

2017/18

Revenue and Capital Budgets



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Index	Page
Budget Statement	1 - 15
Borough Council - General Fund Revenue Estimates Summary	16
Council Tax - Borough and Parish Council Requirements	17
Council Tax - Band "D" Equivalent	17
Draft Council Tax Resolution	18 - 21
Special Expenses	22
Parish Councils - Precepts and Council Tax Band "D" Charges	23
General Fund Revenue Estimates:	
Corporate Services	CS 1 - 9
Chief Executive	CE 1 - 4
Director of Central Services	CEN 1 - 7
Director of Finance & Transformation	FT 1 - 5
Director of Planning, Housing & Environmental Health	PHEH 1 - 8
Director of Street Scene, Leisure & Technical Services	SSLTS 1 - 12
Capital Plan:	
Capital Plan Schemes	CP 1 - 28
Corporate Aims and Priorities	CP 29 - 37
General Fund Working Balance and Revenue Reserve	GF 1
Collection Funds 2016/17	CF 1 - 2
Estimated Comprehensive Income and Expenditure Statement	CIE 1 - 2

BUDGET STATEMENT 2017/18

1. Introduction

- 1.1 The revenue and capital budgets for 2017/18 are presented in this booklet for approval by full Council. In determining the budget the Council approves the financial resources necessary to achieve its plans for the provision of services and also sets the level of council tax for the year. The budget has been prepared within the context of a **Medium Term Financial Strategy (MTFS) [Annex 1]**.
- 1.2 By way of context, since 2010/11 the Council has seen its core funding decrease by £4.3m from £6.6m to £2.3m in 2017/18, or 65% with further cuts planned in future years. Indeed, indicative figures up to 2019/20 suggest that core funding at that time will be £1.3m.
- 1.3 The fall in core funding is in part negated by the grant award under the New Homes Bonus (NHB) scheme which in 2017/18 is around £3.5m. However, recent changes to the scheme will see NHB allocations fall year on year, as the changes work their way through the system, such that by 2021/22 it is estimated that NHB could be in the order of £1.4m assuming no further changes are made to the scheme.
- 1.4 This gives overall grant funding at that time of circa £2.8m compared to the £6.6m received some ten years earlier.
- 1.5 It can be seen from the above that 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 figures provided by the government in the local government finance settlement 2017/18, amongst other things, latest projections point to a 'funding gap' between expenditure and income of **circa £1.6m** to be addressed over the short to medium term.
- 1.6 It should be noted that, depending on the extent to which NHB is subject to further changes, 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 places financial sustainability at risk.
- 1.7 That said, based on the above projection we could, for example, breakdown the savings target into tranches (tranche one £650,000, tranche two £700,000 and tranche three £250,000 to be achieved by 2018/19, 2019/20 and 2021/22 respectively).
- 1.8 It is clear from what is, undoubtedly, a significant financial challenge, some radical and certainly difficult choices will have to be made.

2. Medium Term Financial Strategy

2.1 Background

- 2.1.1 The Council's Medium Term Financial Strategy (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]**.
- 2.1.5 Alongside the MTFS now sits a **Savings and Transformation Strategy [Annex 2]**. 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.

2.2 Corporate Strategy

- 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's financial plans should be in support of its strategic priorities and objectives set out in overview in the recently updated [Corporate Strategy](#).

- 2.2.3 The Strategy sets out Our Vision: *To be a financially sustainable Council that delivers good value services, provides strong and clear leadership and, with our partners, addresses the needs of our Borough* guided by the following core values:
Taking a business-like approach;
Promoting fairness;
Embracing effective partnership working; and
Valuing our environment and encouraging sustainable growth.

2.3 Financial Context

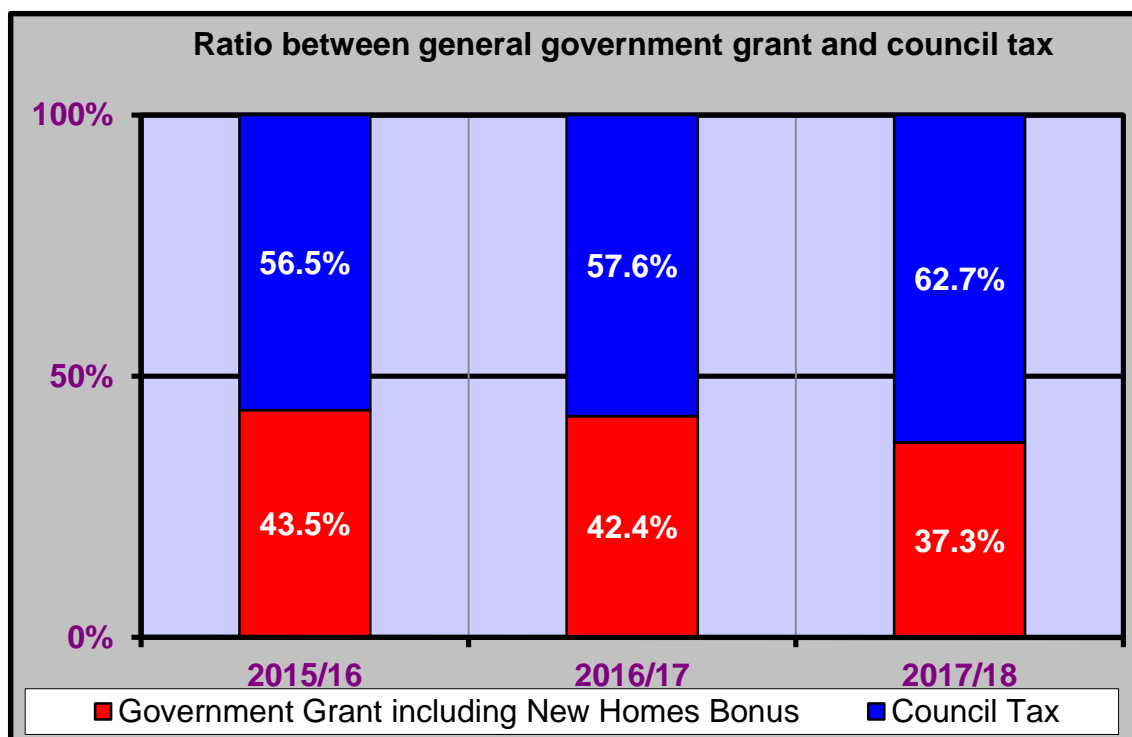
- 2.3.1 From the 1 April 2017 a Special Expenses Scheme is to be introduced and the Financial Arrangements with Parish Councils Scheme revoked from the same date. In accordance with the prescribed methodology we are required to aggregate all expenditure as if special expenses did not exist and calculate a *notional* Band D tax rate. The Council's *notional* Band D tax rate for 2017/18 is **£197.51 (an increase of £5.00 or 2.6%)**. In setting this level of council tax, the Council is to make a contribution of **£434,500** to its General Revenue Reserve.
- 2.3.2 In respect of Government Grant including New Homes Bonus (see paragraph 3) in 2017/18 the Council is to receive based on its baseline funding level (see paragraph 11) £5,756,967, a decrease of £987,309 or 14.6% when compared to the equivalent figure of £6,744,276 in 2016/17.
- 2.3.3 The Medium Term Financial Strategy is the Council's high level financial planning tool which underpins the budget setting process. Alongside the MTFS sits a Savings and Transformation Strategy to provide structure, focus and direction in addressing the significant financial challenge faced by the Council.

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 2017/18 is £2,266,733. This represents a cash decrease of £629,663 or 21.7% when compared to the equivalent figure of £2,896,396 in 2016/17.
- 3.3 In addition, the Council's grant award under the New Homes Bonus (NHB) scheme in 2017/18 including NHB funding returned in-year is £3,490,234. This represents a cash decrease of £357,646 or 9.3% when compared to the equivalent figure of £3,847,880 in 2016/17.
- 3.4 Grant funding including NHB for 2017/18 is, therefore, £5,756,967. A breakdown of the total grant funding into the various funding streams is set out in the table below.

	2016/17 £	2017/18 £	Cash Increase / (Decrease)	
			£	%
Local Share of Business Rates (baseline)	2,106,525	2,149,532	43,007	2.0
Revenue Support Grant	655,042		(655,042)	(100.0)
Transition Grant	134,829	117,201	(17,628)	(13.1)
Settlement Funding Assessment	2,896,396	2,266,733	(629,663)	(21.7)
New Homes Bonus	3,847,880	3,490,234	(357,646)	(9.3)
Total Grant Funding	6,744,276	5,756,967	(987,309)	(14.6)

- 3.5 As can be seen from the table our total grant funding is to decrease by £987,309 or 14.6% when compared to the equivalent figure for 2016/17.
- 3.6 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 multi-year settlement period 2016/17 to 2019/20.
- 3.7 Government grant funding including New Homes Bonus continues the trend whereby the proportion of the Council's budget requirement met from council tax is increasing over time. The chart below shows the ratio between government grant and council tax.



4. Local Referendums to Veto Excessive Council Tax Increases

- 4.1 The Localism Act gives local communities the power to veto excessive council tax increases. The Secretary of State will determine a limit for council tax increases which has to be approved by the House of Commons. If an authority proposes to raise council tax above this limit they will have to hold a referendum to get approval for this from local voters who will be asked to approve or to veto the rise.
- 4.2 The level of council tax increase for 2017/18 above which the Council would be required to hold a referendum is **2.0%, or more than 2% and more than £5**.

5. General Fund

- 5.1 The Council's estimated net revenue expenditure for 2017/18 (prior to any contribution to or from the revenue reserve) amounts to £11,344,200. A contribution of £434,500 is to be made to the revenue reserve giving £11,778,700 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 2017 is £29,785, of which our share is £11,914.
- 6.4 The estimated **surplus** on the collection fund in respect of council tax at 31 March 2017 is £989,763, of which our share is £148,267.

7. Council Tax Base

- 7.1 The Council Tax base, as determined by the Director of Finance and Transformation was set at **48,878.88** band D equivalents for 2017/18.

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).

9. Special Expenses and Parish Council Precepts

9.1 From the 1 April 2017 a Special Expenses Scheme is to be introduced and the Financial Arrangements with Parish Councils Scheme revoked from the same date. The basic amount of council tax plus the special expenses Band D charge, where applicable, gives the total Borough Council Band D charge for that area. Details of the Special Expenses for 2017/18 can be found on page 22.

9.2 In addition, details of Parish Council precepts for 2017/18 can be found on page 23.

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 (Business) Rates

11.1 National non-domestic rates are collected by billing authorities at a nationally prescribed rate in the pound and redistributed as part of the local government finance settlement. The prescribed standard rate for 2017/18 is 47.9p compared to 49.7p for 2016/17. Lower rates apply to small businesses with rateable values below £51,000 ranging from nil to 46.6p (48.4p for 2016/17) depending on the rateable value attributed to the business.

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 became a member of the Kent Pool for Business Rates Retention scheme purposes.

11.3 For medium term financial planning purposes, beyond 2017/18 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 **£161,000** in 2017/18. 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 2017. The progress on existing Capital Plan schemes has been noted and Cabinet on 9 February 2017 recommended the inclusion of one or more new schemes. The Capital Plan includes references to the Council's former Key Priorities

and Improvement Actions and the key to these can be found on pages CP29 to CP37.

13. Cabinet

13.1 Cabinet comprises the following Councillors:

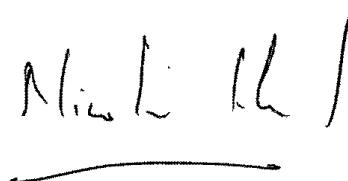
Cllr N Heslop	Leader and Economic Regeneration
Cllr M Coffin	Finance, Innovation and Property and Deputy Executive Leader
Cllr Mrs M Heslop	Community Services
Cllr D Lettington	Street Scene and Environment Services
Cllr H Rogers	Strategic Planning and Infrastructure
Cllr Miss S Shrubsole	Housing

14. Acknowledgement

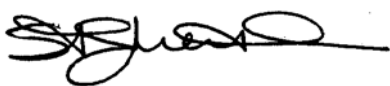
14.1 The formulation of the Budget for 2017/18, as in recent years, has been challenging and we are indebted to the staff in Financial Services who have, once again, worked tirelessly to bring both the Budget for 2017/18, and the updated Medium Term Financial Strategy, to fruition. We are also grateful 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
Finance, Innovation and Property and Deputy Executive Leader

MEDIUM TERM FINANCIAL STRATEGY 2017/18 – 2026/27

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 16 February 2016. The update has been prepared given the circumstances prevailing in February 2017. 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 2017/18.

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.

FINANCIAL CONTEXT

The Council's *notional* Band D tax rate for 2017/18 is £197.51 (an increase of £5.00 or 2.6%). In setting this level of Council Tax, the contribution to or from the General Revenue Reserve is a contribution to the Reserve of £434,500.

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 £2,266,733 in 2017/18. This is a decrease of £629,663 in cash terms when compared to the equivalent figure of £2,896,396 in 2016/17.

In addition, the Council's grant award under the New Homes Bonus scheme in 2017/18 including NHB funding returned in-year is £3,490,234. This is a decrease of £357,646 in cash terms when compared to the equivalent figure of £3,847,880 in 2016/17.

Based on the indicative funding figures provided by the Government over the multi-year settlement period 2016/17 to 2019/20 and the impact of the recent

changes to the NHB scheme, amongst other things, latest projections point to a 'funding gap' between expenditure and income of about £1.6m.

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

Based on the above projection we could, for example, breakdown the savings target into three tranches (tranche one £650,000, tranche two £700,000 and tranche three £250,000 to be achieved ideally by 1 April 2018, 2019 and 2021 respectively).

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 2017/18 to 2026/27

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 2022/23.

The Strategy should be read in conjunction with:

- The Treasury Management and Annual Investment Strategy for 2017/18 recommended to full Council by Cabinet on 31 January 2017.
- The updated Capital Strategy recommended to full Council by Cabinet on 9 February 2017.
- The report to Cabinet on 9 February 2017 entitled 'Setting the Budget for 2017/18'.
- The report to Cabinet on 9 February 2017 entitled 'Setting the Council Tax 2017/18'.
- The Budget Statement 2017/18 to which this Strategy is annexed.

