

2018/19

Revenue and Capital Budgets



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BUDGET STATEMENT 2018/19

1. Introduction

- 1.1 The revenue and capital budgets for 2018/19 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 local government finance settlement (core funding) decrease by some 67% or £4.4m (from £6.6m in 2010/11 to £2.2m in 2018/19). Indeed there are further cuts planned in future years, with the indicative settlement figure for 2019/20 being some £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 2018/19 is around £3.3m. However, NHB funding is expected to fall sharply in future years as the changes made to the scheme in 2017 work their way through the system, and the high levels of housing growth seen in recent years fall out of the calculation. In due course, assuming no further changes are made to the scheme, it is estimated that NHB could be in the order of £1.5m.
- 1.4 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 2018/19, amongst other things, latest projections point to a 'funding gap' between expenditure and income of **circa £1.0m** to be addressed over the short to medium term.
- 1.5 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.
- 1.6 That said, based on the above projection we can and propose to breakdown the savings target into tranches (tranche one £350,000, tranche two £350,000 and tranche three £300,000 to be achieved by 2019/20, 2020/21 and 2021/22 respectively).
- 1.7 It is clear from what is, undoubtedly, a significant financial challenge, some radical and certainly difficult choices will have to be made.

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 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 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](#).
- 2.2.2 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 In April 2017 a Special Expenses Scheme was introduced and the Financial Arrangements with Parish Councils Scheme revoked from the same date. In accordance with the prescribed methodology we are required to aggregate all expenditure as if special expenses did not exist and calculate a *notional* Band D tax rate. The Council's *notional* Band D tax rate for 2018/19 is **£203.42 (an increase of £5.91 or 2.99%)**. In setting this level of council tax, the Council is to make a contribution of **£433,400** to its General Revenue Reserve.
- 2.3.2 In respect of Government Grant including New Homes Bonus (see paragraph 3) in 2018/19 the Council is to receive based on its baseline funding level (see paragraph 11) £5,548,238, a decrease of £208,629 or 3.6% when compared to the previous year.
- 2.3.3 The Medium Term Financial Strategy is the Council's high level financial planning tool which underpins the budget setting process. Alongside the MTFS sits a Savings and Transformation Strategy to provide structure, focus and direction in addressing the significant financial challenge faced by the Council.

3. Local Government Finance Settlement

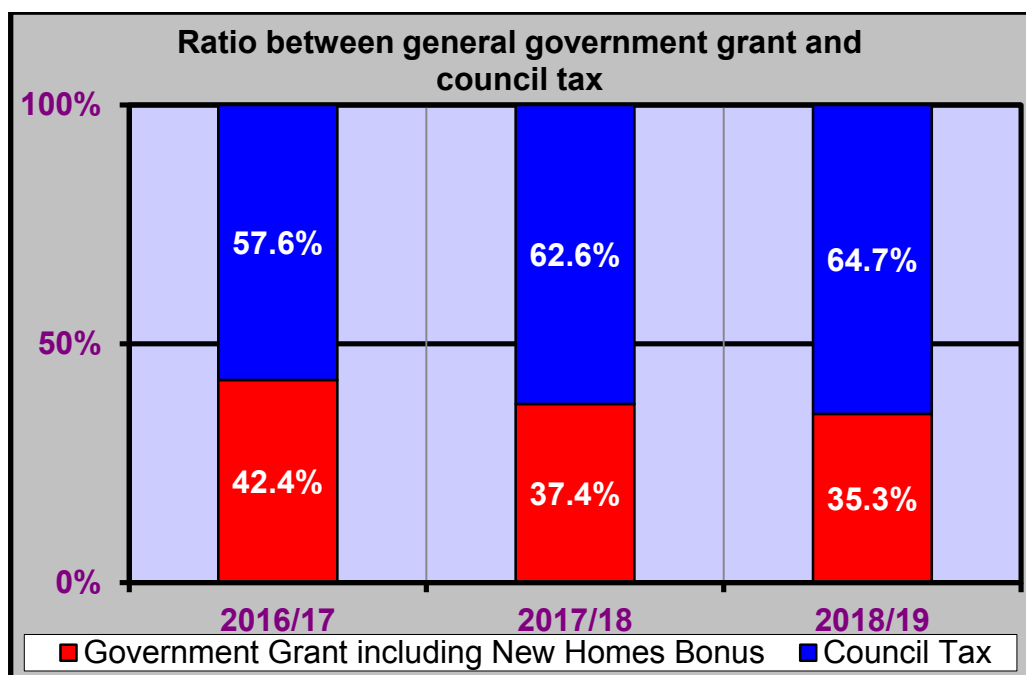
- 3.1 One of the external factors affecting the Council's budget is the level of Government Grant funding that is allocated to Tonbridge and Malling through the Local Government Finance Settlement.
- 3.2 Our Settlement Funding Assessment for 2018/19 is £2,214,110. This represents a cash decrease of £682,286 or 23.6% when compared to the equivalent figure of £2,896,396 in 2016/17 (year 1 of a 4-year settlement with the indicative settlement figure for 2019/20 being some £1.3m).
- 3.3 In addition, the Council's grant award under the New Homes Bonus scheme in 2018/19 is £3,334,128. This represents a cash decrease of £513,752 or 13.4% when compared to the equivalent figure of £3,847,880 in 2016/17 (NHB funding, assuming no further changes are made to the scheme, is expected to fall sharply in future years to in the order of £1.5m).
- 3.4 A breakdown of the total grant funding into the various funding streams over the period 2016/17 to 2018/19 (year 3 of a 4-year settlement) is set out in the table below.

	2016/17	2017/18	2018/19	Cash Increase / (Decrease)	
	£	£	£	£	%
Local Share of Business Rates (baseline)	2,106,525	2,149,532	2,214,110	107,585	5.1
Revenue Support Grant	655,042			(655,042)	(100.0)
Transition Grant	134,829	117,201		(134,829)	(100.0)
Settlement Funding Assessment	2,896,396	2,266,733	2,214,110	(682,286)	(23.6)
New Homes Bonus	3,847,880	3,490,134	3,334,128	(513,752)	(13.4)
Total Grant Funding	6,744,276	5,756,867	5,548,238	(1,196,038)	(17.7)

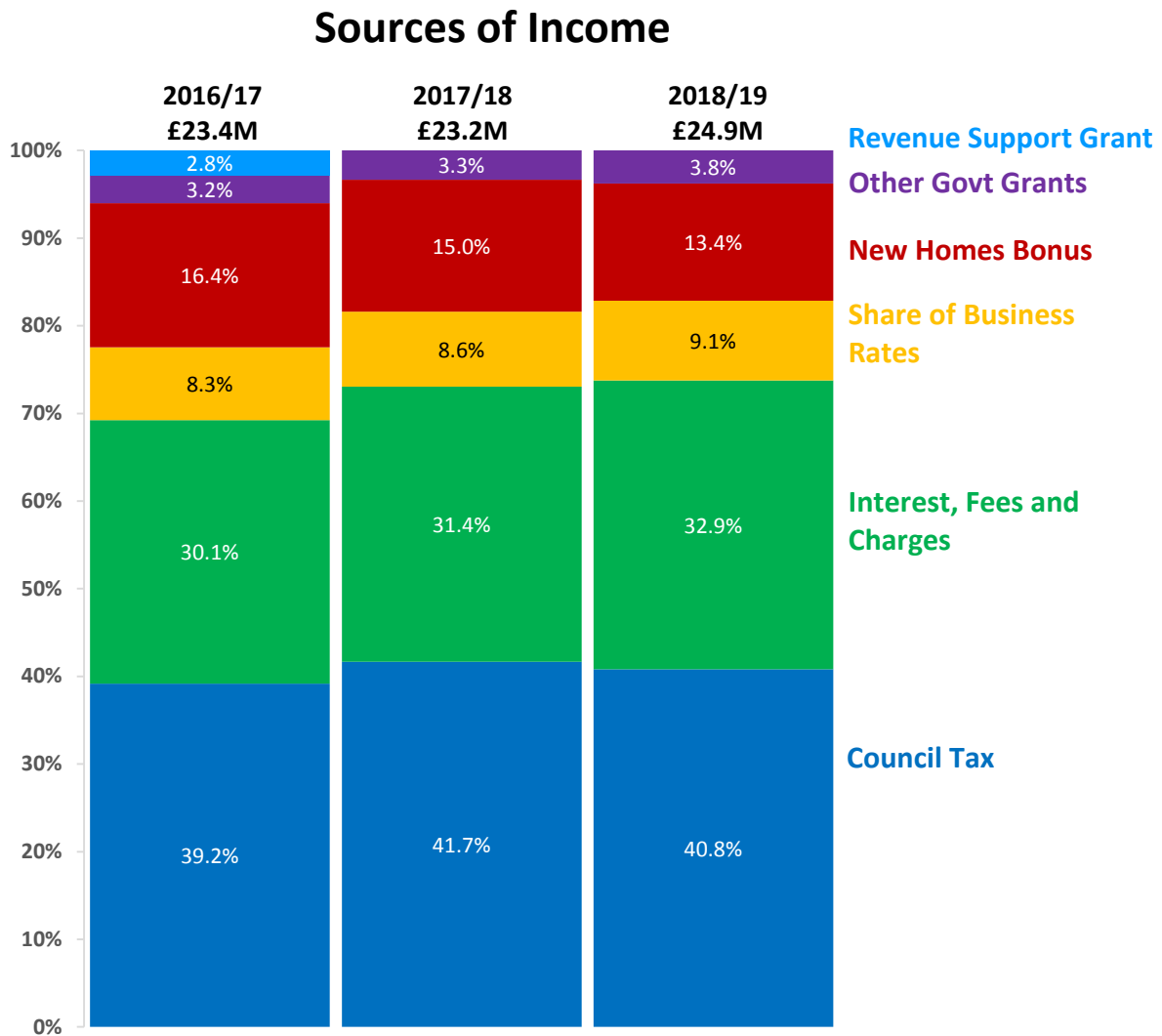
3.5 As can be seen from the table our total grant funding is to decrease by £1,196,038 or 17.7% when compared to the equivalent figure for 2016/17.

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.



- 3.8 In addition to council tax and grant funding streams, the Council also levies fees and charges locally for specific services, and generates investment interest on monies held.
- 3.9 As the chart below demonstrates, the Council is becoming far more reliant on 'local' forms of income (i.e. the council tax levied, plus interest, fees and charges) to meet the cost of local services.



4. Local Referendums to Veto Excessive Council Tax Increases

- 4.1 The Localism Act gives local communities the power to veto excessive council tax increases. The Secretary of State will determine a limit for council tax increases which has to be approved by the House of Commons. If an authority proposes to raise council tax above this limit they will have to hold a referendum to get approval for this from local voters who will be asked to approve or to veto the rise.
- 4.2 The level of council tax increase for 2018/19 above which the Council would be required to hold a referendum is **3.0%, or more than 3% and more than £5.**

5. General Fund

- 5.1 The Council's estimated net revenue expenditure for 2018/19 (prior to any contribution to or from the revenue reserve) amounts to £12,566,700. A contribution of £433,400 is to be made to the revenue reserve giving £13,000,100 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 **surplus** on the collection fund in respect of business rates at 31 March 2018 is £15,308, of which our share is £6,123.
- 6.4 The estimated **surplus** on the collection fund in respect of council tax at 31 March 2018 is £818,893, of which our share is £124,226.

7. Council Tax Base

- 7.1 The Council Tax base, as determined by the Director of Finance and Transformation was set at **49,924.51** band D equivalents for 2018/19.

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 In April 2017 a Special Expenses Scheme was introduced and the Financial Arrangements with Parish Councils Scheme revoked from the same date. The basic amount of council tax plus the special expenses Band D charge, where applicable, gives the total Borough Council Band D charge for that area. Details of the Special Expenses for 2018/19 can be found on page 24.
- 9.2 In addition, details of Parish Council precepts for 2018/19 can be found on page 25.

10. Consultation with Non-Domestic Ratepayers

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

11. National Non-Domestic (Business) Rates

- 11.1 National non-domestic rates are collected by billing authorities at a nationally prescribed rate in the pound and redistributed as part of the local government finance settlement. The prescribed standard rate for 2018/19 is 49.3p compared to 47.9p for 2017/18. A lower rate of 48.0p (46.6p for 2017/18) applies to small businesses with rateable values below £51,000.
- 11.2 From April 2013 business rates income collected above or below a pre-determined baseline funding level is shared between central government, the billing authority and other 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 and for 2018/19 the Kent & Medway Business Rates pilot.
- 11.3 For medium term financial planning purposes it is assumed that from 2021/22 the Council will be above the baseline set and benefitting as a result from additional business rates income. The Council's actual business rates income is currently below the baseline set and has to meet a share of that shortfall up to a maximum of circa **£166,000** in 2018/19 (or would do if we were not part of the Kent & Medway Business Rates pilot). 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 CP25. This is the culmination of a review process which began in January 2018. The progress on existing Capital Plan schemes has been noted and Cabinet on 8 February 2018 recommended the inclusion of one or more new schemes.
- 12.2 Bearing in mind the significant financial challenges facing the Council and the limited funding available, only schemes meeting one or more of the following criteria would normally be considered for inclusion in the Capital Plan:
- to meet legislative requirements including health and safety obligations;
 - funded from external resources; and
 - reduce revenue expenditure and or generate income.

- 12.3 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 CP26 to CP34.

13. Cabinet

- 13.1 Cabinet comprises the following Councillors:

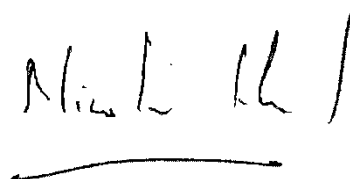
Cllr N Heslop	Leader and Economic Regeneration
Cllr M Coffin	Finance, Innovation and Property and Deputy Executive Leader
Cllr Mrs M Heslop	Community Services
Cllr D Lettington	Street Scene and Environment Services
Cllr P Montague	Housing
Cllr H Rogers	Strategic Planning and Infrastructure

14. Acknowledgement

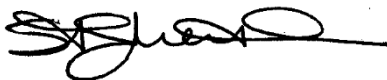
- 14.1 The formulation of the Budget for 2018/19, as in recent years, has been challenging and we are indebted to the staff in Financial Services who have, once again, worked tirelessly to bring both the Budget for 2018/19, and the updated Medium Term Financial Strategy, to fruition. We are also grateful 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.



