70 | n/a                        | 19  | 19                   | 19                  | 19                  | 19                  | 19                  | 19                  | 133                         |
| User Software                            | P06FB - FB80 | n/a                        | 23  | 23                   | 23                  | 23                  | 23                  | 23                  | 23                  | 161                         |
|  |              | n/a                        | 249   | 151                  | 230                 | 313                 | 241                 | 211                 | 146                 | 1,541                       |
| Provision for Inflation (assumes 2% pa.) |              | n/a                        |   | 6                    | 15                  | 19                  | 21                  | 25                  | 22                  | 108                         |
| Savings Target (assumes 25%)             |              | n/a                        | (4)   | ----- Embedded ----- |                     |                     |                     |                     |                     | (4)                         |
| Total Capital Renewals to Summary        |              | n/a                        | 368   | 299                  | 392                 | 336                 | 270                 | 269                 | 198                 | 2,132                       |

**CAPITAL PLAN: LIST A  
CORPORATE**

|   | Key Priorities & Improvement Themes or [CA & P] | Notes  |
|---|---|--|
| <b>Capital Renewals</b><br>(i) General<br><br>Departmental Admin<br><br>Council Offices<br><br>Print Unit<br><br>Photocopiers<br><br>Telephones<br><br>Snack Facilities<br><br>Tonbridge Christmas Lighting<br><br>Elections<br><br>(ii) Information Technology<br><br><br><br>Savings target | <i>[CA&amp;P:<br/>2c,17a,17b]</i>               | <p>Provision for the renewal of life-expired or obsolete equipment. Subject to annual review.</p> <p>2016/17 includes replacement of Planning's microfiche equipment and the IT uninterruptable power supply.</p> <p>2021/22 provision relates to replacement of Tonbridge Castle Chamber furniture.</p> <p>2016/17 includes replacement of the two high volume black and white copiers and the collating machine.</p> <p>Maintenance agreement based on a five year life. Estimates anticipate agreement will be extended by one year to 2017/18.</p> <p>2015/16 covers replacement of existing exchange to a VoIP based telephone system and includes replacement of the call handling software.</p> <p>Provisions reduced to provide for only three out of eleven drinks machines to be replaced. Machines in meeting rooms will be phased out as machines break.</p> <p>Assumes a seven year life.</p> <p>Eight year life for scanner and post handling equipment. No replacements scheduled during plan period.</p> <p>See sub-headings for type of equipment covered by renewals provisions. Software provisions cater for minor upgrades to existing systems. Full replacement, significant upgrades and new systems are identified as Capital Plan schemes in their own right.</p> <p>Following the Overview and Scrutiny Committee review of capital renewals (September 2014) savings target increased from 20% to 25% for 2015/16 and embedded in the detailed estimates thereafter by increasing estimated useful life of scheduled items.</p> |



## 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 | <b>Corporate affairs and planning</b>  |          |   |         |
|   | To continuously improve our services in terms of value for money.  | 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 |
|   |  | 1b       | Achieve best value through robust procurement.  | 2009/11 |
|   |  | 1c (Key) | <b>Manage the Council's financial resources and performance to meet the challenges of the national budget strategy and its impact on public finances.</b>   | 2010/11 |
| 2 | <b>Public access and involvement</b>   |          |   |         |
|   | To improve the public's access to, and influence over, services provided by the Council and the Council's role in representing the public. | 2a       | Improve how we manage customer contacts and customer care.  | 2006/11 |
|   |  | 2b       | Respond better to complaints from the public.   | 2003/11 |
|   |  | 2c       | Increase the availability of electronic information and transactions to help make local services more accessible, convenient, responsive and seamless.  | 2000/11 |
|   |  | 2d       | Improve, cost effectively, the public's influence over services provided by the Council and by other organisations.   | 2005/11 |
|   |  | 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 | <b>Planning and development</b>  |          |   |         |
|   | To protect and enhance the built and natural environment.  | 3a       | Progress preparation of the Local Development Framework.  | 2003/11 |
|   |  | 3b (Key) | <b>Promote and support the sustainable regeneration and economic development of Tonbridge town centre.</b>  | 2004/11 |
|   |  | 3c       | Improve the speed of determining planning applications.   | 2003/11 |
|   |  | 3d       | Improve public access to the planning process.  | 2003/11 |
|   |  | 3e       | Encourage developer contributions in support of community leisure facilities.   | 2003/11 |