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

Director of Finance and Transformation
February 2017

Medium Term Financial Strategy

	Estimate	Projection								
	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000
EXPENDITURE										
Employees	10,992	11,121	11,252	11,483	11,681	11,935	12,190	12,452	12,716	12,987
Transfer Payments	35,268	35,974	36,694	37,429	38,178	20,023	20,423	20,832	21,248	21,673
Other Expenditure	11,211	11,404	11,747	11,973	12,234	12,501	12,776	13,055	13,341	13,633
Capital Charges	2,672	2,779	2,862	2,919	2,977	3,037	3,098	3,160	3,223	3,287
Total Expenditure	60,143	61,278	62,555	63,804	65,070	47,496	48,487	49,499	50,528	51,580
INCOME										
Fees & Charges	(7,143)	(7,372)	(7,462)	(7,699)	(7,798)	(8,039)	(8,143)	(8,277)	(8,344)	(8,590)
Other Specific Grants & Misc	(35,812)	(36,453)	(37,156)	(37,872)	(38,604)	(20,573)	(20,982)	(21,399)	(21,824)	(22,259)
Investment Income	(128)	(120)	(154)	(226)	(313)	(401)	(532)	(650)	(650)	(651)
Total Income	(43,083)	(43,945)	(44,772)	(45,797)	(46,715)	(29,013)	(29,657)	(30,326)	(30,818)	(31,500)
Appropriations										
Capital Renewals	500	500	0	752	1,201	1,217	1,234	1,252	1,269	1,287
Provision for new Capital Schemes	232	232	232	0	0	0	0	0	0	0
Other Appropriations	(2,846)	(2,714)	(2,797)	(2,854)	(2,912)	(2,972)	(3,033)	(3,095)	(3,158)	(3,222)
SAVINGS TARGET	0	(650)	(670)	(683)	(697)	(711)	(725)	(740)	(755)	(770)
SAVINGS TARGET	0	0	(700)	(714)	(728)	(743)	(758)	(773)	(788)	(804)
SAVINGS TARGET	0	0	0	0	(250)	(255)	(260)	(265)	(270)	(275)
NET BUDGETED SPEND	14,946	14,701	13,848	14,508	14,969	15,019	15,288	15,552	16,008	16,296
FUNDING										
Revenue Reserves	(434)	(184)	(118)	541	1,116	757	522	266	183	(87)
Government Grant	5,590	4,885	3,616	3,261	2,786	2,830	2,876	2,921	2,967	3,015
Council Tax	9,654	10,000	10,350	10,706	11,067	11,432	11,890	12,365	12,858	13,368
Collection Fund Adjustment	136	0	0	0	0	0	0	0	0	0
Total Funding	14,946	14,701	13,848	14,508	14,969	15,019	15,288	15,552	16,008	16,296
Council Tax Level at Band D Increase on Previous Year	£197.51 £5.00	£202.51 £5.00	£207.51 £5.00	£212.51 £5.00	£217.51 £5.00	£222.51 £5.00	£229.19 3.00%	£236.07 3.00%	£243.15 3.00%	£250.44 3.00%
RESERVES BALANCE CARRIED FORWARD	6,340	6,524	6,642	6,101	4,985	4,228	3,706	3,440	3,257	3,344

Capital Plan Review 2016/17 : Capital Plan Funding							
	2016/17 Estimate £'000	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000	2020/21 Estimate £'000	2021/22 Estimate £'000	2022/23 Estimate £'000
Capital Plan Schemes							
Capital Renewals	697	1,656	574	752	665	473	1,308
Other Recurring Expenditure (net of grants)	200	85	365	365	365	365	365
One-Off Schemes (net of grants & contributions)	248	389	1,073		500		
Capital Plan Totals	1,145	2,130	2,012	1,117	1,530	838	1,673
Add back grants / contributions	1,210	998	670	520	520	520	520
Total to be funded	2,355	3,128	2,682	1,637	2,050	1,358	2,193
Funded from:							
Grants							
BCF (Disabled Facilities Grant)	692	770	490	490	490	490	490
Town Wardens (Town Lock)	2						
LSP (Haysden CP Play Area was TRSG Flood Lighting)	5						
Sita Trust (Haysden CP Extension of Play Area)	50						
Haysden CP Site Improvements Grants & Contributions	44						
EA (Castle River Bank)	110	3					
KCC (Winter Warmth)	18						
DCLG (Revenues & Benefits DIP Grant)	19						
DCLG (Housing Services DIP Grant)	8						
TRCSG - River Bank (Excess EA Castle River Bank)		28					
Developer Contributions							
Town Lock	213	155					
Tonbridge School Athletics Track			150				
Open Spaces Site Improvements Phase 1	3						
Open Spaces Site Improvements Phase 2		12					
Memorial Garden Improvement including Trust contrib'n	16						
Capital and Other Receipts							
Housing Assistance Grant Repayments	30	30	30	30	30	30	30
Repayment of Mortgages	1	1	1	1	1		
Balance met from Revenue Reserve for Capital Schemes	1,144	2,129	2,011	1,116	1,529	838	1,673
Total funding	2,355	3,128	2,682	1,637	2,050	1,358	2,193

(Updated) Savings & Transformation Strategy 2017/18 – 2020/21

INTRODUCTION

When the provisional Local Government Settlement for the four-year period 2016/17 to 2019/20 was published in late 2015, we calculated that we would need to deliver savings of at least £1.9 million in our base budget, despite the fact that we had already delivered over £3 million in savings over the last 4 to 5 years.

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

During 2016/17, a number of opportunities were taken to ensure that savings in excess of £625,000 were in place in readiness for the start of the financial year 2017/18. In particular, the cessation of grants to parish councils and the adoption of a “Special Expenses” policy generated savings of £400,000 per annum from this project alone. The project is transformational in terms of how council tax will be charged across the Borough from April 2017.

Following the release of the provisional Local Government Settlement for the period 2017/18 to 2019/20 which also announced changes to the New Homes Bonus Scheme, the savings target has been recalculated and now stands at some £1.6m. This Strategy has therefore been ‘refreshed’ to ensure that the new target can be delivered as required.

OBJECTIVES

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

1. To deliver sufficient savings in order to bridge the funding gap identified in the Council’s MTFS, and to deliver those savings as quickly as possible in order to minimise risk to the Council’s finances;
2. To direct resources to priority areas in line with the principles of the Council’s Corporate Strategy;
3. To maintain the Council’s reputation of good front line service provision;
4. To adopt a ‘mixed’ approach to addressing the funding gap through a series of ‘themes’;
5. To be open to accept ‘cultural’ change/transformation in the ways we work and offer services to the public in order to release efficiencies and savings;

6. To engage, as appropriate, with stakeholders when determining how savings will be achieved.

THE STRATEGY

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

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

Whilst the framework includes some major areas where savings can be made without direct effect on services, by adopting this Strategy the Council has recognised that it may need to decide that some service areas should change/transform to accommodate saving requirements. That might mean doing things differently, more efficiently and with increased income opportunities where there is the opportunity to do so. It might also mean that services will simply need to be run with fewer resources. All these approaches will require a shift in culture for the organisation so that we can be focused and flexible in the way in which we deliver services to our communities.

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

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

Julie Beilby
Chief Executive

Sharon Shelton
Director of Finance & Transformation

Nicolas Heslop
Leader of the Council

Martin Coffin
Cabinet Member for Finance, Innovation
& Property and Deputy Executive Leader

February 2017

Savings & Transformation Strategy 2017/18 - 2020/21

Theme	Indicative Years	Target £000	Savings Reflected in 2017/18 Budget £000	Sub-total £000	Savings Identified after Setting of 2017/18 Budget £000	Balance of Target to be Achieved £000
Income Generation & Cost Recovery	2017/18/19	150	0	150	0	150
In-Service Efficiencies	2017/18/19	100	0	100	0	100
Service Change & Reduction	2017 - 2021	400	0	400	0	400
Contracts	2017 - 2021	500	0	500	0	500
Organisation Structure Change	2017/18/19	250	0	250	0	250
Partnership Funding	2017/18/19	50	0	50	0	50
Asset Management	2017/18/19	150	0	150	0	150
TOTAL		1,600	0	1,600	0	1,600

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

Council 14 February 2017
General Fund Revenue Estimates 2017/18
SUMMARY

	2016/17 ESTIMATE		2017/18
	ORIGINAL £	REVISED £	ESTIMATE £
Corporate Services	2,563,000	2,842,350	2,758,850
Chief Executive	756,000	762,400	717,150
Director of Central Services	89,300	84,750	100,850
Director of Finance & Transformation	2,280,400	1,786,400	1,846,650
Director of Planning, Housing & Environmental Health	4,135,750	3,662,350	3,889,650
Director of Street Scene, Leisure & Technical Services	8,162,400	8,402,800	7,832,700
Sub Total	17,986,850	17,541,050	17,145,850
Capital Accounting Reversals			
Non-Current Asset Depreciation	(2,641,200)	(2,652,600)	(2,619,000)
Contributions to / (from) Reserves			
Building Repairs Reserve			
Withdrawals to fund expenditure	(715,650)	(830,550)	(758,350)
Contribution to Reserve	525,000	675,000	575,000
Earmarked Reserves			
Contributions from Reserves			
Asset Review Reserve	-	(21,000)	-
Business Rates Retention Scheme Reserve	(2,000,000)	(2,000,000)	-
Community Development Reserve	-	(35,450)	-
Democratic Representation Reserve	-	(2,000)	-
Economic Development Reserve	-	(21,000)	-
Flood Recovery & Defence Reserve	(25,000)	(25,000)	-
Housing Assistance Reserve	-	(10,000)	(10,000)
Housing Survey Reserve	-	(5,000)	-
Housing & Welfare Reform Reserve	-	(18,450)	-
Invest to Save Reserve	-	(218,850)	(200,000)
Local Development Framework Reserve	(30,000)	(10,000)	(30,000)
Planning Inquiries Reserve	(22,500)	(20,000)	(7,150)
Repossession Prevention Fund Reserve	(4,000)	(2,000)	(2,000)
River Wall at Wouldham Reserve	(700,000)	-	-
Social Housing Fraud Initiative Reserve	(1,900)	(1,900)	(1,900)
Waste & Street Scene Initiatives Reserve	-	-	(10,000)
Contributions to Reserves			
Election Expenses Reserve	25,000	25,000	25,000
Invest to Save Reserve	300,000	500,000	-
Local Development Framework Reserve	40,000	55,850	45,000
Transformation Reserve	-	62,000	-
Revenue Reserve for Capital Schemes			
Withdrawals to fund expenditure			
Non-Current Assets	(2,290,000)	(840,000)	(2,076,000)
Revenue Expenditure Funded from Capital	(292,000)	(304,000)	(53,000)
Other contributions to / (from) Reserve (net)	1,075,000	526,000	932,000
Capital Expenditure Charged to General Fund	2,290,000	840,000	2,076,000
International Accounting Standard 19			
Retirement Benefit Costs	4,276,000	4,096,000	4,173,000
Employers Pension Contributions	(2,528,000)	(2,495,000)	(2,485,000)
Contribution to / (from) Pensions Reserve	(1,748,000)	(1,601,000)	(1,688,000)
Government Grants			
New Homes Bonus	(3,843,100)	(3,843,100)	(3,485,050)
New Homes Bonus Returned In-Year	-	(4,800)	-
Transition Grant	(134,850)	(134,850)	(117,200)
Transparency Code New Burdens Grant	-	(8,100)	-
Contributions from KCC	(85,000)	(150,700)	(85,000)
Sub Total	9,456,650	9,065,550	11,344,200
Contribution to / (from) General Revenue Reserve	474,500	865,750	434,500
Budget Requirement	9,931,150	9,931,300	11,778,700

ESTIMATES FOR THE FINANCIAL YEAR 2017/18

COUNCIL TAX - BOROUGH COUNCIL AND PARISH COUNCIL REQUIREMENTS

2016/17 Original £	Estimate Revised £	DESCRIPTION	2017/18 Estimate £
9,931,150	9,931,300	BOROUGH COUNCIL REQUIREMENT	11,778,700
2,230,015	2,230,015	PARISH COUNCIL PRECEPTS	2,665,633
<hr/>	<hr/>		<hr/>
12,161,165	12,161,315	Sub-total	14,444,333
655,042	655,042	LESS:	-
21,521,670	21,521,670	Revenue Support Grant	-
(20,318,139)	(20,318,139)	National Non-Domestic Rates	-
290,800	293,300	Share of National Non-Domestic Rates	21,348,238
366,450	377,850	(Tariff) / Top Up	(19,970,635)
-	2,450	(Levy) / Safety Net	88,877
8,250	3,400	Small Business Rate Relief Grant	521,837
79,350	68,000	Retail Relief Grant	-
		Empty Property Re-occupation Relief Grant	-
		New Build Empty Property Relief Grant	-
<hr/>	<hr/>		<hr/>
9,557,742	9,557,742	Sub-total	12,456,016
147,917	147,917	LESS:	-
(1,989,247)	(1,989,247)	Collection Fund Adjustments -	-
		Council Tax Surplus / (Deficit)	148,267
		National Non-Domestic Rates Surplus / (Deficit)	(11,914)
<hr/>	<hr/>		<hr/>
11,399,072	11,399,072	COUNCIL TAX REQUIREMENT	12,319,663

COUNCIL TAX - BAND "D" EQUIVALENT

2016/17 Estimate £	Band "D" Equivalent £	DESCRIPTION	2017/18 Estimate £	Band "D" Equivalent £
52,952,638	1,111.77	KENT COUNTY COUNCIL	55,446,246	1,134.36
1,037,362	21.78	GENERAL	2,173,155	44.46
<hr/>	<hr/>	ADULT SOCIAL CARE	<hr/>	<hr/>
53,990,000	1,133.55		57,619,401	1,178.82
7,246,772	152.15	POLICE & CRIME COMMISSIONER FOR KENT	7,681,316	157.15
3,429,297	72.00	KENT & MEDWAY FIRE & RESCUE AUTHORITY	3,585,266	73.35
9,169,057	192.51	TONBRIDGE & MALLING BOROUGH COUNCIL	8,877,021	181.61
		GENERAL	777,009	15.90
		SPECIAL EXPENSES (Average) #	<hr/>	<hr/>
			9,654,030	197.51
<hr/>	<hr/>		<hr/>	<hr/>
73,835,126	1,550.21	BAND "D" COUNCIL TAX (excluding Parishes)	78,540,013	1,606.83
2,230,015	46.82	PARISH COUNCILS (Average) #	2,665,633	54.53
<hr/>	<hr/>		<hr/>	<hr/>
76,065,141	1,597.03	AVERAGE BAND "D" COUNCIL TAX	81,205,646	1,661.36

See page 22 for details of Special Expenses and page 23 for details of Parish Precepts

COUNCIL TAX

DRAFT RESOLUTION

1. It be noted that on 14th February 2017 the Council calculated:
 - (a) the Council Tax Base 2017/18 for the whole Council area as 48,878.88 [Item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended (the "Act")] and,
 - (b) for dwellings in those parts of its area to which one or more special items (Special expenses and or a Parish precept) relates as follows:

Tonbridge	13,408.94
Addington	386.67
Aylesford	4,098.45
Birling	198.15
Borough Green	1,616.04
Burham	450.02
Ditton	1,767.75
East Malling & Larkfield	4,931.70
East Peckham	1,279.50
Hadlow	1,498.29
Hildenborough	2,186.01
Ightham	1,093.73
Kings Hill	3,904.69
Leybourne	1,637.81
Mereworth	429.67
Offham	373.12
Platt	882.67
Plaxtol	584.11
Ryarsh	310.98
Shipbourne	251.80
Snodland	3,543.42
Stansted	258.42
Trottiscliffe	266.83
Wateringbury	882.45
West Malling	1,111.40
West Peckham	176.29
Wouldham	486.88
Wrotham	863.09

2. £9,654,030 being the Council Tax requirement for the Council's own purposes for 2017/18 (excluding Parish precepts).

3. That the following amounts be calculated for the year 2017/18 in accordance with Sections 31 to 36 of the Act:

- (a) £85,616,532 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils.
- (b) £73,296,869 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
- (c) £12,319,663 being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year. (Item R in the formula in Section 31B of the Act).
- (d) £252.04 being the amount at 3(c) above (Item R), all divided by Item T (1(a) above), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year including Parish precepts.
- (e) £3,442,642 being the aggregate amount of all special items (Special expenses and Parish precepts) referred to in Section 34(1) of the Act.
- (f) £181.61 being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by Item T (1(a) above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special items relate (this is the Council Tax for General Expenses to which Special expenses and Parish precepts are added as applicable).