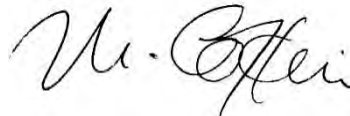
Julie Beilby
Chief Executive



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 2018/19 – 2027/28

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 14 February 2017. The update has been prepared given the circumstances prevailing in February 2018. 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 2018/19.

Alongside the MTFS 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 2018/19 is £203.42 (an increase of £5.91 or 2.99%). In setting this level of Council Tax, the contribution to or from the General Revenue Reserve is a contribution to the Reserve of £433,400.

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 £2,214,110 in 2018/19. This is a decrease of £682,286 in cash terms when compared to the equivalent figure of £2,896,396 in 2016/17 (year 1 of a 4-year settlement).

In addition, the Council's grant award under the New Homes Bonus scheme in 2018/19 is £3,334,128. This is a decrease of £513,752 in cash terms when compared to the equivalent figure of £3,847,880 in 2016/17. NHB funding is expected to fall sharply in future years as the changes made to the scheme in 2017 work their way through the system and the high levels of housing growth seen in recent years fall out of the calculation.

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 £1.0m.

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 can and propose to breakdown the savings target into three tranches (tranche one £350,000, tranche two £350,000 and tranche three £300,000 to be achieved ideally by 1 April 2019, 2020 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 2018/19 to 2027/28 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 2023/24.

The Strategy should be read in conjunction with:

- The Treasury Management and Annual Investment Strategy for 2018/19 recommended to full Council by Cabinet on 8 February 2018.
- The updated Capital Strategy recommended to full Council by Cabinet on 8 February 2018.
- The report to Cabinet on 8 February 2018 entitled 'Setting the Budget' for 2018/19.
- The report to Cabinet on 8 February 2018 entitled 'Setting the Council Tax 2018/19'.
- The Budget Statement 2018/19 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 2018

Medium Term Financial Strategy

	Estimate	Projection								
	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
EXPENDITURE										
Employees	11,280	11,511	11,747	12,010	12,280	12,476	12,739	13,008	13,285	13,563
Transfer Payments	34,590	35,282	35,988	36,708	37,442	19,649	20,042	20,443	20,852	21,269
Other Expenditure	11,999	11,638	11,893	12,155	12,372	12,647	12,930	13,218	13,512	13,813
Capital Charges	2,863	2,949	3,008	3,068	3,129	3,192	3,256	3,321	3,387	3,455
Total Expenditure	60,732	61,380	62,636	63,941	65,223	47,964	48,967	49,990	51,036	52,100
INCOME										
Fees & Charges	(7,818)	(7,898)	(8,125)	(8,253)	(8,522)	(8,614)	(8,734)	(8,805)	(9,084)	(9,224)
Other Specific Grants & Misc	(35,371)	(35,947)	(36,537)	(37,242)	(37,963)	(20,335)	(20,739)	(21,151)	(21,572)	(22,000)
Investment Income	(378)	(513)	(592)	(642)	(745)	(838)	(931)	(956)	(954)	(954)
Total Income	(43,567)	(44,358)	(45,254)	(46,137)	(47,230)	(29,787)	(30,404)	(30,912)	(31,610)	(32,178)
Appropriations										
Capital Renewals	500	630	0	1,122	1,138	1,154	1,171	1,188	1,206	1,223
Provision for new Capital Schemes	232	232	232	0	0	0	0	0	0	0
Other Appropriations	(1,950)	(2,908)	(3,069)	(3,088)	(3,064)	(3,127)	(3,191)	(3,256)	(3,322)	(3,390)
SAVINGS TARGET	0	(350)	(357)	(364)	(371)	(378)	(386)	(394)	(402)	(410)
SAVINGS TARGET	0	0	(350)	(357)	(364)	(371)	(378)	(386)	(394)	(402)
SAVINGS TARGET	0	0	0	(300)	(306)	(312)	(318)	(324)	(330)	(337)
NET BUDGETED SPEND	15,947	14,626	13,838	14,817	15,026	15,143	15,461	15,906	16,184	16,606
FUNDING										
Revenue Reserves	(433)	(216)	(152)	880	678	379	276	293	139	(3)
Government Grant	5,594	4,332	3,122	2,705	2,747	2,789	2,831	2,875	2,919	2,964
Kent & Medway Business Rates Pilot	500	0	0	0	0	0	0	0	0	0
Council Tax	10,156	10,510	10,868	11,232	11,601	11,975	12,354	12,738	13,126	13,645
Collection Fund Adjustment	130	0	0	0	0	0	0	0	0	0
Total Funding	15,947	14,626	13,838	14,817	15,026	15,143	15,461	15,906	16,184	16,606
Council Tax Level at Band D	£203.42	£208.42	£213.42	£218.42	£223.42	£228.42	£233.42	£238.42	£243.42	£250.72
Increase on Previous Year	2.99%	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	£5.00	3.00%
RESERVES BALANCE CARRIED FORWARD	6,940	7,156	7,308	6,428	5,750	5,371	5,095	4,802	4,663	4,666

Capital Plan Review 2017/18 : Capital Plan Funding							
	2017/18 Estimate £'000	2018/19 Estimate £'000	2019/20 Estimate £'000	2020/21 Estimate £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000
Capital Plan Schemes							
Capital Renewals	1,121	1,323	720	607	394	1,214	536
Other Recurring Expenditure (net of grants)	236	165	165	290	315	315	315
One-Off Schemes (net of grants & contributions)	528	1,663	25	525			
Capital Plan Totals	1,885	3,151	910	1,422	709	1,529	851
Add back grants / contributions	784	1,185	830	705	655	615	570
Total to be funded	2,669	4,336	1,740	2,127	1,364	2,144	1,421
Funded from:							
Grants							
BCF (Disabled Facilities Grant)	695	800	800	665	615	575	530
EA (Castle River Bank)	2						
DCLG (Revenues & Benefits DIP Grant)	3						
TRCSG - River Bank (Excess EA Castle River Bank)	28						
Developer Contributions Attributed to							
Tonbridge School Athletics Track	11	150					
Open Spaces Site Improvements Phase 2	12						
Memorial Garden Improvement including Trust contrib'n	3						
Racecourse SG Rugby Pitch Drainage		25					
Haysden Country Park Car Park Extension		30					
Haysden Country Park Sewage Treatment Facility		75					
Tonbridge Cemetery Path Works		15					
Tonbridge to Penshurst Cyle Route Refurbishment		60					
Capital and Other Receipts							
DFG Grant Repayments				10	10	10	10
Housing Assistance Grant Repayments	30	30	30	30	30	30	30
Repayment of Mortgages	1	1	1	1			
Balance met from Revenue Reserve for Capital Schemes	1,884	3,150	909	1,421	709	1,529	851
Total funding	2,669	4,336	1,740	2,127	1,364	2,144	1,421

(Updated) Savings & Transformation Strategy 2018/19 – 2020/21

INTRODUCTION

By way of context, since 2010/11 the Council has seen its local government finance settlement (core funding) decrease by some 67% or £4.4m (from £6.6m in 2010/11 to £2.2m in 2018/19). Indeed there are further cuts planned in future years, with the indicative settlement figure for 2019/20 being some £1.3m.

The fall in core funding is, in part, negated by the grant award under the New Homes Bonus (NHB) scheme which in 2018/19 is around £3.3m. However, NHB funding is expected to fall sharply in future years as the changes made to the scheme in 2017 work their way through the system, and the high levels of housing growth seen in recent years fall out of the calculation. In due course, assuming no further changes are made to the scheme, it is estimated that NHB could be in the order of £1.5m.

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 balance customer expectations with the need to make these savings and achieve as much as possible in the earlier years to provide the best long-term financial sustainability.

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 £1.0m; and the Strategy ‘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 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, with even greater efficiency – for example, with the help of new technology – and with increased income opportunities where circumstances allow this. 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 2018

Savings & Transformation Strategy 2018/19 - 2020/21

Savings Made in Previous Years of STS £000	Theme	Indicative Years	Target £000	Savings Identified after Setting of 2018/19 Budget £000	Balance of Target to be Achieved £000
294	Income Generation & Cost Recovery	2018 - 2021	75	0	75
327	In-Service Efficiencies	2018 - 2021	50	0	50
103	Service Change & Reduction	2018 - 2021	250	0	250
200	Contracts	2018 - 2021	500	0	500
263	Organisation Structure Change	2018 - 2021	75	0	75
431	Partnership Funding	2018 - 2021	25	0	25
186	Asset Management	2018 - 2021	25	0	25
1,804	TOTAL		1,000	0	1,000

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

Savings & Transformation Strategy updated February 2018

Council 20 February 2018
General Fund Revenue Estimates 2018/19
SUMMARY

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
Corporate Services	3,721,600	3,531,500	3,841,800
Chief Executive	680,200	701,950	695,450
Director of Central Services	15,150	105,050	35,850
Director of Finance & Transformation	1,659,750	1,557,200	1,612,300
Director of Planning, Housing & Environmental Health	3,478,250	3,181,650	3,321,500
Director of Street Scene, Leisure & Technical Services	7,590,900	7,469,400	7,742,600
Sub Total	17,145,850	16,546,750	17,249,500
Capital Accounting Reversals			
Non-Current Asset Depreciation	(2,619,000)	(2,721,400)	(2,824,800)
Non-Current Asset Impairment	-	(3,900)	-
Contributions to / (from) Reserves			
Building Repairs Reserve			
Withdrawals to fund expenditure	(758,350)	(775,650)	(860,950)
Contribution to Reserve	575,000	900,000	600,000
Earmarked Reserves (see page 18)			
Contributions from Reserves	(261,050)	(660,400)	(1,190,050)
Contributions to Reserves	70,000	490,350	1,164,300
Property Investment Fund Reserve			
Contribution to Reserve	-	-	500,000
Revenue Reserve for Capital Schemes			
Withdrawals to fund expenditure			
Non-Current Assets	(2,076,000)	(1,793,000)	(3,112,000)
Revenue Expenditure Funded from Capital	(53,000)	(91,000)	(38,000)
Other contributions to / (from) Reserve (net)	932,000	1,306,000	1,432,000
Capital Expenditure Charged to General Fund	2,076,000	1,793,000	3,112,000
Government Grants			
New Homes Bonus	(3,485,050)	(3,485,050)	(3,334,150)
New Homes Bonus Returned In-Year	-	(5,100)	-
Transition Grant	(117,200)	(117,200)	-
Under-indexing Business Rates Multiplier	-	(27,700)	(46,150)
Contributions from KCC	(85,000)	(135,100)	(85,000)
Sub Total	11,344,200	11,220,600	12,566,700
Contribution to / (from) General Revenue Reserve	434,500	558,100	433,400
Budget Requirement	11,778,700	11,778,700	13,000,100

Council 20 February 2018
General Fund Revenue Estimates 2018/19
EARMARKED RESERVES

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
Contributions from Earmarked Reserves			
Borough Signage Reserve	-	(2,050)	-
Business Rates Retention Scheme Reserve	-	(200,000)	-
Community Housing Fund Reserve	-	(6,000)	(3,000)
Economic Development Reserve	-	(17,600)	(25,900)
Homelessness Reserve	-	(16,850)	(122,950)
Housing Assistance Reserve	(10,000)	(10,000)	(10,000)
Housing Survey Reserve	-	(24,000)	-
Housing & Welfare Reform Reserve	-	-	(8,000)
Invest to Save Reserve	(200,000)	(218,400)	(10,000)
Local Development Framework Reserve	(30,000)	(30,000)	(30,000)
Planning Inquiries Reserve	(7,150)	(6,950)	-
Public Health Reserve	-	(6,450)	(9,700)
Repossessions Prevention Fund Reserve	(2,000)	(2,000)	(2,000)
River Wall at Wouldham Reserve	-	-	(700,000)
Social Housing Fraud Initiative Reserve	(1,900)	(1,900)	(1,900)
Supporting People Reserve	-	(53,200)	-
Tonbridge & Malling Leisure Trust Reserve	-	-	(250,000)
Transformation Reserve	-	(65,000)	-
Waste & Street Scene Initiatives Reserve	(10,000)	-	(16,600)
	(261,050)	(660,400)	(1,190,050)
Contributions to Earmarked Reserves			
Community Housing Fund Reserve	-	23,650	-
Election Expenses Reserve	25,000	25,000	25,000
Homelessness Reserve	-	176,000	199,300
Housing & Welfare Reform Reserve	-	53,200	-
Local Development Framework Reserve	45,000	45,000	40,000
Tonbridge & Malling Leisure Trust Reserve	-	100,000	200,000
Transformation Reserve	-	55,000	-
Waste Services Contract Reserve	-	-	700,000
Waste & Street Scene Initiatives Reserve	-	12,500	-
	70,000	490,350	1,164,300

ESTIMATES FOR THE FINANCIAL YEAR 2018/19

COUNCIL TAX - BOROUGH COUNCIL AND PARISH COUNCIL REQUIREMENTS

2017/18 Estimate		DESCRIPTION	2018/19
Original £	Revised £		Estimate £
11,778,700	11,778,700	BOROUGH COUNCIL REQUIREMENT	13,000,100
2,665,633	2,665,633	PARISH COUNCIL PRECEPTS	2,779,637
<u>14,444,333</u>	<u>14,444,333</u>	Sub-total	<u>15,779,737</u>
		LESS:	
		National Non-Domestic Rates	
21,348,238	21,348,238	Share of National Non-Domestic Rates	21,713,049
(19,970,635)	(19,970,635)	(Tariff) / Top Up	(20,429,168)
88,877	-	(Levy) / Safety Net	-
521,837	563,474	Small Business Rate Relief Grant	835,100
-	(103)	Retail Relief Grant	-
-	3,422	Empty Property Re-occupation Relief Grant	-
-	1,010	New Build Empty Property Relief Grant	-
-	3,858	Supporting Small Business Grant	11,035
-	6,466	Public House Relief	18,494
-	32,587	Discretionary Relief	65,600
-	-	Kent & Medway Business Rates Pilot	500,000
<u>12,456,016</u>	<u>12,456,016</u>	Sub-total	<u>13,065,627</u>
		LESS:	
		Collection Fund Adjustments -	
148,267	148,267	Council Tax Surplus / (Deficit)	124,226
(11,914)	(11,914)	National Non-Domestic Rates Surplus / (Deficit)	6,123
<u>12,319,663</u>	<u>12,319,663</u>	COUNCIL TAX REQUIREMENT	<u>12,935,278</u>