## Corporate Aims and Priorities 2011/12

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

## Corporate Aims and Priorities 2011/12

|    | Overall aim(s)  | Ref                                      | Improvement Priority  | Period    |
|----|---|--|---|-----------|
| 8  | <b>Street scene and open space environment</b>  |  |   |           |
|    | To protect and enhance the built and natural environment.   | Our approach                             | 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  | <b>Recycling and waste collection</b>   |  |   |           |
|    | To protect and enhance the built and natural environment.   | Our recycling and waste services         | 9a Recycle a larger proportion of household waste.  | 1999/2011 |
| 10 | <b>Community safety</b>   |  |   |           |
|    | To deliver, with others, benefits beyond those possible from the Council's resources.<br>To reduce crime and disorder and the fear of crime.<br>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 | <b>Public and environmental health</b>  |  |   |           |
|    | 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 | <b>Climate Change</b>  |                                   |           |   |         |
|    | To deliver, with others, benefits beyond those possible from the Council's resources.<br>To provide leadership on community issues that are beyond the remit of a single agency.<br>To improve the well-being of communities in Tonbridge and Malling. | Making a difference               | 12a (Key) | Work with partners to make a positive local contribution to tackling the causes and effects of climate change.  | 2007/11 |
| 13 | <b>Community leadership</b>  |                                   |           |   |         |
|    | To deliver, with others, benefits beyond those possible from the Council's resources.<br>To provide leadership on community issues that are beyond the remit of a single agency.<br>To improve the well-being of communities in Tonbridge and Malling. | Community planning                | 13a       | Achieve with our partners the priorities set out:<br>▶ in the Sustainable Community Strategy for Tonbridge and Malling (2009/12)<br>▶ in the Local Area Agreement<br>▶ arising from work of the borough's Local Strategic Partnership.  | 2009/10 |
|    |  |                                   | 13b (Key) | Work with partners to:<br>▶ reduce crime, anti-social behaviour and fear of crime.<br>▶ promote, encourage and provide opportunities for healthy living.<br>▶ make a positive local contribution to tackling the causes and effects of climate change.<br>▶ achieve further shared priorities to improve residents' quality of life in Tonbridge and Malling. | 2010/11 |
|    |  | Advocacy                          | 13c       | Better represent the community's interests in respect of services provided by agencies or organisations separate from the Council.  | 2005/10 |
| 14 | <b>Local economy</b>   |                                   |           |   |         |
|    | To promote the well-being of the local economy and enhance the viability and vitality of population centres.   | Our approach to the local economy | 14a       | Contribute to improving the West Kent economy.  | 2003/11 |
|    |  | Tourism                           | 14b       | Increase tourism within the borough.  | 2000/11 |

## Corporate Aims and Priorities 2011/12

|    | Overall aim(s)  |                        | Ref | Improvement Priority  | Period  |
|----|---|------------------------|-----|---|---------|
| 15 | Resources – Personnel and Organisational Development  |                        |     |   |         |
|    | To recruit, develop and retain well-informed, qualified staff who also take responsibility for developing themselves.<br>To improve the Council's ability to achieve its strategic and operational objectives through its:<br>► Organisational structure.<br>► Performance Management System.<br>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.<br>To maintain the Council's high standards of financial management and probity.<br>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 1.4.2015 | £1,250,000 |
|---------------------|------------|

|                     |            |
|---------------------|------------|
| Balance at 1.4.2017 | £1,250,000 |
|---------------------|------------|

**REVENUE RESERVE**

|                  |   |           |
|------------------|---|-----------|
|                  | £ | £         |
| Balance 1.4.2015 |   | 4,670,925 |

