

2019/20

Revenue and Capital Budgets



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BUDGET STATEMENT 2019/20

1. Introduction

- 1.1 The revenue and capital budgets for 2019/20 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 65% or £4.3m (from £6.6m in 2010/11 to £2.3m in 2019/20).
- 1.3 The fall in core funding is, in part, negated by the grant award under the New Homes Bonus (NHB) scheme which in 2019/20 is around £3.5m. However, NHB funding is expected to fall sharply in future years as the changes made to the scheme 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 £1.8m and remains at **risk indefinitely**. It is our ambition to restructure the MTFS so it is not as reliant on NHB or its replacement.
- 1.4 The ongoing reduction in government grant funding has and continues to place ever increasing pressure on the Council's finances where latest projections point to a funding gap between expenditure and income of **circa £550,000** to be addressed over the period of the MTFS.
- 1.5 Beyond 2019/20, the 2019 Spending Review will determine the overall funding envelope for local government over the Spending Review period, the Fair Funding Review detailing how that funding is shaken down to individual councils and, in turn, business rates baselines and baseline funding levels. How we will fair at the end of that process is extremely difficult to predict at this stage. This uncertainty does little to aid medium term financial planning and it will be some time before the outcome of the above process is known. As a result the year 2019/20 could be seen as a **holding year**.
- 1.6 Dependent on the outcome of the 2019 Spending Review and the Fair Funding Review and what happens to NHB, there is a **risk** 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 this is becoming progressively more difficult.
- 1.7 That said, as in previous iterations of the MTFS the latest projected 'outstanding' funding gap can be broken down into tranches to enable

more measured steps to be taken and give time for the 2019 Spending Review and the Fair Funding Review to be concluded (tranche one £100,000 by 2020/21, tranche two £400,000 by 2024/25 and tranche three £50,000 by 2028/29).

- 1.8 It is probably worthwhile reiterating the year 2019/20 could be seen as a **holding year**, but at the same time **acknowledge** based on the latest projections a not insignificant funding gap remains to be addressed over the period of the MTFs.

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 £3.0m in the general revenue reserve (was £2.0m) 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]**. The purpose of the Strategy is to provide structure, focus and direction in addressing the financial challenge faced by the Council. In so doing, it recognises that there is no one simple solution and as a result we will need to adopt a number of ways to deliver the required savings and transformation contributions within an agreed timescale. A number of key themes have been identified, together with outline targets and timescales.

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 [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 2019/20 is **£209.50 (an increase of £6.08 or 2.99%)**. In setting this level of council tax, the Council is to make a contribution of **£450,600** to its General Revenue Reserve.
- 2.3.2 In respect of Government Grant including New Homes Bonus (see paragraph 3) in 2019/20 the Council is to receive based on its baseline funding level (see paragraph 11) £5,722,278, an increase of £174,040 or 3.1% 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 financial challenge faced by the Council.

3. Local Government Finance Settlement

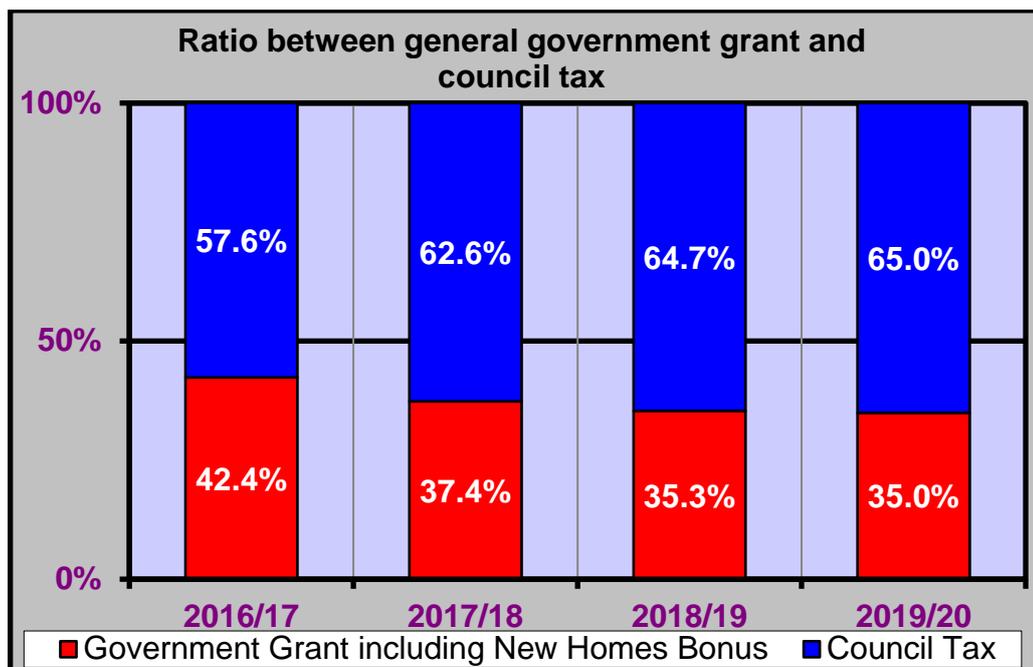
- 3.1 One of the external factors affecting the Council's budget is the level of Government Grant funding that is allocated to Tonbridge and Malling through the Local Government Finance Settlement.
- 3.2 Our Settlement Funding Assessment for 2019/20 is £2,264,850. This represents a cash decrease of £631,546 or 21.8% when compared to the equivalent figure of £2,896,396 in 2016/17 (year 1 of a 4-year settlement).
- 3.3 In addition, the Council's grant award under the New Homes Bonus scheme in 2019/20 is £3,457,428. This represents a cash decrease of £390,452 or 10.1% 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 £1.8m).
- 3.4 A breakdown of the total grant funding into the various funding streams over the period 2016/17 to 2019/20 is set out in the table below.

	2016/17	2017/18	2018/19	2019/20	Cash Increase/ (Decrease)	
	£	£	£	£	£	%
Local Share of Business Rates (baseline)	2,106,525	2,149,532	2,214,110	2,264,850	158,325	7.5
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	2,264,850	(631,546)	(21.8)
New Homes Bonus	3,847,880	3,490,134	3,334,128	3,457,428	(390,452)	(10.1)
Total Grant Funding	6,744,276	5,756,867	5,548,238	5,722,278	(1,021,998)	(15.2)

3.5 As can be seen from the table our total grant funding is to decrease by £1,021,998 or 15.2% when compared to the equivalent figure for 2016/17.

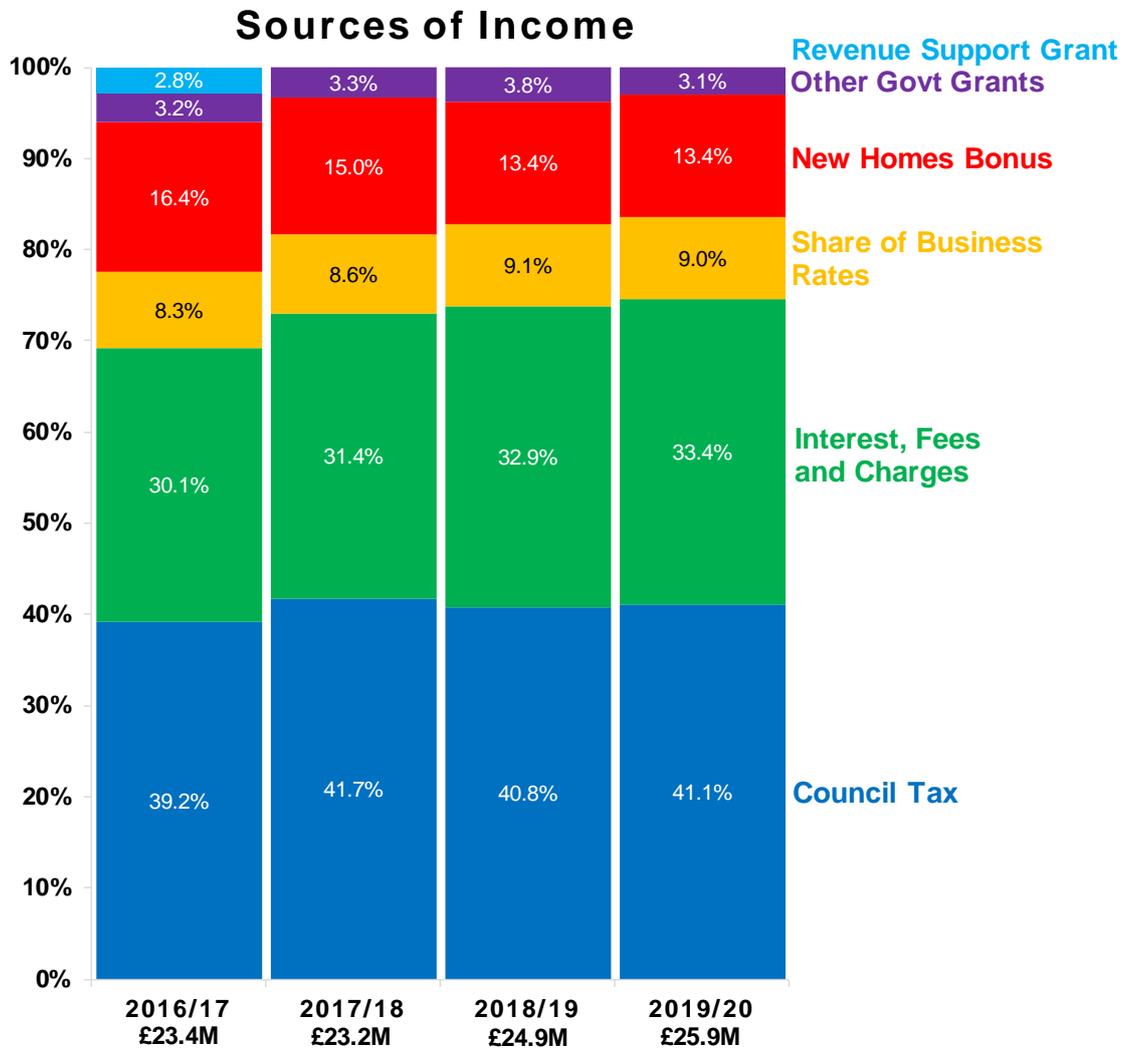
3.6 Of the twelve district councils in Kent, Tonbridge & Malling Borough Council receives **the lowest** Settlement Funding Assessment both in **total and per head**.

3.7 Government grant funding including New Homes Bonus continues the trend whereby the proportion of the Council's budget requirement met from council tax is increasing over time. The chart below shows the ratio between government grant and council tax.



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 2019/20 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 2019/20 (prior to any contribution to or from the revenue reserve) amounts to £13,653,000. A contribution of £450,600 is to be made to the revenue reserve giving £14,103,600 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 council tax and business rates are paid.
- 6.2 Each year we have to estimate the surplus / deficit on the collection fund in respect of council tax and then share this between the major precepting authorities including ourselves; and 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. These are known as collection fund adjustments.
- 6.3 The estimated **surplus** on the collection fund in respect of council tax at 31 March 2019 is £1,048,521, of which our share is £156,020.
- 6.4 The estimated **surplus** on the collection fund in respect of business rates at 31 March 2019 is £2,172,722, of which our share is £869,089. This is separate to the sums to be received under the 2018/19 Kent and Medway 100% Business Rates Retention Pilot.

7. Council Tax Base

- 7.1 The Council Tax base, as determined by the Director of Finance and Transformation was set at **50,820.61** band D equivalents for 2019/20.

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 2019/20 can be found on page 24.

9.2 In addition, details of Parish Council precepts for 2019/20 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 2019/20 is 50.4p compared to 49.3p for 2018/19. A lower rate of 49.1p (48.0p for 2018/19) 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 the year 2018/19 only the Kent & Medway Business Rates pilot.

11.3 For medium term financial planning purposes it is assumed that the Council will be on or around the baseline set.

12. Capital Estimates

12.1 The Borough Council's Capital Plan is shown on pages CP1 to CP29. This is the culmination of a review process which began in January 2019. The progress on existing Capital Plan schemes has been noted and Cabinet on 14 February 2019 recommended the inclusion of new capital plan 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.

13. Cabinet

13.1 Cabinet comprises the following Councillors:

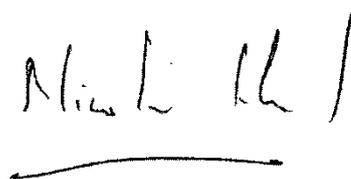
Cllr N Heslop	Leader and Economic Regeneration
Cllr M Coffin	Finance, Innovation and Property and Deputy Executive Leader
Cllr Mrs M Heslop	Community Services
Cllr D Lettington	Street Scene and Environment Services
Cllr P Montague	Housing
Cllr H Rogers	Strategic Planning and Infrastructure

14. Acknowledgement

14.1 The formulation of the Budget for 2019/20, 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 2019/20, and the updated Medium Term Financial Strategy and Savings and Transformation 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.



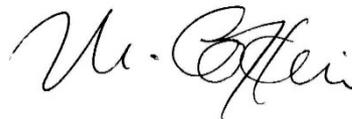
Julie Beilby
Chief Executive



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 2019/20 – 2028/29

INTRODUCTION

The Council continues to face a significant financial challenge as a result of the Government's ongoing budget deficit reduction programme which has resulted in reductions in the financial support it can offer to local government. We believe, however, 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 this is becoming progressively more difficult.

This Medium Term Financial Strategy represents an update to the strategy approved by Council on 20 February 2018. The update has been prepared given the circumstances prevailing in February 2019. 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 2019/20.

Alongside the MTFs sits a Savings and Transformation Strategy. The purpose of the Strategy is to provide structure, focus and direction in addressing the financial challenge faced by the Council. In so doing, it recognises that there is no one simple solution and as a result we will need to adopt a number of ways to deliver the required savings and transformation contributions within an agreed timescale. A number of key themes have been identified, together with outline targets and timescales.

FINANCIAL CONTEXT

The Council's *notional* Band D tax rate for 2019/20 is £209.50 (an increase of £6.08 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 £450,600.

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 £2,264,850 in 2019/20. This is a decrease of £631,546 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 2019/20 is £3,457,428. This is a decrease of £390,452 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 work their way through the system, and the high levels of housing growth seen in recent years fall out of the calculation.

The ongoing reduction in government grant funding has and continues to place ever increasing pressure on the Council's finances where latest projections point to a funding gap between expenditure and income of **circa £550,000** to be addressed over the period of the MTFS.

Funding beyond 2019/20 **dependent** on the outcome of the 2019 Spending Review and the Fair Funding Review and what happens to NHB. How we will fair at the end of that process is extremely difficult to predict at this stage. 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.