COUNCIL TAX - BAND "D" EQUIVALENT

2017/18 Estimate £	Band "D" Equivalent £	DESCRIPTION	2018/19 Estimate £	Band "D" Equivalent £
55,446,246	1,134.36	KENT COUNTY COUNCIL	58,393,704	1,169.64
2,173,155	44.46	GENERAL	3,396,864	68.04
<u>57,619,401</u>	<u>1,178.82</u>	ADULT SOCIAL CARE	<u>61,790,568</u>	<u>1,237.68</u>
7,681,316	157.15	POLICE & CRIME COMMISSIONER FOR KENT	8,444,731	169.15
3,585,266	73.35	KENT & MEDWAY FIRE & RESCUE AUTHORITY	3,769,800	75.51
8,877,021	181.61	TONBRIDGE & MALLING BOROUGH COUNCIL	9,372,471	187.73
777,009	15.90	GENERAL	783,170	15.69
<u>9,654,030</u>	<u>197.51</u>	SPECIAL EXPENSES (Average) #	<u>10,155,641</u>	<u>203.42</u>
78,540,013	1,606.83	BAND "D" COUNCIL TAX (excluding Parishes)	84,160,740	1,685.76
2,665,633	54.53	PARISH COUNCILS (Average) #	2,779,637	55.68
<u>81,205,646</u>	<u>1,661.36</u>	AVERAGE BAND "D" COUNCIL TAX	<u>86,940,377</u>	<u>1,741.44</u>

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

COUNCIL TAX

DRAFT RESOLUTION

1. It be noted that on 20th February 2018 the Council calculated:

- (a) the Council Tax Base 2018/19 for the whole Council area as 49,924.51 [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	13,531.87
Addington	404.26
Aylesford	4,272.98
Birling	202.38
Borough Green	1,649.69
Burham	454.19
Ditton	1,787.48
East Malling & Larkfield	4,957.54
East Peckham	1,295.73
Hadlow	1,516.67
Hildenborough	2,187.02
Ightham	1,120.09
Kings Hill	3,970.48
Leybourne	1,825.18
Mereworth	437.88
Offham	379.71
Platt	884.07
Plaxtol	592.24
Ryarsh	364.80
Shipbourne	257.52
Snodland	3,624.13
Stansted	266.01
Trottiscliffe	270.86
Wateringbury	891.53
West Malling	1,113.20
West Peckham	178.63
Wouldham	597.05
Wrotham	891.32

2. £10,155,641 being the Council Tax requirement for the Council's own purposes for 2018/19 (excluding Parish precepts).

3. That the following amounts be calculated for the year 2018/19 in accordance with Sections 31 to 36 of the Act:

- | | | |
|-----|-------------|---|
| (a) | £89,872,455 | being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils. |
| (b) | £76,937,177 | being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act. |
| (c) | £12,935,278 | 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) | £259.10 | 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) | £3,562,807 | being the aggregate amount of all special items (Special expenses and Parish precepts) referred to in Section 34(1) of the Act. |
| (f) | £187.73 | 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	238.71
Addington	248.81
Aylesford	244.79
Birling	241.71
Borough Green	291.24
Burham	244.56
Ditton	337.88
East Malling & Larkfield	251.67
East Peckham	296.24
Hadlow	261.17
Hildenborough	218.66
Ightham	297.86
Kings Hill	261.50
Leybourne	286.23
Mereworth	258.87
Offham	241.49
Platt	268.27
Plaxtol	252.28
Ryarsh	240.65
Shipbourne	227.32
Snodland	273.79
Stansted	309.00
Trottiscliffe	248.65
Wateringbury	284.76
West Malling	296.60
West Peckham	217.96
Wouldham	259.55
Wrotham	287.31

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

(h)

Valuation Bands

<u>Part of the Council's area</u>	A £	B £	C £	D £	E £	F £	G £	H £
Tonbridge	159.14	185.66	212.19	238.71	291.76	344.80	397.85	477.42
Addington	165.87	193.52	221.16	248.81	304.10	359.39	414.68	497.62
Aylesford	163.19	190.39	217.59	244.79	299.19	353.59	407.98	489.58
Birling	161.14	188.00	214.85	241.71	295.42	349.14	402.85	483.42
Borough Green	194.16	226.52	258.88	291.24	355.96	420.68	485.40	582.48
Burham	163.04	190.21	217.39	244.56	298.91	353.25	407.60	489.12
Ditton	225.25	262.80	300.34	337.88	412.96	488.05	563.13	675.76
East Malling & Larkfield	167.78	195.74	223.71	251.67	307.60	363.52	419.45	503.34
East Peckham	197.49	230.41	263.32	296.24	362.07	427.90	493.73	592.48
Hadlow	174.11	203.13	232.15	261.17	319.21	377.25	435.28	522.34
Hildenborough	145.77	170.07	194.36	218.66	267.25	315.84	364.43	437.32
Ightham	198.57	231.67	264.76	297.86	364.05	430.24	496.43	595.72
Kings Hill	174.33	203.39	232.44	261.50	319.61	377.72	435.83	523.00
Leybourne	190.82	222.62	254.43	286.23	349.84	413.44	477.05	572.46
Mereworth	172.58	201.34	230.11	258.87	316.40	373.92	431.45	517.74
Offham	160.99	187.83	214.66	241.49	295.15	348.82	402.48	482.98
Platt	178.85	208.65	238.46	268.27	327.89	387.50	447.12	536.54
Plaxtol	168.19	196.22	224.25	252.28	308.34	364.40	420.47	504.56
Ryarsh	160.43	187.17	213.91	240.65	294.13	347.61	401.08	481.30
Shipbourne	151.55	176.80	202.06	227.32	277.84	328.35	378.87	454.64
Snodland	182.53	212.95	243.37	273.79	334.63	395.47	456.32	547.58
Stansted	206.00	240.33	274.67	309.00	377.67	446.33	515.00	618.00
Trottiscliffe	165.77	193.39	221.02	248.65	303.91	359.16	414.42	497.30
Wateringbury	189.84	221.48	253.12	284.76	348.04	411.32	474.60	569.52
West Malling	197.73	230.69	263.64	296.60	362.51	428.42	494.33	593.20
West Peckham	145.31	169.52	193.74	217.96	266.40	314.83	363.27	435.92
Wouldham	173.03	201.87	230.71	259.55	317.23	374.91	432.58	519.10
Wrotham	191.54	223.46	255.39	287.31	351.16	415.00	478.85	574.62

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 2018/19 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	112.77	131.56	150.36	169.15	206.74	244.33	281.92	338.30
Kent & Medway Fire & Rescue Authority	50.34	58.73	67.12	75.51	92.29	109.07	125.85	151.02
Kent County Council	825.12	962.64	1,100.16	1,237.68	1,512.72	1,787.76	2,062.80	2,475.36

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 2018/19, 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	1,147.37	1,338.59	1,529.83	1,721.05	2,103.51	2,485.96	2,868.42	3,442.10
Addington	1,154.10	1,346.45	1,538.80	1,731.15	2,115.85	2,500.55	2,885.25	3,462.30
Aylesford	1,151.42	1,343.32	1,535.23	1,727.13	2,110.94	2,494.75	2,878.55	3,454.26
Birling	1,149.37	1,340.93	1,532.49	1,724.05	2,107.17	2,490.30	2,873.42	3,448.10
Borough Green	1,182.39	1,379.45	1,576.52	1,773.58	2,167.71	2,561.84	2,955.97	3,547.16
Burham	1,151.27	1,343.14	1,535.03	1,726.90	2,110.66	2,494.41	2,878.17	3,453.80
Ditton	1,213.48	1,415.73	1,617.98	1,820.22	2,224.71	2,629.21	3,033.70	3,640.44
East Malling & Larkfield	1,156.01	1,348.67	1,541.35	1,734.01	2,119.35	2,504.68	2,890.02	3,468.02
East Peckham	1,185.72	1,383.34	1,580.96	1,778.58	2,173.82	2,569.06	2,964.30	3,557.16
Hadlow	1,162.34	1,356.06	1,549.79	1,743.51	2,130.96	2,518.41	2,905.85	3,487.02
Hildenborough	1,134.00	1,323.00	1,512.00	1,701.00	2,079.00	2,457.00	2,835.00	3,402.00
Ightham	1,186.80	1,384.60	1,582.40	1,780.20	2,175.80	2,571.40	2,967.00	3,560.40
Kings Hill	1,162.56	1,356.32	1,550.08	1,743.84	2,131.36	2,518.88	2,906.40	3,487.68
Leybourne	1,179.05	1,375.55	1,572.07	1,768.57	2,161.59	2,554.60	2,947.62	3,537.14
Mereworth	1,160.81	1,354.27	1,547.75	1,741.21	2,128.15	2,515.08	2,902.02	3,482.42
Offham	1,149.22	1,340.76	1,532.30	1,723.83	2,106.90	2,489.98	2,873.05	3,447.66
Platt	1,167.08	1,361.58	1,556.10	1,750.61	2,139.64	2,528.66	2,917.69	3,501.22
Plaxtol	1,156.42	1,349.15	1,541.89	1,734.62	2,120.09	2,505.56	2,891.04	3,469.24
Ryarsh	1,148.66	1,340.10	1,531.55	1,722.99	2,105.88	2,488.77	2,871.65	3,445.98
Shipbourne	1,139.78	1,329.73	1,519.70	1,709.66	2,089.59	2,469.51	2,849.44	3,419.32
Snodland	1,170.76	1,365.88	1,561.01	1,756.13	2,146.38	2,536.63	2,926.89	3,512.26
Stansted	1,194.23	1,393.26	1,592.31	1,791.34	2,189.42	2,587.49	2,985.57	3,582.68
Trottscliffe	1,154.00	1,346.32	1,538.66	1,730.99	2,115.66	2,500.32	2,884.99	3,461.98
Waterringbury	1,178.07	1,374.41	1,570.76	1,767.10	2,159.79	2,552.48	2,945.17	3,534.20
West Malling	1,185.96	1,383.62	1,581.28	1,778.94	2,174.26	2,569.58	2,964.90	3,557.88
West Peckham	1,133.54	1,322.45	1,511.38	1,700.30	2,078.15	2,455.99	2,833.84	3,400.60
Wouldham	1,161.26	1,354.80	1,548.35	1,741.89	2,128.98	2,516.07	2,903.15	3,483.78
Wrotham	1,179.77	1,376.39	1,573.03	1,769.65	2,162.91	2,556.16	2,949.42	3,539.30

Special Expenses 2018/19

Special Expenses for 2017/18 £	Local Area	Closed Church-yards £	Open Spaces, Parks & Play Areas £	Sports Grounds £	Local Events £	Allotments £	Special Expenses for 2018/19 £	Tax Base	Amount Per Band D Property £
676,448	Tonbridge	10,450	172,586	452,450	46,086	8,300	689,872	13,531.87	50.98
1,752	Addington		1,692				1,692	404.26	4.19
9,173	Aylesford		8,728				8,728	4,272.98	2.04
1,004	Birling		967				967	202.38	4.78
1,240	Borough Green		1,194				1,194	1,649.69	0.72
0	Burham						0	454.19	0.00
1,646	Ditton		520				520	1,787.48	0.29
26,363	E. Malling & Larkfield		22,396				22,396	4,957.54	4.52
610	East Peckham		592				592	1,295.73	0.46
0	Hadlow						0	1,516.67	0.00
0	Hildenborough						0	2,187.02	0.00
0	Ightham						0	1,120.09	0.00
0	Kings Hill						0	3,970.48	0.00
27,970	Leybourne		27,209				27,209	1,825.18	14.91
30	Mereworth		29				29	437.88	0.07
0	Offham						0	379.71	0.00
1,237	Platt		1,205				1,205	884.07	1.36
0	Plaxtol						0	592.24	0.00
0	Ryarsh						0	364.80	0.00
0	Shipbourne						0	257.52	0.00
19,417	Snodland		18,847				18,847	3,624.13	5.20
0	Stansted						0	266.01	0.00
0	Trottiscliffe						0	270.86	0.00
1,938	Wateringbury		1,879				1,879	891.53	2.11
2,828	West Malling		348		2,431		2,779	1,113.20	2.50
0	West Peckham						0	178.63	0.00
3,552	Wouldham		3,456				3,456	597.05	5.79
1,801	Wrotham		1,805				1,805	891.32	2.03
777,009	Total	10,450	263,453	452,450	48,517	8,300	783,170	49,924.51	

Parish Council Precepts 2018/19

Precept for 2017/18 £	Parish Council	Precept for 2018/19 £	Tax Base	Amount Per Band D Property £	Per Band D Variation %
23,000.00	Addington	23,000.00	404.26	56.89	(4.4)
223,000.00	Aylesford	235,100.00	4,272.98	55.02	1.1
9,262.00	Birling	9,957.74	202.38	49.20	5.3
165,125.00	Borough Green	169,570.00	1,649.69	102.79	0.6
25,061.82	Burham	25,813.68	454.19	56.83	2.0
264,923.00	Ditton	267,880.00	1,787.48	149.86	0.0
282,000.00	E. Malling & Larkfield	294,577.00	4,957.54	59.42	3.9
139,950.00	East Peckham	140,000.00	1,295.73	108.05	(1.2)
110,475.00	Hadlow	111,385.00	1,516.67	73.44	(0.4)
66,441.00	Hildenborough	67,644.00	2,187.02	30.93	1.8
116,949.00	Ightham	123,360.00	1,120.09	110.13	3.0
279,138.00	Kings Hill	292,896.75	3,970.48	73.77	3.2
136,903.00	Leybourne	152,567.00	1,825.18	83.59	0.0
27,520.00	Mereworth	31,120.00	437.88	71.07	11.0
20,415.00	Offham	20,415.00	379.71	53.76	(1.7)
70,000.00	Platt	70,000.00	884.07	79.18	(0.2)
38,229.00	Plaxtol	38,229.00	592.24	64.55	(1.4)
18,926.00	Ryarsh	19,305.00	364.80	52.92	(13.0)
10,195.00	Shipbourne	10,195.00	257.52	39.59	(2.2)
286,535.00	Snodland	293,053.00	3,624.13	80.86	0.0
22,260.00	Stansted	32,260.00	266.01	121.27	40.8
16,500.00	Trottiscliffe	16,500.00	270.86	60.92	(1.5)
77,441.78	Wateringbury	84,625.39	891.53	94.92	8.2
116,089.76	West Malling	118,410.00	1,113.20	106.37	1.8
5,400.00	West Peckham	5,400.00	178.63	30.23	(1.3)
32,154.00	Wouldham	39,423.00	597.05	66.03	(0.0)
81,740.00	Wrotham	86,950.00	891.32	97.55	3.0
2,665,633.36	Total	2,779,636.56	36,392.64		