(g) <u>Part of the Council's area</u>	Band D
	£
Tonbridge	232.06
Addington	245.62
Aylesford	238.26
Birling	233.42
Borough Green	284.56
Burham	237.30
Ditton	332.40
East Malling & Larkfield	244.14
East Peckham	291.47
Hadlow	255.34
Hildenborough	212.00
Ightham	288.54
Kings Hill	253.10
Leybourne	282.28
Mereworth	245.73
Offham	236.32
Platt	262.31
Plaxtol	247.06
Ryarsh	242.47
Shipbourne	222.10
Snodland	267.95
Stansted	267.75
Trottiscliffe	243.45
Wateringbury	271.57
West Malling	288.60
West Peckham	212.24
Wouldham	254.95
Wrotham	278.41

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

(h)

	<u>Valuation Bands</u>							
<u>Part of the Council's area</u>	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Tonbridge	154.71	180.49	206.28	232.06	283.63	335.20	386.77	464.12
Addington	163.75	191.04	218.33	245.62	300.20	354.78	409.37	491.24
Aylesford	158.84	185.31	211.79	238.26	291.21	344.15	397.10	476.52
Birling	155.61	181.55	207.48	233.42	285.29	337.16	389.03	466.84
Borough Green	189.71	221.32	252.94	284.56	347.80	411.03	474.27	569.12
Burham	158.20	184.57	210.93	237.30	290.03	342.77	395.50	474.60
Ditton	221.60	258.53	295.47	332.40	406.27	480.13	554.00	664.80
East Malling & Larkfield	162.76	189.89	217.01	244.14	298.39	352.65	406.90	488.28
East Peckham	194.31	226.70	259.08	291.47	356.24	421.01	485.78	582.94
Hadlow	170.23	198.60	226.97	255.34	312.08	368.82	425.57	510.68
Hildenborough	141.33	164.89	188.44	212.00	259.11	306.22	353.33	424.00
Ightham	192.36	224.42	256.48	288.54	352.66	416.78	480.90	577.08
Kings Hill	168.73	196.86	224.98	253.10	309.34	365.59	421.83	506.20
Leybourne	188.19	219.55	250.92	282.28	345.01	407.74	470.47	564.56
Mereworth	163.82	191.12	218.43	245.73	300.34	354.94	409.55	491.46
Offham	157.55	183.80	210.06	236.32	288.84	341.35	393.87	472.64
Platt	174.87	204.02	233.16	262.31	320.60	378.89	437.18	524.62
Plaxtol	164.71	192.16	219.61	247.06	301.96	356.86	411.77	494.12
Ryarsh	161.65	188.59	215.53	242.47	296.35	350.23	404.12	484.94
Shipbourne	148.07	172.74	197.42	222.10	271.46	320.81	370.17	444.20
Snodland	178.63	208.41	238.18	267.95	327.49	387.04	446.58	535.90
Stansted	178.50	208.25	238.00	267.75	327.25	386.75	446.25	535.50
Trottiscliffe	162.30	189.35	216.40	243.45	297.55	351.65	405.75	486.90
Watlingbury	181.05	211.22	241.40	271.57	331.92	392.27	452.62	543.14
West Malling	192.40	224.47	256.53	288.60	352.73	416.87	481.00	577.20
West Peckham	141.49	165.08	188.66	212.24	259.40	306.57	353.73	424.48
Wouldham	169.97	198.29	226.62	254.95	311.61	368.26	424.92	509.90
Wrotham	185.61	216.54	247.48	278.41	340.28	402.15	464.02	556.82

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

4. That it be noted that for the year 2017/18 The Police & Crime Commissioner for Kent, the Kent & Medway Fire & Rescue Authority and the Kent County Council have stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:

<u>Valuation Bands</u>								
<u>Precepting Authority</u>	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
The Police & Crime Commissioner for Kent	104.77	122.23	139.69	157.15	192.07	226.99	261.92	314.30
Kent & Medway Fire & Rescue Authority	48.90	57.05	65.20	73.35	89.65	105.95	122.25	146.70
Kent County Council	785.88	916.86	1,047.84	1,178.82	1,440.78	1,702.74	1,964.70	2,357.64

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 2017/18, for each of the categories of dwellings shown below:

<u>Valuation Bands</u>								
<u>Part of the Council's area</u>	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Tonbridge	1,094.26	1,276.63	1,459.01	1,641.38	2,006.13	2,370.88	2,735.64	3,282.76
Addington	1,103.30	1,287.18	1,471.06	1,654.94	2,022.70	2,390.46	2,758.24	3,309.88
Aylesford	1,098.39	1,281.45	1,464.52	1,647.58	2,013.71	2,379.83	2,745.97	3,295.16
Birling	1,095.16	1,277.69	1,460.21	1,642.74	2,007.79	2,372.84	2,737.90	3,285.48
Borough Green	1,129.26	1,317.46	1,505.67	1,693.88	2,070.30	2,446.71	2,823.14	3,387.76
Burham	1,097.75	1,280.71	1,463.66	1,646.62	2,012.53	2,378.45	2,744.37	3,293.24
Ditton	1,161.15	1,354.67	1,548.20	1,741.72	2,128.77	2,515.81	2,902.87	3,483.44
East Malling & Larkfield	1,102.31	1,286.03	1,469.74	1,653.46	2,020.89	2,388.33	2,755.77	3,306.92
East Peckham	1,133.86	1,322.84	1,511.81	1,700.79	2,078.74	2,456.69	2,834.65	3,401.58
Hadlow	1,109.78	1,294.74	1,479.70	1,664.66	2,034.58	2,404.50	2,774.44	3,329.32
Hildenborough	1,080.88	1,261.03	1,441.17	1,621.32	1,981.61	2,341.90	2,702.20	3,242.64
Ightham	1,131.91	1,320.56	1,509.21	1,697.86	2,075.16	2,452.46	2,829.77	3,395.72
Kings Hill	1,108.28	1,293.00	1,477.71	1,662.42	2,031.84	2,401.27	2,770.70	3,324.84
Leybourne	1,127.74	1,315.69	1,503.65	1,691.60	2,067.51	2,443.42	2,819.34	3,383.20
Mereworth	1,103.37	1,287.26	1,471.16	1,655.05	2,022.84	2,390.62	2,758.42	3,310.10
Offham	1,097.10	1,279.94	1,462.79	1,645.64	2,011.34	2,377.03	2,742.74	3,291.28
Platt	1,114.42	1,300.16	1,485.89	1,671.63	2,043.10	2,414.57	2,786.05	3,343.26
Plaxtol	1,104.26	1,288.30	1,472.34	1,656.38	2,024.46	2,392.54	2,760.64	3,312.76
Ryarsh	1,101.20	1,284.73	1,468.26	1,651.79	2,018.85	2,385.91	2,752.99	3,303.58
Shipbourne	1,087.62	1,268.88	1,450.15	1,631.42	1,993.96	2,356.49	2,719.04	3,262.84
Snodland	1,118.18	1,304.55	1,490.91	1,677.27	2,049.99	2,422.72	2,795.45	3,354.54
Stansted	1,118.05	1,304.39	1,490.73	1,677.07	2,049.75	2,422.43	2,795.12	3,354.14
Trottscliffe	1,101.85	1,285.49	1,469.13	1,652.77	2,020.05	2,387.33	2,754.62	3,305.54
Watlingbury	1,120.60	1,307.36	1,494.13	1,680.89	2,054.42	2,427.95	2,801.49	3,361.78
West Malling	1,131.95	1,320.61	1,509.26	1,697.92	2,075.23	2,452.55	2,829.87	3,395.84
West Peckham	1,081.04	1,261.22	1,441.39	1,621.56	1,981.90	2,342.25	2,702.60	3,243.12
Wouldham	1,109.52	1,294.43	1,479.35	1,664.27	2,034.11	2,403.94	2,773.79	3,328.54
Wrotham	1,125.16	1,312.68	1,500.21	1,687.73	2,062.78	2,437.83	2,812.89	3,375.46

Special Expenses 2017/18

Local area	Closed churchyards	Open spaces, parks & play areas	Sportsgrounds	Local events	Allotments	Total	Tax base	Amount per band D property
	£	£	£	£	£	£		£
Tonbridge	10,750	174,838	433,000	47,110	10,750	676,448	13,408.94	50.45
Addington		1,752				1,752	386.67	4.53
Aylesford		9,173				9,173	4,098.45	2.24
Birling		1,004				1,004	198.15	5.07
Borough Green		1,240				1,240	1,616.04	0.77
Burham						0	450.02	0.00
Ditton		1,646				1,646	1,767.75	0.93
East Malling & Larkfield		26,363				26,363	4,931.70	5.35
East Peckham		610				610	1,279.50	0.48
Hadlow						0	1,498.29	0.00
Hildenborough						0	2,186.01	0.00
Ightham						0	1,093.73	0.00
Kings Hill						0	3,904.69	0.00
Leybourne		27,970				27,970	1,637.81	17.08
Mereworth		30				30	429.67	0.07
Offham						0	373.12	0.00
Platt		1,237				1,237	882.67	1.40
Plaxtol						0	584.11	0.00
Ryarsh						0	310.98	0.00
Shipbourne						0	251.80	0.00
Snodland		19,417				19,417	3,543.42	5.48
Stansted						0	258.42	0.00
Trottscliffe						0	266.83	0.00
Wateringbury		1,938				1,938	882.45	2.20
West Malling		357		2,471		2,828	1,111.40	2.54
West Peckham						0	176.29	0.00
Wouldham		3,552				3,552	486.88	7.30
Wrotham		1,801				1,801	863.09	2.09
Total	10,750	272,928	433,000	49,581	10,750	777,009	48,878.88	

Parish council precepts

Precept for 2016/17 £	Parish council	Precept for 2017/18 £	Tax base	Amount per band D property £	Per band D variation %
18,926.99	Addington	23,000.00	386.67	59.48	20.3
177,374.00	Aylesford	223,000.00	4,098.45	54.41	20.7
8,772.00	Birling	9,262.00	198.15	46.74	4.4
153,466.00	Borough Green	165,125.00	1,616.04	102.18	2.0
19,441.82	Burham	25,061.82	450.02	55.69	26.3
208,386.00	Ditton	264,923.00	1,767.75	149.86	25.0
232,286.00	E. Malling & Larkfield	282,000.00	4,931.70	57.18	19.4
112,951.00	East Peckham	139,950.00	1,279.50	109.38	22.3
80,229.00	Hadlow	110,475.00	1,498.29	73.73	36.4
54,111.00	Hildenborough	66,441.00	2,186.01	30.39	21.6
106,317.00	Ightham	116,949.00	1,093.73	106.93	10.1
240,467.00	Kings Hill	279,138.00	3,904.69	71.49	14.6
114,816.00	Leybourne	136,903.00	1,637.81	83.59	10.0
11,947.22	Mereworth	27,520.00	429.67	64.05	124.0
16,528.75	Offham	20,415.00	373.12	54.71	23.7
62,000.00	Platt	70,000.00	882.67	79.30	9.5
24,664.00	Plaxtol	38,229.00	584.11	65.45	52.1
14,289.88	Ryarsh	18,926.00	310.98	60.86	20.6
8,643.00	Shipbourne	10,195.00	251.80	40.49	17.5
256,224.00	Snodland	286,535.00	3,543.42	80.86	7.7
16,000.00	Stansted	22,260.00	258.42	86.14	31.1
13,000.00	Trottiscliffe	16,500.00	266.83	61.84	25.1
109,516.32	Wateringbury	77,441.78	882.45	87.76	(29.0)
73,993.00	West Malling	116,089.76	1,111.40	104.45	54.7
2,998.00	West Peckham	5,400.00	176.29	30.63	77.1
27,680.00	Wouldham	32,154.00	486.88	66.04	11.8
64,987.00	Wrotham	81,740.00	863.09	94.71	20.4
2,230,014.98	Total	2,665,633.36	35,469.94		

CORPORATE SERVICES

SUMMARY

	2016/17		2017/18
	ORIGINAL £	REVISED £	ESTIMATE £
1 SALARIES & ONCOSTS	11,483,750	11,448,200	11,348,450
2 OVERHEAD EXPENSES	4,255,100	4,010,200	4,302,900
3 RECHARGES TO SERVICE BUDGETS	(15,374,550)	(14,664,000)	(15,012,900)
NON DISTRIBUTED COSTS	364,300	794,400	638,450
4 DEMOCRATIC REPRESENTATION	1,533,500	1,410,850	1,460,700
5 CORPORATE MANAGEMENT	654,400	625,150	647,450
6 CAPITAL PROGRAMME REVENUE EXPENSES	10,800	11,950	12,250
	2,563,000	2,842,350	2,758,850

CORPORATE SERVICES

		2016/17	2017/18
		ORIGINAL	ESTIMATE
		£	£
1 <u>SALARIES & ONCOSTS</u>			
Salaries - see analysis page CS 9	9,762,600	9,659,500	9,681,950
Superannuation Backfunding	1,443,000	1,443,000	1,374,000
Staff Turnover Saving	(100,000)	(100,000)	(100,000)
Apprenticeship Scheme / Levy	12,750	6,350	35,750
Termination Payments	287,150	357,350	279,000
Recruitment & Training	78,250	82,000	77,750
	11,483,750	11,448,200	11,348,450
2 <u>OVERHEAD EXPENSES</u>			
(a) <u>COUNCIL OFFICES</u>			
Employees	159,150	155,950	156,000
Premises Related Expenses	583,450	537,100	685,100
Supplies & Services	38,900	37,750	35,850
Third Party Payments	-	-	1,850
	781,500	730,800	878,800
Less Income	(44,550)	(61,600)	(73,650)
<u>Sub-total</u>	736,950	669,200	805,150
Central, Departmental & Technical Support Services	61,750	59,700	68,650
Depreciation & Impairment	149,650	147,550	147,550
	948,350	876,450	1,021,350

CORPORATE SERVICES

2. OVERHEAD EXPENSES (Continued)

(b) PRINTING SECTION & MULTI FUNCTION DEVICES

	2016/17		2017/18
	ORIGINAL £	REVISED £	ESTIMATE £
Employees	83,050	82,750	82,450
Supplies & Services	74,850	72,050	68,700
	<hr/>	<hr/>	<hr/>
	157,900	154,800	151,150
Less Income	(42,550)	(44,400)	(41,050)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	115,350	110,400	110,100
Central, Departmental & Technical Support Services	74,950	60,450	70,750
Depreciation & Impairment	32,650	21,550	32,700
	<hr/>	<hr/>	<hr/>
	222,950	192,400	213,550
	<hr/>	<hr/>	<hr/>

(c) CUSTOMER SERVICES

Employees	331,500	291,050	291,600
Premises Related Expenses	5,200	3,250	3,250
Supplies & Services	50,500	50,300	51,250
	<hr/>	<hr/>	<hr/>
	387,200	344,600	346,100
Less Income	(141,200)	(153,100)	(127,350)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	246,000	191,500	218,750
Central, Departmental & Technical Support Services	191,900	140,500	166,800
	<hr/>	<hr/>	<hr/>
	437,900	332,000	385,550
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

2. OVERHEAD EXPENSES (Continued)

(d) GENERAL ADMINISTRATION

	2016/17 ORIGINAL £	REVISED £	2017/18 ESTIMATE £
Employees	4,800	4,850	4,900
Supplies & Services	106,750	109,750	112,950
	<hr/>	<hr/>	<hr/>
	111,550	114,600	117,850
Less Income	(150)	(100)	(100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	111,400	114,500	117,750
Central, Departmental & Technical Support Services	17,050	15,750	16,900
	<hr/>	<hr/>	<hr/>
	128,450	130,250	134,650
	<hr/>	<hr/>	<hr/>

(e) DEPARTMENTAL ADMINISTRATION

Transport Related Expenses	219,000	211,700	208,950
Supplies & Services	225,850	216,200	213,250
	<hr/>	<hr/>	<hr/>
	444,850	427,900	422,200
Less Income	(86,800)	(100,300)	(57,650)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	358,050	327,600	364,550
Depreciation & Impairment	18,950	15,850	17,650
	<hr/>	<hr/>	<hr/>
	377,000	343,450	382,200
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