That said, as in previous iterations of the MTFS the latest projected 'outstanding' funding gap can be broken down into tranches to enable more measured steps to be taken and give time for the 2019 Spending Review and the Fair Funding Review to be concluded (tranche one £100,000 by 2020/21, tranche two £400,000 by 2024/25 and tranche three £50,000 by 2028/29).

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. In 2019/20 and for one year only the annual allowance is £525,000 returning to £200,000 over the remainder of the capital plan review period 2020/21 to 2024/25. Based on current projections, from 2025/26 the Council may need to borrow to fund such expenditure.

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 £3.0m 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 2019/20 to 2028/29 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 2024/25.

The Strategy should be read in conjunction with:

- The Treasury Management and Annual Investment Strategy for 2019/20 recommended to full Council by Cabinet on 14 February 2019.
- The updated Capital Strategy recommended to full Council by Cabinet on 14 February 2019.
- The report to Cabinet on 14 February 2019 entitled 'Setting the Budget' for 2019/20.
- The report to Cabinet on 14 February 2019 entitled 'Setting the Council Tax 2019/20'.
- The Budget Statement 2019/20 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 2019

Medium Term Financial Strategy

	Estimate	Projection								
	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000
EXPENDITURE										
Employees	11,484	11,726	11,989	12,257	12,533	12,746	13,023	13,300	13,574	13,844
Transfer Payments	32,598	33,250	33,914	34,593	15,154	15,457	15,766	16,082	16,403	16,731
Other Expenditure	13,365	11,012	11,262	11,599	11,937	12,290	12,660	13,042	13,888	14,324
Capital Charges	3,012	3,072	3,134	3,196	3,260	3,325	3,392	3,460	3,529	3,600
Total Expenditure	60,459	59,060	60,299	61,645	42,884	43,818	44,841	45,884	47,394	48,499
INCOME										
Fees & Charges	(8,166)	(8,440)	(8,742)	(9,037)	(9,172)	(9,341)	(9,460)	(9,831)	(10,001)	(10,277)
Other Specific Grants & Misc	(33,393)	(33,844)	(34,494)	(35,156)	(15,591)	(15,901)	(16,218)	(16,541)	(16,870)	(17,207)
Investment Income	(483)	(668)	(862)	(955)	(1,033)	(1,115)	(1,140)	(1,159)	(1,180)	(1,168)
Total Income	(42,042)	(42,952)	(44,098)	(45,148)	(25,796)	(26,357)	(26,818)	(27,531)	(28,051)	(28,652)
Appropriations										
Capital Renewals	630	0	1,095	1,118	1,141	1,166	1,182	1,199	1,216	1,233
Provision for new Capital Schemes	557	232	232	232	232	232	0	0	0	0
Other Appropriations	(2,420)	(3,169)	(3,159)	(3,219)	(3,195)	(3,260)	(3,327)	(3,395)	(3,464)	(3,535)
SAVINGS & TRANSFORMATION TARGET	0	(100)	(102)	(104)	(106)	(108)	(110)	(113)	(115)	(117)
SAVINGS & TRANSFORMATION TARGET	0	0	0	0	0	(400)	(408)	(416)	(424)	(433)
SAVINGS & TRANSFORMATION TARGET	0	(50)								
NET BUDGETED SPEND	17,184	13,071	14,267	14,524	15,160	15,091	15,360	15,628	16,556	16,945
FUNDING										
Revenue Reserves	(451)	(328)	444	271	471	(41)	(221)	(409)	56	(24)
Government Grant	5,963	2,380	2,426	2,473	2,521	2,570	2,619	2,670	2,722	2,775
Council Tax	10,647	11,019	11,397	11,780	12,168	12,562	12,962	13,367	13,778	14,194
Collection Fund Adjustment	1,025	0	0	0	0	0	0	0	0	0
Total Funding	17,184	13,071	14,267	14,524	15,160	15,091	15,360	15,628	16,556	16,945
Council Tax Level at Band D	£209.50	£214.50	£219.50	£224.50	£229.50	£234.50	£239.50	£244.50	£249.50	£254.50
Increase on Previous Year	2.99%	£5.00								
RESERVES BALANCE CARRIED FORWARD	7,209	7,537	7,093	6,822	6,351	6,392	6,613	7,022	6,966	6,990

Capital Plan Review 2018/19 : Funding the Draft Capital Plan							
	2018/19 Estimate £'000	2019/20 Estimate £'000	2020/21 Estimate £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000
Capital Plan Schemes							
Capital Renewals	801	1,440	689	390	862	553	933
Other Recurring Expenditure (net of grants)	198	182	314	321	328	335	344
One-Off Schemes (net of grants & contributions)	508	2,152		500		1,113	
	1,507	3,774	1,003	1,211	1,190	2,001	1,277
Capital Plan Totals							
Add back grants / contributions	2,787	1,592	570	570	570	570	570
Total to be funded	4,294	5,366	1,573	1,781	1,760	2,571	1,847
Funded from:							
Grants							
BCF (Disabled Facilities Grant)	1,399	959	530	530	530	530	530
TRSG Revetment	19	9					
Developer Contributions Attributed to							
Homeless Accommodation	1,088	447					
Tonbridge School Athletics Track	161						
Racecourse SG Rugby Pitch Drainage	1	7					
Open Spaces Site Improvements Phase 2	12						
Haysden Country Park Car Park Extension	23						
Haysden Country Park Sewage Treatment Facility		75					
Tonbridge Cemetery Path Works	17						
Tonbridge to Penshurst Cycle Route Refurbishment	37						
Tonbridge Racecourse SG Swimming Pool Bridge		65					
Capital and Other Receipts							
DFG Grant Repayments			10	10	10	10	10
Housing Assistance Grant Repayments	30	30	30	30	30	30	30
Repayment of Mortgages	1	1	1				
Teen & Twenty Capital Receipt	750						
Balance met from Revenue Reserve for Capital Schemes	756	3,773	1,002	1,211	1,190	2,001	1,277
Total funding	4,294	5,366	1,573	1,781	1,760	2,571	1,847

(Updated) Savings & Transformation Strategy 2019/20 – 2028/29

INTRODUCTION

By way of context, since 2010/11 the Council has seen its local government finance settlement (core funding) decrease by some 65% or £4.3m (from £6.6m in 2010/11 to £2.3m in 2019/20).

The fall in core funding is, in part, negated by the grant award under the New Homes Bonus (NHB) scheme which in 2019/20 is around £3.5m. However, NHB funding is expected to fall sharply in future years as the changes made to the scheme 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 £1.8m and remains at risk indefinitely.

We are fortunate that we do not have to make all the required savings and transformation contributions in one year and can spread the challenge into ‘tranches’ 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 transformation contributions and achieve as much as possible in the earlier years to provide the best long-term financial sustainability.

The ongoing reduction in government grant funding has and continues to place ever increasing pressure on the Council’s finances where latest projections point to a funding gap between expenditure and income of circa £550,000; and the Strategy ‘refreshed’ to ensure that the new target can be delivered as required. In updating this Strategy, it is noted that the ‘tranches’ assumed within the MTFS are: *Tranche 1* - £100,000 to be achieved by April 2020; *Tranche 2* - £400,000 to be achieved by April 2024; and *Tranche 3* - £50,000 to be achieved by April 2028.

OBJECTIVES

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

1. To deliver sufficient savings and transformation contributions in order to bridge the funding gap identified in the Council’s MTFS, and to deliver as much as possible in the earlier years 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 and transformation contributions 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 and transformation contributions within an agreed timescale.

This Strategy sets out a measured structure and framework for delivering the necessary savings and transformation contributions 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 2019

Savings & Transformation Strategy 2019/20 - 2028/29

Savings and Transformation Contributions in Previous Years of STS £000	Theme	Indicative Years	Target £000	Savings and Transformation Contributions Identified after Setting of 2019/20 Budget £000	Balance of Target to be Achieved £000
294	Income Generation & Cost Recovery	2019 - 2024	100	0	100
327	In-Service Efficiencies	2019 - 2024	80	0	80
168	Service Change & Reduction	2019 - 2024	200	0	200
785	Contracts	2019 - 2028	30	0	30
263	Organisation Structure Change	2019 - 2028	20	0	20
431	Partnership Funding	2019 - 2028	20	0	20
186	Asset Management	2019 - 2028	100	0	100
2,454	TOTAL		550	0	550

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 2019

Council 19 February 2019
General Fund Revenue Estimates 2019/20
SUMMARY

	2018/19 ESTIMATE		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
Corporate Services	3,841,800	3,580,750	3,700,900
Chief Executive	695,450	709,350	1,064,350
Director of Central Services	35,850	98,200	133,600
Director of Finance & Transformation	1,612,300	1,438,400	1,372,600
Director of Planning, Housing & Environmental Health	3,321,500	3,223,200	3,830,550
Director of Street Scene, Leisure & Technical Services	7,742,600	8,075,000	8,315,650
Sub Total	17,249,500	17,124,900	18,417,650
Capital Accounting Reversals			
Non-Current Asset Depreciation	(2,824,800)	(2,769,250)	(2,942,350)
Contributions to / (from) Reserves			
Building Repairs Reserve			
Withdrawals to fund expenditure	(860,950)	(1,011,700)	(1,014,700)
Contribution to Reserve	600,000	1,000,000	650,000
Earmarked Reserves (see page 18)			
Contributions from Reserves	(1,190,050)	(1,600,750)	(1,595,250)
Contributions to Reserves	1,164,300	1,769,400	1,351,900
Property Investment Fund Reserve			
Contribution to Reserve	500,000	1,250,000	500,000
Revenue Reserve for Capital Schemes			
Withdrawals to fund expenditure			
Non-Current Assets	(3,112,000)	(703,000)	(3,703,000)
Revenue Expenditure Funded from Capital	(38,000)	(53,000)	(70,000)
Withdrawals to Adjust for Capital Receipts	-	(750,000)	-
Other contributions to / (from) Reserve (net)	1,432,000	2,103,000	1,887,000
Capital Expenditure Charged to General Fund	3,112,000	703,000	3,703,000
Government Grants			
New Homes Bonus	(3,334,150)	(3,334,150)	(3,457,450)
Under-indexing Business Rates Multiplier	(46,150)	(49,150)	(73,800)
Contributions from KCC	(85,000)	(174,050)	-
Sub Total	12,566,700	13,505,250	13,653,000
Contribution to / (from) General Revenue Reserve	433,400	111,550	450,600
Budget Requirement	13,000,100	13,616,800	14,103,600

Council 19 February 2019
General Fund Revenue Estimates 2019/20
EARMARKED RESERVES

	2018/19 ESTIMATE		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
Contributions from Earmarked Reserves			
Asset Review Reserve	-	(16,000)	-
Business Rates Retention Scheme Reserve	-	(192,000)	(178,650)
Community Safety Partnership Reserve	-	(16,650)	(6,900)
Community Housing Fund Reserve	(3,000)	(17,700)	-
Economic Development Reserve	(25,900)	(28,300)	-
Election Expenses Reserve	-	-	(160,000)
Homelessness Reserve	(122,950)	(113,700)	(114,200)
Housing Assistance Reserve	(10,000)	(10,000)	(112,000)
Housing Survey Reserve	-	(26,100)	(36,000)
Housing & Welfare Reform Reserve	(8,000)	-	(15,000)
Invest to Save Reserve	(10,000)	(236,000)	(65,000)
Local Development Framework Reserve	(30,000)	(90,000)	(195,000)
Public Health Reserve	(9,700)	(11,600)	(10,500)
Repossessions Prevention Fund Reserve	(2,000)	(2,000)	(2,000)
River Wall at Wouldham Reserve	(700,000)	(700,000)	-
Social Housing Fraud Initiative Reserve	(1,900)	(4,350)	-
Tonbridge & Malling Leisure Trust Reserve	(250,000)	-	-
Transformation Reserve	-	(99,250)	-
Waste Services Contract Reserve	-	-	(700,000)
Waste & Street Scene Initiatives Reserve	(16,600)	(37,100)	-
	(1,190,050)	(1,600,750)	(1,595,250)
Contributions to Earmarked Reserves			
Business Rates Retention Scheme Reserve	-	351,650	983,100
Election Expenses Reserve	25,000	25,000	25,000
Homelessness Reserve	199,300	199,750	188,800
Local Development Framework Reserve	40,000	290,000	55,000
Tonbridge & Malling Leisure Trust Reserve	200,000	100,000	100,000
Transformation Reserve	-	76,000	-
Waste Services Contract Reserve	700,000	700,000	-
Waste & Street Scene Initiatives Reserve	-	27,000	-
	1,164,300	1,769,400	1,351,900

ESTIMATES FOR THE FINANCIAL YEAR 2019/20

COUNCIL TAX - BOROUGH COUNCIL AND PARISH COUNCIL REQUIREMENTS

2018/19 Estimate		DESCRIPTION	2019/20
Original £	Revised £		Estimate £
13,000,100	13,616,800	BOROUGH COUNCIL REQUIREMENT	14,103,600
2,779,637	2,779,637	PARISH COUNCIL PRECEPTS	2,923,122
<u>15,779,737</u>	<u>16,396,437</u>	Sub-total	<u>17,026,722</u>
		LESS:	
		National Non-Domestic Rates	
21,713,049	21,713,049	Share of National Non-Domestic Rates	22,514,582
(20,429,168)	(20,498,843)	(Tariff) / Top Up	(20,968,608)
-	(25,996)	(Levy) / Safety Net	(3,350)
-	-	Business Rates Pool	(44,200)
835,100	879,200	Small Business Rate Relief Grant	896,000
11,035	8,000	Supporting Small Business Grant	10,150
18,494	20,000	Public House Relief	-
65,600	49,000	Discretionary Relief	27,000
-	34,750	Levy Account Surplus	-
500,000	1,151,650	Kent & Medway Business Rates Pilot	-
<u>13,065,627</u>	<u>13,065,627</u>	Sub-total	<u>14,595,148</u>
		LESS:	
		Collection Fund Adjustments -	
124,226	124,226	Council Tax Surplus / (Deficit)	156,020
6,123	6,123	National Non-Domestic Rates Surplus / (Deficit)	869,089
<u>12,935,278</u>	<u>12,935,278</u>	COUNCIL TAX REQUIREMENT	<u>13,570,039</u>

COUNCIL TAX - BAND "D" EQUIVALENT

2018/19 Estimate £	Band "D" Equivalent £	DESCRIPTION	2019/20 Estimate £	Band "D" Equivalent £
58,393,704	1,169.64	KENT COUNTY COUNCIL		
		GENERAL	61,326,246	1,206.72
3,396,864	68.04	ADULT SOCIAL CARE	4,711,071	92.70
<u>61,790,568</u>	<u>1,237.68</u>		<u>66,037,317</u>	<u>1,299.42</u>
8,444,731	169.15	POLICE & CRIME COMMISSIONER FOR KENT	9,816,001	193.15
3,769,800	75.51	KENT & MEDWAY FIRE & RESCUE AUTHORITY	3,951,811	77.76
		TONBRIDGE & MALLING BOROUGH COUNCIL		
9,372,471	187.73	GENERAL	9,795,754	192.75
783,170	15.69	SPECIAL EXPENSES (Average) #	851,163	16.75
<u>10,155,641</u>	<u>203.42</u>		<u>10,646,917</u>	<u>209.50</u>
84,160,740	1,685.76	BAND "D" COUNCIL TAX (excluding Parishes)	90,452,046	1,779.83
		PARISH COUNCILS (Average) #	2,923,122	57.52
2,779,637	55.68			
<u>86,940,377</u>	<u>1,741.44</u>	AVERAGE BAND "D" COUNCIL TAX	<u>93,375,168</u>	<u>1,837.35</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 19th February 2019 the Council calculated:
- (a) the Council Tax Base 2019/20 for the whole Council area as 50,820.61 [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	13,774.19
Addington	417.35
Aylesford	4,344.26
Birling	200.87
Borough Green	1,675.76
Burham	449.89
Ditton	1,796.93
East Malling & Larkfield	5,022.68
East Peckham	1,290.12
Hadlow	1,509.52
Hildenborough	2,193.06
Ightham	1,111.90
Kings Hill	4,029.94
Leybourne	1,961.37
Mereworth	436.54
Offham	386.46
Platt	892.91
Plaxtol	595.33
Ryarsh	392.08
Shipbourne	263.98
Snodland	3,720.03
Stansted	265.47
Trottscliffe	269.31
Wateringbury	896.65
West Malling	1,125.37
West Peckham	179.03
Wouldham	699.02
Wrotham	920.59

2. £10,646,917 being the Council Tax requirement for the Council's own purposes for 2019/20 (excluding Parish precepts).