CORPORATE SERVICES

SUMMARY

	2017/18		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
1 SALARIES & ONCOSTS	11,348,450	11,135,200	11,653,850
2 OVERHEAD EXPENSES	4,115,800	3,896,950	4,226,450
3 RECHARGES TO SERVICE BUDGETS	(13,725,550)	(13,404,950)	(13,991,850)
NON DISTRIBUTED COSTS	1,738,700	1,627,200	1,888,450
4 DEMOCRATIC REPRESENTATION	1,376,450	1,316,550	1,365,950
5 CORPORATE MANAGEMENT	595,250	587,750	587,400
6 CAPITAL PROGRAMME REVENUE EXPENSES	11,200	-	-
	3,721,600	3,531,500	3,841,800

CORPORATE SERVICES

		2017/18	2018/19
		ORIGINAL	ESTIMATE
		£	£
1	<u>SALARIES & ONCOSTS</u>		
	Salaries - see analysis page CS 9	9,632,000	9,480,900
	Salaries - Ring-fenced Sums	49,950	-
	Superannuation Backfunding	1,374,000	1,407,000
	Staff Turnover Saving	(100,000)	(100,000)
	Apprenticeship Scheme / Levy	35,750	39,000
	Termination Payments	279,000	296,400
	Recruitment & Training	77,750	77,750
		11,348,450	11,653,850
2	<u>OVERHEAD EXPENSES</u>		
	(a) <u>COUNCIL OFFICES</u>		
	Employees	142,700	143,950
	Premises Related Expenses	685,100	740,550
	Supplies & Services	35,850	34,450
	Third Party Payments	1,850	1,900
		865,500	920,850
	Less Income	(73,650)	(74,850)
		791,850	846,000
	<u>Sub-total</u>	791,850	846,000
	Central, Departmental & Technical Support Services	63,000	65,100
	Depreciation & Impairment	147,550	146,300
		1,002,400	1,057,400

CORPORATE SERVICES

2 OVERHEAD EXPENSES (Continued)

(b) PRINTING SECTION & MULTI FUNCTION DEVICES

	2017/18		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
Employees	74,300	72,100	75,850
Supplies & Services	68,700	70,800	69,200
	<hr/>	<hr/>	<hr/>
	143,000	142,900	145,050
Less Income	(41,050)	(44,500)	(44,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	101,950	98,400	101,050
Central, Departmental & Technical Support Services	65,000	69,000	71,200
Depreciation & Impairment	32,700	6,050	17,900
	<hr/>	<hr/>	<hr/>
	199,650	173,450	190,150
	<hr/>	<hr/>	<hr/>

(c) CUSTOMER SERVICES

Employees	267,100	228,900	242,950
Premises Related Expenses	3,250	3,250	3,250
Supplies & Services	51,250	44,850	44,400
	<hr/>	<hr/>	<hr/>
	321,600	277,000	290,600
Less Income	(127,350)	(130,850)	(133,700)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	194,250	146,150	156,900
Central, Departmental & Technical Support Services	156,400	151,200	162,300
	<hr/>	<hr/>	<hr/>
	350,650	297,350	319,200
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

2 OVERHEAD EXPENSES (Continued)

(d) GENERAL ADMINISTRATION

	2017/18		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
Employees	4,500	4,300	4,300
Supplies & Services	112,950	92,600	92,900
	<hr/>	<hr/>	<hr/>
	117,450	96,900	97,200
Less Income	(100)	(100)	(100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	117,350	96,800	97,100
Central, Departmental & Technical Support Services	16,750	7,150	7,250
	<hr/>	<hr/>	<hr/>
	134,100	103,950	104,350
	<hr/>	<hr/>	<hr/>

(e) DEPARTMENTAL ADMINISTRATION

Transport Related Expenses	208,950	203,000	208,750
Supplies & Services	213,250	218,050	213,150
	<hr/>	<hr/>	<hr/>
	422,200	421,050	421,900
Less Income	(57,650)	(84,750)	(52,100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	364,550	336,300	369,800
Depreciation & Impairment	17,650	16,200	16,400
	<hr/>	<hr/>	<hr/>
	382,200	352,500	386,200
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

2 OVERHEAD EXPENSES (Continued)

(f) SNACK FACILITIES

	2017/18 ORIGINAL £	REVISED £	2018/19 ESTIMATE £
Supplies & Services	2,000	1,000	1,000
Less Income	(200)	(200)	(200)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,800	800	800
Central, Departmental & Technical Support Services	2,900	2,750	2,800
Depreciation & Impairment	400	-	500
	<hr/>	<hr/>	<hr/>
	5,100	3,550	4,100
	<hr/>	<hr/>	<hr/>

(g) INFORMATION TECHNOLOGY SERVICES

Employees	901,850	849,550	874,450
Transport Related Expenses	500	1,500	1,200
Supplies & Services	593,900	628,350	704,150
	<hr/>	<hr/>	<hr/>
	1,496,250	1,479,400	1,579,800
Less Income	(12,000)	(8,000)	(8,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,484,250	1,471,400	1,571,800
Central, Departmental & Technical Support Services	255,950	240,650	255,850
Depreciation & Impairment	301,500	311,600	337,400
	<hr/>	<hr/>	<hr/>
	2,041,700	2,023,650	2,165,050
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

3 SUMMARY

	2017/18		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
Salaries & Oncosts	11,348,450	11,135,200	11,653,850
Overhead Expenses :			
(a) Council Offices	1,002,400	942,500	1,057,400
(b) Printing & Multi Function Devices	199,650	173,450	190,150
(c) Customer Services	350,650	297,350	319,200
(d) General Administration	134,100	103,950	104,350
(e) Departmental Administration	382,200	352,500	386,200
(f) Snack Facilities	5,100	3,550	4,100
(g) Information Technology Services	2,041,700	2,023,650	2,165,050
	<hr/>	<hr/>	<hr/>
	15,464,250	15,032,150	15,880,300
Less Recharged to :	<hr/>	<hr/>	<hr/>
Planning, Housing & Environmental Health	(4,416,150)	(4,319,050)	(4,613,000)
Street Scene, Leisure & Technical	(2,378,050)	(2,313,550)	(2,366,300)
Central Services	(866,000)	(896,950)	(914,800)
Finance & Transformation	(2,057,200)	(2,049,950)	(2,132,850)
Corporate Services	(1,591,950)	(1,541,550)	(1,609,200)
Chief Executive	(464,900)	(456,150)	(449,000)
Other Services	(850)	(800)	(700)
Holding Accounts	(1,950,450)	(1,826,950)	(1,906,000)
	<hr/>	<hr/>	<hr/>
	(13,725,550)	(13,404,950)	(13,991,850)
	<hr/>	<hr/>	<hr/>
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	<hr/> 1,738,700 <hr/>	<hr/> 1,627,200 <hr/>	<hr/> 1,888,450 <hr/>

CORPORATE SERVICES

		2017/18		2018/19
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
4	<u>DEMOCRATIC REPRESENTATION</u>			
	(a) <u>DEMOCRATIC ADMINISTRATION</u>			
	Employees	293,450	288,050	294,600
	Premises Related Expenses	7,000	5,500	7,000
	Supplies & Services	2,500	2,500	2,050
	<u>Sub-total</u>	302,950	296,050	303,650
	Central, Departmental & Technical Support Services	467,650	438,700	464,950
		770,600	734,750	768,600
	(b) <u>PAYMENTS TO MEMBERS</u>			
	Transport Related Expenses	5,500	3,000	3,000
	Supplies & Services	413,000	397,550	400,600
	<u>Sub-total</u>	418,500	400,550	403,600
	Central, Departmental & Technical Support Services	23,600	18,500	18,700
		442,100	419,050	422,300
	(c) <u>MAYORAL & OTHER MEMBER SUPPORT (INC. MEMBER TRAINING)</u>			
	Employees	8,300	8,300	8,550
	Transport Related Expenses	10,000	10,000	10,000
	Supplies & Services	24,950	25,000	25,200
	<u>Sub-total</u>	43,250	43,300	43,750
	Central, Departmental & Technical Support Services	120,500	119,450	131,300
		163,750	162,750	175,050
	<u>TO SUMMARY</u>	1,376,450	1,316,550	1,365,950

CORPORATE SERVICES

		2017/18		2018/19
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
5	<u>CORPORATE MANAGEMENT</u>			
	(a) <u>CORPORATE POLICY</u>			
	Employees	77,250	75,350	75,850
	Central, Departmental & Technical Support Services	386,000	381,000	398,150
		<hr/>	<hr/>	<hr/>
		463,250	456,350	474,000
		<hr/>	<hr/>	<hr/>
	(b) <u>PUBLIC ACCOUNTABILITY</u>			
	Supplies & Services	57,500	57,750	37,000
	Central, Departmental & Technical Support Services	74,500	73,650	76,400
		<hr/>	<hr/>	<hr/>
		132,000	131,400	113,400
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	595,250	587,750	587,400
		<hr/>	<hr/>	<hr/>
6	<u>CAPITAL PROGRAMME REVENUE EXPENSES</u>			
	Employees	65,650	69,500	68,500
	Less Income	(129,500)	(138,550)	(140,650)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(63,850)	(69,050)	(72,150)
	Central, Departmental & Technical Support Services	75,050	69,050	72,150
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	11,200	-	-
		<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>2017/18 ESTIMATE</u>							
Original Estimate	7,534,700	26,400	212,950	7,774,050	742,700	1,115,250	9,632,000
Revised Estimate	7,312,400	39,200	337,950	7,689,550	719,000	1,072,350	9,480,900
<u>2018/19 ESTIMATE</u>							
Service							
Administration & Property	604,100	11,350	500	615,950	57,500	89,250	762,700
Environmental Health & Housing	1,030,050	1,000	-	1,031,050	99,500	136,150	1,266,700
Executive	398,700	1,400	15,000	415,100	45,600	61,200	521,900
Finance	1,370,650	-	84,250	1,454,900	132,950	201,100	1,788,950
Information Technology	654,250	1,200	44,250	699,700	69,300	100,300	869,300
Legal	381,100	900	-	382,000	38,100	58,700	478,800
Personnel	330,550	5,000	35,000	370,550	24,050	49,400	444,000
Planning	1,498,800	1,500	-	1,500,300	155,400	226,400	1,882,100
Street Scene & Leisure	977,200	800	1,900	979,900	93,400	147,650	1,220,950
Technical	502,550	800	-	503,350	42,150	64,250	609,750
	7,747,950	23,950	180,900	7,952,800	757,950	1,134,400	9,845,150

CHIEF EXECUTIVE

SUMMARY

	2017/18		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
1 COMMUNITY DEVELOPMENT	104,600	110,150	105,550
2 ELECTIONS	341,800	327,300	322,950
3 GRANTS & PAYMENTS	136,050	138,050	137,850
4 ECONOMIC DEVELOPMENT & REGENERATION	97,750	126,450	129,100
	<hr/>	<hr/>	<hr/>
	680,200	701,950	695,450
	<hr/>	<hr/>	<hr/>

CHIEF EXECUTIVE

1 COMMUNITY DEVELOPMENT

		2017/18		2018/19
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
Employees		47,200	47,100	46,750
Supplies & Services		28,100	35,100	21,500
		75,300	82,200	68,250
Less Income		(8,100)	(8,100)	-
	<u>Sub-total</u>	67,200	74,100	68,250
Central, Departmental & Technical Support Services		37,400	36,050	37,300
	<u>TO SUMMARY</u>	104,600	110,150	105,550

CHIEF EXECUTIVE

2 ELECTIONS

(a) ELECTORAL REGISTRATION

	2017/18		2018/19
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Employees	86,400	78,950	92,900
Supplies & Services	68,100	68,100	68,100
	<hr/>	<hr/>	<hr/>
	154,500	147,050	161,000
Less Income	(16,000)	(22,800)	(16,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	138,500	124,250	145,000
Central, Departmental & Technical Support Services	90,600	82,250	90,700
Depreciation & Impairment	5,000	5,000	5,000
	<hr/>	<hr/>	<hr/>
	234,100	211,500	240,700
	<hr/>	<hr/>	<hr/>

(b) CONDUCT OF ELECTIONS

Employees	33,950	42,000	17,300
Central, Departmental & Technical Support Services	73,750	73,800	64,950
	<hr/>	<hr/>	<hr/>
	107,700	115,800	82,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	341,800	327,300	322,950
	<hr/>	<hr/>	<hr/>

CHIEF EXECUTIVE

		2017/18		2018/19
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
3	<u>GRANTS & PAYMENTS</u>			
	Employees	3,550	3,750	4,050
	Supplies & Services	130,950	134,050	134,850
		134,500	137,800	138,900
	Less Income	(6,750)	(8,750)	(10,400)
	<u>Sub-total</u>	127,750	129,050	128,500
	Central, Departmental & Technical Support Services	8,300	9,000	9,350
	<u>TO SUMMARY</u>	136,050	138,050	137,850
4	<u>ECONOMIC DEVELOPMENT & REGENERATION</u>			
	Employees	56,250	56,650	57,600
	Supplies & Services	14,000	43,200	43,400
	<u>Sub-total</u>	70,250	99,850	101,000
	Central, Departmental & Technical Support Services	27,500	26,600	28,100
	<u>TO SUMMARY</u>	97,750	126,450	129,100

DIRECTOR OF CENTRAL SERVICES

SUMMARY

	2017/18		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
1 TONBRIDGE CASTLE GATEHOUSE	11,100	16,250	8,950
2 COMMUNITY SAFETY	134,650	140,350	144,800
3 INFORMATION & PUBLICITY	133,950	131,450	136,150
4 LOCAL LAND CHARGES	(87,400)	(41,050)	(86,400)
5 INDUSTRIAL ESTATE	(66,450)	(66,550)	(66,350)
6 COMMERCIAL PROPERTY	(253,100)	(251,700)	(244,550)
7 VALE RISE DEPOT	-	-	-
8 LAND REVIEW	90,550	130,550	81,200
9 BOROUGH CHRISTMAS LIGHTING	38,900	36,050	41,250
10 LICENCES	12,950	9,700	20,800
	<hr/>	<hr/>	<hr/>
	15,150	105,050	35,850
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