2. OVERHEAD EXPENSES (Continued)

(f) SNACK FACILITIES

	2016/17 ORIGINAL £	REVISED £	2017/18 ESTIMATE £
Supplies & Services	-	2,000	2,000
Less Income	(200)	(200)	(200)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(200)	1,800	1,800
Central, Departmental & Technical Support Services	3,050	3,050	3,150
Depreciation & Impairment	350	450	400
	<hr/>	<hr/>	<hr/>
	3,200	5,300	5,350
	<hr/>	<hr/>	<hr/>

(g) INFORMATION TECHNOLOGY SERVICES

Employees	973,900	968,950	992,150
Transport Related Expenses	850	500	500
Supplies & Services	590,950	605,600	593,900
	<hr/>	<hr/>	<hr/>
	1,565,700	1,575,050	1,586,550
Less Income	(14,000)	(14,000)	(12,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,551,700	1,561,050	1,574,550
Central, Departmental & Technical Support Services	252,550	244,850	284,200
Depreciation & Impairment	333,000	324,450	301,500
	<hr/>	<hr/>	<hr/>
	2,137,250	2,130,350	2,160,250
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

3. SUMMARY

	2016/17		2017/18
	ORIGINAL £	REVISED £	ESTIMATE £
Salaries & Oncosts	11,483,750	11,448,200	11,348,450
Overhead Expenses :			
(a) Council Offices	948,350	876,450	1,021,350
(b) Printing & Multi Function Devices	222,950	192,400	213,550
(c) Customer Services	437,900	332,000	385,550
(d) General Administration	128,450	130,250	134,650
(e) Departmental Administration	377,000	343,450	382,200
(f) Snack Facilities	3,200	5,300	5,350
(g) Information Technology Services	2,137,250	2,130,350	2,160,250
	<hr/>	<hr/>	<hr/>
	15,738,850	15,458,400	15,651,350
	<hr/>	<hr/>	<hr/>
Less Recharged to :			
Planning, Housing & Environmental Health	(4,885,950)	(4,665,000)	(4,827,600)
Street Scene, Leisure & Technical	(2,817,200)	(2,689,500)	(2,608,150)
Central Services	(925,750)	(918,600)	(952,700)
Finance & Transformation	(2,284,950)	(2,221,150)	(2,244,100)
Corporate Services	(1,811,900)	(1,663,000)	(1,741,600)
Chief Executive	(494,200)	(478,000)	(500,250)
Other Services	(950)	(900)	(950)
Holding Accounts	(2,153,650)	(2,027,850)	(2,137,550)
	<hr/>	<hr/>	<hr/>
	(15,374,550)	(14,664,000)	(15,012,900)
	<hr/>	<hr/>	<hr/>
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	364,300	794,400	638,450
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

	2016/17		2017/18
	ORIGINAL £	REVISED £	ESTIMATE £
4 <u>DEMOCRATIC REPRESENTATION</u>			
(a) <u>DEMOCRATIC ADMINISTRATION</u>			
Employees	367,950	333,700	324,000
Premises Related Expenses	8,500	5,900	7,000
Supplies & Services	2,500	2,500	2,500
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	378,950	342,100	333,500
Central, Departmental & Technical Support Services	491,250	460,750	509,200
	<hr/>	<hr/>	<hr/>
	870,200	802,850	842,700
	<hr/>	<hr/>	<hr/>
(b) <u>PAYMENTS TO MEMBERS</u>			
Transport Related Expenses	8,000	5,500	5,500
Supplies & Services	410,500	404,250	413,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	418,500	409,750	418,500
Central, Departmental & Technical Support Services	32,250	23,150	25,650
	<hr/>	<hr/>	<hr/>
	450,750	432,900	444,150
	<hr/>	<hr/>	<hr/>
(c) <u>MAYORAL & OTHER MEMBER SUPPORT (INC. MEMBER TRAINING)</u>			
Employees	48,050	16,000	8,600
Transport Related Expenses	19,500	10,000	10,000
Supplies & Services	24,950	24,950	24,950
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	92,500	50,950	43,550
Central, Departmental & Technical Support Services	120,050	124,150	130,300
	<hr/>	<hr/>	<hr/>
	212,550	175,100	173,850
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,533,500	1,410,850	1,460,700
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

		2016/17		2017/18
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
5	<u>CORPORATE MANAGEMENT</u>			
	(a) <u>CORPORATE POLICY</u>			
	Employees	86,000	84,850	85,100
	Supplies & Services	500	-	-
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	86,500	84,850	85,100
	Central, Departmental & Technical Support Services	426,150	401,500	423,000
		<hr/>	<hr/>	<hr/>
		512,650	486,350	508,100
		<hr/>	<hr/>	<hr/>
	(b) <u>PUBLIC ACCOUNTABILITY</u>			
	Supplies & Services	59,850	61,600	57,500
	Central, Departmental & Technical Support Services	81,900	77,200	81,850
		<hr/>	<hr/>	<hr/>
		141,750	138,800	139,350
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	654,400	625,150	647,450
		<hr/>	<hr/>	<hr/>
6	<u>CAPITAL PROGRAMME REVENUE EXPENSES</u>			
	Employees	76,000	67,450	72,550
	Less Income	(147,500)	(129,750)	(141,650)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(71,500)	(62,300)	(69,100)
	Central, Departmental & Technical Support Services	82,300	74,250	81,350
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	10,800	11,950	12,250
		<hr/>	<hr/>	<hr/>

EMPLOYEES - SALARIES

SERVICE ANALYSIS OF EXPENDITURE

	Basic Salaries	Overtime	Temporary Staff	Total Salaries	Council Contributions Nat. Ins.	Supern.	Total Salaries & Oncosts
	£	£	£	£	£	£	£
<u>2016/17 ESTIMATE</u>							
Original Estimate	7,542,850	30,250	252,400	7,825,500	744,700	1,069,000	9,639,200
Revised Estimate	7,442,250	24,050	369,950	7,836,250	741,150	1,052,150	9,629,550
<u>2017/18 ESTIMATE</u>							
Service							
Administration & Property	619,700	12,100	1,000	632,800	58,700	93,200	784,700
Environmental Health & Housing	957,750	5,700	-	963,450	94,600	132,200	1,190,250
Executive	385,200	1,400	15,000	401,600	44,700	57,800	504,100
Finance	1,361,150	1,900	88,300	1,451,350	131,450	198,350	1,781,150
Information Technology	674,100	1,200	45,050	720,350	73,250	103,100	896,700
Legal	356,800	900	-	357,700	35,900	51,100	444,700
Personnel	329,750	-	60,000	389,750	24,300	49,650	463,700
Planning	1,442,150	1,500	-	1,443,650	146,200	219,100	1,808,950
Street Scene & Leisure	978,250	900	3,600	982,750	94,300	150,650	1,227,700
Technical	429,850	800	-	430,650	39,300	60,100	530,050
	7,534,700	26,400	212,950	7,774,050	742,700	1,115,250	9,632,000

CHIEF EXECUTIVE

SUMMARY

	2016/17		2017/18
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1 COMMUNITY DEVELOPMENT	125,800	157,650	112,900
2 ELECTIONS	363,550	339,450	365,350
3 GRANTS & PAYMENTS	162,000	140,400	133,000
4 ECONOMIC DEVELOPMENT & REGENERATION	104,650	124,900	105,900
	<hr/>	<hr/>	<hr/>
	756,000	762,400	717,150
	<hr/>	<hr/>	<hr/>

CHIEF EXECUTIVE

		2016/17		2017/18
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
1	<u>COMMUNITY DEVELOPMENT</u>			
	Employees	53,350	53,050	52,250
	Supplies & Services	46,150	75,100	28,100
		<hr/>	<hr/>	<hr/>
		99,500	128,150	80,350
	Less Income	(10,150)	(8,100)	(8,100)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	89,350	120,050	72,250
	Central, Departmental & Technical Support Services	36,450	37,600	40,650
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	125,800	157,650	112,900
		<hr/>	<hr/>	<hr/>

CHIEF EXECUTIVE

2 ELECTIONS

(a) ELECTORAL REGISTRATION

	2016/17		2017/18
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Employees	68,100	91,500	93,850
Supplies & Services	71,100	68,100	68,100
	<hr/>	<hr/>	<hr/>
	139,200	159,600	161,950
Less Income	(21,000)	(25,150)	(16,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	118,200	134,450	145,950
Central, Departmental & Technical Support Services	129,750	88,600	97,350
Depreciation & Impairment	5,000	5,000	5,000
	<hr/>	<hr/>	<hr/>
	252,950	228,050	248,300
	<hr/>	<hr/>	<hr/>

(b) CONDUCT OF ELECTIONS

Employees	17,900	35,900	36,850
Central, Departmental & Technical Support Services	92,700	75,500	80,200
	<hr/>	<hr/>	<hr/>
	110,600	111,400	117,050
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	363,550	339,450	365,350
	<hr/>	<hr/>	<hr/>

CHIEF EXECUTIVE

		2016/17		2017/18
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
3	<u>GRANTS & PAYMENTS</u>			
	Supplies & Services	151,000	133,450	125,800
	Central, Departmental & Technical Support Services	11,000	6,950	7,200
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	162,000	140,400	133,000
		<hr/>	<hr/>	<hr/>
4	<u>ECONOMIC DEVELOPMENT & REGENERATION</u>			
	Employees	60,550	62,450	62,200
	Supplies & Services	19,700	36,000	14,000
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	80,250	98,450	76,200
		<hr/>	<hr/>	<hr/>
	Central, Departmental & Technical Support Services	24,400	26,450	29,700
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	104,650	124,900	105,900
		<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

SUMMARY

	2016/17		2017/18
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1 TONBRIDGE CASTLE GATEHOUSE	11,250	11,850	12,750
2 COMMUNITY SAFETY	184,400	144,050	148,150
3 INFORMATION & PUBLICITY	146,000	135,350	145,800
4 LOCAL LAND CHARGES	(87,750)	(66,650)	(71,300)
5 PUBLIC RIGHTS OF WAY	900	850	900
6 INDUSTRIAL ESTATE	(66,300)	(74,050)	(65,950)
7 COMMERCIAL PROPERTY	(244,450)	(255,000)	(251,850)
8 VALE RISE DEPOT	-	-	-
9 LAND REVIEW	71,500	127,650	96,950
10 BOROUGH CHRISTMAS LIGHTING	38,200	34,100	39,100
11 ONLINE COMMUNITY LOTTERY	-	18,800	4,200
12 LICENCES	35,550	7,800	42,100
	<hr/>	<hr/>	<hr/>
	89,300	84,750	100,850
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

		2016/17		2017/18
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
1	<u>TONBRIDGE CASTLE GATEHOUSE</u>			
	Employees	7,350	6,250	6,300
	Premises Related Expenses	9,350	9,250	11,750
	Supplies & Services	10,200	10,700	10,700
		<hr/>	<hr/>	<hr/>
		26,900	26,200	28,750
	Less Income	(31,000)	(29,000)	(31,000)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(4,100)	(2,800)	(2,250)
	Central, Departmental & Technical Support Services	13,600	12,900	13,800
	Depreciation & Impairment	1,750	1,750	1,200
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	11,250	11,850	12,750
		<hr/>	<hr/>	<hr/>
2	<u>COMMUNITY SAFETY</u>			
	Employees	120,200	98,500	95,450
	Supplies & Services	32,200	32,200	32,200
		<hr/>	<hr/>	<hr/>
		152,400	130,700	127,650
	Less Income	(34,850)	(34,850)	(34,850)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	117,550	95,850	92,800
	Central, Departmental & Technical Support Services	66,850	48,200	55,350
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	184,400	144,050	148,150
		<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

		2016/17		2017/18
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
3	<u>INFORMATION & PUBLICITY</u>			
	Employees	88,200	74,250	77,700
	Supplies & Services	12,000	12,000	12,000
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	100,200	86,250	89,700
	Central, Departmental & Technical Support Services	45,800	49,100	56,100
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	146,000	135,350	145,800
		<hr/>	<hr/>	<hr/>
4	<u>LOCAL LAND CHARGES</u>			
	Employees	109,550	128,800	107,950
	Supplies & Services	25,900	16,400	20,100
		<hr/>	<hr/>	<hr/>
		135,450	145,200	128,050
	Less Income	(315,100)	(310,200)	(305,000)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(179,650)	(165,000)	(176,950)
	Central, Departmental & Technical Support Services	91,900	98,350	105,650
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	(87,750)	(66,650)	(71,300)
		<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

		2016/17		2017/18
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
5	<u>PUBLIC RIGHTS OF WAY</u>			
	Employees	300	300	300
	Central, Departmental & Technical Support Services	600	550	600
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	900	850	900
		<hr/>	<hr/>	<hr/>
6	<u>INDUSTRIAL ESTATE</u>			
	Employees	1,900	1,950	1,950
	Less Income	(71,850)	(79,600)	(71,600)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(69,950)	(77,650)	(69,650)
		<hr/>	<hr/>	<hr/>
	Central, Departmental & Technical Support Services	3,650	3,600	3,700
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	(66,300)	(74,050)	(65,950)
		<hr/>	<hr/>	<hr/>
7	<u>COMMERCIAL PROPERTY</u>			
	Employees	6,000	5,950	6,000
	Premises Related Expenses	7,450	7,450	7,500
		<hr/>	<hr/>	<hr/>
		13,450	13,400	13,500
	Less Income	(266,150)	(277,300)	(274,650)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(252,700)	(263,900)	(261,150)
		<hr/>	<hr/>	<hr/>
	Central, Departmental & Technical Support Services	8,250	8,300	8,700
		<hr/>	<hr/>	<hr/>
	Depreciation & Impairment	-	600	600
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	(244,450)	(255,000)	(251,850)
		<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

		2016/17		2017/18
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
8	<u>VALE RISE DEPOT</u>			
	Employees	6,550	6,500	6,500
	Premises Related Expenses	16,450	16,450	15,600
		<hr/>	<hr/>	<hr/>
		23,000	22,950	22,100
	Less Income	(34,750)	(34,650)	(34,200)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(11,750)	(11,700)	(12,100)
	Central, Departmental & Technical Support Services	2,900	2,850	3,250
	Depreciation & Impairment	8,850	8,850	8,850
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	-	-	-
		<hr/>	<hr/>	<hr/>
9	<u>LAND REVIEW</u>			
	Employees	42,750	42,550	42,600
	Premises Related Expenses	33,000	81,550	28,550
	Supplies & Services	5,000	26,000	5,000
		<hr/>	<hr/>	<hr/>
		80,750	150,100	76,150
	Less Income	(32,900)	(48,600)	(8,500)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	47,850	101,500	67,650
	Central, Departmental & Technical Support Services	23,650	26,150	29,300
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	71,500	127,650	96,950
		<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

		2016/17		2017/18
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
10	<u>BOROUGH CHRISTMAS LIGHTING</u>			
	Employees	3,050	650	650
	Supplies & Services	32,000	31,650	32,000
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	35,050	32,300	32,650
	Central, Departmental & Technical Support Services	3,150	1,800	1,900
	Depreciation & Impairment	-	-	4,550
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	38,200	34,100	39,100
		<hr/>	<hr/>	<hr/>
11	<u>ONLINE COMMUNITY LOTTERY</u>			
	Employees	-	4,050	3,900
	Supplies & Services	-	16,900	5,150
		<hr/>	<hr/>	<hr/>
		-	20,950	9,050
	Less Income	-	(3,950)	(6,750)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	-	17,000	2,300
	Central, Departmental & Technical Support Services	-	1,800	1,900
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	-	18,800	4,200
		<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