3. That the following amounts be calculated for the year 2019/20 in accordance with Sections 31 to 36 of the Act:

- (a) £91,505,630 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) £77,935,591 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
- (c) £13,570,039 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) £267.02 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) £3,774,285 being the aggregate amount of all special items (Special expenses and Parish precepts) referred to in Section 34(1) of the Act.
- (f) £192.75 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	247.65
Addington	251.97
Aylesford	252.49
Birling	249.03
Borough Green	299.58
Burham	251.85
Ditton	342.90
East Malling & Larkfield	259.43
East Peckham	303.29
Hadlow	270.76
Hildenborough	224.55
Ightham	302.89
Kings Hill	273.90
Leybourne	290.41
Mereworth	267.27
Offham	248.16
Platt	278.12
Plaxtol	263.39
Ryarsh	258.47
Shipbourne	235.23
Snodland	279.37
Stansted	257.77
Trottscliffe	254.02
Wateringbury	304.01
West Malling	302.49
West Peckham	222.91
Wouldham	265.76
Wrotham	297.15

being the amounts given by adding to the amount at 3(f) above the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned above divided in each case by the amount at 1(b) above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its council tax for the year for dwellings in those parts of its area to which one or more special items (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	165.10	192.62	220.13	247.65	302.68	357.72	412.75	495.30
Addington	167.98	195.98	223.97	251.97	307.96	363.96	419.95	503.94
Aylesford	168.33	196.38	224.44	252.49	308.60	364.71	420.82	504.98
Birling	166.02	193.69	221.36	249.03	304.37	359.71	415.05	498.06
Borough Green	199.72	233.01	266.29	299.58	366.15	432.73	499.30	599.16
Burham	167.90	195.88	223.87	251.85	307.82	363.78	419.75	503.70
Ditton	228.60	266.70	304.80	342.90	419.10	495.30	571.50	685.80
East Malling & Larkfield	172.95	201.78	230.60	259.43	317.08	374.73	432.38	518.86
East Peckham	202.19	235.89	269.59	303.29	370.69	438.09	505.48	606.58
Hadlow	180.51	210.59	240.68	270.76	330.93	391.10	451.27	541.52
Hildenborough	149.70	174.65	199.60	224.55	274.45	324.35	374.25	449.10
Ightham	201.93	235.58	269.24	302.89	370.20	437.51	504.82	605.78
Kings Hill	182.60	213.03	243.47	273.90	334.77	395.63	456.50	547.80
Leybourne	193.61	225.87	258.14	290.41	354.95	419.48	484.02	580.82
Mereworth	178.18	207.88	237.57	267.27	326.66	386.06	445.45	534.54
Offham	165.44	193.01	220.59	248.16	303.31	358.45	413.60	496.32
Platt	185.41	216.32	247.22	278.12	339.92	401.73	463.53	556.24
Plaxtol	175.59	204.86	234.12	263.39	321.92	380.45	438.98	526.78
Ryarsh	172.31	201.03	229.75	258.47	315.91	373.35	430.78	516.94
Shipbourne	156.82	182.96	209.09	235.23	287.50	339.78	392.05	470.46
Snodland	186.25	217.29	248.33	279.37	341.45	403.53	465.62	558.74
Stansted	171.85	200.49	229.13	257.77	315.05	372.33	429.62	515.54
Trottscliffe	169.35	197.57	225.80	254.02	310.47	366.92	423.37	508.04
Wateringbury	202.67	236.45	270.23	304.01	371.57	439.13	506.68	608.02
West Malling	201.66	235.27	268.88	302.49	369.71	436.93	504.15	604.98
West Peckham	148.61	173.37	198.14	222.91	272.45	321.98	371.52	445.82
Wouldham	177.17	206.70	236.23	265.76	324.82	383.88	442.93	531.52
Wrotham	198.10	231.12	264.13	297.15	363.18	429.22	495.25	594.30

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 2019/20 The Police & Crime Commissioner for Kent, the Kent & Medway Fire & Rescue Authority and the Kent County Council have stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:

<u>Precepting Authority</u>	<u>Valuation Bands</u>							
	A £	B £	C £	D £	E £	F £	G £	H £
The Police & Crime Commissioner for Kent	128.77	150.23	171.69	193.15	236.07	278.99	321.92	386.30
Kent & Medway Fire & Rescue Authority	51.84	60.48	69.12	77.76	95.04	112.32	129.60	155.52
Kent County Council	866.28	1,010.66	1,155.04	1,299.42	1,588.18	1,876.94	2,165.70	2,598.84

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 2019/20, for each of the categories of dwellings shown below:

<u>Part of the Council's area</u>	<u>Valuation Bands</u>							
	A £	B £	C £	D £	E £	F £	G £	H £
Tonbridge	1,211.99	1,413.99	1,615.98	1,817.98	2,221.97	2,625.97	3,029.97	3,635.96
Addington	1,214.87	1,417.35	1,619.82	1,822.30	2,227.25	2,632.21	3,037.17	3,644.60
Aylesford	1,215.22	1,417.75	1,620.29	1,822.82	2,227.89	2,632.96	3,038.04	3,645.64
Birling	1,212.91	1,415.06	1,617.21	1,819.36	2,223.66	2,627.96	3,032.27	3,638.72
Borough Green	1,246.61	1,454.38	1,662.14	1,869.91	2,285.44	2,700.98	3,116.52	3,739.82
Burham	1,214.79	1,417.25	1,619.72	1,822.18	2,227.11	2,632.03	3,036.97	3,644.36
Ditton	1,275.49	1,488.07	1,700.65	1,913.23	2,338.39	2,763.55	3,188.72	3,826.46
East Malling & Larkfield	1,219.84	1,423.15	1,626.45	1,829.76	2,236.37	2,642.98	3,049.60	3,659.52
East Peckham	1,249.08	1,457.26	1,665.44	1,873.62	2,289.98	2,706.34	3,122.70	3,747.24
Hadlow	1,227.40	1,431.96	1,636.53	1,841.09	2,250.22	2,659.35	3,068.49	3,682.18
Hildenborough	1,196.59	1,396.02	1,595.45	1,794.88	2,193.74	2,592.60	2,991.47	3,589.76
Ightham	1,248.82	1,456.95	1,665.09	1,873.22	2,289.49	2,705.76	3,122.04	3,746.44
Kings Hill	1,229.49	1,434.40	1,639.32	1,844.23	2,254.06	2,663.88	3,073.72	3,688.46
Leybourne	1,240.50	1,447.24	1,653.99	1,860.74	2,274.24	2,687.73	3,101.24	3,721.48
Mereworth	1,225.07	1,429.25	1,633.42	1,837.60	2,245.95	2,654.31	3,062.67	3,675.20
Offham	1,212.33	1,414.38	1,616.44	1,818.49	2,222.60	2,626.70	3,030.82	3,636.98
Platt	1,232.30	1,437.69	1,643.07	1,848.45	2,259.21	2,669.98	3,080.75	3,696.90
Plaxtol	1,222.48	1,426.23	1,629.97	1,833.72	2,241.21	2,648.70	3,056.20	3,667.44
Ryarsh	1,219.20	1,422.40	1,625.60	1,828.80	2,235.20	2,641.60	3,048.00	3,657.60
Shipbourne	1,203.71	1,404.33	1,604.94	1,805.56	2,206.79	2,608.03	3,009.27	3,611.12
Snodland	1,233.14	1,438.66	1,644.18	1,849.70	2,260.74	2,671.78	3,082.84	3,699.40
Stansted	1,218.74	1,421.86	1,624.98	1,828.10	2,234.34	2,640.58	3,046.84	3,656.20
Trottscliffe	1,216.24	1,418.94	1,621.65	1,824.35	2,229.76	2,635.17	3,040.59	3,648.70
Wateringbury	1,249.56	1,457.82	1,666.08	1,874.34	2,290.86	2,707.38	3,123.90	3,748.68
West Malling	1,248.55	1,456.64	1,664.73	1,872.82	2,289.00	2,705.18	3,121.37	3,745.64
West Peckham	1,195.50	1,394.74	1,593.99	1,793.24	2,191.74	2,590.23	2,988.74	3,586.48
Wouldham	1,224.06	1,428.07	1,632.08	1,836.09	2,244.11	2,652.13	3,060.15	3,672.18
Wrotham	1,244.99	1,452.49	1,659.98	1,867.48	2,282.47	2,697.47	3,112.47	3,734.96

Special Expenses 2019/20

Special Expenses for 2018/19 £	Local Area	Closed Church-yards £	Open Spaces, Parks & Play Areas £	Sports Grounds £	Local Events £	Allotments £	Special Expenses for 2019/20 £	Tax Base	Amount Per Band D Property £
689,872	Tonbridge	10,400	186,806	505,100	44,525	9,400	756,231	13,774.19	54.90
1,692	Addington		1,716				1,716	417.35	4.11
8,728	Aylesford		8,840				8,840	4,344.26	2.03
967	Birling		981				981	200.87	4.88
1,194	Borough Green		1,554				1,554	1,675.76	0.93
0	Burham						0	449.89	0.00
520	Ditton		527				527	1,796.93	0.29
22,396	E. Malling & Larkfield		22,794				22,794	5,022.68	4.54
592	East Peckham		601				601	1,290.12	0.47
0	Hadlow						0	1,509.52	0.00
0	Hildenborough						0	2,193.06	0.00
0	Ightham						0	1,111.90	0.00
0	Kings Hill						0	4,029.94	0.00
27,209	Leybourne		27,600				27,600	1,961.37	14.07
29	Mereworth		29				29	436.54	0.07
0	Offham						0	386.46	0.00
1,205	Platt		1,222				1,222	892.91	1.37
0	Plaxtol						0	595.33	0.00
0	Ryarsh						0	392.08	0.00
0	Shipbourne						0	263.98	0.00
18,847	Snodland		19,118				19,118	3,720.03	5.14
0	Stansted						0	265.47	0.00
0	Trottscliffe						0	269.31	0.00
1,879	Wateringbury		1,906				1,906	896.65	2.13
2,779	West Malling		353		2,369		2,722	1,125.37	2.42
0	West Peckham						0	179.03	0.00
3,456	Wouldham		3,505				3,505	699.02	5.01
1,805	Wrotham		1,817				1,817	920.59	1.97
783,170	Total	10,400	279,369	505,100	46,894	9,400	851,163	50,820.61	

Parish Council Precepts 2019/20

Precept for 2018/19 £	Parish Council	Precept for 2019/20 £	Tax Base	Amount Per Band D Property £	Per Band D Variation %
23,000.00	Addington	23,000.00	417.35	55.11	(3.1)
235,100.00	Aylesford	250,700.00	4,344.26	57.71	4.9
9,957.74	Birling	10,324.00	200.87	51.40	4.5
169,570.00	Borough Green	177,470.00	1,675.76	105.90	3.0
25,813.68	Burham	26,588.09	449.89	59.10	4.0
267,880.00	Ditton	269,287.00	1,796.93	149.86	0.0
294,577.00	E. Malling & Larkfield	312,127.00	5,022.68	62.14	4.6
140,000.00	East Peckham	142,000.00	1,290.12	110.07	1.9
111,385.00	Hadlow	117,759.00	1,509.52	78.01	6.2
67,644.00	Hildenborough	69,742.00	2,193.06	31.80	2.8
123,360.00	Ightham	122,467.00	1,111.90	110.14	0.0
292,896.75	Kings Hill	327,018.00	4,029.94	81.15	10.0
152,567.00	Leybourne	163,950.00	1,961.37	83.59	0.0
31,120.00	Mereworth	32,500.00	436.54	74.45	4.8
20,415.00	Offham	21,415.00	386.46	55.41	3.1
70,000.00	Platt	75,000.00	892.91	84.00	6.1
38,229.00	Plaxtol	42,052.00	595.33	70.64	9.4
19,305.00	Ryarsh	25,769.00	392.08	65.72	24.2
10,195.00	Shipbourne	11,215.00	263.98	42.48	7.3
293,053.00	Snodland	303,121.00	3,720.03	81.48	0.8
32,260.00	Stansted	17,260.00	265.47	65.02	(46.4)
16,500.00	Trottiscliffe	16,500.00	269.31	61.27	0.6
84,625.39	Wateringbury	97,852.42	896.65	109.13	15.0
118,410.00	West Malling	120,778.00	1,125.37	107.32	0.9
5,400.00	West Peckham	5,400.00	179.03	30.16	(0.2)
39,423.00	Wouldham	47,533.00	699.02	68.00	3.0
86,950.00	Wrotham	94,294.00	920.59	102.43	5.0
2,779,636.56	Total	2,923,121.51	37,046.42		