1 TONBRIDGE CASTLE GATEHOUSE

	2017/18		2018/19
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Employees	5,750	5,150	5,350
Premises Related Expenses	11,750	15,000	8,800
Supplies & Services	10,700	11,000	11,500
	<hr/>	<hr/>	<hr/>
	28,200	31,150	25,650
Less Income	(31,000)	(30,300)	(33,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(2,800)	850	(7,350)
Central, Departmental & Technical Support Services	12,700	14,200	15,100
Depreciation & Impairment	1,200	1,200	1,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	11,100	16,250	8,950
	<hr/>	<hr/>	<hr/>

2 COMMUNITY SAFETY

Employees	86,250	90,500	93,350
Supplies & Services	32,200	32,200	32,200
	<hr/>	<hr/>	<hr/>
	118,450	122,700	125,550
Less Income	(34,850)	(34,850)	(34,850)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	83,600	87,850	90,700
Central, Departmental & Technical Support Services	51,050	52,500	54,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	134,650	140,350	144,800
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

		2017/18		2018/19
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
3	<u>INFORMATION & PUBLICITY</u>			
	Employees	69,950	70,050	71,350
	Supplies & Services	12,000	12,000	12,000
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	81,950	82,050	83,350
	Central, Departmental & Technical Support Services	52,000	49,400	52,800
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	133,950	131,450	136,150
		<hr/>	<hr/>	<hr/>
4	<u>LOCAL LAND CHARGES</u>			
	Employees	100,050	116,050	101,350
	Supplies & Services	20,100	12,950	12,350
		<hr/>	<hr/>	<hr/>
		120,150	129,000	113,700
	Less Income	(305,000)	(270,000)	(300,000)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(184,850)	(141,000)	(186,300)
	Central, Departmental & Technical Support Services	97,450	99,950	99,900
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	(87,400)	(41,050)	(86,400)
		<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

		2017/18		2018/19
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
5	<u>INDUSTRIAL ESTATE</u>			
	Employees	1,750	1,750	1,800
	Less Income	(71,600)	(71,600)	(71,600)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(69,850)	(69,850)	(69,800)
	Central, Departmental & Technical Support Services	3,400	3,300	3,450
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	(66,450)	(66,550)	(66,350)
		<hr/>	<hr/>	<hr/>
6	<u>COMMERCIAL PROPERTY</u>			
	Employees	5,400	5,450	5,500
	Premises Related Expenses	7,500	7,650	23,350
		<hr/>	<hr/>	<hr/>
		12,900	13,100	28,850
	Less Income	(274,650)	(273,100)	(282,050)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(261,750)	(260,000)	(253,200)
	Central, Departmental & Technical Support Services	8,050	7,700	8,050
	Depreciation & Impairment	600	600	600
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	(253,100)	(251,700)	(244,550)
		<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

7 VALE RISE DEPOT

	2017/18		2018/19
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Employees	5,900	5,750	5,800
Premises Related Expenses	15,600	30,550	16,050
	<hr/>	<hr/>	<hr/>
	21,500	36,300	21,850
Less Income	(33,350)	(47,950)	(33,700)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(11,850)	(11,650)	(11,850)
Central, Departmental & Technical Support Services	3,000	2,800	3,000
Depreciation & Impairment	8,850	8,850	8,850
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	-	-	-
	<hr/>	<hr/>	<hr/>

8 LAND REVIEW

Employees	38,500	38,900	39,300
Premises Related Expenses	28,550	69,800	17,750
Supplies & Services	5,000	5,000	5,000
	<hr/>	<hr/>	<hr/>
	72,050	113,700	62,050
Less Income	(8,500)	(9,250)	(8,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	63,550	104,450	53,550
Central, Departmental & Technical Support Services	27,000	26,100	27,650
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	90,550	130,550	81,200
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

		2017/18		2018/19
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
9	<u>BOROUGH CHRISTMAS LIGHTING</u>			
	Employees	600	550	550
	Supplies & Services	32,000	33,500	32,000
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	32,600	34,050	32,550
	Central, Departmental & Technical Support Services	1,750	2,000	2,100
	Depreciation & Impairment	4,550	-	6,600
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	38,900	36,050	41,250
		<hr/>	<hr/>	<hr/>
10	<u>LICENCES</u>			
	a) <u>FEE PAYING</u>			
	Employees	162,100	168,700	179,900
	Premises Related Expenses	50	250	250
	Supplies & Services	16,300	16,300	16,300
		<hr/>	<hr/>	<hr/>
		178,450	185,250	196,450
	Less Income	(298,900)	(312,000)	(320,400)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(120,450)	(126,750)	(123,950)
	Central, Departmental & Technical Support Services	98,900	101,650	107,750
		<hr/>	<hr/>	<hr/>
		(21,550)	(25,100)	(16,200)
		<hr/>	<hr/>	<hr/>
	b) <u>NON FEE PAYING</u>			
	Employees	21,850	22,050	23,450
	Central, Departmental & Technical Support Services	12,650	12,750	13,550
		<hr/>	<hr/>	<hr/>
		34,500	34,800	37,000
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	12,950	9,700	20,800
		<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

SUMMARY

	2017/18		2018/19
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1 HOUSING ADVANCES	4,900	4,650	4,550
2 HOUSING BENEFITS	529,650	569,950	593,500
3 LOCAL REVENUE & NNDR COLLECTION	538,950	483,800	550,350
4 COUNCIL TAX SUPPORT	99,050	149,950	169,650
5 INTEREST & TRANSFERS	2,950	(129,200)	(233,750)
6 DRAINAGE BOARDS SPECIAL LEVIES	395,100	395,100	440,500
7 GENERAL ADVICE TO PARISH COUNCILS	84,150	77,950	82,500
8 CONTRIBUTIONS TO PROVISIONS	5,000	5,000	5,000
	<hr/>	<hr/>	<hr/>
	1,659,750	1,557,200	1,612,300
	<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

		2017/18		2018/19
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
1	<u>HOUSING ADVANCES</u>			
	Premises Related Expenses	250	300	300
	Supplies & Services	3,200	3,150	3,200
		<hr/>	<hr/>	<hr/>
		3,450	3,450	3,500
	Less Income	(250)	(200)	(150)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	3,200	3,250	3,350
	Central, Departmental & Technical Support Services	1,700	1,400	1,200
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	4,900	4,650	4,550
		<hr/>	<hr/>	<hr/>
2	<u>HOUSING BENEFITS</u>			
	Employees	271,400	299,250	277,500
	Supplies & Services	30,500	32,750	29,750
	Housing Benefits	35,268,000	34,826,000	34,590,000
		<hr/>	<hr/>	<hr/>
		35,569,900	35,158,000	34,897,250
	Less Income	(35,391,450)	(34,924,700)	(34,662,950)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	178,450	233,300	234,300
	Central, Departmental & Technical Support Services	351,200	336,650	359,200
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	529,650	569,950	593,500
		<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

		2017/18		2018/19
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
3	<u>LOCAL REVENUE & NNDR COLLECTION</u>			
	Employees	377,250	356,950	407,400
	Supplies & Services	99,450	99,450	95,150
		<hr/>	<hr/>	<hr/>
		476,700	456,400	502,550
	Less Income	(419,850)	(444,450)	(451,000)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	56,850	11,950	51,550
	Central, Departmental & Technical Support Services	482,100	471,850	498,800
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	538,950	483,800	550,350
		<hr/>	<hr/>	<hr/>
4	<u>COUNCIL TAX SUPPORT</u>			
	Employees	199,950	220,700	202,950
	Supplies & Services	16,250	21,400	26,000
	Transfer Payments	(35,000)	(10,000)	(3,000)
		<hr/>	<hr/>	<hr/>
		181,200	232,100	225,950
	Less Income	(317,550)	(313,450)	(303,900)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(136,350)	(81,350)	(77,950)
	Central, Departmental & Technical Support Services	235,400	231,300	247,600
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	99,050	149,950	169,650
		<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

		2017/18		2018/19
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
5	<u>INTEREST & TRANSFERS</u>			
	Employees	27,650	28,300	29,000
	Supplies & Services	85,400	99,750	88,300
		<hr/>	<hr/>	<hr/>
		113,050	128,050	117,300
	Less Income	(136,200)	(282,550)	(377,450)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(23,150)	(154,500)	(260,150)
	Central, Departmental & Technical Support Services	26,100	25,300	26,400
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	2,950	(129,200)	(233,750)
		<hr/>	<hr/>	<hr/>
6	<u>DRAINAGE BOARDS SPECIAL LEVIES</u>			
	Supplies & Services	394,800	394,800	440,200
	Central, Departmental & Technical Support Services	300	300	300
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	395,100	395,100	440,500
		<hr/>	<hr/>	<hr/>
7	<u>GENERAL ADVICE TO PARISH COUNCILS</u>			
	Employees	42,550	38,750	41,300
	Central, Departmental & Technical Support Services	41,600	39,200	41,200
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	84,150	77,950	82,500
		<hr/>	<hr/>	<hr/>
8	<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/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

SUMMARY

	2017/18 ESTIMATE		2018/19
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. DEVELOPMENT MANAGEMENT	1,000,500	948,550	864,600
2. CONSERVATION	66,000	63,650	65,150
3. BUILDING CONTROL	58,800	62,150	61,350
4. PLANNING POLICY	539,450	522,600	620,900
5. HOUSING STRATEGY & ENABLING ROLE	282,050	248,450	277,500
6. HOMELESSNESS	243,950	54,300	157,050
7. HOUSING ADVICE	187,350	180,450	170,750
8. HOME SAFETY	3,200	3,000	3,200
9. PRIVATE SECTOR HOUSING RENEWAL	230,200	218,500	227,950
10. PRIVATE SECTOR HOUSING STANDARDS	77,550	73,250	75,800
11. HOME IMPROVEMENT AGENCY	8,750	8,050	8,200
12. PUBLIC HEALTH ACT 1984	4,100	4,000	4,150
13. ENVIRONMENTAL PROTECTION ACT - PART 1	30,100	29,850	30,300
14. ENVIRONMENTAL PROTECTION	296,400	310,100	289,450
15. FOOD & SAFETY	347,450	336,950	341,550
16. PUBLIC HEALTH	102,400	117,800	123,600
	<hr/>	<hr/>	<hr/>
	3,478,250	3,181,650	3,321,500
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

1. DEVELOPMENT MANAGEMENT

	2017/18 ESTIMATE		2018/19 ESTIMATE
	ORIGINAL £	REVISED £	£
Employees	1,026,450	1,006,800	1,036,900
Supplies & Services	41,600	45,000	45,000
	<hr/>	<hr/>	<hr/>
	1,068,050	1,051,800	1,081,900
Less Income	(721,700)	(730,100)	(864,100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	346,350	321,700	217,800
Central, Departmental & Technical Support Services	654,150	626,850	646,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,000,500	948,550	864,600
	<hr/>	<hr/>	<hr/>

2. CONSERVATION

Employees	39,650	38,300	39,300
Supplies & Services	7,800	7,800	7,800
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	47,450	46,100	47,100
Central, Departmental & Technical Support Services	18,550	17,550	18,050
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	66,000	63,650	65,150
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

3. BUILDING CONTROL

	2017/18 ESTIMATE ORIGINAL £	REVISED £	2018/19 ESTIMATE £
Employees	253,800	227,500	239,700
Supplies & Services	5,050	5,050	5,050
Third Party Payments	10,000	46,000	38,000
	<hr/>	<hr/>	<hr/>
	268,850	278,550	282,750
Less Income	(355,000)	(355,000)	(365,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(86,150)	(76,450)	(82,250)
Central, Departmental & Technical Support Services	144,950	138,600	143,600
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	58,800	62,150	61,350
	<hr/>	<hr/>	<hr/>

4. PLANNING POLICY

Employees	318,950	312,650	404,350
Supplies & Services	97,450	97,600	67,700
	<hr/>	<hr/>	<hr/>
	416,400	410,250	472,050
Less Income	(5,000)	(5,000)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	411,400	405,250	472,050
Central, Departmental & Technical Support Services	128,050	117,350	148,850
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	539,450	522,600	620,900
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

**5. HOUSING STRATEGY
& ENABLING ROLE**

	2017/18 ESTIMATE ORIGINAL £	REVISED £	2018/19 ESTIMATE £
Employees	164,300	158,400	161,450
Supplies & Services	17,200	23,200	20,200
Third Party Payments	7,300	7,300	7,300
	<hr/>	<hr/>	<hr/>
	188,800	188,900	188,950
Less Income	-	(28,000)	(1,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	188,800	160,900	187,950
Central, Departmental & Technical Support Services	93,250	87,550	89,550
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	282,050	248,450	277,500
	<hr/>	<hr/>	<hr/>

6. HOMELESSNESS

Employees	132,850	146,750	200,150
Supplies & Services	410,800	425,000	498,550
Third Party Payments	800	500	500
	<hr/>	<hr/>	<hr/>
	544,450	572,250	699,200
Less Income	(398,550)	(622,250)	(669,100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	145,900	(50,000)	30,100
Central, Departmental & Technical Support Services	98,050	104,300	126,950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	243,950	54,300	157,050
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

		2017/18 ESTIMATE		2018/19
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
7. <u>HOUSING ADVICE</u>				
Employees		120,000	117,800	111,800
	<u>Sub-total</u>	<hr/> 120,000	<hr/> 117,800	<hr/> 111,800
Central, Departmental & Technical Support Services		67,350	62,650	58,950
	<u>TO SUMMARY</u>	<hr/> 187,350	<hr/> 180,450	<hr/> 170,750
8. <u>HOME SAFETY</u>				
Employees		2,000	1,900	2,000
	<u>Sub-total</u>	<hr/> 2,000	<hr/> 1,900	<hr/> 2,000
Central, Departmental & Technical Support Services		1,200	1,100	1,200
	<u>TO SUMMARY</u>	<hr/> 3,200	<hr/> 3,000	<hr/> 3,200
9. <u>PRIVATE SECTOR HOUSING RENEWAL</u>				
Employees		134,650	127,550	134,500
Supplies & Services		873,300	841,500	972,500
		<hr/> 1,007,950	<hr/> 969,050	<hr/> 1,107,000
Less Income		(843,050)	(811,050)	(942,050)
	<u>Sub-total</u>	<hr/> 164,900	<hr/> 158,000	<hr/> 164,950
Central, Departmental & Technical Support Services		65,300	60,500	63,000
	<u>TO SUMMARY</u>	<hr/> 230,200	<hr/> 218,500	<hr/> 227,950