Less:-

|                                  |        |        |
|----------------------------------|--------|--------|
| Budgeted to be met from Reserves | 73,550 |        |
| Increase on Original Estimate    | 850    |        |
|                                  |        | 74,400 |

|                               |           |
|-------------------------------|-----------|
| Estimated Balance at 1.4.2016 | 4,745,325 |
|-------------------------------|-----------|

|  |         |
|--|---------|
| Contribution to Revenue Reserves 2016/17 | 580,100 |
|--|---------|

|                                |           |
|--------------------------------|-----------|
| Estimated Balance at 31.3.2017 | 5,325,425 |
|--------------------------------|-----------|

**Tonbridge and Malling Borough Council**  
**Estimate Of Collection Fund Surplus/(Deficit) 2015/16 - Council Tax**

|   | Estimate   |            |
|---|------------|------------|
|   | £          | £          |
| <b><u>Income</u></b>  |            |            |
| Surplus / (Deficit) Brought Forward   |            | 912,602    |
| Council Tax   |            |            |
| Income from Council Tax (Net of Discounts, CTR and Exemptions)                |            | 73,211,038 |
| <b>Total Income for the Year</b>  |            | 74,123,640 |
| <b><u>Expenditure</u></b>   |            |            |
| Precepts and Demands 2015/16  |            |            |
| Kent County Council   | 51,121,098 |            |
| Police & Crime Commissioner for Kent  | 6,901,412  |            |
| Kent & Medway Fire & Rescue Authority   | 3,313,522  |            |
| Parishes  | 2,043,129  |            |
| Tonbridge and Malling Borough Council   | 8,794,301  | 72,173,462 |
| Provision for Council Tax Non-Collection                                      |            | 351,000    |
| Payments / (receipts) in respect of estimated surplus / (deficit) for 2014/15 |            |            |
| Kent County Council   | 435,124    |            |
| Police & Crime Commissioner for Kent  | 58,746     |            |
| Kent & Medway Fire & Rescue Authority   | 28,217     |            |
| Tonbridge and Malling Borough Council   | 92,290     | 614,377    |
| <b>Total Expenditure for the Year</b>   |            | 73,138,839 |
| <b>Estimated Surplus/(Deficit) for 2015/16</b>                                |            | 984,801    |

**Allocation Of Estimated Surplus / (Deficit) 2015/16**

|                                       | Precepts 2015/16 |        | Surplus / (Deficit) |
|---------------------------------------|------------------|--------|---------------------|
|                                       | £                | %      | £                   |
| Kent County Council                   | 51,121,098       | 70.83  | 697,535             |
| Police & Crime Commissioner for Kent  | 6,901,412        | 9.56   | 94,147              |
| Kent & Medway Fire & Rescue Authority | 3,313,522        | 4.59   | 45,202              |
| Tonbridge and Malling Borough Council | 10,837,430       | 15.02  | 147,917             |
| <b>Total</b>                          | 72,173,462       | 100.00 | 984,801             |

**Tonbridge and Malling Borough Council**  
**Estimate Of Collection Fund Surplus/(Deficit) 2015/16 - Business Rates**

|  | Estimate   |             |
|--|------------|-------------|
|  | £          | £           |
| <b><u>Income</u></b>                           |            |             |
| Surplus / (Deficit) Brought Forward            |            | (6,934,345) |
| Income from Business Rate Payers               |            | 54,149,486  |
| Recovery of Prior Years Estimated Deficit      |            | 2,988,226   |
| <b>Total Income for the Year</b>               |            | 50,203,367  |
| <b><u>Expenditure</u></b>                      |            |             |
| Demands for 2015/16 based upon NNDR 1 2015/16  |            |             |
| Kent County Council                            | 4,856,244  |             |
| Kent & Medway Fire & Rescue Authority          | 539,583    |             |
| Tonbridge and Malling Borough Council          | 21,583,306 |             |
| Central Government                             | 26,979,132 | 53,958,265  |
| Allowance for Losses - Bad Debts               |            | 350,000     |
| Allowance for Losses - Appeals                 |            | 632,000     |
| Cost of Collection Allowance                   |            | 165,385     |
| Transitional Protection Payments               |            | 70,834      |
| <b>Total Expenditure for the Year</b>          |            | 55,176,484  |
| <b>Estimated Surplus/(Deficit) for 2015/16</b> |            | (4,973,117) |