CORPORATE SERVICES

SUMMARY

	2018/19		2019/20
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1 SALARIES & ONCOSTS	11,653,850	11,356,050	11,831,700
2 OVERHEAD EXPENSES	4,226,450	4,143,850	4,311,350
3 RECHARGES TO SERVICE BUDGETS	(13,991,850)	(13,779,050)	(14,340,300)
	<hr/>	<hr/>	<hr/>
NON DISTRIBUTED COSTS	1,888,450	1,720,850	1,802,750
4 DEMOCRATIC REPRESENTATION	1,365,950	1,285,900	1,301,550
5 CORPORATE MANAGEMENT	587,400	574,000	596,600
6 CAPITAL PROGRAMME REVENUE EXPENSES	-	-	-
	<hr/>	<hr/>	<hr/>
	3,841,800	3,580,750	3,700,900
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

	2018/19		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
1 <u>SALARIES & ONCOSTS</u>			
Salaries - see analysis page CS 9	9,845,150	9,680,900	10,031,550
Salaries - Ring-fenced Sums	88,550	11,300	90,700
Superannuation Backfunding	1,407,000	1,407,000	1,441,000
Staff Turnover Saving	(100,000)	(150,000)	(120,000)
Apprenticeship Scheme / Levy	39,000	38,250	40,250
Termination Payments	296,400	265,300	263,500
Recruitment & Training	77,750	103,300	84,700
	11,653,850	11,356,050	11,831,700
2 <u>OVERHEAD EXPENSES</u>			
(a) <u>COUNCIL OFFICES</u>			
Employees	143,950	135,100	134,450
Premises Related Expenses	740,550	725,650	711,350
Supplies & Services	34,450	34,550	34,500
Third Party Payments	1,900	1,900	1,950
	920,850	897,200	882,250
Less Income	(74,850)	(70,250)	(73,750)
	846,000	826,950	808,500
<u>Sub-total</u>	846,000	826,950	808,500
Central, Departmental & Technical Support Services	65,100	66,350	67,650
Depreciation & Impairment	146,300	149,500	151,500
	1,057,400	1,042,800	1,027,650

CORPORATE SERVICES

	2018/19		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
2 <u>OVERHEAD EXPENSES (Continued)</u>			
(b) <u>PRINTING SECTION & MULTI FUNCTION DEVICES</u>			
Employees	75,850	73,250	77,200
Supplies & Services	69,200	66,200	66,200
	<hr/>	<hr/>	<hr/>
	145,050	139,450	143,400
Less Income	(44,000)	(42,000)	(42,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	101,050	97,450	101,400
Central, Departmental & Technical Support Services	71,200	69,500	69,100
Depreciation & Impairment	17,900	14,900	21,950
	<hr/>	<hr/>	<hr/>
	190,150	181,850	192,450
	<hr/>	<hr/>	<hr/>
(c) <u>CUSTOMER SERVICES</u>			
Employees	242,950	246,100	254,000
Premises Related Expenses	3,250	3,250	3,250
Supplies & Services	44,400	43,200	44,650
	<hr/>	<hr/>	<hr/>
	290,600	292,550	301,900
Less Income	(133,700)	(129,000)	(129,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	156,900	163,550	172,900
Central, Departmental & Technical Support Services	162,300	157,500	161,350
	<hr/>	<hr/>	<hr/>
	319,200	321,050	334,250
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CORPORATE SERVICES

	2018/19		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
2 <u>OVERHEAD EXPENSES (Continued)</u>			
(d) <u>GENERAL ADMINISTRATION</u>			
Employees	4,300	4,250	4,300
Supplies & Services	92,900	92,500	93,650
	<hr/>	<hr/>	<hr/>
	97,200	96,750	97,950
Less Income	(100)	(100)	(100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	97,100	96,650	97,850
Central, Departmental & Technical Support Services	7,250	6,900	6,950
	<hr/>	<hr/>	<hr/>
	104,350	103,550	104,800
	<hr/>	<hr/>	<hr/>
(e) <u>DEPARTMENTAL ADMINISTRATION</u>			
Transport Related Expenses	208,750	204,350	207,200
Supplies & Services	213,150	223,600	289,200
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	421,900	427,950	496,400
Less Income	(52,100)	(80,300)	(71,600)
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<u>Sub-total</u>	369,800	347,650	424,800
Depreciation & Impairment	16,400	15,150	13,050
	<hr/>	<hr/>	<hr/>
	386,200	362,800	437,850
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

	2018/19		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
2 <u>OVERHEAD EXPENSES (Continued)</u>			
(f) <u>SNACK FACILITIES</u>			
Supplies & Services	1,000	1,000	1,000
Less Income	(200)	(200)	(200)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	800	800	800
Central, Departmental & Technical Support Services	2,800	2,850	2,850
Depreciation & Impairment	500	550	750
	<hr/>	<hr/>	<hr/>
	4,100	4,200	4,400
	<hr/>	<hr/>	<hr/>
(g) <u>INFORMATION TECHNOLOGY SERVICES</u>			
Employees	874,450	830,700	880,850
Transport Related Expenses	1,200	1,200	1,200
Supplies & Services	704,150	759,550	777,000
	<hr/>	<hr/>	<hr/>
	1,579,800	1,591,450	1,659,050
Less Income	(8,000)	(8,000)	(8,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,571,800	1,583,450	1,651,050
Central, Departmental & Technical Support Services	255,850	252,550	256,800
Depreciation & Impairment	337,400	291,600	302,100
	<hr/>	<hr/>	<hr/>
	2,165,050	2,127,600	2,209,950
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

3 SUMMARY

	2018/19		2019/20
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Salaries & Oncosts	11,653,850	11,356,050	11,831,700
Overhead Expenses :			
(a) Council Offices	1,057,400	1,042,800	1,027,650
(b) Printing & Multi Function Devices	190,150	181,850	192,450
(c) Customer Services	319,200	321,050	334,250
(d) General Administration	104,350	103,550	104,800
(e) Departmental Administration	386,200	362,800	437,850
(f) Snack Facilities	4,100	4,200	4,400
(g) Information Technology Services	2,165,050	2,127,600	2,209,950
	<hr/>	<hr/>	<hr/>
	15,880,300	15,499,900	16,143,050
Less Recharged to :			
Planning, Housing & Environmental Health	(4,613,000)	(4,423,350)	(4,773,200)
Street Scene, Leisure & Technical	(2,366,300)	(2,392,350)	(2,463,450)
Central Services	(914,800)	(878,700)	(910,700)
Finance & Transformation	(2,132,850)	(2,221,700)	(2,177,000)
Corporate Services	(1,609,200)	(1,554,950)	(1,595,300)
Chief Executive	(449,000)	(462,350)	(504,450)
Other Services	(700)	(600)	(700)
Holding Accounts	(1,906,000)	(1,845,050)	(1,915,500)
	<hr/>	<hr/>	<hr/>
	(13,991,850)	(13,779,050)	(14,340,300)
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	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,888,450	1,720,850	1,802,750
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

	2018/19		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
4 <u>DEMOCRATIC REPRESENTATION</u>			
(a) <u>DEMOCRATIC ADMINISTRATION</u>			
Employees	294,600	289,000	300,100
Premises Related Expenses	7,000	5,200	7,000
Supplies & Services	2,050	16,650	16,750
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	303,650	310,850	323,850
Central, Departmental & Technical Support Services	464,950	420,700	426,500
	<hr/>	<hr/>	<hr/>
	768,600	731,550	750,350
	<hr/>	<hr/>	<hr/>
(b) <u>PAYMENTS TO MEMBERS</u>			
Transport Related Expenses	3,000	3,500	3,500
Supplies & Services	400,600	395,050	387,100
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	403,600	398,550	390,600
Central, Departmental & Technical Support Services	18,700	17,450	18,450
	<hr/>	<hr/>	<hr/>
	422,300	416,000	409,050
	<hr/>	<hr/>	<hr/>
(c) <u>MAYORAL & OTHER MEMBER SUPPORT (INC. MEMBER TRAINING)</u>			
Employees	8,550	8,500	8,750
Transport Related Expenses	10,000	10,000	10,000
Supplies & Services	25,200	8,950	9,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	43,750	27,450	27,750
Central, Departmental & Technical Support Services	131,300	110,900	114,400
	<hr/>	<hr/>	<hr/>
	175,050	138,350	142,150
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,365,950	1,285,900	1,301,550
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

	2018/19		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
5 <u>CORPORATE MANAGEMENT</u>			
(a) <u>CORPORATE POLICY</u>			
Employees	75,850	74,300	77,450
Central, Departmental & Technical Support Services	398,150	384,850	403,300
	<hr/>	<hr/>	<hr/>
	474,000	459,150	480,750
	<hr/>	<hr/>	<hr/>
(b) <u>PUBLIC ACCOUNTABILITY</u>			
Supplies & Services	37,000	38,450	36,250
Central, Departmental & Technical Support Services	76,400	76,400	79,600
	<hr/>	<hr/>	<hr/>
	113,400	114,850	115,850
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	587,400	574,000	596,600
	<hr/>	<hr/>	<hr/>
6 <u>CAPITAL PROGRAMME REVENUE EXPENSES</u>			
Employees	68,500	94,600	89,900
Less Income	(140,650)	(172,850)	(166,750)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(72,150)	(78,250)	(76,850)
Central, Departmental & Technical Support Services	72,150	78,250	76,850
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	-	-	-
	<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>2018/19 ESTIMATE</u>							
Original Estimate	7,747,950	23,950	180,900	7,952,800	757,950	1,134,400	9,845,150
Revised Estimate	7,470,050	40,500	338,500	7,849,050	728,150	1,103,700	9,680,900
<u>2019/20 ESTIMATE</u>							
Service							
Administration & Property	623,650	11,100	500	635,250	57,550	90,850	783,650
Environmental Health & Housing	1,074,850	-	8,000	1,082,850	101,900	154,600	1,339,350
Executive	395,350	1,400	15,000	411,750	44,650	61,150	517,550
Finance	1,370,000	800	109,500	1,480,300	132,200	200,400	1,812,900
Information Technology	694,500	1,200	-	695,700	74,150	106,750	876,600
Legal	395,550	1,200	-	396,750	39,250	57,000	493,000
Personnel	344,250	5,000	35,000	384,250	25,350	52,050	461,650
Planning	1,493,500	-	-	1,493,500	150,250	225,200	1,868,950
Street Scene & Leisure	995,400	-	2,200	997,600	94,550	153,450	1,245,600
Technical	520,100	550	-	520,650	43,200	68,450	632,300
	7,907,150	21,250	170,200	8,098,600	763,050	1,169,900	10,031,550

CHIEF EXECUTIVE

SUMMARY

	2018/19		2019/20
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1 COMMUNITY DEVELOPMENT	105,550	104,100	101,800
2 ELECTIONS	322,950	340,550	541,200
3 GRANTS & PAYMENTS	137,850	134,000	134,350
4 ECONOMIC DEVELOPMENT & REGENERATION	129,100	130,700	287,000
	<hr/>	<hr/>	<hr/>
	695,450	709,350	1,064,350
	<hr/>	<hr/>	<hr/>

CHIEF EXECUTIVE

1 COMMUNITY DEVELOPMENT

Employees

Supplies & Services

Sub-total

Central, Departmental & Technical
Support Services

TO SUMMARY

	2018/19		2019/20
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
	46,750	47,150	45,000
	21,500	21,500	21,500
	<hr/>	<hr/>	<hr/>
	68,250	68,650	66,500
	37,300	35,450	35,300
	<hr/>	<hr/>	<hr/>
	105,550	104,100	101,800
	<hr/>	<hr/>	<hr/>

CHIEF EXECUTIVE

2 ELECTIONS

(a) ELECTORAL REGISTRATION

	2018/19		2019/20
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Employees	92,900	89,750	107,500
Supplies & Services	68,100	68,100	68,100
	<hr/>	<hr/>	<hr/>
	161,000	157,850	175,600
Less Income	(16,000)	(19,950)	(15,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	145,000	137,900	160,100
Central, Departmental & Technical Support Services	90,700	88,100	90,900
Depreciation & Impairment	5,000	5,000	5,000
	<hr/>	<hr/>	<hr/>
	240,700	231,000	256,000
	<hr/>	<hr/>	<hr/>

(b) CONDUCT OF ELECTIONS

Employees	17,300	41,250	49,250
Premises Related Expenses	-	-	17,000
Supplies & Services	-	-	143,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	17,300	41,250	209,250
Central, Departmental & Technical Support Services	64,950	68,300	75,950
	<hr/>	<hr/>	<hr/>
	82,250	109,550	285,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	322,950	340,550	541,200
	<hr/>	<hr/>	<hr/>

CHIEF EXECUTIVE

	2018/19		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
3 <u>GRANTS & PAYMENTS</u>			
Employees	4,050	1,800	1,900
Supplies & Services	134,850	134,850	134,850
	<hr/>	<hr/>	<hr/>
	138,900	136,650	136,750
Less Income	(10,400)	(10,400)	(10,400)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	128,500	126,250	126,350
Central, Departmental & Technical Support Services	9,350	7,750	8,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	137,850	134,000	134,350
	<hr/>	<hr/>	<hr/>
4 <u>ECONOMIC DEVELOPMENT & REGENERATION</u>			
Employees	57,600	57,250	62,550
Supplies & Services	43,400	47,900	196,350
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	101,000	105,150	258,900
Central, Departmental & Technical Support Services	28,100	25,550	28,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	129,100	130,700	287,000
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

SUMMARY

	2018/19		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
1 TONBRIDGE CASTLE GATEHOUSE	8,950	17,550	58,150
2 COMMUNITY SAFETY	144,800	142,000	145,350
3 INFORMATION & PUBLICITY	136,150	134,600	137,550
4 LOCAL LAND CHARGES	(86,400)	(50,200)	(67,800)
5 INDUSTRIAL ESTATE	(66,350)	(66,550)	(66,300)
6 COMMERCIAL PROPERTY	(244,550)	(248,400)	(243,250)
7 VALE RISE DEPOT	-	-	-
8 LAND REVIEW	81,200	116,700	106,500
9 BOROUGH CHRISTMAS LIGHTING	41,250	53,600	44,000
10 LICENCES	20,800	(1,100)	19,400
	35,850	98,200	133,600