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

		2017/18 ESTIMATE		2018/19
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
10. PRIVATE SECTOR				
<u>HOUSING STANDARDS</u>				
Employees		54,250	51,400	53,050
Less Income		(1,700)	(1,700)	(1,700)
	<u>Sub-total</u>	52,550	49,700	51,350
Central, Departmental & Technical Support Services		25,000	23,550	24,450
	<u>TO SUMMARY</u>	77,550	73,250	75,800
11. HOME IMPROVEMENT AGENCY				
Employees		5,950	5,700	6,000
Supplies & Services		550	350	100
	<u>Sub-total</u>	6,500	6,050	6,100
Central, Departmental & Technical Support Services		2,250	2,000	2,100
	<u>TO SUMMARY</u>	8,750	8,050	8,200
12. PUBLIC HEALTH ACT 1984				
Employees		800	750	800
Third Party Payments		2,500	2,500	2,500
	<u>Sub-total</u>	3,300	3,250	3,300
Central, Departmental & Technical Support Services		800	750	850
	<u>TO SUMMARY</u>	4,100	4,000	4,150

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
13. <u>ENVIRONMENTAL PROTECTION ACT</u>			
Employees	24,050	23,050	23,150
Less Income	(11,350)	(9,400)	(9,400)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	12,700	13,650	13,750
Central, Departmental & Technical Support Services	17,400	16,200	16,550
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	30,100	29,850	30,300
	<hr/>	<hr/>	<hr/>
14. <u>ENVIRONMENTAL PROTECTION</u>			
Employees	174,350	168,150	170,100
Supplies & Services	6,000	7,350	5,950
Third Party Payments	14,000	37,950	13,950
	<hr/>	<hr/>	<hr/>
	194,350	213,450	190,000
Less Income	(3,750)	(2,750)	(2,750)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	190,600	210,700	187,250
Central, Departmental & Technical Support Services	103,950	97,550	100,350
Depreciation & Impairment	1,850	1,850	1,850
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	296,400	310,100	289,450
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

		2017/18 ESTIMATE		2018/19
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
15. <u>FOOD & SAFETY</u>				
Employees		207,400	202,950	205,200
Supplies & Services		3,900	3,500	3,700
Third Party Payments		200	100	100
		<hr/>	<hr/>	<hr/>
		211,500	206,550	209,000
Less Income		(5,150)	(2,650)	(5,150)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	206,350	203,900	203,850
Central, Departmental & Technical Support Services		141,100	133,050	137,700
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	347,450	336,950	341,550
		<hr/>	<hr/>	<hr/>
16. <u>PUBLIC HEALTH</u>				
Employees		133,650	166,150	165,600
Supplies & Services		45,200	30,000	30,000
		<hr/>	<hr/>	<hr/>
		178,850	196,150	195,600
Less Income		(138,150)	(152,000)	(152,000)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	40,700	44,150	43,600
Central, Departmental & Technical Support Services		61,700	73,650	80,000
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	102,400	117,800	123,600
		<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

SUMMARY

	2017/18 ESTIMATE		2018/19
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. REFUSE COLLECTION	1,373,700	1,349,150	1,398,750
2. RECYCLING	1,360,950	1,319,650	1,406,900
3. STREET SCENE	1,460,850	1,457,050	1,520,100
4. PUBLIC CONVENIENCES	260,550	267,200	251,650
5. PEST CONTROL	24,750	24,100	24,550
6. TONBRIDGE & MALLING LEISURE TRUST	226,150	256,050	95,450
7. LARKFIELD LEISURE CENTRE	951,200	968,800	1,206,800
8. ANGEL CENTRE	308,800	351,900	343,850
9. TONBRIDGE SWIMMING POOL	667,550	754,950	772,200
10. POULT WOOD GOLF CENTRE	174,600	210,700	230,450
11. SPORTS GROUNDS	426,200	432,650	452,450
12. PLEASURE GROUNDS & OPEN SPACES	695,600	715,000	684,550
13. ALLOTMENTS	10,400	8,800	8,300
14. CHURCHYARDS	10,400	10,300	10,450
15. CEMETERY	72,650	77,050	78,900
16. YOUTH & PLAY DEVELOPMENT	77,150	74,500	71,650
17. SPORTS DEVELOPMENT	64,400	61,250	57,200
18. EVENTS DEVELOPMENT	73,500	63,100	63,650
19. LEISURE MARKETING / PROMOTION	177,400	171,550	168,850
20. PARKING SERVICES	(1,117,700)	(1,455,150)	(1,453,300)
21. TRANSPORTATION	89,800	111,500	81,600
22. SECURITY SERVICES MANAGEMENT (CCTV)	69,600	71,800	72,900
23. BOROUGH DRAINAGE & LAND DRAINAGE RELATED WORK	56,650	84,900	108,300
24. CIVIL CONTINGENCIES	75,750	82,600	86,400
	<hr/>	<hr/>	<hr/>
	7,590,900	7,469,400	7,742,600
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

1. REFUSE COLLECTION

	2017/18 ESTIMATE		2018/19 ESTIMATE
	ORIGINAL £	REVISED £	£
Employees	112,000	112,000	114,050
Premises Related Expenses	30,400	45,050	30,800
Supplies & Services	18,050	8,050	8,050
Third Party Payments	1,190,550	1,163,500	1,220,300
	<hr/>	<hr/>	<hr/>
	1,351,000	1,328,600	1,373,200
Less Income	(106,500)	(106,500)	(108,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,244,500	1,222,100	1,265,200
Central, Departmental & Technical Support Services	79,000	76,800	80,600
Depreciation & Impairment	50,200	50,250	52,950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,373,700	1,349,150	1,398,750
	<hr/>	<hr/>	<hr/>

2. RECYCLING

Employees	108,300	109,350	111,350
Premises Related Expenses	17,950	17,950	17,950
Transport Related Expenses	139,200	141,500	134,000
Supplies & Services	15,800	15,800	39,750
Third Party Payments	1,487,450	1,474,350	1,544,900
	<hr/>	<hr/>	<hr/>
	1,768,700	1,758,950	1,847,950
Less Income	(544,500)	(572,600)	(578,550)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,224,200	1,186,350	1,269,400
Central, Departmental & Technical Support Services	74,300	70,950	74,450
Depreciation & Impairment	62,450	62,350	63,050
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,360,950	1,319,650	1,406,900
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

3. STREET SCENE

	2017/18 ESTIMATE		2018/19
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Employees	115,750	115,900	117,950
Supplies & Services	126,850	126,850	130,100
Third Party Payments	1,234,650	1,234,000	1,290,400
	<hr/>	<hr/>	<hr/>
	1,477,250	1,476,750	1,538,450
Less Income	(94,350)	(94,550)	(96,800)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,382,900	1,382,200	1,441,650
Central, Departmental & Technical Support Services	77,950	74,850	78,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,460,850	1,457,050	1,520,100
	<hr/>	<hr/>	<hr/>

4. PUBLIC CONVENIENCES

Employees	16,650	16,950	17,300
Premises Related Expenses	89,400	96,200	77,700
Third Party Payments	63,200	63,200	65,100
	<hr/>	<hr/>	<hr/>
	169,250	176,350	160,100
Less Income	(200)	(200)	(200)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	169,050	176,150	159,900
Central, Departmental & Technical Support Services	14,500	14,050	14,750
Depreciation & Impairment	77,000	77,000	77,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	260,550	267,200	251,650
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2017/18 ESTIMATE		2018/19 ESTIMATE
	ORIGINAL £	REVISED £	£
5. <u>PEST CONTROL</u>			
Employees	7,150	7,050	7,150
Supplies & Services	500	500	500
Financial Hardship Subsidy	2,000	2,000	2,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	9,650	9,550	9,650
Central, Departmental & Technical Support Services	15,100	14,550	14,900
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	24,750	24,100	24,550
	<hr/>	<hr/>	<hr/>
6. <u>TONBRIDGE & MALLING LEISURE TRUST</u>			
Employees	44,250	42,650	38,350
Third Party Payments	150,850	185,950	28,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	195,100	228,600	66,350
Central, Departmental & Technical Support Services	31,050	27,450	29,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	226,150	256,050	95,450
	<hr/>	<hr/>	<hr/>
7. <u>LARKFIELD LEISURE CENTRE</u>			
Employees	1,350	1,250	1,250
Premises Related Expenses	140,150	154,950	146,050
Third Party Payments	-	-	250,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	141,500	156,200	397,300
Central, Departmental & Technical Support Services	19,700	35,300	32,900
Depreciation & Impairment	790,000	777,300	776,600
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	951,200	968,800	1,206,800
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2017/18 ESTIMATE		2018/19 ESTIMATE
	ORIGINAL £	REVISED £	£
8. <u>ANGEL CENTRE</u>			
Employees	2,650	2,550	2,600
Premises Related Expenses	66,600	75,150	57,600
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	69,250	77,700	60,200
Central, Departmental & Technical Support Services	9,550	9,600	10,900
Depreciation & Impairment	230,000	264,600	272,750
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	308,800	351,900	343,850
	<hr/>	<hr/>	<hr/>
9. <u>TONBRIDGE SWIMMING POOL</u>			
Employees	2,650	2,550	2,600
Premises Related Expenses	219,200	240,600	252,850
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	221,850	243,150	255,450
Central, Departmental & Technical Support Services	13,300	12,900	13,450
Depreciation & Impairment	432,400	498,900	503,300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	667,550	754,950	772,200
	<hr/>	<hr/>	<hr/>
10. <u>POULT WOOD GOLF CENTRE</u>			
Employees	2,650	1,550	1,600
Premises Related Expenses	46,400	57,800	69,850
Transport Related Expenses	5,300	2,850	2,150
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	54,350	62,200	73,600
Central, Departmental & Technical Support Services	9,900	9,100	9,500
Depreciation & Impairment	110,350	139,400	147,350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	174,600	210,700	230,450
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2017/18 ESTIMATE		2018/19
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
11. <u>SPORTS GROUNDS</u>			
Employees	38,000	37,800	36,950
Premises Related Expenses	47,800	41,550	46,900
Transport Related Expenses	2,300	2,150	1,950
Supplies & Services	11,100	24,950	153,600
Third Party Payments	223,300	229,650	239,150
	<hr/>	<hr/>	<hr/>
	322,500	336,100	478,550
Less Income	(26,300)	(37,900)	(164,200)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	296,200	298,200	314,350
Central, Departmental & Technical Support Services	32,050	36,950	37,500
Depreciation & Impairment	97,950	97,500	100,600
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	426,200	432,650	452,450
	<hr/>	<hr/>	<hr/>
12. <u>PLEASURE GROUNDS & OPEN SPACES</u>			
Employees	193,850	185,550	185,950
Premises Related Expenses	117,450	143,000	118,450
Transport Related Expenses	2,650	2,150	1,900
Supplies & Services	65,100	87,700	79,950
Third Party Payments	230,350	231,550	236,350
	<hr/>	<hr/>	<hr/>
	609,400	649,950	622,600
Less Income	(141,450)	(164,150)	(165,800)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	467,950	485,800	456,800
Central, Departmental & Technical Support Services	122,100	122,900	130,150
Depreciation & Impairment	105,550	106,300	97,600
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	695,600	715,000	684,550
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

		2017/18 ESTIMATE		2018/19
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
13. <u>ALLOTMENTS</u>				
Employees		300	300	300
Premises Related Expenses		100	50	100
Third Party Payments		5,100	5,100	5,100
		<hr/>	<hr/>	<hr/>
		5,500	5,450	5,500
Less Income		(50)	-	-
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	5,450	5,450	5,500
Central, Departmental & Technical Support Services		2,550	700	700
Depreciation & Impairment		2,400	2,650	2,100
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	10,400	8,800	8,300
		<hr/>	<hr/>	<hr/>
14. <u>CHURCHYARDS</u>				
Employees		2,250	2,200	2,150
Premises Related Expenses		2,150	2,150	2,150
Third Party Payments		4,050	4,050	4,150
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	8,450	8,400	8,450
Central, Departmental & Technical Support Services		1,950	1,900	2,000
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	10,400	10,300	10,450
		<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

		2017/18 ESTIMATE		2018/19
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
15. <u>CEMETERY</u>				
Employees		24,050	23,850	23,350
Premises Related Expenses		17,550	21,450	26,800
Supplies & Services		2,100	2,100	2,100
Third Party Payments		62,850	62,850	60,300
		<hr/>	<hr/>	<hr/>
		106,550	110,250	112,550
Less Income		(71,800)	(72,400)	(74,500)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	34,750	37,850	38,050
Central, Departmental & Technical Support Services		17,650	18,950	19,550
Depreciation & Impairment		20,250	20,250	21,300
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	72,650	77,050	78,900
		<hr/>	<hr/>	<hr/>
16. <u>YOUTH & PLAY DEVELOPMENT</u>				
Employees		27,300	27,750	23,750
Supplies & Services		27,000	27,000	27,000
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	54,300	54,750	50,750
Central, Departmental & Technical Support Services		22,850	19,750	20,900
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	77,150	74,500	71,650
		<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

		2017/18 ESTIMATE		2018/19
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
17. <u>SPORTS DEVELOPMENT</u>				
Employees		37,400	37,550	32,150
Supplies & Services		5,000	15,500	5,000
		<hr/>	<hr/>	<hr/>
		42,400	53,050	37,150
Less Income		(500)	(11,000)	(500)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	41,900	42,050	36,650
Central, Departmental & Technical Support Services		22,500	19,200	20,550
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	64,400	61,250	57,200
		<hr/>	<hr/>	<hr/>
18. <u>EVENTS DEVELOPMENT</u>				
Employees		29,000	28,250	25,500
Supplies & Services		26,800	26,800	26,800
		<hr/>	<hr/>	<hr/>
		55,800	55,050	52,300
Less Income		-	(7,000)	(5,000)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	55,800	48,050	47,300
Central, Departmental & Technical Support Services		17,700	15,050	16,350
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	73,500	63,100	63,650
		<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2017/18 ESTIMATE		2018/19
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
19. <u>LEISURE MARKETING / PROMOTION</u>			
Employees	79,200	77,900	74,050
Supplies & Services	43,750	39,750	37,750
	<hr/>	<hr/>	<hr/>
	122,950	117,650	111,800
Less Income	(5,000)	-	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	117,950	117,650	111,800
Central, Departmental & Technical Support Services	59,100	53,550	57,000
Depreciation & Impairment	350	350	50
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	177,400	171,550	168,850
	<hr/>	<hr/>	<hr/>
20. <u>PARKING SERVICES</u>			
Employees	407,450	401,450	414,350
Premises Related Expenses	353,100	353,200	390,000
Transport Related Expenses	9,250	11,200	10,950
Supplies & Services	878,300	672,600	845,850
	<hr/>	<hr/>	<hr/>
	1,648,100	1,438,450	1,661,150
Less Income	(3,218,550)	(3,331,850)	(3,564,250)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(1,570,450)	(1,893,400)	(1,903,100)
Central, Departmental & Technical Support Services	354,100	325,700	339,950
Depreciation & Impairment	98,650	112,550	109,850
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(1,117,700)	(1,455,150)	(1,453,300)
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