**Allocation Of Estimated Surplus / (Deficit) 2015/16**

|                                       | Allocation | Surplus / (Deficit) |
|---------------------------------------|------------|---------------------|
|                                       | %          | £                   |
| Kent County Council                   | 9          | (447,581)           |
| Kent & Medway Fire & Rescue Authority | 1          | (49,731)            |
| Tonbridge and Malling Borough Council | 40         | (1,989,247)         |
| Cental Government                     | 50         | (2,486,558)         |
| <b>Total</b>                          | 100        | (4,973,117)         |

**Estimated Comprehensive Income and Expenditure Account 2015 -2017**

|   | 2015/16              |                     | 2016/17              |
|---|----------------------|---------------------|----------------------|
|   | Original<br>Estimate | Revised<br>Estimate | Original<br>Estimate |
|   | £                    | £                   | £                    |
| <b>Continuing Operations</b>                              |                      |                     |                      |
| Cultural & Related Services                               | 4,144,133            | 4,174,008           | 4,245,333            |
| Environmental & Regulatory Services                       | 5,281,783            | 5,578,708           | 5,789,483            |
| Planning Services   | 2,051,983            | 2,143,458           | 2,163,133            |
| Highways & Transport Services                             | (503,667)            | (729,292)           | (837,517)            |
| Housing Services  | 1,791,433            | 2,011,458           | 1,935,333            |
| Central Services to the Public                            | 1,854,750            | 1,820,500           | 1,926,100            |
| Corporate & Democratic Core                               | 2,278,083            | 2,265,258           | 2,352,183            |
| Non-Distributed Costs                                     | 299,500              | 274,100             | 137,450              |
| <b>Net Cost of Services</b>                               | <b>17,198,000</b>    | <b>17,538,200</b>   | <b>17,711,500</b>    |
| <b>Other Operating Expenditure</b>                        |                      |                     |                      |
| Parish Council Precepts                                   | 2,043,129            | 2,043,129           | 2,230,015            |
| Drainage Board Levies                                     | 387,550              | 387,550             | 391,100              |
| Corporate Provisions for Bad Debts                        | 5,000                | 5,000               | 5,000                |
| Payments to Housing Capital Receipts Pool                 | 4,500                | 4,500               | 4,500                |
| <b>Financing &amp; Investing Income &amp; Expenditure</b> |                      |                     |                      |
| Trading Undertakings                                      | (319,050)            | (317,850)           | (310,750)            |
| Interest Payable & Similar Charges - Leases               | 76,450               | 75,800              | 75,800               |
| Interest & Investment Income                              | (174,500)            | (194,350)           | (208,800)            |
| IAS 19 Pension Costs                                      | 2,245,000            | 1,953,000           | 1,986,000            |
| <b>Taxation &amp; Non-Specific Grant Income</b>           |                      |                     |                      |
| Council Tax Income  | (10,837,430)         | (10,837,430)        | (11,399,072)         |
| Collection Fund - Council Tax (Surplus)/Deficit           | (92,290)             | (92,290)            | (147,917)            |
| Collection Fund - Non Dom Rates (Surplus)/Deficit         | 1,195,290            | 1,195,290           | 1,989,247            |
| National Non-Domestic Rate Distribution                   | (1,304,665)          | (1,433,065)         | (1,203,531)          |
| General Government Grants                                 | (5,475,084)          | (5,861,334)         | (5,377,842)          |
| <b>(SURPLUS) / DEFICIT ON PROVISION OF SERVICES</b>       | <b>4,951,900</b>     | <b>4,466,150</b>    | <b>5,745,250</b>     |