DIRECTOR OF CENTRAL SERVICES

	2018/19		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
1 <u>TONBRIDGE CASTLE GATEHOUSE</u>			
Employees	5,350	5,350	5,500
Premises Related Expenses	8,800	10,350	54,600
Supplies & Services	11,500	15,850	14,850
	<hr/>	<hr/>	<hr/>
	25,650	31,550	74,950
Less Income	(33,000)	(33,600)	(36,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(7,350)	(2,050)	38,950
Central, Departmental & Technical Support Services	15,100	18,400	19,000
Depreciation & Impairment	1,200	1,200	200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	8,950	17,550	58,150
	<hr/>	<hr/>	<hr/>
2 <u>COMMUNITY SAFETY</u>			
Employees	93,350	82,400	84,700
Supplies & Services	32,200	14,000	14,100
	<hr/>	<hr/>	<hr/>
	125,550	96,400	98,800
Less Income	(34,850)	-	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	90,700	96,400	98,800
Central, Departmental & Technical Support Services	54,100	45,600	46,550
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	144,800	142,000	145,350
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

	2018/19		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
3 <u>INFORMATION & PUBLICITY</u>			
Employees	71,350	71,900	73,800
Supplies & Services	12,000	12,000	12,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	83,350	83,900	85,800
Central, Departmental & Technical Support Services	52,800	50,700	51,750
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	136,150	134,600	137,550
	<hr/>	<hr/>	<hr/>
4 <u>LOCAL LAND CHARGES</u>			
Employees	101,350	104,150	106,150
Supplies & Services	12,350	10,350	11,350
	<hr/>	<hr/>	<hr/>
	113,700	114,500	117,500
Less Income	(300,000)	(255,000)	(280,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(186,300)	(140,500)	(162,500)
Central, Departmental & Technical Support Services	99,900	90,300	94,700
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(86,400)	(50,200)	(67,800)
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

	2018/19		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
5 <u>INDUSTRIAL ESTATE</u>			
Employees	1,800	1,800	1,900
Less Income	(71,600)	(71,600)	(71,600)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(69,800)	(69,800)	(69,700)
Central, Departmental & Technical Support Services	3,450	3,250	3,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(66,350)	(66,550)	(66,300)
	<hr/>	<hr/>	<hr/>
6 <u>COMMERCIAL PROPERTY</u>			
Employees	5,500	5,400	5,700
Premises Related Expenses	23,350	15,300	23,350
	<hr/>	<hr/>	<hr/>
	28,850	20,700	29,050
Less Income	(282,050)	(277,350)	(280,850)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(253,200)	(256,650)	(251,800)
Central, Departmental & Technical Support Services	8,050	7,650	7,950
Depreciation & Impairment	600	600	600
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(244,550)	(248,400)	(243,250)
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

	2018/19		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
7 <u>VALE RISE DEPOT</u>			
Employees	5,800	5,950	5,900
Premises Related Expenses	16,050	16,000	16,300
	<hr/>	<hr/>	<hr/>
	21,850	21,950	22,200
Less Income	(33,700)	(33,750)	(34,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(11,850)	(11,800)	(11,800)
Central, Departmental & Technical Support Services	3,000	2,950	2,950
Depreciation & Impairment	8,850	8,850	8,850
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	-	-	-
	<hr/>	<hr/>	<hr/>
8 <u>LAND REVIEW</u>			
Employees	39,300	38,850	40,950
Premises Related Expenses	17,750	43,200	41,750
Supplies & Services	5,000	21,000	5,000
	<hr/>	<hr/>	<hr/>
	62,050	103,050	87,700
Less Income	(8,500)	(13,050)	(8,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	53,550	90,000	79,200
Central, Departmental & Technical Support Services	27,650	26,700	27,300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	81,200	116,700	106,500
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

	2018/19		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
9 <u>BOROUGH CHRISTMAS LIGHTING</u>			
Employees	550	550	550
Supplies & Services	32,000	37,600	34,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	32,550	38,150	34,550
Central, Departmental & Technical Support Services	2,100	8,850	2,850
Depreciation & Impairment	6,600	6,600	6,600
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	41,250	53,600	44,000
	<hr/>	<hr/>	<hr/>
10 <u>LICENCES</u>			
a) <u>FEE PAYING</u>			
Employees	179,900	178,900	189,350
Premises Related Expenses	250	100	100
Supplies & Services	16,300	22,300	22,300
	<hr/>	<hr/>	<hr/>
	196,450	201,300	211,750
Less Income	(320,400)	(338,650)	(333,300)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(123,950)	(137,350)	(121,550)
Central, Departmental & Technical Support Services	107,750	100,400	103,100
	<hr/>	<hr/>	<hr/>
	(16,200)	(36,950)	(18,450)
	<hr/>	<hr/>	<hr/>
b) <u>NON FEE PAYING</u>			
Employees	23,450	23,150	24,650
Central, Departmental & Technical Support Services	13,550	12,700	13,200
	<hr/>	<hr/>	<hr/>
	37,000	35,850	37,850
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	20,800	(1,100)	19,400
	<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

SUMMARY

	2018/19		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
1 HOUSING ADVANCES	4,550	3,800	-
2 HOUSING BENEFITS	593,500	515,500	466,950
3 LOCAL REVENUE & NNDR COLLECTION	550,350	540,200	513,300
4 COUNCIL TAX SUPPORT	169,650	190,400	228,350
5 TREASURY MANAGEMENT & BANKING	(233,750)	(313,800)	(348,800)
6 DRAINAGE BOARDS SPECIAL LEVIES	440,500	411,250	420,450
7 GENERAL ADVICE TO PARISH COUNCILS	82,500	82,700	84,800
8 STREET NAMING & NUMBERING	-	350	2,550
9 CONTRIBUTIONS TO PROVISIONS	5,000	8,000	5,000
	1,612,300	1,438,400	1,372,600

DIRECTOR OF FINANCE & TRANSFORMATION

	2018/19		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
1 <u>HOUSING ADVANCES</u>			
Premises Related Expenses	300	-	-
Supplies & Services	3,200	3,200	-
	<hr/>	<hr/>	<hr/>
	3,500	3,200	-
Less Income	(150)	(100)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	3,350	3,100	-
Central, Departmental & Technical Support Services	1,200	700	-
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	4,550	3,800	-
	<hr/>	<hr/>	<hr/>
2 <u>HOUSING BENEFITS</u>			
Employees	277,500	309,600	293,300
Supplies & Services	29,750	42,150	26,650
Housing Benefits	34,590,000	34,619,000	32,598,000
	<hr/>	<hr/>	<hr/>
	34,897,250	34,970,750	32,917,950
Less Income	(34,662,950)	(34,813,300)	(32,817,550)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	234,300	157,450	100,400
Central, Departmental & Technical Support Services	359,200	358,050	366,550
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	593,500	515,500	466,950
	<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

	2018/19		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
3 <u>LOCAL REVENUE & NNDR COLLECTION</u>			
Employees	407,400	391,050	348,450
Supplies & Services	95,150	91,900	66,950
	<hr/>	<hr/>	<hr/>
	502,550	482,950	415,400
Less Income	(451,000)	(448,300)	(412,150)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	51,550	34,650	3,250
Central, Departmental & Technical Support Services	498,800	505,550	510,050
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	550,350	540,200	513,300
	<hr/>	<hr/>	<hr/>
4 <u>COUNCIL TAX SUPPORT</u>			
Employees	202,950	226,700	214,300
Supplies & Services	26,000	23,250	38,750
Transfer Payments	(3,000)	(8,000)	(3,000)
	<hr/>	<hr/>	<hr/>
	225,950	241,950	250,050
Less Income	(303,900)	(303,450)	(281,250)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(77,950)	(61,500)	(31,200)
Central, Departmental & Technical Support Services	247,600	251,900	259,550
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	169,650	190,400	228,350
	<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

	2018/19		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
5 <u>TREASURY MANAGEMENT & BANKING ARRANGEMENTS</u>			
Employees	29,000	28,900	30,000
Supplies & Services	88,300	85,800	79,150
	<hr/>	<hr/>	<hr/>
	117,300	114,700	109,150
Less Income	(377,450)	(452,450)	(483,150)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(260,150)	(337,750)	(374,000)
Central, Departmental & Technical Support Services	26,400	23,950	25,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(233,750)	(313,800)	(348,800)
	<hr/>	<hr/>	<hr/>
6 <u>DRAINAGE BOARDS SPECIAL LEVIES</u>			
Supplies & Services	440,200	411,000	420,200
Central, Departmental & Technical Support Services	300	250	250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	440,500	411,250	420,450
	<hr/>	<hr/>	<hr/>
7 <u>GENERAL ADVICE TO PARISH COUNCILS</u>			
Employees	41,300	42,100	43,050
Central, Departmental & Technical Support Services	41,200	40,600	41,750
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	82,500	82,700	84,800
	<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

		2018/19		2019/20
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
8	<u>STREET NAMING & NUMBERING</u>			
	Income	-	(42,000)	(42,000)
	Central, Departmental & Technical Support Services	-	42,350	44,550
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	-	350	2,550
		<hr/>	<hr/>	<hr/>
9	<u>CONTRIBUTIONS TO PROVISIONS</u>			
	Supplies & Services	5,000	8,000	5,000
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	5,000	8,000	5,000
		<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

SUMMARY

	2018/19 ESTIMATE		2019/20
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. DEVELOPMENT MANAGEMENT	864,600	664,900	907,500
2. CONSERVATION	65,150	60,750	64,800
3. BUILDING CONTROL	61,350	32,950	49,750
4. PLANNING POLICY	620,900	619,400	720,850
5. HOUSING STRATEGY & ENABLING ROLE	277,500	313,100	278,500
6. HOMELESSNESS	157,050	248,150	341,300
7. HOUSING ADVICE & PREVENTION	170,750	179,800	184,800
8. HOME SAFETY	3,200	3,150	3,200
9. PRIVATE SECTOR HOUSING RENEWAL	236,150	237,750	352,500
10. PRIVATE SECTOR HOUSING STANDARDS	75,800	75,450	112,000
11. PUBLIC HEALTH ACT 1984	4,150	4,100	4,100
12. ENVIRONMENTAL PROTECTION ACT - PART 1	30,300	27,700	31,450
13. ENVIRONMENTAL PROTECTION	289,450	296,700	300,050
14. FOOD & SAFETY	341,550	334,950	353,000
15. PUBLIC HEALTH	123,600	124,350	126,750
	<hr/>	<hr/>	<hr/>
	3,321,500	3,223,200	3,830,550
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2018/19 ESTIMATE		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
1. <u>DEVELOPMENT MANAGEMENT</u>			
Employees	1,036,900	923,400	1,008,600
Supplies & Services	45,000	46,500	47,000
	<hr/>	<hr/>	<hr/>
	1,081,900	969,900	1,055,600
Less Income	(864,100)	(944,100)	(871,100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	217,800	25,800	184,500
Central, Departmental & Technical Support Services	646,800	639,100	723,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	864,600	664,900	907,500
	<hr/>	<hr/>	<hr/>
2. <u>CONSERVATION</u>			
Employees	39,300	35,500	39,000
Supplies & Services	7,800	7,800	7,800
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	47,100	43,300	46,800
Central, Departmental & Technical Support Services	18,050	17,450	18,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	65,150	60,750	64,800
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2018/19 ESTIMATE		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
3. <u>BUILDING CONTROL</u>			
Employees	239,700	222,800	247,600
Supplies & Services	5,050	4,000	4,000
Third Party Payments	38,000	38,000	39,000
	<hr/>	<hr/>	<hr/>
	282,750	264,800	290,600
Less Income	(365,000)	(377,000)	(388,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(82,250)	(112,200)	(97,400)
Central, Departmental & Technical Support Services	143,600	145,150	147,150
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	61,350	32,950	49,750
	<hr/>	<hr/>	<hr/>
4. <u>PLANNING POLICY</u>			
Employees	404,350	380,100	426,800
Supplies & Services	67,700	127,700	157,800
	<hr/>	<hr/>	<hr/>
	472,050	507,800	584,600
Less Income	-	(35,000)	(15,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	472,050	472,800	569,600
Central, Departmental & Technical Support Services	148,850	146,600	151,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	620,900	619,400	720,850
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2018/19 ESTIMATE		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
5. <u>HOUSING STRATEGY & ENABLING ROLE</u>			
Employees	161,450	167,400	176,500
Supplies & Services	20,200	53,800	5,800
Third Party Payments	7,300	6,350	6,500
	<hr/>	<hr/>	<hr/>
	188,950	227,550	188,800
Less Income	(1,000)	(1,000)	(1,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	187,950	226,550	187,800
Central, Departmental & Technical Support Services	89,550	86,550	90,700
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	277,500	313,100	278,500
	<hr/>	<hr/>	<hr/>
6. <u>HOMELESSNESS</u>			
Employees	200,150	209,450	220,100
Premises Related Expenses	-	75,000	21,000
Transport Related Expenses	-	300	300
Supplies & Services	498,550	561,050	496,550
Third Party Payments	500	200	200
	<hr/>	<hr/>	<hr/>
	699,200	846,000	738,150
Less Income	(669,100)	(731,000)	(543,550)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	30,100	115,000	194,600
Central, Departmental & Technical Support Services	126,950	124,450	129,050
Depreciation & Impairment	-	8,700	17,650
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	157,050	248,150	341,300
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2018/19 ESTIMATE		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
7. <u>HOUSING ADVICE & PREVENTION</u>			
Employees	111,800	120,800	123,950
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	111,800	120,800	123,950
Central, Departmental & Technical Support Services	58,950	59,000	60,850
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	170,750	179,800	184,800
	<hr/>	<hr/>	<hr/>
8. <u>HOME SAFETY</u>			
Employees	2,000	2,050	2,050
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	2,000	2,050	2,050
Central, Departmental & Technical Support Services	1,200	1,100	1,150
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	3,200	3,150	3,200
	<hr/>	<hr/>	<hr/>
9. <u>PRIVATE SECTOR HOUSING RENEWAL</u>			
Employees	140,500	144,150	145,150
Supplies & Services	972,600	1,571,750	1,131,800
	<hr/>	<hr/>	<hr/>
	1,113,100	1,715,900	1,276,950
Less Income	(942,050)	(1,541,050)	(989,050)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	171,050	174,850	287,900
Central, Departmental & Technical Support Services	65,100	62,900	64,600
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	236,150	237,750	352,500
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2018/19 ESTIMATE		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
10. <u>PRIVATE SECTOR</u>			
<u>HOUSING STANDARDS</u>			
Employees	53,050	53,500	55,050
Supplies & Services	-	-	36,000
Less Income	(1,700)	(1,700)	(3,300)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	51,350	51,800	87,750
Central, Departmental & Technical Support Services	24,450	23,650	24,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	75,800	75,450	112,000
	<hr/>	<hr/>	<hr/>
11. <u>PUBLIC HEALTH ACT 1984</u>			
Employees	800	850	850
Third Party Payments	2,500	2,500	2,500
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	3,300	3,350	3,350
Central, Departmental & Technical Support Services	850	750	750
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	4,150	4,100	4,100
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2018/19 ESTIMATE		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
12. <u>ENVIRONMENTAL PROTECTION ACT</u>			
Employees	23,150	21,150	24,350
Less Income	(9,400)	(9,500)	(9,400)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	13,750	11,650	14,950
Central, Departmental & Technical Support Services	16,550	16,050	16,500
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	30,300	27,700	31,450
	<hr/>	<hr/>	<hr/>
13. <u>ENVIRONMENTAL PROTECTION</u>			
Employees	170,100	157,200	180,500
Supplies & Services	5,950	3,950	3,950
Third Party Payments	13,950	38,000	13,950
	<hr/>	<hr/>	<hr/>
	190,000	199,150	198,400
Less Income	(2,750)	(2,250)	(2,750)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	187,250	196,900	195,650
Central, Departmental & Technical Support Services	100,350	97,900	100,900
Depreciation & Impairment	1,850	1,900	3,500
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	289,450	296,700	300,050
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2018/19 ESTIMATE		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
14. <u>FOOD & SAFETY</u>			
Employees	205,200	200,950	215,050
Supplies & Services	3,700	3,650	3,700
Third Party Payments	100	100	100
	<hr/>	<hr/>	<hr/>
	209,000	204,700	218,850
Less Income	(5,150)	(4,950)	(5,100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	203,850	199,750	213,750
Central, Departmental & Technical Support Services	137,700	135,200	139,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	341,550	334,950	353,000
	<hr/>	<hr/>	<hr/>
15. <u>PUBLIC HEALTH</u>			
Employees	165,600	147,500	158,450
Supplies & Services	30,000	33,000	23,000
	<hr/>	<hr/>	<hr/>
	195,600	180,500	181,450
Less Income	(152,000)	(136,700)	(136,700)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	43,600	43,800	44,750
Central, Departmental & Technical Support Services	80,000	80,550	82,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	123,600	124,350	126,750
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