		2017/18 ESTIMATE		2018/19
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
21. <u>TRANSPORTATION</u>				
Employees		59,950	57,300	59,450
Premises Related Expenses		18,850	32,150	18,750
Supplies & Services		13,100	25,100	5,100
		<hr/>	<hr/>	<hr/>
		91,900	114,550	83,300
Less Income		(42,000)	(42,400)	(42,000)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	49,900	72,150	41,300
Central, Departmental & Technical Support Services		35,900	35,350	37,350
Depreciation & Impairment		4,000	4,000	2,950
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	89,800	111,500	81,600
		<hr/>	<hr/>	<hr/>
22. <u>SECURITY SERVICES MANAGEMENT</u>				
Employees		32,800	31,450	32,050
Premises Related Expenses		200	200	200
Supplies & Services		17,100	15,950	16,150
Third Party Payments		163,450	179,100	179,100
		<hr/>	<hr/>	<hr/>
		213,550	226,700	227,500
Less Income		(188,100)	(194,100)	(197,100)
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	25,450	32,600	30,400
Central, Departmental & Technical Support Services		28,650	26,300	27,750
Depreciation & Impairment		15,500	12,900	14,750
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	69,600	71,800	72,900
		<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

		2017/18 ESTIMATE		2018/19
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
23. <u>BOROUGH DRAINAGE</u>				
<u>& LAND DRAINAGE RELATED WORK</u>				
Employees		27,950	26,400	29,350
Supplies & Services		3,850	33,850	12,850
Third Party Payments		3,000	3,000	3,000
		<hr/>	<hr/>	<hr/>
<u>Sub-total</u>		34,800	63,250	45,200
Central, Departmental & Technical Support Services		21,750	21,550	23,100
Depreciation & Impairment		100	100	40,000
		<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>		56,650	84,900	108,300
		<hr/>	<hr/>	<hr/>
24. <u>CIVIL CONTINGENCIES</u>				
Employees		20,900	25,500	26,450
Supplies & Services		30,900	30,600	32,050
		<hr/>	<hr/>	<hr/>
		51,800	56,100	58,500
Less Income		(6,500)	(6,800)	(6,900)
		<hr/>	<hr/>	<hr/>
<u>Sub-total</u>		45,300	49,300	51,600
Central, Departmental & Technical Support Services		30,450	33,300	34,800
		<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>		75,750	82,600	86,400
		<hr/>	<hr/>	<hr/>

Capital Plan: List A Service Summary									
	Expenditure To 31/03/17	2017/18 Estimate inc Prior Year Slippage	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Planning, Housing & Environmental Health	0	30	30	30	155	155	155	155	710
Street Scene, Leisure & Technical Services	906	329	1,708	130	630	130	130	130	4,093
Corporate	27	405	90	30	30	30	30	30	672
Sub-total	933	764	1,828	190	815	315	315	315	5,475
Capital Renewals									
Planning, Housing & Environmental Health	n/a	1	0	16	0	0	0	13	30
Street Scene, Leisure & Technical Services	n/a	935	725	475	377	229	825	321	3,887
Corporate	n/a	185	598	229	230	165	389	202	1,998
Sub-total	n/a	1,121	1,323	720	607	394	1,214	536	5,915
Total	933	1,885	3,151	910	1,422	709	1,529	851	11,390

Capital Plan: List A
Planning, Housing and Environmental Health

	Expenditure To 31/03/17	2017/18 Estimate inc Prior Year Slippage	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	Scheme Total
Capital Plan Schemes	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Housing	n/a	30	30	30	155	155	155	155	710
Sub-total	0	30	30	30	155	155	155	155	710
Capital Renewals	n/a	1	0	16	0	0	0	13	30
Total Planning, Housing and Environmental Health	0	31	30	46	155	155	155	168	740

Capital Plan: List A
Planning, Housing and Environmental Health

	Code	Expenditure To 31/03/17	2017/18 Estimate inc Prior Year Slippage	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	Scheme Total
Housing		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Disabled Facility Grants										
(i) Mandatory Grants Less repayments	P03AC	n/a	670	775	775	775 (10)	750 (10)	710 (10)	665 (10)	5,120 (40)
(ii) Discretionary Grants	P03AT	n/a	25	25	25	25				100
(iii) Government Grant		n/a	(695)	(800)	(800)	(665)	(615)	(575)	(530)	(4,680)
Sub-total		n/a	0	0	0	125	125	125	125	500
(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
Total Housing to Summary		n/a	30	30	30	155	155	155	155	710
Capital Renewals										
(c) Environmental Protection	P02EBCR01	n/a	1		15				11	27
Provision for Inflation	P02EZ	n/a			1				2	3
Total Capital Renewals to Summary		n/a	1	0	16	0	0	0	13	30

Capital Plan: List A	
Planning, Housing and Environmental Health	

	Key Priorities & Improvement Themes or [CA & P]	
Housing (a) Disabled Facility Grants (i) Mandatory Grants (ii) Discretionary Grants	[CA&P: 5c]	<p>Figures across the three financial years 2017/18 to 2019/20 reflect an enhanced level of Government grant received / anticipated under the current four year Local Government Settlement. Part of this enhanced support for disabled facility adaptations is being used to fund a project to 2019/20 in support of the West Kent Hospital Discharge Scheme and an Occupational Therapist (see Private Sector Housing Renewal revenue budget). Government support in 2020/21 and beyond will be informed by the next Local Government Spending Review. Gross expenditure in the final year of the Plan (2023/24) reflects the historic norm of £665,000, as the current approved Capital Plan. Adjustments to anticipated grant / repayments in that year have reduced the net cost met by the Council from £175,000 to £125,000, representing a saving of £50,000 per annum.</p> <p>A discretionary disabled facilities budget introduced to utilise the higher than expected Government grant received / anticipated in the four year period 2016/17 to 2019/20.</p>
(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.
Capital Renewals (c) Environmental Protection	[CA&P: 10a (key)]	Provisions for replacement of sound and gas analysers.

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

	Expenditure To 31/03/17	2017/18 Estimate inc Prior Year Slippage	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Street Scene	n/a	105	92	92	92	92	92	92	657
Leisure									
Larkfield Leisure Centre	357	13	505	0	0	0	0	0	875
Sports Grounds	0	32	60	0	0	0	0	0	92
Open Spaces	0	17	0	0	0	0	0	0	17
Other Leisure Schemes	114	14	23	8	8	8	8	8	191
Technical Services									
Car Parking	12	114	30	30	30	30	30	30	306
Transportation	376	13	0	0	0	0	0	0	389
Land Drainage / Flood Defence	47	21	998	0	500	0	0	0	1,566
Sub-total	906	329	1,708	130	630	130	130	130	4,093
Capital Renewals	n/a	935	725	475	377	229	825	321	3,887
Total Street Scene, Leisure & Technical Services	906	1,264	2,433	605	1,007	359	955	451	7,980

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

	Code	Expenditure To 31/03/17	2017/18 Estimate inc Prior Year Slippage	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Street Scene										
(a) Green Waste Bins Growth / Replacement	P02BC	n/a	33	31	31	31	31	31	31	219
(b) Refuse Bins Growth / Replacement	P02DA	n/a	72	61	61	61	61	61	61	438
Total Street Scene to Summary		n/a	105	92	92	92	92	92	92	657
Larkfield Leisure Centre										
(c) Refurbishment of Lifestyles Health Suite Less TMLT Contribution	P05LL	419 (62)	13							432 (62)
Sub-total		357	13	0	0	0	0	0	0	370
(d) Ventilation and Boiler Replacement	P05LP			505						505
Total Larkfield Leisure Centre to Summary		357	13	505	0	0	0	0	0	875
Sports Grounds										
(e) Tonbridge School Athletics Track Improvements Less Developer Contributions	P05DC		11 (11)	150 (150)						161 (161)
Sub-total		0	0	0	0	0	0	0	0	0
(f) Racecourse Sports Ground Riverside Revetment Less Grants	P05DD		60 (28)	60						120 (28)
Sub-total		0	32	60	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. Provision may need to be } reviewed for 2019/20 onwards subject to outcome of the Waste Services Contract retender.
(b) Refuse Bins Growth / Replacement	[CA&P: 9a]	
Larkfield Leisure Centre		
(c) 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.
(d) Ventilation and Boiler Replacement	H & Safety, protect existing income, reduce exp.	To repair / replace the current ventilation system serving the leisure pool and boilers serving both the leisure pool and main building.
Sports Grounds		
(e) 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. Additional £11,000 funding in 17/18 required to progress works to track floodlights to enable use of track throughout whole year.
(f) Racecourse Sports Ground Riverside Revetment	Health & Safety	Replace sections of the existing wooden revetment which is failing and causing erosion of the riverbank at Tonbridge Racecourse Sports Ground. Scheme is part funded by grant from the Environment Agency. Scheme being revised following outcome of tender.

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

	Code	Expenditure To 31/03/17	2017/18 Estimate inc Prior Year Slippage	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Sports Grounds Continued		0	32	60	0	0	0	0	0	92
(a) Racecourse Sports Grnd Rugby Pitch Drainage Less Developer Contributions	P05DE			25 (25)						25 (25)
Sub-total		0	0	0	0	0	0	0	0	0
Total Sports Grounds to Summary		0	32	60	0	0	0	0	0	92
Open Spaces										
(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 Car Park Extension Less Developer Contributions	P05FB			30 (30)						30 (30)
Sub-total		0	0	0	0	0	0	0	0	0
(d) Haysden Country Park Sewerage Treatment Less Developer Contributions	P05FC			75 (75)						75 (75)
Sub-total		0	0	0	0	0	0	0	0	0
(e) Leybourne Lakes CP Car Park Extension	P05FY		17							17
Total Open Spaces to Summary		0	17	0	0	0	0	0	0	17

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

	Key Priorities & Improvement Themes or [CA & P]	Notes
Sports Grounds Continued		
(a) Racecourse Sports Grnd Rugby Pitch Drainage	Externally funded	To improve drainage to the rugby pitches at Tonbridge Racecourse Sportsground that are currently subject to regular flooding to maintain and enhance their use. Funded in full from developer contributions. Project commencement subject to receipt of developer contributions.
Open Spaces		
(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 future of Frogbridge pavilion.
(c) Haysden Country Park Car Park Extension	Income generating	Replacement of the current temporary overflow parking area in Tile Barn Field with a hard surface to allow parking at peak times throughout the entire year, including when the ground conditions are wet. Scheme funded in full from developer contributions.
(d) Haysden Country Park Sewerage Treatment	Legislative requirement	To replace the existing Haysden Country Park sewage facility to meet current customer demand and legal environmental requirements. Scheme funded in full from developer contributions.
(e) Leybourne Lakes CP Car Park Extension	Income generating	Additional parking provision to meet peak demand. Scheme part funded by South East Water.

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

	Code	Expenditure To 31/03/17	2017/18 Estimate inc Prior Year Slippage	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Other Leisure Schemes										
(a) Tonbridge Cemetery Memorial Safety Less Developer Contributions	P05KV	92 (3)	4	15						111 (3)
Sub-total		89	4	15	0	0	0	0	0	108
(b) Tonbridge Cemetery Path Works Less Developer Contributions	P05KD			15 (15)						15 (15)
Sub-total		0	0	0	0	0	0	0	0	0
(c) Tonbridge Memorial Garden Improvement Less Fund Raising & Developer Contrib'ns	P05KA	334 (309)	3 (3)							337 (312)
Sub-total		25	0	0	0	0	0	0	0	25
(d) Ton to Penshurst Cycle Route Refurbishment Less Developer Contributions	P05KL			60 (60)						60 (60)
Sub-total		0	0	0	0	0	0	0	0	0
(e) Community Group Funding	P05KS	n/a	10	8	8	8	8	8	8	58
Total Other Leisure Schemes to Summary		114	14	23	8	8	8	8	8	191

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. 2017/18 provision relates to work on tombs
(b) Tonbridge Cemetery Path Works	Health & Safety	A recent review of the Cemetery by the Council's Health & Safety Officer identified a need to upgrade a section of path within the site. Works to be undertaken Spring 2018. Scheme funded in full from developer contributions.
(c) Tonbridge 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 of £250,000 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. 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 has also been enhanced. Scheme completed.
(d) Ton to Penshurst Cycle Route Refurbishment	Health & Safety	Refurbishment of a section of the cycle route that runs through Tonbridge Racecourse Sportsground. Scheme funded in full from developer contributions.
(e) Community Group Funding	[CA&P: 7b,7c,7d, 8a(key)]	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. Includes Tonbridge Allotments and Gardens Association, Woodland Walk, Platt Wood and Basted Mill management groups.

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

	Code	Expenditure To 31/03/17	2017/18 Estimate inc Prior Year Slippage	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	Scheme Total
Car Parking		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Existing Car Parks Improvement Programme	P01AB	n/a	86	30	30	30	30	30	30	266
(b) Car Parking Action Plan										
(i) Phase 8	P01AV	12	8							20
(ii) Phase 9	P01AW		20							20
Total Car Parking to Summary		12	114	30	30	30	30	30	30	306
Transportation										
(c) Local Transport Plan Partnership Programme Less Grants & Contributions	P01ED	215 (9)	9							224 (9)
Sub-total		206	9	0	0	0	0	0	0	215
(d) Community Partnership Initiatives	P06FE	170	4							174
Total Transportation to Summary		376	13	0	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) Existing Car Parks Improvement Programme	2(Key), 2e, 2f, 2h	An annual provision for capital investment in our off-street car parks to ensure that their condition is adequate for health & safety, legislation, the needs of our customers and income generation.
(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 8		Action plan to be drawn from the Member endorsed on-street waiting list. May include reviews and refinements of existing plan schemes.
(ii) Phase 9		Notes as Phase 8. Budget provision for subsequent phases and for the ongoing review of existing parking action plans is now included in the revenue estimates (see Street Scene, Leisure and Technical Services revenue estimates: On-street Parking Services).
Transportation		
(c) 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.
(d) Community Partnership Initiatives	[CA&P: 8a(key), 8b, 13c]	Scheme complete.