12 LICENCES

a) FEE PAYING

	2016/17	2017/18
	ORIGINAL	ESTIMATE
	£	£
Employees	154,600	179,500
Premises Related Expenses	50	50
Supplies & Services	11,800	16,300
	<hr/>	<hr/>
	166,450	195,850
Less Income	(261,050)	(298,900)
	<hr/>	<hr/>
<u>Sub-total</u>	(94,600)	(103,050)
Central, Departmental & Technical Support Services	95,250	107,250
	<hr/>	<hr/>
	650	4,200
	<hr/>	<hr/>

b) NON FEE PAYING

Employees	22,150	24,200
Central, Departmental & Technical Support Services	12,750	13,700
	<hr/>	<hr/>
	34,900	37,900
	<hr/>	<hr/>
<u>TO SUMMARY</u>	35,550	42,100
	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

SUMMARY

	2016/17		2017/18
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1 HOUSING ADVANCES	4,950	4,600	5,050
2 HOUSING BENEFITS & COUNTER FRAUD	615,000	443,100	587,200
3 LOCAL REVENUE & NNDR COLLECTION	614,750	575,900	614,850
4 COUNCIL TAX SUPPORT	383,250	117,150	138,950
5 INTEREST & TRANSFERS	(68,850)	(72,850)	8,050
6 DRAINAGE BOARDS SPECIAL LEVIES	391,450	391,450	395,150
7 FINANCIAL ARRANGEMENTS WITH PARISH COUNCILS	231,350	231,250	-
8 GENERAL ADVICE TO PARISH COUNCILS	103,500	88,800	92,400
9 CONTRIBUTIONS TO PROVISIONS	5,000	5,000	5,000
10 ITEMS FUNDED FROM RESERVES	-	2,000	-
	<hr/>	<hr/>	<hr/>
	2,280,400	1,786,400	1,846,650
	<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

		2016/17		2017/18
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
1	<u>HOUSING ADVANCES</u>			
	Premises Related Expenses	300	250	250
	Supplies & Services	3,200	3,200	3,200
		<hr/>	<hr/>	<hr/>
		3,500	3,450	3,450
	Less Income	(750)	(700)	(250)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	2,750	2,750	3,200
	Central, Departmental & Technical Support Services	2,200	1,850	1,850
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	4,950	4,600	5,050
		<hr/>	<hr/>	<hr/>
2	<u>HOUSING BENEFITS & COUNTER FRAUD</u>			
	Employees	306,450	317,050	298,600
	Supplies & Services	30,100	45,800	30,400
	Housing Benefits	35,065,100	35,729,400	35,268,100
		<hr/>	<hr/>	<hr/>
		35,401,650	36,092,250	35,597,100
	Less Income	(35,178,200)	(36,008,900)	(35,391,450)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	223,450	83,350	205,650
	Central, Departmental & Technical Support Services	391,550	359,750	381,550
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	615,000	443,100	587,200
		<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

		2016/17		2017/18
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
3	<u>LOCAL REVENUE & NNDR COLLECTION</u>			
	Employees	408,450	407,700	412,800
	Supplies & Services	103,150	97,150	99,450
		<hr/>	<hr/>	<hr/>
		511,600	504,850	512,250
	Less Income	(418,000)	(424,550)	(419,850)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	93,600	80,300	92,400
	Central, Departmental & Technical Support Services	521,150	495,600	522,450
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	614,750	575,900	614,850
		<hr/>	<hr/>	<hr/>
4	<u>COUNCIL TAX SUPPORT</u>			
	<u>(a) ADMINISTRATION</u>			
	Employees	225,100	233,750	220,100
	Supplies & Services	24,250	26,250	16,250
	Transfer Payments	-	(245,000)	(35,000)
		<hr/>	<hr/>	<hr/>
		249,350	15,000	201,350
	Less Income	(304,050)	(326,900)	(317,550)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(54,700)	(311,900)	(116,200)
	Central, Departmental & Technical Support Services	263,300	254,400	255,150
		<hr/>	<hr/>	<hr/>
		208,600	(57,500)	138,950
		<hr/>	<hr/>	<hr/>
	<u>(b) PAYMENTS TO PARISH COUNCILS</u>			
	Supplies & Services	174,650	174,650	-
		<hr/>	<hr/>	<hr/>
		174,650	174,650	-
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	383,250	117,150	138,950
		<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

		2016/17		2017/18
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
5	<u>INTEREST & TRANSFERS</u>			
	Employees	30,550	30,350	30,550
	Supplies & Services	88,150	87,900	85,400
		<hr/>	<hr/>	<hr/>
		118,700	118,250	115,950
	Less Income	(214,500)	(217,350)	(136,200)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(95,800)	(99,100)	(20,250)
	Central, Departmental & Technical Support Services	26,950	26,250	28,300
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	(68,850)	(72,850)	8,050
		<hr/>	<hr/>	<hr/>
6	<u>DRAINAGE BOARDS SPECIAL LEVIES</u>			
	Supplies & Services	391,100	391,100	394,800
	Central, Departmental & Technical Support Services	350	350	350
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	391,450	391,450	395,150
		<hr/>	<hr/>	<hr/>
7	<u>FINANCIAL ARRANGEMENTS WITH PARISH COUNCILS</u>			
	Supplies & Services	225,950	225,950	-
	Central, Departmental & Technical Support Services	5,400	5,300	-
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	231,350	231,250	-
		<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

		2016/17		2017/18
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
8	<u>GENERAL ADVICE TO PARISH COUNCILS</u>			
	Employees	50,800	46,500	47,000
	Central, Departmental & Technical Support Services	52,700	42,300	45,400
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	103,500	88,800	92,400
		<hr/>	<hr/>	<hr/>
9	<u>CONTRIBUTIONS TO PROVISIONS</u>			
	Supplies & Services	5,000	5,000	5,000
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	5,000	5,000	5,000
		<hr/>	<hr/>	<hr/>
10	<u>ITEMS FUNDED FROM RESERVES</u>			
	Supplies & Services	-	2,000	-
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	-	2,000	-
		<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

SUMMARY

	2016/17 ESTIMATE		2017/18
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. DEVELOPMENT CONTROL	1,166,800	1,095,800	1,158,500
2. CONSERVATION	71,950	68,800	71,800
3. BUILDING CONTROL	120,300	104,450	96,650
4. PLANNING POLICY	511,100	468,350	581,950
5. HOUSING STRATEGY & ENABLING ROLE	318,650	300,300	303,850
6. HOMELESSNESS	279,550	258,200	263,450
7. HOUSING ADVICE	222,800	199,350	202,200
8. HOME SAFETY	3,650	3,450	3,500
9. PRIVATE SECTOR HOUSING RENEWAL	460,250	246,000	249,500
10. PRIVATE SECTOR HOUSING STANDARDS	85,500	82,100	85,050
11. HOME IMPROVEMENT AGENCY	9,800	9,450	9,550
12. PUBLIC HEALTH ACT 1984	4,350	4,250	4,250
13. ENVIRONMENTAL PROTECTION ACT - PART 1	36,650	32,600	34,150
14. ENVIRONMENTAL PROTECTION	324,300	312,450	324,300
15. FOOD & SAFETY	399,200	353,750	381,050
16. PUBLIC HEALTH	120,900	123,050	119,900
	<hr/>	<hr/>	<hr/>
	4,135,750	3,662,350	3,889,650
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

1. DEVELOPMENT CONTROL

	2016/17 ESTIMATE		2017/18 ESTIMATE
	ORIGINAL £	REVISED £	£
Employees	1,165,000	1,123,800	1,135,400
Supplies & Services	35,000	65,950	41,600
	<hr/>	<hr/>	<hr/>
	1,200,000	1,189,750	1,177,000
Less Income	(696,000)	(716,700)	(721,700)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	504,000	473,050	455,300
Central, Departmental & Technical Support Services	662,800	622,750	703,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,166,800	1,095,800	1,158,500
	<hr/>	<hr/>	<hr/>

2. CONSERVATION

Employees	45,700	43,650	43,900
Supplies & Services	7,800	7,800	7,800
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	53,500	51,450	51,700
Central, Departmental & Technical Support Services	18,450	17,350	20,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	71,950	68,800	71,800
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

		2016/17 ESTIMATE		2017/18
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
3. <u>BUILDING CONTROL</u>				
Employees		298,800	288,750	280,950
Supplies & Services		13,350	5,050	5,050
Third Party Payments		10,000	10,000	10,000
		<hr/>	<hr/>	<hr/>
		322,150	303,800	296,000
Less Income		(350,000)	(340,000)	(355,000)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(27,850)	(36,200)	(59,000)
Central, Departmental & Technical Support Services		148,150	140,650	155,650
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	120,300	104,450	96,650
		<hr/>	<hr/>	<hr/>
4. <u>PLANNING POLICY</u>				
Employees		360,500	351,650	350,900
Supplies & Services		37,400	17,450	97,450
		<hr/>	<hr/>	<hr/>
		397,900	369,100	448,350
Less Income		-	(15,850)	(5,000)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	397,900	353,250	443,350
Central, Departmental & Technical Support Services		113,200	115,100	138,600
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	511,100	468,350	581,950
		<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

**5. HOUSING STRATEGY
& ENABLING ROLE**

	2016/17 ESTIMATE ORIGINAL £	REVISED £	2017/18 ESTIMATE £
Employees	200,300	184,800	178,150
Supplies & Services	10,400	40,200	17,200
Third Party Payments	7,300	6,800	7,300
	<hr/>	<hr/>	<hr/>
	218,000	231,800	202,650
Less Income	-	(20,500)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	218,000	211,300	202,650
Central, Departmental & Technical Support Services	100,650	89,000	101,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	318,650	300,300	303,850
	<hr/>	<hr/>	<hr/>

6. HOMELESSNESS

Employees	160,150	148,900	144,150
Supplies & Services	332,800	412,250	410,800
Third Party Payments	1,500	800	800
	<hr/>	<hr/>	<hr/>
	494,450	561,950	555,750
Less Income	(318,550)	(400,000)	(398,550)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	175,900	161,950	157,200
Central, Departmental & Technical Support Services	103,650	96,250	106,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	279,550	258,200	263,450
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

		2016/17 ESTIMATE		2017/18 ESTIMATE
		ORIGINAL £	REVISED £	£
7. <u>HOUSING ADVICE</u>				
Employees		150,250	135,950	129,350
	<u>Sub-total</u>	150,250	135,950	129,350
Central, Departmental & Technical Support Services		72,550	63,400	72,850
	<u>TO SUMMARY</u>	222,800	199,350	202,200
8. <u>HOME SAFETY</u>				
Employees		2,350	2,250	2,200
	<u>Sub-total</u>	2,350	2,250	2,200
Central, Departmental & Technical Support Services		1,300	1,200	1,300
	<u>TO SUMMARY</u>	3,650	3,450	3,500
9. <u>PRIVATE SECTOR HOUSING RENEWAL</u>				
Employees		158,250	153,100	149,200
Supplies & Services		757,300	787,300	873,300
		915,550	940,400	1,022,500
Less Income		(522,050)	(757,050)	(843,050)
	<u>Sub-total</u>	393,500	183,350	179,450
Central, Departmental & Technical Support Services		66,750	62,650	70,050
	<u>TO SUMMARY</u>	460,250	246,000	249,500

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

		2016/17 ESTIMATE		2017/18
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
10. PRIVATE SECTOR				
	<u>HOUSING STANDARDS</u>			
	Employees	63,350	61,250	59,900
	Less Income	(3,350)	(3,000)	(1,700)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	60,000	58,250	58,200
	Central, Departmental & Technical Support Services	25,500	23,850	26,850
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	85,500	82,100	85,050
		<hr/>	<hr/>	<hr/>
11. HOME IMPROVEMENT AGENCY				
	Employees	7,000	6,800	6,600
	Supplies & Services	550	550	550
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	7,550	7,350	7,150
	Central, Departmental & Technical Support Services	2,250	2,100	2,400
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	9,800	9,450	9,550
		<hr/>	<hr/>	<hr/>
12. PUBLIC HEALTH ACT 1984				
	Employees	950	900	900
	Third Party Payments	2,500	2,500	2,500
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	3,450	3,400	3,400
	Central, Departmental & Technical Support Services	900	850	850
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	4,350	4,250	4,250
		<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2016/17 ESTIMATE		2017/18
	ORIGINAL £	REVISED £	ESTIMATE £
13. <u>ENVIRONMENTAL PROTECTION ACT</u>			
Employees	28,450	27,000	26,750
Less Income	(9,650)	(11,350)	(11,350)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	18,800	15,650	15,400
Central, Departmental & Technical Support Services	17,850	16,950	18,750
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	36,650	32,600	34,150
	<hr/>	<hr/>	<hr/>
14. <u>ENVIRONMENTAL PROTECTION</u>			
Employees	204,450	195,450	194,050
Supplies & Services	155,850	5,950	6,000
Third Party Payments	14,500	14,000	14,000
	<hr/>	<hr/>	<hr/>
	374,800	215,400	214,050
Less Income	(153,650)	(3,000)	(3,750)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	221,150	212,400	210,300
Central, Departmental & Technical Support Services	101,400	98,200	112,150
Depreciation & Impairment	1,750	1,850	1,850
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	324,300	312,450	324,300
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

		2016/17 ESTIMATE		2017/18 ESTIMATE
		ORIGINAL	REVISED	£
		£	£	
15. <u>FOOD & SAFETY</u>				
Employees		249,450	221,150	229,900
Supplies & Services		3,850	3,800	3,900
Third Party Payments		650	200	200
		<hr/>	<hr/>	<hr/>
		253,950	225,150	234,000
Less Income		(4,500)	(5,000)	(5,150)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	249,450	220,150	228,850
Central, Departmental & Technical Support Services		149,750	133,600	152,200
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	399,200	353,750	381,050
		<hr/>	<hr/>	<hr/>
16. <u>PUBLIC HEALTH</u>				
Employees		143,850	167,850	146,250
Supplies & Services		42,100	35,300	45,200
		<hr/>	<hr/>	<hr/>
		185,950	203,150	191,450
Less Income		(127,050)	(148,000)	(138,150)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	58,900	55,150	53,300
Central, Departmental & Technical Support Services		62,000	67,900	66,600
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	120,900	123,050	119,900
		<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

SUMMARY

	2016/17 ESTIMATE		2017/18
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. REFUSE COLLECTION	1,378,750	1,330,500	1,392,950
2. RECYCLING	1,351,200	1,314,200	1,378,650
3. STREET SCENE	1,435,100	1,432,500	1,479,550
4. PUBLIC CONVENIENCES	236,850	253,150	263,650
5. PEST CONTROL	28,350	25,550	26,650
6. TONBRIDGE & MALLING LEISURE TRUST	282,600	694,550	233,650
7. LARKFIELD LEISURE CENTRE	1,014,350	1,108,900	953,200
8. ANGEL CENTRE	330,950	392,500	309,950
9. TONBRIDGE SWIMMING POOL	702,650	743,500	669,150
10. POULT WOOD GOLF CENTRE	184,400	171,650	175,750
11. SPORTS GROUNDS	447,600	410,100	433,000
12. PLEASURE GROUNDS & OPEN SPACES	738,100	715,550	727,200
13. ALLOTMENTS	12,000	11,900	10,750
14. CHURCHYARDS	11,500	10,450	10,750
15. CEMETERY	82,050	77,650	76,900
16. YOUTH & PLAY DEVELOPMENT	158,500	75,850	82,000
17. SPORTS DEVELOPMENT	62,150	64,700	70,300
18. ARTS PROGRAMME	83,350	83,800	78,100
19. LEISURE STRATEGY / MANAGEMENT	192,200	186,000	190,750
20. PARKING SERVICES	(968,450)	(1,066,100)	(1,042,300)
21. TRANSPORTATION	106,600	104,600	98,950
22. SECURITY SERVICES MANAGEMENT (CCTV)	75,400	74,650	71,150
23. BOROUGH DRAINAGE & LAND DRAINAGE RELATED WORK	132,250	108,850	61,350
24. CIVIL CONTINGENCIES	83,950	77,800	80,650
	<hr/>	<hr/>	<hr/>
	8,162,400	8,402,800	7,832,700
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