SUMMARY

	2018/19 ESTIMATE		2019/20
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. REFUSE COLLECTION	1,398,750	1,488,300	1,586,150
2. RECYCLING	1,406,900	1,570,550	990,900
3. STREET SCENE	1,520,100	1,558,100	1,050,700
4. PUBLIC CONVENIENCES	251,650	274,700	260,050
5. PEST CONTROL	24,550	24,250	24,450
6. TONBRIDGE & MALLING LEISURE TRUST	95,450	94,400	93,250
7. LARKFIELD LEISURE CENTRE	1,206,800	979,250	2,217,100
8. ANGEL CENTRE	343,850	418,450	426,100
9. TONBRIDGE SWIMMING POOL	772,200	807,400	658,850
10. POULT WOOD GOLF CENTRE	230,450	228,200	241,550
11. SPORTS GROUNDS	452,450	485,900	505,100
12. PLEASURE GROUNDS & OPEN SPACES	684,550	735,550	719,900
13. ALLOTMENTS	8,300	9,950	9,400
14. CHURCHYARDS	10,450	10,150	10,400
15. CEMETERY	78,900	102,300	77,200
16. YOUTH & PLAY DEVELOPMENT	71,650	70,700	68,000
17. SPORTS DEVELOPMENT	57,200	62,200	58,500
18. EVENTS DEVELOPMENT	63,650	52,150	52,250
19. LEISURE MARKETING / PROMOTION	168,850	170,050	166,600
20. PARKING SERVICES	(1,453,300)	(1,465,250)	(1,306,900)
21. TRANSPORTATION	81,600	129,450	118,650
22. SECURITY SERVICES MANAGEMENT (CCTV)	72,900	69,750	71,750
23. BOROUGH DRAINAGE & LAND DRAINAGE RELATED WORK	108,300	79,600	74,250
24. CIVIL CONTINGENCIES	86,400	118,900	141,450
	7,742,600	8,075,000	8,315,650

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2018/19 ESTIMATE		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
1. <u>REFUSE COLLECTION</u>			
Employees	114,050	128,900	125,250
Premises Related Expenses	30,800	30,850	31,100
Supplies & Services	8,050	17,350	22,350
Third Party Payments	1,220,300	1,281,300	1,371,300
	<hr/>	<hr/>	<hr/>
	1,373,200	1,458,400	1,550,000
Less Income	(108,000)	(108,300)	(97,600)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,265,200	1,350,100	1,452,400
Central, Departmental & Technical Support Services	80,600	85,250	78,600
Depreciation & Impairment	52,950	52,950	55,150
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,398,750	1,488,300	1,586,150
	<hr/>	<hr/>	<hr/>
2. <u>RECYCLING</u>			
Employees	111,350	127,800	123,350
Premises Related Expenses	17,950	17,950	11,000
Transport Related Expenses	134,000	154,500	127,500
Supplies & Services	39,750	62,400	127,800
Third Party Payments	1,544,900	1,622,850	1,605,950
	<hr/>	<hr/>	<hr/>
	1,847,950	1,985,500	1,995,600
Less Income	(578,550)	(558,500)	(1,180,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,269,400	1,427,000	815,600
Central, Departmental & Technical Support Services	74,450	79,700	75,750
Depreciation & Impairment	63,050	63,850	99,550
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,406,900	1,570,550	990,900
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2018/19 ESTIMATE		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
3. <u>STREET SCENE</u>			
Employees	117,950	133,750	129,350
Supplies & Services	130,100	133,350	112,100
Third Party Payments	1,290,400	1,295,000	784,000
	<hr/>	<hr/>	<hr/>
	1,538,450	1,562,100	1,025,450
Less Income	(96,800)	(85,750)	(50,850)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,441,650	1,476,350	974,600
Central, Departmental & Technical Support Services	78,450	81,750	76,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,520,100	1,558,100	1,050,700
	<hr/>	<hr/>	<hr/>
4. <u>PUBLIC CONVENIENCES</u>			
Employees	17,300	20,400	19,250
Premises Related Expenses	77,700	97,600	82,250
Supplies & Services	-	1,450	-
Third Party Payments	65,100	63,500	66,650
	<hr/>	<hr/>	<hr/>
	160,100	182,950	168,150
Less Income	(200)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	159,900	182,900	168,100
Central, Departmental & Technical Support Services	14,750	14,800	14,950
Depreciation & Impairment	77,000	77,000	77,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	251,650	274,700	260,050
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2018/19 ESTIMATE		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
5. <u>PEST CONTROL</u>			
Employees	7,150	7,450	7,600
Supplies & Services	500	-	-
Financial Hardship Subsidy	2,000	2,000	2,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	9,650	9,450	9,600
Central, Departmental & Technical Support Services	14,900	14,800	14,850
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	24,550	24,250	24,450
	<hr/>	<hr/>	<hr/>
6. <u>TONBRIDGE & MALLING LEISURE TRUST</u>			
Employees	38,350	41,000	38,100
Third Party Payments	28,000	26,000	27,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	66,350	67,000	65,100
Central, Departmental & Technical Support Services	29,100	27,400	28,150
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	95,450	94,400	93,250
	<hr/>	<hr/>	<hr/>
7. <u>LARKFIELD LEISURE CENTRE</u>			
Employees	1,250	1,050	1,050
Premises Related Expenses	146,050	227,750	423,800
Third Party Payments	250,000	750	1,000,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	397,300	229,550	1,424,850
Central, Departmental & Technical Support Services	32,900	30,500	30,600
Depreciation & Impairment	776,600	719,200	761,650
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,206,800	979,250	2,217,100
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2018/19 ESTIMATE		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
8. <u>ANGEL CENTRE</u>			
Employees	2,600	2,500	2,750
Premises Related Expenses	57,600	68,250	60,650
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	60,200	70,750	63,400
Central, Departmental & Technical Support Services	10,900	11,500	11,500
Depreciation & Impairment	272,750	336,200	351,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	343,850	418,450	426,100
	<hr/>	<hr/>	<hr/>
9. <u>TONBRIDGE SWIMMING POOL</u>			
Employees	2,600	2,500	2,750
Premises Related Expenses	252,850	275,650	123,700
Supplies & Services	-	3,400	-
Third Party Payments	-	1,400	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	255,450	282,950	126,450
Central, Departmental & Technical Support Services	13,450	9,800	12,900
Depreciation & Impairment	503,300	514,650	519,500
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	772,200	807,400	658,850
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2018/19 ESTIMATE		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
10. <u>POULT WOOD GOLF CENTRE</u>			
Employees	1,600	1,350	1,400
Premises Related Expenses	69,850	77,950	80,750
Transport Related Expenses	2,150	3,400	4,400
Supplies & Services	-	250	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	73,600	82,950	86,550
Central, Departmental & Technical Support Services	9,500	8,500	8,600
Depreciation & Impairment	147,350	136,750	146,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	230,450	228,200	241,550
	<hr/>	<hr/>	<hr/>
11. <u>SPORTS GROUNDS</u>			
Employees	36,950	35,200	36,950
Premises Related Expenses	46,900	69,100	44,650
Transport Related Expenses	1,950	1,800	1,750
Supplies & Services	153,600	164,550	3,550
Third Party Payments	239,150	236,300	242,500
	<hr/>	<hr/>	<hr/>
	478,550	506,950	329,400
Less Income	(164,200)	(180,300)	(14,200)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	314,350	326,650	315,200
Central, Departmental & Technical Support Services	37,500	48,800	55,700
Depreciation & Impairment	100,600	110,450	134,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	452,450	485,900	505,100
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2018/19 ESTIMATE		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
12. <u>PLEASURE GROUNDS & OPEN SPACES</u>			
Employees	185,950	181,850	191,250
Premises Related Expenses	118,450	131,300	122,600
Transport Related Expenses	1,900	5,900	2,050
Supplies & Services	79,950	141,000	90,550
Third Party Payments	236,350	242,750	251,050
	<hr/>	<hr/>	<hr/>
	622,600	702,800	657,500
Less Income	(165,800)	(186,800)	(173,350)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	456,800	516,000	484,150
Central, Departmental & Technical Support Services	130,150	123,200	121,250
Depreciation & Impairment	97,600	96,350	114,500
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	684,550	735,550	719,900
	<hr/>	<hr/>	<hr/>
13. <u>ALLOTMENTS</u>			
Employees	300	300	300
Premises Related Expenses	100	150	150
Third Party Payments	5,100	5,100	5,100
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	5,500	5,550	5,550
Central, Departmental & Technical Support Services	700	2,300	2,450
Depreciation & Impairment	2,100	2,100	1,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	8,300	9,950	9,400
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2018/19 ESTIMATE		2019/20
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
14. <u>CHURCHYARDS</u>			
Employees	2,150	2,100	2,150
Premises Related Expenses	2,150	2,150	2,150
Third Party Payments	4,150	4,150	4,250
	<hr/>	<hr/>	<hr/>
	8,450	8,400	8,550
Less Income	-	(50)	(50)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	8,450	8,350	8,500
Central, Departmental & Technical Support Services	2,000	1,800	1,900
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	10,450	10,150	10,400
	<hr/>	<hr/>	<hr/>
15. <u>CEMETERY</u>			
Employees	23,350	21,300	23,600
Premises Related Expenses	26,800	41,950	16,600
Supplies & Services	2,100	2,000	2,000
Third Party Payments	60,300	60,300	61,800
	<hr/>	<hr/>	<hr/>
	112,550	125,550	104,000
Less Income	(74,500)	(68,850)	(70,550)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	38,050	56,700	33,450
Central, Departmental & Technical Support Services	19,550	19,250	17,400
Depreciation & Impairment	21,300	26,350	26,350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	78,900	102,300	77,200
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2018/19 ESTIMATE		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
16. <u>YOUTH & PLAY DEVELOPMENT</u>			
Employees	23,750	27,350	24,300
Supplies & Services	27,000	24,500	24,500
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	50,750	51,850	48,800
Central, Departmental & Technical Support Services	20,900	18,850	19,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	71,650	70,700	68,000
	<hr/>	<hr/>	<hr/>
17. <u>SPORTS DEVELOPMENT</u>			
Employees	32,150	37,900	33,700
Supplies & Services	5,000	7,500	5,000
	<hr/>	<hr/>	<hr/>
	37,150	45,400	38,700
Less Income	(500)	(3,000)	(500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	36,650	42,400	38,200
Central, Departmental & Technical Support Services	20,550	19,800	20,300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	57,200	62,200	58,500
	<hr/>	<hr/>	<hr/>
18. <u>EVENTS DEVELOPMENT</u>			
Employees	25,500	29,100	26,400
Supplies & Services	26,800	22,350	22,350
	<hr/>	<hr/>	<hr/>
	52,300	51,450	48,750
Less Income	(5,000)	(15,000)	(12,600)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	47,300	36,450	36,150
Central, Departmental & Technical Support Services	16,350	15,700	16,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	63,650	52,150	52,250
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2018/19 ESTIMATE		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
19. <u>LEISURE MARKETING / PROMOTION</u>			
Employees	74,050	74,350	72,000
Supplies & Services	37,750	41,250	38,850
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	111,800	115,600	110,850
Central, Departmental & Technical Support Services	57,000	54,400	55,750
Depreciation & Impairment	50	50	-
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	168,850	170,050	166,600
	<hr/>	<hr/>	<hr/>
20. <u>PARKING SERVICES</u>			
Employees	414,350	398,100	449,450
Premises Related Expenses	390,000	395,100	538,650
Transport Related Expenses	10,950	10,950	11,150
Supplies & Services	845,850	849,650	834,800
	<hr/>	<hr/>	<hr/>
	1,661,150	1,653,800	1,834,050
Less Income	(3,564,250)	(3,556,700)	(3,586,950)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(1,903,100)	(1,902,900)	(1,752,900)
Central, Departmental & Technical Support Services	339,950	324,850	336,700
Depreciation & Impairment	109,850	112,800	109,300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(1,453,300)	(1,465,250)	(1,306,900)
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2018/19 ESTIMATE		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
21. <u>TRANSPORTATION</u>			
Employees	59,450	56,750	60,000
Premises Related Expenses	18,750	23,750	18,800
Supplies & Services	5,100	14,000	5,000
	<hr/>	<hr/>	<hr/>
	83,300	94,500	83,800
Less Income	(42,000)	-	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	41,300	94,500	83,800
Central, Departmental & Technical Support Services	37,350	32,000	32,000
Depreciation & Impairment	2,950	2,950	2,850
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	81,600	129,450	118,650
	<hr/>	<hr/>	<hr/>
22. <u>SECURITY SERVICES MANAGEMENT</u>			
Employees	32,050	27,200	29,200
Premises Related Expenses	200	200	200
Supplies & Services	16,150	15,700	15,900
Third Party Payments	179,100	179,100	184,500
	<hr/>	<hr/>	<hr/>
	227,500	222,200	229,800
Less Income	(197,100)	(188,650)	(193,950)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	30,400	33,550	35,850
Central, Departmental & Technical Support Services	27,750	24,250	25,450
Depreciation & Impairment	14,750	11,950	10,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	72,900	69,750	71,750
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2018/19 ESTIMATE		2019/20
	ORIGINAL £	REVISED £	ESTIMATE £
23. <u>BOROUGH DRAINAGE & LAND DRAINAGE RELATED WORK</u>			
Employees	29,350	30,700	33,200
Supplies & Services	12,850	12,750	5,750
Third Party Payments	3,000	3,000	3,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	45,200	46,450	41,950
Central, Departmental & Technical Support Services	23,100	32,050	31,200
Depreciation & Impairment	40,000	1,100	1,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	108,300	79,600	74,250
	<hr/>	<hr/>	<hr/>
24. <u>CIVIL CONTINGENCIES</u>			
Employees	26,450	43,950	59,300
Supplies & Services	32,050	31,050	33,050
	<hr/>	<hr/>	<hr/>
	58,500	75,000	92,350
Less Income	(6,900)	-	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	51,600	75,000	92,350
Central, Departmental & Technical Support Services	34,800	43,900	49,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	86,400	118,900	141,450
	<hr/>	<hr/>	<hr/>