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

	Code	Expenditure To 31/03/17	2017/18 Estimate inc Prior Year Slippage	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	Scheme Total
Land Drainage / Flood Defence		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Drainage Improvement Programme Less DEFRA Grant and other Income Sub-total	P01HR	75 (30) 45	21							96 (30) 66
(b) Wouldham River Wall	P01HS	2		998						1,000
(c) Tonbridge Castle River Bank Less Environment Agency Grant Sub-total	P01HT	120 (120) 0	2 (2) 0							122 (122) 0
(d) Leigh Flood Storage Area	P01HV					500				500
Total Land Drainage / Flood Defence to Summary		47	21	998	0	500	0	0	0	1,566

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

	Key Priorities & Improvement Themes or <i>JCA & PI</i>	Notes
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. £6,000 has been vired under delegated authority to part fund the replacement of lamp columns on the cycle way near Bradford Street car park.
(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. Movement in wall currently being monitored by external consultant to determine timing of works.
(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 completed at a gross cost of £122,000. The balance of grant funding of £28,000 is being used to address revetment works needed to the river bank adjacent to the Racecourse Sportsground.
(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 31/03/17	2017/18 Estimate inc Prior Year Slippage	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	Scheme Total
Capital Renewals		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Street Scene - Recycling Initiatives	P02EBCR02	n/a	3	3	146	3	3	3	3	164
Sports Grounds & Open Spaces	P05KGBC05	n/a	113	162	177	70	63	165	62	812
Technical Services:										
(a) CCTV	P01BA	n/a	16	14	14	14	14	14	14	100
(b) Car Parking	P01JF	n/a	141			33		9	16	199
Provision for Inflation		n/a	273	179	337	120	80	191	95	1,275
Sub-total			n/a	5	17	9	7	22	13	73
			273	184	354	129	87	213	108	1,348
Leisure Centres:										
(c) Angel Centre	P05KGBC01	n/a	245	232	30	36	39	213	77	872
(d) Larkfield Leisure Centre	P05KGBC02	n/a	427	178	77	83	62	322	101	1,250
(e) Tonbridge Swimming Pool	P05KGBC04	n/a	74	128	17	79	35	89	50	472
(f) Poult Wood Golf										
Grounds Maintenance	P05KGBC06	n/a	90	32	17	82	21	83	4	329
Clubhouse	P05KGBC03	n/a	47	58	6	29	17	11	15	183
Course	P05KGBC07	n/a		72	6			14	3	95
Provision for Inflation	P05KZ	n/a	883	700	153	309	174	732	250	3,201
Savings Target (assumes 25%)		n/a	n/a	21	8	22	16	84	34	185
Sub-total			(221)	(180)	(40)	(83)	(48)	(204)	(71)	(847)
			662	541	121	248	142	612	213	2,539
Total Capital Renewals to Summary		n/a	935	725	475	377	229	825	321	3,887

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]	The "Bring Site" recycling service is subject to review as part of the Waste Services contract retender. Dependent on the outcome, the £143,000 provision for replacement of the two recycling vehicles in 2019/20 may not be required.
Sports Grounds & Open Spaces	[CA&P: 7b, 7d, 18a]	2017/18 includes play equipment safety surfacing at Tonbridge Racecourse Sportsground, Tonbridge Farm Sportsground 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	2017/18 provision includes replacement of all car parking ticket machines.
Leisure Centres: (c) Angel Centre	[CA&P: 7b, 7d, 18a]	}
(d) Larkfield Leisure Centre		}
(e) Tonbridge Swimming Pool		} Provision for the replacement of life expired assets (sports and other equipment) used at leisure facilities.
(f) 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 31/03/17	2017/18 Estimate inc Prior Year Slippage	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Land and Property	10	0	60	0	0	0	0	0	70
Information Technology Initiatives	20	402	30	30	30	30	30	30	602
Other	(3)	3	0	0	0	0	0	0	0
Sub-total	27	405	90	30	30	30	30	30	672
Capital Renewals	n/a	185	598	229	230	165	389	202	1,998
Total Corporate	27	590	688	259	260	195	419	232	2,670

Capital Plan: List A Corporate										
	Code	Expenditure To 31/03/17	2017/18 Estimate inc Prior Year Slippage	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 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	60	0	0	0	0	0	70
Information Technology Initiatives (b) General IT Developments	P06DA	n/a	30	30	30	30	30	30	30	210
(c) Revenues & Benefits Document Management Less Government Grant	P06DG	49 (49)	3 (3)							52 (52)
Sub-total		0	0	0	0	0	0	0	0	0
(d) Housing Services Document Management Less Government Grant	P06DH	28 (8)	12							40 (8)
Sub-total		20	12	0	0	0	0	0	0	32
(e) Council Chamber Conference System	P06ER		95							95
(f) Virtual Desktop Infrastructure	P06ET		200							200
(g) Revenues and Benefits IT Digital Solution	P06EW		65							65
Total Information Technology Initiatives to Summary		20	402	30	30	30	30	30	30	602
Other (h) Local Strategic Partnership Less Performance Reward Grant	P06FJ	146 (149)	3							149 (149)
Sub-total		(3)	3	0	0	0	0	0	0	0
Total Other to Summary		(3)	3	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 (b) General IT Developments	[CA&P: 17a, 17b, 2c]	Global provision for identified IT developments with estimated expenditure of less than £5,000 each.
(c) 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.
(d) 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.
(e) Council Chamber Conference System	Maintain 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.
(g) Revenues and Benefits IT Digital Solution	Cost Saving	IT digital solution which all staff in the service can readily access and improvements to online presentation of information and 24/7 access for tax payers.
Other (h) Local Strategic Partnership	[CA&P: 13a(key)]	Capital element of Performance Reward grant received in 2008/09 and 2009/10.

Capital Plan: List A Corporate										
	Code	Expenditure To 31/03/17	2017/18 Estimate inc Prior Year Slippage	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	Scheme Total
Capital Renewals	P06FA	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) General										
Departmental Administration	GR01	n/a	5	21		3	16			45
Council Offices	GR02	n/a				2	15			17
Print Unit	GR03	n/a		129		29		7		165
Photocopiers	GR04	n/a								0
Telephones	GR05	n/a		3	5			3	2	13
Snack Facilities	GR06	n/a		5					3	8
Tonbridge Christmas Lighting	GR09	n/a		32						32
Elections	GR10	n/a						27		27
Sub-total		n/a	5	190	5	34	31	37	5	307
(b) Information Technology	P06FB		43	48						91
Desktop Hardware	FB10	n/a	6	6	22	6	6	16	16	78
Mobile Hardware	FB20	n/a	36	18	5	5	30	22	5	121
Computer Suite	FB30	n/a	37	141	80	26	26	216	37	563
Other Hardware	FB40	n/a	3	14	14	14	3	3	3	54
Network	FB50	n/a	4	113	41	79	4	4	61	306
Corporate Software	FB60	n/a	7	7	7	7	7	7	7	49
Operational Software	FB70	n/a	20	20	20	20	20	20	20	140
User Software	FB80	n/a	24	24	24	24	24	24	24	168
Sub-total		n/a	180	391	213	181	120	312	173	1,570
Provision for Inflation	P06FZ	n/a		17	11	15	14	40	24	121
Total Capital Renewals to Summary		n/a	185	598	229	230	165	389	202	1,998

Capital Plan: List A Corporate		
	Key Priorities & Improvement Themes or [CA & P]	Notes
Capital Renewals	<i>[CA&P: 2c, 17a, 17b]</i>	
(a) General		}
Departmental Admin		}
Council Offices		}
Print Unit		}
Photocopiers		} Provision for the renewal of life-expired or obsolete equipment. Subject to annual review. Provisions for the purchase of replacement photocopiers deleted from 2017/18 onwards. Photocopiers now rented.
Telephones		}
Snack Facilities		}
Tonbridge Christmas Lighting		}
Elections		}
(b) Information Technology		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.

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:	2009/10
			► Acquisitive crime	
			► 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:	2002/10
			► In the area of the M20 between New Hythe Lane, Larkfield and Hall Road, Aylesford.	
			► From 2005, at Tonbridge High Street, Watlingbury crossroads and London Road/Station Road, Ditton.	
			► From 2008, areas adjacent to the A20 in Larkfield, Ditton and Aylesford.	

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 1.4.2017	1,250,000
	<hr/>
Balance at 31.3.2019	1,250,000
	<hr/>

GENERAL REVENUE RESERVE

	£	£
Balance 1.4.2017		5,948,858
Budgeted to be transferred to the Reserve	434,500	
Decrease on Original Estimate	123,600	
	<hr/>	558,100
		<hr/>
Estimated Balance at 1.4.2018		6,506,958
Contribution to the Reserve 2018/19		433,400
		<hr/>
Estimated Balance at 31.3.2019		6,940,358

Tonbridge and Malling Borough Council
Estimate of Collection Fund Surplus / (Deficit) 2017/18 - Council Tax

		Estimate	
		£	£
<u>Income</u>			
Surplus / (Deficit) Brought Forward			1,108,189
Income from Council Tax Payers (Net of Discounts, CTR and Exemptions)			82,351,113
Total Income for the Year			83,459,302
<u>Expenditure</u>			
Precepts and Demands for 2017/18			
Kent County Council		57,619,401	
Police & Crime Commissioner for Kent		7,681,316	
Kent & Medway Fire & Rescue Authority		3,585,266	
Parishes		2,665,633	
Tonbridge & Malling Borough Council		9,654,030	81,205,646
Provision for Council Tax Non-Collection			445,000
Payments of Estimated Surplus for 2016/17			
Kent County Council		702,534	
Police & Crime Commissioner for Kent		94,324	
Kent & Medway Fire & Rescue Authority		44,638	
Tonbridge & Malling Borough Council		148,267	989,763
Total Expenditure for the Year			82,640,409
Estimated Surplus / (Deficit) for 2017/18			818,893
<u>Allocation of Estimated Surplus / (Deficit) for 2017/18</u>			
	Precepts 2017/18		Surplus / (Deficit)
	£	%	£
Kent County Council	57,619,401	70.95	581,005
Police & Crime Commissioner for Kent	7,681,316	9.46	77,467
Kent & Medway Fire & Rescue Authority	3,585,266	4.42	36,195
Tonbridge & Malling Borough Council	12,319,663	15.17	124,226
Total	81,205,646	100.00	818,893

Tonbridge and Malling Borough Council
Estimate of Collection Fund Surplus / (Deficit) 2017/18 - Business Rates

	Estimate	
	£	£
<u>Income</u>		
Surplus / (Deficit) Brought Forward		(649,649)
Income from Business Rate Payers		55,214,618
Recovery of Estimated Deficit for 2016/17		
Kent County Council	2,681	
Kent & Medway Fire & Rescue Authority	298	
Tonbridge & Malling Borough Council	11,914	
Central Government	14,892	29,785
Total Income for the Year		54,594,754
<u>Expenditure</u>		
Demands for 2017/18 based upon NNDR 1 2017/18		
Kent County Council	4,803,354	
Kent & Medway Fire & Rescue Authority	533,706	
Tonbridge & Malling Borough Council	21,348,238	
Central Government	26,685,297	53,370,595
Allowance for Losses - Bad Debts		500,000
Allowance for Losses - Appeals		442,000
Cost of Collection Allowance		162,575
Transitional Protection Payments		104,276
Total Expenditure for the Year		54,579,446
Estimated Surplus / (Deficit) for 2017/18		15,308
<u>Allocation of Estimated Surplus / (Deficit) for 2017/18</u>		
	Allocation	Surplus / (Deficit)
	%	£
Kent County Council	9	1,378
Kent & Medway Fire & Rescue Authority	1	153
Tonbridge & Malling Borough Council	40	6,123
Central Government	50	7,654
Total	100	15,308

Estimated Comprehensive Income and Expenditure Account 2017 - 2019

	2017/18		2018/19
	Original Estimate £	Revised Estimate £	Original Estimate £
Continuing Operations			
Corporate Services	3,316,600	3,713,500	4,054,800
Chief Executive	680,200	701,950	695,450
Director of Central Services	334,700	423,300	346,750
Director of Finance & Transformation	1,387,350	1,384,550	1,544,550
Director of Planning, Housing & Environmental Health	3,478,250	3,181,650	3,321,500
Director of Street Scene, Leisure & Technical Services	7,430,100	7,295,400	7,578,600
Net Cost of Services	16,627,200	16,700,350	17,541,650
Other Operating Expenditure			
Parish Council Precepts	2,665,633	2,665,633	2,779,637
Drainage Board Levies	394,800	394,800	440,200
Corporate Provisions for Bad Debts	5,000	5,000	5,000
Payments to Housing Capital Receipts Pool	1,000	1,000	1,000
Financing & Investing Income & Expenditure			
Trading Undertakings	(319,550)	(318,250)	(310,900)
Interest Payable & Similar Charges - Leases	75,800	89,000	79,000
Interest & Investment Income	(127,400)	(277,250)	(377,450)
IAS 19 Pension Costs	2,093,000	1,721,000	1,721,000
Taxation & Non-Specific Grant Income			
Council Tax Income	(12,319,663)	(12,319,663)	(12,935,278)
Collection Fund - Council Tax (Surplus)/Deficit	(148,267)	(148,267)	(124,226)
Collection Fund - Non Dom Rates (Surplus)/Deficit	11,914	11,914	(6,123)
National Non-Domestic Rate Distribution	(1,377,603)	(1,377,603)	(1,283,881)
General Government Grants	(4,212,964)	(4,245,764)	(4,810,529)
(SURPLUS) / DEFICIT ON PROVISION OF SERVICES	3,368,900	2,901,900	2,719,100

Estimated Movement in Reserves Statement 2017 -2019

	2017/18		2018/19
	Original Estimate General Fund & Reserves £	Revised Estimate General Fund & Reserves £	Original Estimate General Fund & Reserves £
BALANCE AT 1 APRIL	16,146,938	17,792,893	17,727,293
Total Comprehensive Income & Expenditure	(3,368,900)	(2,901,900)	(2,719,100)
Adjustments Between Accounting Basis & Funding Basis Under Regulations			
Depreciation of Non-Current Assets	3,000,100	3,149,470	3,203,800
Net Charges made for Retirement Benefits	1,688,000	1,903,000	1,934,000
Minimum Revenue Provision	(381,100)	(424,170)	(379,000)
Capital Exp. Charged to the General Fund	(2,076,000)	(1,793,000)	(3,112,000)
Capital Receipts	1,000	1,000	1,000
Net Increase / (Decrease) in Reserves	(1,136,900)	(65,600)	(1,071,300)
BALANCE AT 31 MARCH	15,010,038	17,727,293	16,655,993

2018/19