1. REFUSE COLLECTION

	2016/17 ESTIMATE		2017/18 ESTIMATE
	ORIGINAL £	REVISED £	£
Employees	126,650	121,700	124,000
Premises Related Expenses	31,850	31,750	31,250
Supplies & Services	8,000	8,050	18,050
Third Party Payments	1,168,450	1,162,500	1,190,550
	<hr/>	<hr/>	<hr/>
	1,334,950	1,324,000	1,363,850
Less Income	(81,400)	(116,800)	(106,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,253,550	1,207,200	1,257,350
Central, Departmental & Technical Support Services	78,750	76,150	85,400
Depreciation & Impairment	46,450	47,150	50,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,378,750	1,330,500	1,392,950
	<hr/>	<hr/>	<hr/>

2. RECYCLING

Employees	122,300	117,650	119,950
Premises Related Expenses	17,950	17,950	17,950
Transport Related Expenses	133,700	157,500	139,200
Supplies & Services	15,850	42,550	15,800
Third Party Payments	1,447,900	1,443,250	1,487,450
	<hr/>	<hr/>	<hr/>
	1,737,700	1,778,900	1,780,350
Less Income	(532,650)	(597,650)	(544,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,205,050	1,181,250	1,235,850
Central, Departmental & Technical Support Services	73,700	71,550	80,350
Depreciation & Impairment	72,450	61,400	62,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,351,200	1,314,200	1,378,650
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2016/17 ESTIMATE		2017/18
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
3. <u>STREET SCENE</u>			
Employees	129,800	125,600	128,100
Supplies & Services	121,950	125,050	126,850
Third Party Payments	1,199,050	1,197,700	1,234,650
	<hr/>	<hr/>	<hr/>
	1,450,800	1,448,350	1,489,600
Less Income	(94,050)	(91,400)	(94,350)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,356,750	1,356,950	1,395,250
Central, Departmental & Technical Support Services	78,350	75,550	84,300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,435,100	1,432,500	1,479,550
	<hr/>	<hr/>	<hr/>
4. <u>PUBLIC CONVENIENCES</u>			
Employees	18,750	18,050	18,450
Premises Related Expenses	63,900	81,700	89,400
Third Party Payments	62,250	62,250	63,200
	<hr/>	<hr/>	<hr/>
	144,900	162,000	171,050
Less Income	-	(200)	(200)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	144,900	161,800	170,850
Central, Departmental & Technical Support Services	14,950	14,350	15,800
Depreciation & Impairment	77,000	77,000	77,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	236,850	253,150	263,650
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2016/17 ESTIMATE		2017/18 ESTIMATE
	ORIGINAL	REVISED	£
	£	£	
5. <u>PEST CONTROL</u>			
Employees	8,500	7,800	7,900
Supplies & Services	450	450	500
Financial Hardship Subsidy	3,000	2,000	2,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	11,950	10,250	10,400
Central, Departmental & Technical Support Services	16,400	15,300	16,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	28,350	25,550	26,650
	<hr/>	<hr/>	<hr/>
6. <u>TONBRIDGE & MALLING LEISURE TRUST</u>			
Employees	51,100	53,800	48,950
Supplies & Services	-	200,000	-
Third Party Payments	158,150	365,100	150,850
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	209,250	618,900	199,800
Central, Departmental & Technical Support Services	73,350	75,650	33,850
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	282,600	694,550	233,650
	<hr/>	<hr/>	<hr/>
7. <u>LARKFIELD LEISURE CENTRE</u>			
Employees	1,450	1,450	1,450
Premises Related Expenses	150,050	213,500	140,150
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	151,500	214,950	141,600
Central, Departmental & Technical Support Services	97,350	84,500	21,600
Depreciation & Impairment	765,500	809,450	790,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,014,350	1,108,900	953,200
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2016/17 ESTIMATE		2017/18 ESTIMATE
	ORIGINAL	REVISED	£
	£	£	
8. <u>ANGEL CENTRE</u>			
Employees	2,900	2,800	2,900
Premises Related Expenses	42,900	106,050	66,600
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	45,800	108,850	69,500
Central, Departmental & Technical Support Services	62,100	53,100	10,450
Depreciation & Impairment	223,050	230,550	230,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	330,950	392,500	309,950
	<hr/>	<hr/>	<hr/>
9. <u>TONBRIDGE SWIMMING POOL</u>			
Employees	2,900	2,800	2,900
Premises Related Expenses	247,300	259,800	219,200
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	250,200	262,600	222,100
Central, Departmental & Technical Support Services	58,500	51,800	14,650
Depreciation & Impairment	393,950	429,100	432,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	702,650	743,500	669,150
	<hr/>	<hr/>	<hr/>
10. <u>POULT WOOD GOLF CENTRE</u>			
Employees	2,900	2,850	2,900
Premises Related Expenses	47,100	26,250	46,400
Transport Related Expenses	3,850	4,750	5,300
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	53,850	33,850	54,600
Central, Departmental & Technical Support Services	29,850	29,100	10,800
Depreciation & Impairment	100,700	108,700	110,350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	184,400	171,650	175,750
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2016/17 ESTIMATE		2017/18 ESTIMATE
	ORIGINAL	REVISED	£
	£	£	
11. <u>SPORTS GROUNDS</u>			
Employees	40,650	40,700	42,050
Premises Related Expenses	48,050	41,000	47,800
Transport Related Expenses	2,100	2,600	2,300
Supplies & Services	3,600	3,600	11,100
Third Party Payments	226,200	220,000	223,300
	<hr/>	<hr/>	<hr/>
	320,600	307,900	326,550
Less Income	(11,100)	(21,350)	(26,300)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	309,500	286,550	300,250
Central, Departmental & Technical Support Services	32,700	31,700	34,800
Depreciation & Impairment	105,400	91,850	97,950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	447,600	410,100	433,000
	<hr/>	<hr/>	<hr/>
12. <u>PLEASURE GROUNDS & OPEN SPACES</u>			
Employees	205,250	209,300	214,500
Premises Related Expenses	117,850	126,100	117,450
Transport Related Expenses	2,550	2,850	2,650
Supplies & Services	63,350	83,850	65,100
Third Party Payments	228,850	227,150	230,350
	<hr/>	<hr/>	<hr/>
	617,850	649,250	630,050
Less Income	(138,500)	(155,050)	(141,450)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	479,350	494,200	488,600
Central, Departmental & Technical Support Services	152,900	118,950	133,050
Depreciation & Impairment	105,850	102,400	105,550
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	738,100	715,550	727,200
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

		2016/17 ESTIMATE		2017/18
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
13. <u>ALLOTMENTS</u>				
Employees		350	350	350
Premises Related Expenses		100	100	100
Third Party Payments		5,100	5,100	5,100
		<hr/>	<hr/>	<hr/>
		5,550	5,550	5,550
Less Income		(50)	(50)	(50)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	5,500	5,500	5,500
Central, Departmental & Technical Support Services		2,750	2,650	2,850
Depreciation & Impairment		3,750	3,750	2,400
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	12,000	11,900	10,750
		<hr/>	<hr/>	<hr/>
14. <u>CHURCHYARDS</u>				
Employees		2,400	2,400	2,450
Premises Related Expenses		7,100	2,150	2,150
Third Party Payments		-	3,950	4,050
		<hr/>	<hr/>	<hr/>
		9,500	8,500	8,650
Less Income		(50)	-	-
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	9,450	8,500	8,650
Central, Departmental & Technical Support Services		2,050	1,950	2,100
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	11,500	10,450	10,750
		<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

		2016/17 ESTIMATE		2017/18
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
15. <u>CEMETERY</u>				
Employees		25,800	25,850	26,650
Premises Related Expenses		17,450	14,600	17,550
Supplies & Services		2,100	2,100	2,100
Third Party Payments		63,850	61,900	62,850
		<hr/>	<hr/>	<hr/>
		109,200	104,450	109,150
Less Income		(70,150)	(70,000)	(71,800)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	39,050	34,450	37,350
Central, Departmental & Technical Support Services		17,700	17,550	19,300
Depreciation & Impairment		25,300	25,650	20,250
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	82,050	77,650	76,900
		<hr/>	<hr/>	<hr/>
16. <u>YOUTH & PLAY DEVELOPMENT</u>				
Employees		70,550	37,400	30,250
Premises Related Expenses		9,750	1,450	-
Transport Related Expenses		1,000	-	-
Supplies & Services		75,650	24,100	27,000
		<hr/>	<hr/>	<hr/>
		156,950	62,950	57,250
Less Income		(52,600)	(9,950)	-
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	104,350	53,000	57,250
Central, Departmental & Technical Support Services		54,150	22,850	24,750
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	158,500	75,850	82,000
		<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

		2016/17 ESTIMATE		2017/18
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
17. <u>SPORTS DEVELOPMENT</u>				
Employees		39,300	41,950	41,400
Supplies & Services		5,000	23,800	5,000
		<hr/>	<hr/>	<hr/>
		44,300	65,750	46,400
Less Income		(500)	(19,300)	(500)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	43,800	46,450	45,900
Central, Departmental & Technical Support Services		18,350	18,250	24,400
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	62,150	64,700	70,300
		<hr/>	<hr/>	<hr/>
18. <u>ARTS PROGRAMME</u>				
Employees		32,750	35,000	32,050
Supplies & Services		27,800	27,800	26,800
Third Party Payments		5,000	5,000	-
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	65,550	67,800	58,850
Central, Departmental & Technical Support Services		17,800	16,000	19,250
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	83,350	83,800	78,100
		<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2016/17 ESTIMATE		2017/18
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
19. <u>LEISURE STRATEGY / MANAGEMENT</u>			
Employees	89,650	91,000	87,550
Supplies & Services	46,750	42,750	43,750
	<hr/>	<hr/>	<hr/>
	136,400	133,750	131,300
Less Income	(6,500)	(4,950)	(5,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	129,900	128,800	126,300
Central, Departmental & Technical Support Services	61,950	56,850	64,100
Depreciation & Impairment	350	350	350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	192,200	186,000	190,750
	<hr/>	<hr/>	<hr/>
20. <u>PARKING SERVICES</u>			
Employees	440,050	429,850	446,900
Premises Related Expenses	318,050	324,950	353,100
Transport Related Expenses	11,650	9,000	9,250
Supplies & Services	899,050	904,100	882,500
	<hr/>	<hr/>	<hr/>
	1,668,800	1,667,900	1,691,750
Less Income	(3,056,900)	(3,184,950)	(3,218,550)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(1,388,100)	(1,517,050)	(1,526,800)
Central, Departmental & Technical Support Services	329,950	352,700	385,850
Depreciation & Impairment	89,700	98,250	98,650
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(968,450)	(1,066,100)	(1,042,300)
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

		2016/17 ESTIMATE		2017/18
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
21. <u>TRANSPORTATION</u>				
Employees		63,000	64,700	66,150
Premises Related Expenses		17,950	18,750	18,850
Supplies & Services		9,100	25,750	13,100
		<hr/>	<hr/>	<hr/>
		90,050	109,200	98,100
Less Income		(30,000)	(43,650)	(42,000)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	60,050	65,550	56,100
Central, Departmental & Technical Support Services		42,150	34,650	38,850
Depreciation & Impairment		4,400	4,400	4,000
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	106,600	104,600	98,950
		<hr/>	<hr/>	<hr/>
22. <u>SECURITY SERVICES MANAGEMENT</u>				
Employees		35,150	35,650	36,200
Premises Related Expenses		200	200	200
Supplies & Services		16,950	16,900	17,100
Third Party Payments		161,050	161,050	163,450
		<hr/>	<hr/>	<hr/>
		213,350	213,800	216,950
Less Income		(203,800)	(201,850)	(192,300)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	9,550	11,950	24,650
Central, Departmental & Technical Support Services		30,450	28,100	31,000
Depreciation & Impairment		35,400	34,600	15,500
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	75,400	74,650	71,150
		<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

		2016/17 ESTIMATE		2017/18
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
23. <u>BOROUGH DRAINAGE</u>				
<u>& LAND DRAINAGE RELATED WORK</u>				
Employees		15,200	26,700	30,950
Supplies & Services		43,850	59,850	3,850
Third Party Payments		3,000	3,000	3,000
		<hr/>	<hr/>	<hr/>
<u>Sub-total</u>		62,050	89,550	37,800
Central, Departmental & Technical Support Services		30,200	19,200	23,450
Depreciation & Impairment		40,000	100	100
		<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>		132,250	108,850	61,350
		<hr/>	<hr/>	<hr/>
24. <u>CIVIL CONTINGENCIES</u>				
Employees		21,900	22,550	23,100
Supplies & Services		34,750	30,550	30,900
		<hr/>	<hr/>	<hr/>
		56,650	53,100	54,000
Less Income		(6,500)	(6,500)	(6,500)
		<hr/>	<hr/>	<hr/>
<u>Sub-total</u>		50,150	46,600	47,500
Central, Departmental & Technical Support Services		33,800	31,200	33,150
		<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>		83,950	77,800	80,650
		<hr/>	<hr/>	<hr/>

**CAPITAL PLAN: LIST A
SUMMARY OF SERVICES**

	Expenditure To 31/03/16	2016/17 Estimate inc Prior Year Slippage	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Planning, Housing & Environmental Health	74	30	30	205	205	205	205	205	1,159
Street Scene, Leisure & Technical Services	1,580	148	119	1,143	130	630	130	130	4,010
Corporate	2	270	325	90	30	30	30	30	807
Sub-total	1,656	448	474	1,438	365	865	365	365	5,976
Capital Renewals									
Planning, Housing & Environmental Health	n/a	2	0	0	15	0	0	0	17
Street Scene, Leisure & Technical Services	n/a	468	1,115	222	471	401	259	907	3,843
Corporate	n/a	227	541	352	266	264	214	401	2,265
Sub-total	n/a	697	1,656	574	752	665	473	1,308	6,125
Total	1,656	1,145	2,130	2,012	1,117	1,530	838	1,673	12,101

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

	Expenditure To 31/03/16	2016/17 Estimate inc Prior Year Slippage	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	Scheme Total
Capital Plan Schemes	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Housing	74	30	30	205	205	205	205	205	1,159
Sub-total	74	30	30	205	205	205	205	205	1,159
Capital Renewals	n/a	2	0	0	15	0	0	0	17
Total Planning, Housing and Environmental Health	74	32	30	205	220	205	205	205	1,176

CAPITAL PLAN: LIST A
PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	Code	Expenditure To 31/03/16	2016/17 Estimate inc Prior Year Slippage	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Housing										
(a) Disabled Facility Grants										
(i) Mandatory Grants Less repayments	P03AC	n/a	665	665	665	665	665	665	665	4,655
(ii) Discretionary Grants	P03AT	n/a	27	105						132
(iii) Government Grant		n/a	(692)	(770)	(490)	(490)	(490)	(490)	(490)	(3,912)
Sub-total		n/a	0	0	175	175	175	175	175	875
(b) Housing Assistance Less repayments	P03AD	n/a	60	60	60	60	60	60	60	420
Sub-total		n/a	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(210)
		n/a	30	30	30	30	30	30	30	210
(c) Renewable Energy Schemes	P03AM	74								74
(d) Winter Warmth Less KCC Grant	P03AP	10	18							28
Sub-total		(10)	(18)							(28)
		0	0	0	0	0	0	0	0	0
Total Housing to Summary		74	30	30	205	205	205	205	205	1,159

CAPITAL PLAN: LIST A
PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	Key Priorities & Improvement Themes or [CA & P]	
Housing		
(a) Disabled Facility Grants	[CA&P: 5c]	
(i) Mandatory Grants		Figures across the plan period 2016/17 to 2022/23 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. Government grant increased from £490,000 in 2015/16 to £770,000 2016/17 and 2017/18. This enhanced level of grant is not expected to continue in 2018/19 and beyond. £78,000 of the additional grant for 2016/17 has been transferred to revenue to fund a pilot scheme in support of the West Kent Hospital Discharge Scheme and an Occupational Therapist (Communities & Housing Advisory Board November 2016).
(ii) Discretionary Grants		A discretionary disabled facilities budget of £27,000 for 2016/17 and £105,000 for 2017/18 has been created to utilise the higher than expected Government grant award in those years (Communities & Housing Advisory Board, July 2016).
(b) Housing Assistance	[CA&P: 5c]	Budget reviewed by Communities & Housing Advisory Board, July 2016. Gross budget provision reduced from £90,000 to £60,000 per annum. An earmarked reserve has been established to meet any shortfall in assumed grant repayments.
(c) Renewable Energy Schemes	[CA&P: 5c]	Unspent provision for renewable energy schemes. £20,000 transferred by way of virement to Larkfield Leisure Centre Health Suite scheme - See report to Overview and Scrutiny September 2015. Remaining underspend of £16,000 transferred to Housing Services DIP Capital Plan scheme (Communities and Housing Advisory Board November 2016). Scheme now complete.
(d) 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.