**Estimated Movement in Reserves Statement 2015 - 2017**

|   | 2015/16              |                                   |                      |                                   | 2016/17              |                                   |
|---|----------------------|-----------------------------------|----------------------|-----------------------------------|----------------------|-----------------------------------|
|   | Original<br>Estimate | Earmarked<br>Gen Fund<br>Reserves | Revised<br>Estimate  | Earmarked<br>Gen Fund<br>Reserves | Original<br>Estimate | Earmarked<br>Gen Fund<br>Reserves |
|   | General<br>Fund<br>£ | £                                 | General<br>Fund<br>£ | £                                 | General<br>Fund<br>£ | £                                 |
| <b>BALANCE AT 1 APRIL</b>   | <b>1,250,000</b>     | <b>14,323,971</b>                 | <b>1,250,000</b>     | <b>16,723,225</b>                 | <b>1,250,000</b>     | <b>15,356,525</b>                 |
| <b>Comprehensive Income &amp; Expenditure</b>                                     |                      |                                   |                      |                                   |                      |                                   |
| Surplus / (Deficit) on Provision of Services                                      | (4,951,900)          | 0                                 | (4,466,150)          | 0                                 | (5,745,250)          | 0                                 |
| <b>Total Comprehensive Income &amp; Expenditure</b>                               | <b>(4,951,900)</b>   | <b>0</b>                          | <b>(4,466,150)</b>   | <b>0</b>                          | <b>(5,745,250)</b>   | <b>0</b>                          |
| <b>Adjustments Between Accounting Basis &amp; Funding Basis Under Regulations</b> |                      |                                   |                      |                                   |                      |                                   |
| Depreciation of Non-Current Assets  | 2,873,410            | 0                                 | 2,948,450            | 0                                 | 3,002,700            | 0                                 |
| Net Charges made for Retirement Benefits  | 1,641,000            | 0                                 | 1,755,000            | 0                                 | 1,748,000            | 0                                 |
| Minimum Revenue Provision   | (364,660)            | 0                                 | (361,500)            | 0                                 | (361,500)            | 0                                 |
| Capital Exp. Charged to the General Fund  | (1,391,000)          | 0                                 | (1,247,000)          | 0                                 | (2,290,000)          | 0                                 |
| Capital Receipts  | 4,500                | 0                                 | 4,500                | 0                                 | 4,500                | 0                                 |
| <b>Net Increase / (Decrease) Before Transfers to / from Earmarked Reserves</b>    | <b>(2,188,650)</b>   | <b>0</b>                          | <b>(1,366,700)</b>   | <b>0</b>                          | <b>(3,641,550)</b>   | <b>0</b>                          |
| <b>Transfers to / from Earmarked Reserves</b>                                     |                      |                                   |                      |                                   |                      |                                   |
| Building Repairs Reserve  | (40,300)             | 40,300                            | (274,750)            | 274,750                           | 190,650              | (190,650)                         |
| Earmarked Reserves  | 1,222,500            | (1,222,500)                       | 806,850              | (806,850)                         | 2,418,400            | (2,418,400)                       |
| Revenue Reserve for Capital Schemes   | 1,080,000            | (1,080,000)                       | 909,000              | (909,000)                         | 1,507,000            | (1,507,000)                       |
| General Revenue Reserve   | (73,550)             | 73,550                            | (74,400)             | 74,400                            | (474,500)            | 474,500                           |
| <b>Increase / (Decrease) in Year</b>  | <b>(0)</b>           | <b>(2,188,650)</b>                | <b>(0)</b>           | <b>(1,366,700)</b>                | <b>(0)</b>           | <b>(3,641,550)</b>                |
| <b>BALANCE AT 31 MARCH</b>  | <b>1,250,000</b>     | <b>12,135,321</b>                 | <b>1,250,000</b>     | <b>15,356,525</b>                 | <b>1,250,000</b>     | <b>11,714,975</b>                 |

**2016/17**