**Capital Plan: List A
Service Summary**

	Expenditure To 31/03/18	2018/19 Estimate inc Prior Year Slippage	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Planning, Housing & Environmental Health	0	30	50	155	155	155	155	155	855
Street Scene, Leisure & Technical Services	912	418	2,178	129	636	143	1,263	159	5,838
Corporate	224	258	106	30	30	30	30	30	738
Sub-total	1,136	706	2,334	314	821	328	1,448	344	7,431
Capital Renewals									
Planning, Housing & Environmental Health	n/a	0	24	0	0	0	13	0	37
Street Scene, Leisure & Technical Services	n/a	498	935	382	211	594	408	481	3,509
Corporate	n/a	303	481	307	179	268	132	452	2,122
Sub-total	n/a	801	1,440	689	390	862	553	933	5,668
Total	1,136	1,507	3,774	1,003	1,211	1,190	2,001	1,277	13,099

Capital Plan: List A
Planning, Housing and Environmental Health

	Expenditure To 31/03/18	2018/19 Estimate inc Prior Year Slippage	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Housing	n/a	30	30	155	155	155	155	155	835
Environmental Health	0	0	20	0	0	0	0	0	20
Sub-total	0	30	50	155	155	155	155	155	855
Capital Renewals	n/a	0	24	0	0	0	13	0	37
Total Planning, Housing and Environmental Health	0	30	74	155	155	155	168	155	892

Capital Plan: List A
Planning, Housing and Environmental Health

	Justification	Scheme notes
<p>Housing</p> <p>(a) Disabled Facility Grants</p>	<p><i>Former Corp't Aims & Priorities</i></p>	<p>Figures in 2018/19 and 2019/20 reflect enhanced levels of Government grant received / anticipated under the Better Care Fund (BCF). Part of the enhanced support has been used to fund a revenue project in support of the West Kent Hospital Discharge Scheme and an Occupational Therapist which have led to increased demand for disabled facility adaptations. Expenditure / grant figures in 2018/19 comprise this year's BCF award of £951,000 and prior year BCF underspends of £255,000. Additional funding for DFGs in 2018/19 of £193,000, announced in the Chancellor's October Budget, is also included.</p> <p>Government support in 2020/21 and beyond will be informed by the Local Government Spending Review to be announced in 2019/20. Figures in the new four year spending review period which commences in 2020/21, and all subsequent years, currently reflect the pre-enhanced BCF funding arrangements of £530,000 per annum and a Council contribution of £125,000 per annum. Figures to be updated when the Council's allocation is known.</p>
<p>(b) Housing Assistance</p>	<p><i>Former Corp't Aims & Priorities</i></p>	<p>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.</p>
<p>(c) Homeless Accommodation</p>	<p>Cost saving</p>	<p>Provision to purchase property for temporary accommodation purposes. Scheme funded in full from developer contributions earmarked for affordable housing. Expenditure in 2018/19 relates to the purchase of six apartments at 47 High Street, Tonbridge. Of the £1.6m approved spend, £65,000 is included in revenue to fund service charges, ground rents and repairs. Scheme approved Cabinet March 2018.</p>

Capital Plan: List A
Planning, Housing and Environmental Health

	Code	Expenditure To 31/03/18	2018/19 Estimate inc Prior Year Slippage	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Environmental Health										
(a) Air Quality Monitoring Station	P02EN			20						20
Total Environmental Health to Summary		0	0	20	0	0	0	0	0	20
Capital Renewals										
(b) Environmental Protection Provision for Inflation	P02EBCR01 P02EZ	n/a n/a		24				12 1		36 1
Total Capital Renewals to Summary		n/a	0	24	0	0	0	13	0	37

Capital Plan: List A
Planning, Housing and Environmental Health

	Justification	Scheme notes
<p>Environmental Health</p> <p>(a) Air Quality Monitoring Station</p> <p>Capital Renewals</p> <p>(b) Environmental Protection</p>	<p>Statutory requirement, Health & safety</p> <p><i>Former Corp't Aims & Priorities</i></p>	<p>Purchase of “particulate matter” air quality monitoring station to enable roadside pollution levels to be monitored in identified locations in the borough.</p> <p>Provisions relate to the replacement of noise and gas pollution monitoring equipment.</p>

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

	Expenditure To 31/03/18	2018/19 Estimate inc Prior Year Slippage	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Street Scene	n/a	84	692	99	106	113	120	129	1,343
Leisure									
Larkfield Leisure Centre	367	203	1,200	0	0	0	0	0	1,770
Sports Grounds	4	0	256	0	0	0	0	0	260
Open Spaces	0	0	0	0	0	0	0	0	0
Other Leisure Schemes	89	27	0	0	0	0	15	0	131
Technical Services									
Car Parking	16	70	30	30	30	30	30	30	266
Transportation	376	9	0	0	0	0	0	0	385
Land Drainage / Flood Defence	60	25	0	0	500	0	1,098	0	1,683
Sub-total	912	418	2,178	129	636	143	1,263	159	5,838
Capital Renewals	n/a	498	935	382	211	594	408	481	3,509
Total Street Scene, Leisure & Technical Services	912	916	3,113	511	847	737	1,671	640	9,347

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

	Code	Expenditure To 31/03/18	2018/19 Estimate inc Prior Year Slippage	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Street Scene										
(a) Green Waste Bins Growth / Replacement	P02BC	n/a	16	31	31	31	31	31	31	202
(b) Refuse Bins Growth / Replacement	P02DA	n/a	68	61	61	61	61	61	61	434
(c) Containers for new Waste / Recycling Service										
(i) Initial purchase	P02CN			600						600
(ii) Additional take-up / Growth / Replacement	P02CF				7	14	21	28	37	107
Total Street Scene to Summary		n/a	84	692	99	106	113	120	129	1,343
Larkfield Leisure Centre										
(d) Refurbishment of Lifestyles Health Suite Less TMLT Contribution	P05LL	429 (62)	3							432 (62)
Sub-total		367	3	0	0	0	0	0	0	370
(e) Ventilation, Boiler and Pool Hall Roof	P05LP		200	1,200						1,400
Total Larkfield Leisure Centre to Summary		367	203	1,200	0	0	0	0	0	1,770

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

	Justification	Scheme notes
<p>Street Scene</p> <p>(a) Green Waste Bins Growth / Replacement</p> <p>(b) Refuse Bins Growth / Replacement</p> <p>(c) Containers for new Waste / Recycling Service</p> <p>Larkfield Leisure Centre</p> <p>(d) Refurbishment of Lifestyles Health Suite</p> <p>(e) Ventilation, Boiler and Pool Hall Roof</p>	<p><i>Former Corp't Aims & Priorities</i></p> <p>Reduce expenditure, income generation</p> <p><i>Former Corp't Aims & Priorities</i></p> <p>H & safety, protect existing income, reduce exp.</p>	<p>} 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).</p> <p>Containers for new Waste Contract including internal and external food waste caddies and wheeled bins for 'opt in' garden waste service. Scheme approved by Council September 2018 with funding from an earmarked reserve established for this purpose. Income generating / revenue saving scheme.</p> <p>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. Provision in 2018/19 relates to consultancy fees due on scheme completion.</p> <p>To repair / replace the current ventilation system serving the leisure pool and boilers serving both the leisure pool and main building. Scheme to be progressed as part of a package of improvements in 2019/20 including the refurbishment/repainting of leisure pool spaceframe. Scheme budget increased by £445,000 following a detailed assessment by consultant heating and ventilation engineers. Replacement of the pool hall roof, at an estimated cost of £450,000, was added as part of the 2018/19 Capital Plan Review.</p>

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

	Code	Expenditure To 31/03/18	2018/19 Estimate inc Prior Year Slippage	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	Scheme Total
Sports Grounds										
(a) Tonbridge School Athletics Track Improvements Less Developer Contributions	P05DC		161 (161)							161 (161)
Sub-total		0	0	0	0	0	0	0	0	0
(b) Racecourse Sportsground Riverside Revetment Less Grants	P05DD	4	19 (19)	202 (9)						225 (28)
Sub-total		4	0	193	0	0	0	0	0	197
(c) Racecourse Sportsground Rugby Pitch Drainage Less Developer Contributions	P05DE		1 (1)	15 (7)						16 (8)
Sub-total		0	0	8	0	0	0	0	0	8
(d) Racecourse Sportsground Swimming Pool Bridge Less Developer Contributions	P05DN			120 (65)						120 (65)
Sub-total		0	0	55	0	0	0	0	0	55
Total Sports Grounds to Summary		4	0	256	0	0	0	0	0	260

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

	Justification	Scheme notes
Sports Grounds		
(a) Tonbridge School Athletics Track Improvements	<i>Former Corp't Aims & Priorities</i>	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. Scheme budget increased by £11,000 (2017/18 Capital Plan Review) to progress works to track floodlights to enable use of track throughout the year. Long term Community User Agreement secured as a result of the investment. Scheme completed.
(b) Racecourse Sportsground Riverside Revetment	Health & safety	Replace sections of the existing wooden revetment which is failing and causing erosion of the riverbank at Tonbridge Racecourse Sportsground. Scheme is part funded by grant from the Environment Agency. Budget increased by £105,000 following unsuccessful outcome of tender exercise and cost review by the Building and Facilities Manager in liaison with external consultants.
(c) Racecourse Sportsground 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 from developer contributions and a virement of £8,000 from the Land Drainage Improvement Programme. Scheme budget reduced by £9,000 and rescheduled to 2019/20 to enable further monitoring of water levels over the winter period.
(d) Racecourse Sportsground Swimming Pool Bridge	Health & safety	Replacement of the metal bridge linking Tonbridge Pool Car Park to the Racecourse Sportsground.

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

	Code	Expenditure To 31/03/18	2018/19 Estimate inc Prior Year Slippage	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Open Spaces										
(a) 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
(b) Haysden Country Park Car Park Extension Less Developer Contributions	P05FB		23 (23)							23 (23)
Sub-total		0	0	0	0	0	0	0	0	0
(c) Haysden Country Park Sewerage Treatment Less Developer Contributions	P05FC			75 (75)						75 (75)
Sub-total		0	0	0	0	0	0	0	0	0
Total Open Spaces to Summary		0	0	0	0	0	0	0	0	0

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

	Justification	Scheme notes
<p>Open Spaces</p> <p>(a) Open Spaces Site Improvements Phase 2</p> <p>(b) Haysden Country Park Car Park Extension</p> <p>(c) Haysden Country Park Sewerage Treatment</p>	<p><i>Former Corp't Aims & Priorities</i></p> <p>Income generating</p> <p>Legislative requirement</p>	<p>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, Brungers Pond and surfacing of play area at St Philips Church. Provision in 2018/19 relates to the demolition of Frogbridge Pavilion. Scheme funded in full from developer contributions.</p> <p>Replacement of the current temporary overflow parking area in Tile Barn Field with a hard surface to allow parking at peak times throughout the year, including when the ground conditions are wet. Scheme funded in full from developer contributions. Scheme completed. Budget reduced by £7,000.</p> <p>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. Scheme rescheduled to 2019/20 to enable options to be fully evaluated and costed.</p>

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

	Code	Expenditure To 31/03/18	2018/19 Estimate inc Prior Year Slippage	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Other Leisure Schemes										
(a) Tonbridge Cemetery / Closed Churchyards Memorial Safety Less Developer Contributions	P05KV	92 (3)	19					15		126 (3)
Sub-total		89	19	0	0	0	0	15	0	123
(b) Tonbridge Cemetery Path Works Less Developer Contributions	P05KD		17 (17)							17 (17)
Sub-total		0	0	0	0	0	0	0	0	0
(c) Ton to Penshurst Cycle Route Refurbishment Less Developer Contributions	P05KL		37 (37)							37 (37)
Sub-total		0	0	0	0	0	0	0	0	0
(d) Community Group Funding	P05KS	n/a	8							8
Total Other Leisure Schemes to Summary		89	27	0	0	0	0	15	0	131

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

	Justification	Scheme notes
<p>Other Leisure Schemes</p> <p>(a) Tonbridge Cemetery / Closed Churchyards Memorial Safety</p> <p>(b) Tonbridge Cemetery Path Works</p> <p>(c) Ton to Penshurst Cycle Route Refurbishment</p> <p>(d) Community Group Funding</p>	<p><i>Former Corp't Aims & Priorities</i></p> <p>Health & safety</p> <p>Health & safety</p> <p><i>Former Corp't Aims & Priorities</i></p>	<p>Provision in 2018/19 and 2023/24 based on Local Government Ombudsman's recommendation to inspect every five years. 2018/19 inspections currently taking place.</p> <p>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. Scheme funded in full from developer contributions. Scheme completed. Budget increased by £2,000.</p> <p>Refurbishment of a section of the cycle route that runs through Tonbridge Racecourse Sportsground. Scheme funded in full from developer contributions. Scheme completed. Budget reduced by £23,000.</p> <p>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. This scheme is being removed from the Capital Plan for 2019/20 onwards and met from the revenue budget - see Street Scene, Leisure & Technical Services: Leisure Planning & Policy (B37SD).</p>

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

	Code	Expenditure To 31/03/18	2018/19 Estimate inc Prior Year Slippage	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Car Parking										
(a) Existing Car Parks Improvement Programme	P01AB	n/a	46	30	30	30	30	30	30	226
(b) Car Parking Action Plan Phase 8 and 9	P01AW	16	24							40
Total Car Parking to Summary		16	70	30	30	30	30	30	30	266
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								170
Total Transportation to Summary		376	9	0	0	0	0	0	0	385