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

	Code	Expenditure To 31/03/16	2016/17 Estimate inc Prior Year Slippage	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Renewals										
(a) Environmental Protection	P02EBCR01	n/a	2			14				16
Provision for Inflation	P02EZ	n/a				1				1
Sub-total			2	0	0	15	0	0	0	17
Total Capital Renewals to Summary		n/a	2	0	0	15	0	0	0	17

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

	Key Priorities & Improvement Themes or <i>[CA & P]</i>	Notes
Capital Renewals (a) Environmental Protection	<i>[CA&P: 10a (key)]</i>	Provisions for replacement of sound and gas analysers.

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

	Expenditure To 31/03/16	2016/17 Estimate inc Prior Year Slippage	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Street Scene	n/a	92	92	92	92	92	92	92	644
Leisure									
Larkfield Leisure Centre	477	33	10	0	0	0	0	0	520
Sports Grounds	0	0	92	0	0	0	0	0	92
Open Spaces	0	11	17	0	0	0	0	0	28
Other Leisure Schemes	115	10	8	23	8	8	8	8	188
Technical Services									
Car Parking	129	107	50	30	30	30	30	30	436
Transportation	376	8	5	0	0	0	0	0	389
Environmental Improvements	436	(140)	(155)	0	0	0	0	0	141
Land Drainage / Flood Defence	47	27	0	998	0	500	0	0	1,572
Sub-total	1,580	148	119	1,143	130	630	130	130	4,010
Capital Renewals	n/a	468	1,115	222	471	401	259	907	3,843
Total Street Scene, Leisure & Technical Services	1,580	616	1,234	1,365	601	1,031	389	1,037	7,853

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

	Code	Expenditure To 31/03/16	2016/17 Estimate inc Prior Year Slippage	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Street Scene										
(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
Larkfield Leisure Centre										
(a) Refurbishment of Lifestyles Health Suite Less TMLT Contribution	P05LL	394 (62)	28	10						432 (62)
Sub-total		332	28	10	0	0	0	0	0	370
(b) Pool Disinfectant and Backwashing System	P05LN	145	5							150
Total Larkfield Leisure Centre to Summary		477	33	10	0	0	0	0	0	520
Sports Grounds										
(a) Tonbridge School Athletics Track Improvements Less Developer Contributions	P05DC				150 (150)					150 (150)
Sub-total		0	0	0	0	0	0	0	0	0
(b) Racecourse Sports Ground Riverside Rivetment Less Grants	P05DD			120 (28)						120 (28)
Sub-total		0	0	92	0	0	0	0	0	92
Total Sports Grounds to Summary		0	0	92	0	0	0	0	0	92

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

	Key Priorities & Improvement Themes or [CA & P]	Notes
Street Scene		
(a) Green Waste Bins Growth / Replacement	[CA&P: 9a]	} Provisions cater for growth in the number of properties served and the replacement of existing collection bins and boxes. Combined budget reviewed and reduced from £104,000 per annum to £92,000 per annum for 2015/16 onwards, 2015/16 Capital Plan Review.
(b) Refuse Bins Growth / Replacement	[CA&P: 9a]	
Larkfield Leisure Centre		
(a) Refurbishment of Lifestyles Health Suite	1(key), 1g, 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 September 2015. Net cost of scheme increased from £352,000 to £370,000 reflecting the poor condition of the blockwork walls once exposed. Scheme now complete.
(b) Pool Disinfectant and Backwashing System	7c, 12a(key), 13b(key), 18a	Enhancement to the existing plant to provide disinfection using ultra violet and auto backwashing of pools. Scheme completed September 2015.
Sports Grounds		
(a) Tonbridge School Athletics Track Improvements	3(key), 3a, 4(key), 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) Racecourse Sports Ground Riverside Rivetment	Health & Safety	Replace sections of the existing wooden revetment which is now failing and causing erosion of the riverbank at Tonbridge Racecourse Sports Ground. Scheme is part funded by grant from the Environment Agency.

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

	Code	Expenditure To 31/03/16	2016/17 Estimate inc Prior Year Slippage	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	Scheme Total
Open Spaces		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Open Spaces Site Improvements - Phase 1 Less Developer Contributions	P05FT	96 (96)	3 (3)							99 (99)
Sub-total		0	0	0	0	0	0	0	0	0
(b) Open Spaces Site Improvements - Phase 2 Less Developer Contributions	P05FV	57 (57)	12 (12)							69 (69)
Sub-total		0	0	0	0	0	0	0	0	0
(c) Haysden Country Park Extension of Play Area Third Party Payment Less SITA Grant LSP Contribution	P05FS	6 (6)	55 (50) (5)							55 6 (50) (11)
Sub-total		0	0	0	0	0	0	0	0	0
(d) Haysden Country Park Site Improvements Third Party Payment Less Grants & Contributions	P05FX		51 4 (44)							51 4 (44)
Sub-total		0	11	0	0	0	0	0	0	11
(e) Leybourne Lakes CP Car Park Extension	P05FY			17						17
Total Open Spaces to Summary		0	11	17	0	0	0	0	0	28

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

	Key Priorities & Improvement Themes or [CA & P]	Notes
Open Spaces		
(a) Open Spaces Site Improvements Phase 1	[CA&P: 7g(key), 8a (key), 13b (key)]	Improvements to Scotchers Field, Tonbridge and Leybourne Lakes Country Park to address anti-social behaviour, health and safety, access and issues raised by local residents. Scheme completed.
(b) Open Spaces Site Improvements Phase 2	[CA&P: 3e,7a,7b,7c ,7d,7g(key), 8a(key),8b, 11a(key), 18a]	Improvements to a number of Public Open Spaces in Tonbridge in response to identified need including public and Member requests. Works completed include Frog Bridge Play Area, Woodlands Walk and Brungers Pond. Provision in 2017/18 relates to surfacing of play area at St Philips Church and ongoing investigation in relation to the improvement of Frogbridge pavilion.
(c) Haysden Country Park Extension of Play Area	1g,1j,3(Key) , 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. Scheme completed.
(d) Haysden Country Park Site Improvements	1i, 2d, 2g, 2h, 4e	General site improvement scheme, approved Cabinet March 2016, to include proposals brought forward by the Haysden Country Park Volunteers. Works to include improvements to the western end of Barden Lake. Anticipated gross scheme costs of £46,000 and a Third party payment of £4,000, off-set by grants and contributions of £38,000 leaving net cost to the council of £12,000. Scheme completed. £5,000 increase in gross cost reflects the addition of a picnic bench and play sculptures to the scheme, funded by additional contributions from Judd School and Tonbridge & District Angling & Fish Preservation Society.
(e) Leybourne Lakes CP Car Park Extension	Income generating	Additional parking provision to meet peak demand. Scheme part funded by South East Water. Net cost of scheme recouped overtime from additional income.

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

	Code	Expenditure To 31/03/16	2016/17 Estimate inc Prior Year Slippage	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Other Leisure Schemes										
(a) Tonbridge Cemetery Memorial Safety	P05KV	86	7		15					108
(b) Memorial Garden Improvement Less Fund Raising & Developer Contrib'ns Sub-total	P05KA	325 (296)	12 (16)							337 (312)
		29	(4)	0	0	0	0	0	0	25
(c) Community Group Funding	P05KS	n/a	7	8	8	8	8	8	8	55
Total Other Leisure Schemes to Summary		115	10	8	23	8	8	8	8	188

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

	Key Priorities & Improvement Themes or [CA & P]	Notes
Other Leisure Schemes		
(a) Tonbridge Cemetery Memorial Safety	[CA&P: 7d]	Provision in 2018/19 based on Local Government Ombudsman's recommendation to inspect every five years. 2016/17 provision relates to work in tombs
(b) Memorial Garden Improvement	[CA&P 3b(key), 8a(key), 10a(key)]	Original contribution to the Memorial Garden Improvement Fund of £25,000 in 2011/12 increased by £100,000 at Cabinet, March 2013 to enable works to progress in time for 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 developer contributions. Scheme completed. A further sum of £4,000 has been added to the project budget as part of the 2016/17 Capital plan Review to enhance the electrical feed to both the Memorial Garden and the adjacent Bradford Street Car Park. PA system wiring / ducting for the Memorial Garden is also being enhanced.
(c) Community Group Funding	[CA&P: 7b,7c,7d, 8a(key)]	Core funding for community groups to undertake capital projects at a number of outdoor leisure facilities / areas where user groups are actively involved in the management of the Council's facilities. Including Tonbridge Allotments and Gardens Association, Woodland Walk, Platt Wood and Basted Mill groups.

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

	Code	Expenditure To 31/03/16	2016/17 Estimate inc Prior Year Slippage	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Car Parking										
(a) Improvement Programme for Existing Car Parks										
(i) Rolling Programme	P01AB	85	68	30	30	30	30	30	30	333
(b) Car Parking Action Plan										
(i) Phase 6	P01MA	35	3							38
(ii) Phase 7	P01MB	9	16							25
(iii) Phase 8	P01AV		20							20
(iv) Phase 9	P01AW			20						20
Total Car Parking to Summary		129	107	50	30	30	30	30	30	436
Transportation										
(a) Local Transport Plan Partnership Programme Less Grants & Contributions Sub-total	P01ED	215	4	5						224
		(9)								(9)
		206	4	5	0	0	0	0	0	215
(b) Community Partnership Initiatives	P06FE	170	4							174
Total Transportation to Summary		376	8	5	0	0	0	0	0	389

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

	Key Priorities & Improvement Themes or [CA & P]	Notes
Car Parking		
(a) Improvement Programme for Existing Car parks	2(Key), 2e, 2f, 2h	A phased programme of improvements to existing car parks, improving access for customers and enhancing the value and the quality of the car park stock. Includes improved surfaces, drainage, information, lighting, boundary fencing and remodelled layouts.
(i) Rolling Programme		An annual provision for capital investment in our off-street car parks to ensure that their condition is adequate for health & safety, legislation and the needs of our customers. Provision in 2015/16 reduced by a £32,000 virement to the Larkfield Leisure Centre Health Suite Refurbishment scheme - See report to Overview and Scrutiny Committee, September 2015. 2016/17 works to include repairs to wall and railing in Upper Castle Field Car Park.
(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.
Transportation		
(a) Local Transport Plan Partnership Programme	7(Key), 7c,	Enabling provision to help influence priorities and timing of KCC Local Transport Plan schemes using selective funding contributions e.g. Tonbridge Town Centre. £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]	Scheme complete.

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

	Code	Expenditure To 31/03/16	2016/17 Estimate inc Prior Year Slippage	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	Scheme Total
Environmental Improvements		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Tonbridge Town Lock Less Developer Contributions Environment Agency Grant Other Grants and Contributions	P01LD	1,900 (734) (730)	75 (213) (2)	(155)						1,975 (1,102) (730) (2)
Sub-total		436	(140)	(155)	0	0	0	0	0	141
Total Environmental Improvements to Summary		436	(140)	(155)	0	0	0	0	0	141
Land Drainage / Flood Defence										
(a) Drainage Improvement Programme Less DEFRA Grant and other Income	P01HR	75 (30)	27							102 (30)
Sub-total		45	27	0	0	0	0	0	0	72
(b) Wouldham River Wall	P01HS	2			998					1,000
(c) Tonbridge Castle River Bank Less Environment Agency Grant	P01HT	9 (9)	110 (110)	3 (3)						122 (122)
Sub-total		0	0	0	0	0	0	0	0	0
(d) Leigh Flood Storage Area	P01HV						500			500
Total Land Drainage / Flood Defence to Summary		47	27	0	998	0	500	0	0	1,572

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

	Key Priorities & Improvement Themes or [CA & P]	Notes
Environmental Improvements		
(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. Scheme now completed. Final costs expected to be £1,975,000. Additional £21,000 required to meet costs of unforeseen works, including difficulties in connecting the boaters building to the foul sewer and having to deal with buried structures in the ground which had to be removed / worked around. Use of developer contributions has also been increased by £280,000 reducing the net cost to the Council from £400,000 to £141,000.
Land Drainage / Flood Defence		
(a) Drainage Improvement Programme	3(Key), 3h	To support the Borough Council's role as a flood risk management authority with powers to carry out works to reduce flood risk including a potential contribution to the Aylesford Property Level Protection Scheme. 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 to £1,000,000, as part of the 2015/16 Capital Plan Review reflecting a re-evaluation of scheme costs by the consultant quantity surveyor.
(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 grant from the Environment Agency. Scheme now completed at a gross cost of £122,000. Subject to EA confirmation, the balance of grant funding of £28,000 is to be used to address revetment works needed to the river bank adjacent to the Racecourse Sportsground - see Annex 4.
(d) Leigh Flood Storage Area		Contribution to an Environment Agency project to improve the Leigh Flood Storage Area. Project aims to provide additional flood protection and reduce the risk of flooding to local households and business premises and a range of community and leisure facilities, including those in the ownership of the Council, particularly in Central Tonbridge. Scheme approved Cabinet September 2016.