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

	Justification	Scheme notes
<p>Car Parking</p> <p>(a) Existing Car Parks Improvement Programme</p> <p>(b) Car Parking Action Plan Phase 8 and 9</p> <p>Transportation</p> <p>(c) Local Transport Plan Partnership Programme</p> <p>(d) Community Partnership Initiatives</p>	<p><i>Former Corp't Aims & Priorities</i></p>	<p>An annual provision for capital investment in the Council's off-street car parks to ensure that their condition is adequate for health & safety, legislation, the needs of our customers and income generation. A condition survey of the existing car parks is currently being progressed to determine future work programme.</p> <p>A phased programme of parking measures to give effect to the Cabinet's adopted Parking Action Plan. Action plan to be drawn from the Member endorsed on-street waiting list. May include reviews and refinements of existing plan schemes. Budget provision for subsequent phases and for the ongoing review of existing parking action plans is now included in the revenue estimates for 2018/19 onwards.</p> <p>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.</p> <p>Scheme complete. Unspent budget provision of £4,000 rolled forward to 2018/19 is no longer required and has been deleted.</p>

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

	Code	Expenditure To 31/03/18	2018/19 Estimate inc Prior Year Slippage	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Land Drainage / Flood Defence										
(a) Drainage Improvement Programme Less DEFRA Grant and other Income Sub-total	P01HR	88 (30)								88 (30)
		58	0	0	0	0	0	0	0	58
(b) Wouldham River Wall	P01HS	2	25					1,098		1,125
(c) Leigh Flood Storage Area	P01HV					500				500
Total Land Drainage / Flood Defence to Summary		60	25	0	0	500	0	1,098	0	1,683

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

	Justification	Scheme notes
<p>Land Drainage / Flood Defence</p> <p>(a) Drainage Improvement Programme</p> <p>(b) Wouldham River Wall</p> <p>(c) Leigh Flood Storage Area</p>	<p><i>Former Corp't Aims & Priorities</i></p> <p><i>Former Corp't Aims & Priorities</i></p> <p><i>Former Corp't Aims & Priorities</i></p>	<p>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. The remaining scheme budget of £8,000 has been vired under delegated authority to the Racecourse Sportsground Rugby Pitch Drainage scheme.</p> <p>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 cost by the consultant Quantity Surveyor. Movement in wall to be monitored by external consultant over next 5 years to determine requirement for works. Funding rescheduled to 2023/24 in liaison with local Members and the Parish Council. Funding may need to be brought forward if monitoring identifies significant changes in movement levels of the wall. Budget increased by £125,000 to maintain the purchasing power of the reprogrammed scheme and permit health and safety related path repairs to be undertaken in 2018/19.</p> <p>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.</p>

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

	Code	Expenditure To 31/03/18	2018/19 Estimate inc Prior Year Slippage	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Renewals										
Street Scene - Recycling Initiatives	P02EBCR02	n/a	6							6
Sports Grounds & Open Spaces	P05KGBC05	n/a	7	357	73	63	171	55	152	878
Technical Services:										
(a) CCTV	P01BA	n/a	16	15	15	15	15	15	15	106
(b) Car Parking	P01JF	n/a	25				10	16	33	84
			54	372	88	78	196	86	200	1,074
Provision for Inflation		n/a		7	4	5	16	9	25	66
Sub-total			54	379	92	83	212	95	225	1,140
Leisure Centres:										
(c) Angel Centre	P05KGBC01	n/a	59	254	46	24	202	36	99	720
(d) Larkfield Leisure Centre	P05KGBC02	n/a	352	176	135	66	70	285	91	1,175
(e) Tonbridge Swimming Pool	P05KGBC04	n/a	51	140	66	35	95	33	53	473
(f) Poulton Wood Golf Clubhouse	P05KGBC03	n/a	58	53	32	18	7	11	13	192
Course	P05KGBC07	n/a		81			7	11		99
Grounds Maintenance	P05KGBC06	n/a	72	23	93	18	90	3	47	346
			592	727	372	161	471	379	303	3,005
Provision for Inflation	P05KZ	n/a		15	15	10	39	39	38	156
Savings Target (assumes 25%)		n/a	(148)	(186)	(97)	(43)	(128)	(105)	(85)	(792)
Sub-total			444	556	290	128	382	313	256	2,369
Total Capital Renewals to Summary		n/a	498	935	382	211	594	408	481	3,509

**Capital Plan: List A
Corporate**

	Expenditure To 31/03/18	2018/19 Estimate inc Prior Year Slippage	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 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	214	258	46	30	30	30	30	30	668
Sub-total	224	258	106	30	30	30	30	30	738
Capital Renewals	n/a	303	481	307	179	268	132	452	2,122
Total Corporate	224	561	587	337	209	298	162	482	2,860

**Capital Plan: List A
Corporate**

	Code	Expenditure To 31/03/18	2018/19 Estimate inc Prior Year Slippage	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 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) Housing Services Document Management Less Government Grant	P06DH	34 (8)	6							40 (8)
Sub-total		26	6	0	0	0	0	0	0	32
(d) Council Chamber Conference System	P06ER	68	27							95
(e) Virtual Desktop Infrastructure	P06ET	120	80							200
(f) Revenues and Benefits IT Digital Solution	P06EW		65							65
(g) Data Protection (GDPR) Software	P06DR		50	16						66
Total Information Technology Initiatives to Summary		214	258	46	30	30	30	30	30	668

**Capital Plan: List A
Corporate**

	Justification	Scheme notes
Land and Property (a) Tonbridge Castle Offices : Re-tile roof	<i>Former Corp't Aims & Priorities</i>	Retiling of roof to protect asset. Condition has not materially worsened. Bulk of the budget has been deferred to 2019/20. 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	<i>Former Corp't Aims & Priorities</i>	Provision for identified IT developments with estimated expenditure of less than £5,000 each.
(c) Housing Services Document Management	<i>Former Corp't Aims & Priorities</i>	Document management system approved by Communities & Housing Advisory Board, November 2016. Scheme funded by virements of: £8,000 Revenues & Benefits Document Management; £16,000 Renewable Energy; and £16,000 from the Council's contribution to Housing Disabled Facility Grants which was underspent in 2015/16.
(d) Council Chamber Conference System	Maintain capability	Replace the ageing microphone and projector systems in the Council Chamber and Committee Room
(e) 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.
(f) 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.
(g) Data Protection (GDPR) Software	Legislative requirement	Software required to reduce risks under General Data Protection Regulations associated with the storage of and access to unstructured data on the Council's IT Systems. Scheme approved Cabinet March 2018.

**Capital Plan: List A
Corporate**

	Code	Expenditure To 31/03/18	2018/19 Estimate inc	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Renewals	P06FA									
(a) General										
Departmental Administration	GR01	n/a	1		4	18			2	25
Council Offices	GR02	n/a			2	16				18
Print Unit	GR03	n/a	62	102			7		62	233
Telephones	GR05	n/a	3	6			3	2	12	26
Snack Facilities	GR06	n/a	4	1				3		8
Tonbridge Christmas Lighting	GR09	n/a	33							33
Elections	GR10	n/a					28			28
Sub-total		n/a	103	109	6	34	38	5	76	371
(b) Information Technology	P06FB		27	53						80
Desktop Hardware	FB10	n/a	6	6	6	23	16	16	16	89
Mobile Hardware	FB20	n/a	40	5	5	30	23	6	6	115
Computer Suite	FB30	n/a	56	82	135	27	115	38	190	643
Other Hardware	FB40	n/a	14	14	14	3	3	3	3	54
Network	FB50	n/a	4	155	81	4	4	4	62	314
Corporate Software	FB60	n/a	7	7	7	7	7	7	7	49
Operational Software	FB70	n/a	21	16	16	16	16	16	16	117
User Software	FB80	n/a	25	25	25	25	26	25	25	176
Sub-total		n/a	200	363	289	135	210	115	325	1,637
Provision for Inflation	P06FZ	n/a		9	12	10	20	12	51	114
Total Capital Renewals to Summary		n/a	303	481	307	179	268	132	452	2,122

GENERAL FUND WORKING BALANCE

	£
Balance at 1.4.2018	1,250,000
	<hr/>
Balance at 31.3.2020	1,250,000
	<hr/>

GENERAL REVENUE RESERVE

	£	£
Balance at 1.4.2018		6,646,693
Budgeted to be transferred to the Reserve	433,400	
Increase on Original Estimate	(321,850)	
	<hr/>	111,550
		<hr/>
Estimated Balance at 1.4.2019		6,758,243
Contribution to the Reserve 2019/20		450,600
		<hr/>
Estimated Balance at 31.3.2020		7,208,843

Tonbridge and Malling Borough Council
Estimate of Collection Fund Surplus / (Deficit) 2018/19 - Council Tax

	Estimate	
	£	£
<u>Income</u>		
Surplus / (Deficit) Brought Forward		945,944
Income from Council Tax Payers (Net of Discounts, CTR and Exemptions)		88,001,847
Total Income for the Year		88,947,791
<u>Expenditure</u>		
Precepts and Demands for 2018/19		
Kent County Council	61,790,568	
Police & Crime Commissioner for Kent	8,444,731	
Kent & Medway Fire & Rescue Authority	3,769,800	
Parishes	2,779,637	
Tonbridge & Malling Borough Council	10,155,641	86,940,377
Provision for Council Tax Non-Collection		140,000
Payments of Estimated Surplus for 2017/18		
Kent County Council	581,005	
Police & Crime Commissioner for Kent	77,467	
Kent & Medway Fire & Rescue Authority	36,195	
Tonbridge & Malling Borough Council	124,226	818,893
Total Expenditure for the Year		87,899,270
Estimated Surplus / (Deficit) for 2018/19		1,048,521

Allocation of Estimated Surplus / (Deficit) for 2018/19

	Precepts 2018/19		Surplus / (Deficit)
	£	%	£
Kent County Council	61,790,568	71.07	745,184
Police & Crime Commissioner for Kent	8,444,731	9.71	101,811
Kent & Medway Fire & Rescue Authority	3,769,800	4.34	45,506
Tonbridge & Malling Borough Council	12,935,278	14.88	156,020
Total	86,940,377	100.00	1,048,521

Tonbridge and Malling Borough Council
Estimate of Collection Fund Surplus / (Deficit) 2018/19 - Business Rates

	Estimate	
	£	£
<u>Income</u>		
Surplus / (Deficit) Brought Forward		109,518
Income from Business Rate Payers		57,565,390
Total Income for the Year		57,674,908
<u>Expenditure</u>		
Demands for 2018/19 based upon NNDR 1 2018/19		
Kent County Council	32,026,747	
Kent & Medway Fire & Rescue Authority	542,826	
Tonbridge & Malling Borough Council	21,713,049	
Central Government	0	54,282,622
Payment of Estimated Surplus for 2017/18		
Kent County Council	1,378	
Kent & Medway Fire & Rescue Authority	153	
Tonbridge & Malling Borough Council	6,123	
Central Government	7,654	15,308
Allowance for Losses - Bad Debts		400,000
Allowance for Losses - Appeals		986,000
Cost of Collection Allowance		162,166
Transitional Protection Payments		(343,910)
Total Expenditure for the Year		55,502,186
Estimated Surplus / (Deficit) for 2018/19		2,172,722
<u>Allocation of Estimated Surplus / (Deficit) for 2018/19</u>		
		Surplus / (Deficit)
		£
Kent County Council		1,234,793
Kent & Medway Fire & Rescue Authority		21,727
Tonbridge & Malling Borough Council		869,089
Central Government		47,113
Total		2,172,722

Estimated Comprehensive Income and Expenditure Account 2018 - 2020

	2018/19		2019/20
	Original Estimate	Revised Estimate	Original Estimate
	£	£	£
Continuing Operations			
Corporate Services	4,054,800	3,709,750	3,890,900
Chief Executive	695,450	709,350	1,064,350
Director of Central Services	346,750	413,150	443,150
Director of Finance & Transformation	1,544,550	1,382,800	1,430,550
Director of Planning, Housing & Environmental Health	3,321,500	3,223,200	3,830,550
Director of Street Scene, Leisure & Technical Services	7,578,600	7,911,000	8,315,650
Net Cost of Services	17,541,650	17,349,250	18,975,150
Other Operating Expenditure			
Parish Council Precepts	2,779,637	2,779,637	2,923,122
Drainage Board Levies	440,200	411,000	420,200
Corporate Provisions for Bad Debts	5,000	8,000	5,000
Payments to Housing Capital Receipts Pool	1,000	1,000	450
Financing & Investing Income & Expenditure			
Trading Undertakings	(310,900)	(314,950)	(309,550)
Interest Payable & Similar Charges - Leases	79,000	79,000	0
Interest & Investment Income	(377,450)	(452,450)	(483,150)
IAS 19 Pension Costs	1,721,000	1,582,000	1,582,000
Taxation & Non-Specific Grant Income			
Council Tax Income	(12,935,278)	(12,935,278)	(13,570,039)
Collection Fund - Council Tax (Surplus)/Deficit	(124,226)	(124,226)	(156,020)
Collection Fund - Non Dom Rates (Surplus)/Deficit	(6,123)	(6,123)	(869,089)
National Non-Domestic Rate Distribution	(1,283,881)	(1,214,206)	(1,545,974)
General Government Grants	(4,810,529)	(5,499,904)	(4,416,850)
(SURPLUS) / DEFICIT ON PROVISION OF SERVICES	2,719,100	1,662,750	2,555,250

Estimated Movement in Reserves Statement 2018 -2020

	2018/19		2019/20
	Original Estimate	Revised Estimate	Original Estimate
	General Fund & Reserves £	General Fund & Reserves £	General Fund & Reserves £
BALANCE AT 1 APRIL	17,727,293	19,292,473	21,407,973
Total Comprehensive Income & Expenditure	(2,719,100)	(1,662,750)	(2,555,250)
Adjustments Between Accounting Basis & Funding Basis Under Regulations			
Depreciation of Non-Current Assets	3,203,800	3,148,250	2,942,350
Net Charges made for Retirement Benefits	1,934,000	1,711,000	1,772,000
Minimum Revenue Provision	(379,000)	(379,000)	0
Capital Exp. Charged to the General Fund	(3,112,000)	(703,000)	(3,703,000)
Capital Receipts	1,000	1,000	450
Net Increase / (Decrease) in Reserves	(1,071,300)	2,115,500	(1,543,450)
BALANCE AT 31 MARCH	16,655,993	21,407,973	19,864,523

2019/20