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

	Code	Expenditure To 31/03/16	2016/17 Estimate inc Prior Year Slippage	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	Scheme Total
Capital Renewals		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Street Scene - Recycling Initiatives	P02EBCR02	n/a	5	3	3	142	3	3	3	162
Sports Grounds & Open Spaces	P05KGBC05	n/a	22	236	6	172	68	59	163	726
Technical Services:										
(a) CCTV	P01BA	n/a	15	14	14	14	14	14	14	99
(b) Car Parking	P01JF	n/a	167	27			32	8		234
Provision for Inflation		n/a	209	280	23	328	117	84	180	1,221
Sub-total				6	1	30	13	11	29	90
			209	286	24	358	130	95	209	1,311
Leisure Centres:										
(a) Angel Centre	P05KGBC01	n/a	25	380	64	29	38	45	242	823
(b) Larkfield Leisure Centre	P05KGBC02	n/a	143	420	87	45	96	75	341	1,207
(c) Tonbridge Swimming Pool	P05KGBC04	n/a	46	127	20	47	76	42	107	465
(d) Poult Wood Golf										
Grounds Maintenance	P05KGBC06	n/a	91	73	3	9	83	17	83	359
Clubhouse	P05KGBC03	n/a	37	83	8	5	32	14	16	195
Course	P05KGBC07	n/a	3		67	3			14	87
Provision for Inflation			345	1,083	249	138	325	193	803	3,136
Savings Target (assumes 25%)	P05KZ	n/a		22	15	13	37	26	128	241
Sub-total		n/a	(86)	(276)	(66)	(38)	(91)	(55)	(233)	(845)
			259	829	198	113	271	164	698	2,532
Total Capital Renewals to Summary		n/a	468	1,115	222	471	401	259	907	3,843

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

	Key Priorities & Improvement Themes or [CA & P]	Notes
Capital Renewals		
Street Scene - 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).
Sports Grounds & Open Spaces	[CA&P: 7b, 7d, 18a]	2017/18 includes replacement floodlighting at Tonbridge Castle and play equipment safety surfacing at Tonbridge Racecourse, Tonbridge Farm Sports Ground and other play areas.
Technical Services: (a) CCTV	2(Key), 2e, 5(Key), 5a	Provisions scaled back as part of the Scrutiny Review of capital renewals carried out in 2014/15.
(b) Car Parking	2(Key), 2e, 2f	2016/17 provision relates to replacement of all car parking ticket machines.
Leisure Centres: (a) Angel Centre	[CA&P: 7b, 7d, 18a]	}
(b) Larkfield Leisure Centre		}
(c) Tonbridge Swimming Pool		} Provision for the replacement of life expired assets (sports and other equipment) used at leisure facilities.
(d) 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 To 31/03/16	2016/17 Estimate inc Prior Year Slippage	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Land and Property	10	0	0	60	0	0	0	0	70
Information Technology Initiatives	n/a	262	325	30	30	30	30	30	737
Other	(8)	8	0	0	0	0	0	0	0
Sub-total	2	270	325	90	30	30	30	30	807
Capital Renewals	n/a	227	541	352	266	264	214	401	2,265
Total Corporate	2	497	866	442	296	294	244	431	3,072

**CAPITAL PLAN: LIST A
CORPORATE**

	Code	Expenditure To 31/03/16	2016/17 Estimate inc Prior Year Slippage	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Land and Property										
(a) Tonbridge Castle Offices: Re-tile Roof	P06AA	10			60					70
Total Land and Property to Summary		10	0	0	60	0	0	0	0	70
Information Technology Initiatives										
(a) General IT Developments	P06DA	n/a	30	30	30	30	30	30	30	210
(b) Revenues & Benefits Document Management Less Government Grant	P06DG	33 (33)	19 (19)							52 (52)
Sub-total		0	0	0	0	0	0	0	0	0
(c) Housing Services Document Management Less Government Grant			40 (8)							40 (8)
Sub-total		0	32	0	0	0	0	0	0	32
(d) TMLT IT Equipment Capital Grant	P06EP		200							200
(e) Council Chamber Conference System	P06ER			95						95
(f) Virtual Desktop Infrastructure	P06ET			200						200
Total Information Technology Initiatives to Summary		0	262	325	30	30	30	30	30	737
Other										
(a) Local Strategic Partnership Less Performance Reward Grant	P06FJ	141 (149)	8							149 (149)
Sub-total		(8)	8	0	0	0	0	0	0	0
Total Other to Summary		(8)	8	0	0	0	0	0	0	0

**CAPITAL PLAN: LIST A
CORPORATE**

	Key Priorities & Improvement Themes or [CA & P]	Notes
Land and Property		
(a) Tonbridge Castle Offices : Re-tile roof	[CA&P: 18a]	Retiling of roof to protect asset. Condition has not materially worsened. Bulk of the budget has been deferred to 2018/19. Spend to 31/3/16 relates to re-roofing works associated with the Tonbridge Castle Reception enhancement project carried out a number of years ago.
Information Technology Initiatives		
(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. £8,000 vired to the new Housing Service Document Management System - see below.
(c) Housing Services Document Management	1a	Document management system approved by Communities & Housing Advisory Board, November 2016. Scheme funded by virements of: £8,000 Revenues & Benefits Document Management; £16,000 Renewable Energy; and £16,000 from the Council's contribution to Housing Disabled Facility Grants which was underspent in 2015/16.
(d) TMLT IT Equipment Capital Grant	1(Key), 1a, 1b, 1f	Scheme to transfer responsibility from the Council to Tonbridge & Malling Leisure Trust (TMLT) for the future replacement and associated support, of all TMLT IT equipment - Finance, Innovation and Property Advisory Board, September 2016.
(e) Council Chamber Conference System	Maintain existing capability	Replace the ageing microphone and projector systems in the Council Chamber and Committee Room
(f) Virtual Desktop Infrastructure	Cost Saving	Transfers processing capability from desktop PCs to centralised servers to enhance security and facilitate remote and alternative working arrangements. The project is a catalyst for other initiatives including enhanced shared, remote and home working arrangements to deliver efficiency savings.
Other		
(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.

**CAPITAL PLAN: LIST A
CORPORATE**

	Code	Expenditure To 31/03/16	2016/17 Estimate inc Prior Year Slippage	2017/18 Estimate	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Renewals	P06FA									
(a) General										
Departmental Administration	GR01	n/a	16	9			3	16		44
Council Offices	GR02	n/a					2	15		17
Print Unit	GR03	n/a	1	113	11		28		6	159
Photocopiers	GR04	n/a		92		3				95
Telephones	GR05	n/a	10		3	5			3	21
Snack Facilities	GR06	n/a	4		1					5
Tonbridge Christmas Lighting	GR09	n/a		31						31
Elections	GR10	n/a							27	27
Sub-total		n/a	31	245	15	8	33	31	36	399
(b) Information Technology	P06FB		43	43						86
Desktop Hardware	FB10	n/a	50	43	43	59	43	43	43	324
Mobile Hardware	FB20	n/a	5	40	17	5	5	30	28	130
Computer Suite	FB30	n/a	26	36	137	77	26	26	126	454
Other Hardware	FB40	n/a	16	16	16	6	6	6	6	72
Network	FB50	n/a	6	58	54	39	75	3	58	293
Corporate Software	FB60	n/a	7	7	7	7	7	7	7	49
Operational Software	FB70	n/a	20	19	20	19	19	19	19	135
User Software	FB80	n/a	23	23	23	23	23	23	23	161
Sub-total		n/a	196	285	317	235	204	157	310	1,704
Provision for Inflation	P06FZ	n/a		11	20	23	27	26	55	162
Total Capital Renewals to Summary		n/a	227	541	352	266	264	214	401	2,265

CAPITAL PLAN: LIST A CORPORATE	
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	Key Priorities & Improvement Themes or [CA & PI]	Notes
<p>Capital Renewals</p> <p>(a) General</p> <p>Departmental Admin</p> <p>Council Offices</p> <p>Print Unit</p> <p>Photocopiers</p> <p>Telephones</p> <p>Snack Facilities</p> <p>Tonbridge Christmas Lighting</p> <p>Elections</p> <p>(b) Information Technology</p>	<p><i>[CA&P: 2c, 17a, 17b]</i></p>	<p>}</p> <p>}</p> <p>}</p> <p>}</p> <p>}</p> <p>}</p> <p>} Provision for the renewal of life-expired or obsolete equipment. Subject to annual review.</p> <p>}</p> <p>}</p> <p>}</p> <p>}</p> <p>}</p> <p>}</p> <p>}</p> <p>}</p> <p>}</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>

Corporate Performance Plan 2012 - 2015 Key Priorities & Improvement Actions

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

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

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

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

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

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

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

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

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

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

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

5a Reducing anti-social behaviour (ASB):

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

5b Reducing domestic abuse:

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

5c Reducing substance misuse:

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

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

6a Allocating land for new employment and housing development.

6b Providing affordable housing for low income households.

6c Reducing the shortfall in Gypsy and Traveller pitches.

6d Making better use of existing affordable housing.

6e Tackling homelessness.

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

6g Meeting the accommodation needs of vulnerable people.

6h Improving housing for young people.

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

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

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

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

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

Corporate Aims and Priorities 2011/12

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

Corporate Aims and Priorities 2011/12

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

Corporate Aims and Priorities 2011/12

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

Corporate Aims and Priorities 2011/12

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

Corporate Aims and Priorities 2011/12

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

GENERAL FUND WORKING BALANCE

Balance at 1.4.2016	£1,250,000
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Balance at 1.4.2018	£1,250,000
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REVENUE RESERVE

	£	£
Balance 1.4.2016		5,039,954

Less:-

Budgeted to be transferred to the Reserve	474,500
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Decrease on Original Estimate	391,250
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	865,750
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Estimated Balance at 1.4.2017	5,905,704
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Contribution to Revenue Reserves 2017/18	434,500
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Estimated Balance at 31.3.2018	6,340,204
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Estimate Of Collection Fund Surplus/(Deficit) 2016/17 - Council Tax

	Estimate	
	£	£
<u>Income</u>		
Surplus / (Deficit) Brought Forward		1,111,871
Council Tax		
Income from Council Tax (Net of Discounts, CTR and Exemptions)		77,393,834
Total Income for the Year		78,505,705
<u>Expenditure</u>		
Precepts and Demands 2016/17		
Kent County Council	53,990,000	
Police & Crime Commissioner for Kent	7,246,772	
Kent & Medway Fire & Rescue Authority	3,429,297	
Parishes	2,230,015	
Tonbridge and Malling Borough Council	9,169,057	76,065,141
Provision for Council Tax Non-Collection		466,000
Payments / (receipts) in respect of estimated surplus / (deficit) for 2015/16		
Kent County Council	697,535	
Police & Crime Commissioner for Kent	94,147	
Kent & Medway Fire & Rescue Authority	45,202	
Tonbridge and Malling Borough Council	147,917	984,801
Total Expenditure for the Year		77,515,942
Estimated Surplus/(Deficit) for 2016/17		989,763

Allocation Of Estimated Surplus / (Deficit) 2016/17

	Precepts 2016/17		Surplus / (Deficit)
	£	%	£
Kent County Council	53,990,000	70.98	702,534
Police & Crime Commissioner for Kent	7,246,772	9.53	94,324
Kent & Medway Fire & Rescue Authority	3,429,297	4.51	44,638
Tonbridge and Malling Borough Council	11,399,072	14.98	148,267
Total	76,065,141	100.00	989,763

Tonbridge and Malling Borough Council
Estimate Of Collection Fund Surplus/(Deficit) 2016/17 - Business Rates

	Estimate	
	£	£
<u>Income</u>		
Surplus / (Deficit) Brought Forward		(5,049,518)
Income from Business Rate Payers		53,237,831
Recovery of Prior Years Estimated Deficit		4,973,117
Total Income for the Year		53,161,430
<u>Expenditure</u>		
Demands for 2016/17 based upon NNDR 1 2016/17		
Kent County Council	4,842,376	
Kent & Medway Fire & Rescue Authority	538,042	
Tonbridge and Malling Borough Council	21,521,670	
Central Government	26,902,087	53,804,175
Allowance for Losses - Bad Debts		400,000
Allowance for Losses - Appeals		(1,574,688)
Cost of Collection Allowance		165,827
Transitional Protection Payments		395,901
Total Expenditure for the Year		53,191,215
Estimated Surplus/(Deficit) for 2016/17		(29,785)

Allocation Of Estimated Surplus / (Deficit) 2016/17

	Allocation	Surplus / (Deficit)
	%	£
Kent County Council	9	(2,681)
Kent & Medway Fire & Rescue Authority	1	(298)
Tonbridge and Malling Borough Council	40	(11,914)
Central Government	50	(14,892)
Total	100	(29,785)

Estimated Comprehensive Income and Expenditure Account 2016 -2018

	2016/17		2017/18
	Original Estimate	Revised Estimate	Original Estimate
	£	£	£
Continuing Operations			
Corporate Services	2,325,000	2,388,350	2,353,850
Chief Executive	756,000	762,400	717,150
Director of Central Services	400,050	413,800	418,650
Director of Finance & Transformation	2,092,750	1,532,900	1,573,900
Director of Planning, Housing & Environmental Health	4,135,750	3,662,350	3,889,650
Director of Street Scene, Leisure & Technical Services	8,001,600	8,237,950	7,667,850
Net Cost of Services	17,711,150	16,997,750	16,621,050
Other Operating Expenditure			
Parish Council Precepts	2,230,015	2,230,015	2,665,633
Drainage Board Levies	391,450	391,450	395,150
Corporate Provisions for Bad Debts	5,000	5,000	5,000
Payments to Housing Capital Receipts Pool	4,500	4,500	4,500
Financing & Investing Income & Expenditure			
Trading Undertakings	(310,750)	(329,050)	(317,800)
Interest Payable & Similar Charges - Leases	75,800	79,850	79,850
Interest & Investment Income	(208,800)	(208,650)	(127,400)
IAS 19 Pension Costs	1,986,000	2,055,000	2,093,000
Taxation & Non-Specific Grant Income			
Council Tax Income	(11,399,072)	(11,399,072)	(12,319,663)
Collection Fund - Council Tax (Surplus)/Deficit	(147,917)	(147,917)	(148,267)
Collection Fund - Non Dom Rates (Surplus)/Deficit	1,989,247	1,989,247	11,914
National Non-Domestic Rate Distribution	(1,203,531)	(1,203,531)	(1,377,603)
General Government Grants	(5,377,842)	(5,390,892)	(4,212,964)
(SURPLUS) / DEFICIT ON PROVISION OF SERVICES	5,745,250	5,073,700	3,372,400

Estimated Movement in Reserves Statement 2016 - 2018

	2016/17				2017/18	
	Original Estimate	Earmarked Gen Fund Reserves	Revised Estimate	Earmarked Gen Fund Reserves	Original Estimate	Earmarked Gen Fund Reserves
	General Fund £	£	General Fund £	£	General Fund £	£
BALANCE AT 1 APRIL	1,250,000	15,356,525	1,250,000	16,552,538	1,250,000	14,896,938
Comprehensive Income & Expenditure						
Surplus / (Deficit) on Provision of Services	(5,745,250)	0	(5,073,700)	0	(3,372,400)	0
Total Comprehensive Income & Expenditure	(5,745,250)	0	(5,073,700)	0	(3,372,400)	0
Adjustments Between Accounting Basis & Funding Basis Under Regulations						
Depreciation of Non-Current Assets	3,005,860	0	3,033,650	0	3,000,100	0
Net Charges made for Retirement Benefits	1,748,000	0	1,601,000	0	1,688,000	0
Minimum Revenue Provision	(364,660)	0	(381,050)	0	(381,100)	0
Capital Exp. Charged to the General Fund	(2,290,000)	0	(840,000)	0	(2,076,000)	0
Capital Receipts	4,500	0	4,500	0	4,500	0
Net Increase / (Decrease) Before Transfers to / from Earmarked Reserves	(3,641,550)	0	(1,655,600)	0	(1,136,900)	0
Transfers to / from Earmarked Reserves						
Building Repairs Reserve	190,650	(190,650)	155,550	(155,550)	183,350	(183,350)
Earmarked Reserves	2,418,400	(2,418,400)	1,747,800	(1,747,800)	191,050	(191,050)
Revenue Reserve for Capital Schemes	1,507,000	(1,507,000)	618,000	(618,000)	1,197,000	(1,197,000)
General Revenue Reserve	(474,500)	474,500	(865,750)	865,750	(434,500)	434,500
Increase / (Decrease) in Year	0	(3,641,550)	0	(1,655,600)	0	(1,136,900)
BALANCE AT 31 MARCH	1,250,000	11,714,975	1,250,000	14,896,938	1,250,000	13,760,038

2017/18