

2024 / 25

Revenue and Capital Budgets



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BUDGET STATEMENT 2024/25

1. Introduction

- 1.1 The revenue and capital budgets for 2024/25 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 The 2024/25 Local Government Finance Settlement was better than expected with the government providing a Funding Guarantee as part of the Settlement. The 2024/25 Settlement Funding Assessment is for one year only and as explained in Cabinet and Committee Reports it is expected that TMBC will not fair well under the Fair Funding Review and this has been reflected in the MTFS.
- 1.3 Nevertheless, by way of context, since 2010/11 the Council has seen its Settlement Funding Assessment (core funding) decrease by some 61% or £4.1m (from £6.6m in 2010/11 to £2.6m in 2024/25).
- 1.4 The fall in core funding is, in part, negated by the grant award under the New Homes Bonus (NHB) scheme and other grant income. However, the continuation of these grants remains the subject of discussion. It is therefore important to stress, therefore, the funding gap set out currently within the MTFS could vary (either up or down) from what is presently reflected.
- 1.5 In the latest iteration of the MTFS it is assumed government grant funding and increased business rates income to be retained will reduce from circa £6.18m in 2024/25 to £3.16m in 2027/28 before seeing a modest increase year on year thereafter. The 2024/25 level of business rates income is partly assisted by a one off accounting adjustment to the appeals provisions.
- 1.6 The latest projected funding gap between expenditure and income is circa **£1,705,000**. **Plus** the initiative already built into the MTFS, scaling back of office accommodation in the sum of **£200,000** and reductions in the costs of Temporary Accommodation of **£400,000** gives a figure of **£2,305,000** to be found and delivered over the medium term.
- 1.7 As in previous iterations of the MTFS the latest projected funding gap can be broken down into tranches to enable more measured steps to be taken (Tranche 1 – £305,000 by April 2025; Tranche 2 – £700,000 by April 2026; Tranche 3 – £700,000 by April 2028).

1.8 It goes without saying the Council faces a **difficult and challenging financial outlook**.

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 aim of the MTFS is to give us a realistic and sustainable plan that reflects the Council's strategic priorities and objectives 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.

2.1.3 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 by the end of the strategy period and not to fall below £2.0m at any time during the 10-year period. All of the key objectives currently set out in the MTFS can be found at **[Annex 1]**.

2.1.4 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 an innovative and forward-thinking council, that leads the people and businesses of the borough towards a vibrant, prosperous and sustainable future.*

2.2.3 The Strategy sets out the four key priorities for the borough:

- Efficient services for all our residents, maintaining an effective council;
- Sustaining a borough which cares for the environment;

- Improving housing options for local people whilst protecting our outdoor areas of importance;
- Investing in our local economy.

2.2.4 In preparation of the Budget for 2024/25, regard has been taken to the above priorities and in particular the Cabinet highlighted the need to address the following key issues which contribute to the above:

- Provision of cost-effective Temporary Accommodation;
- Regeneration of Tonbridge (including replacement of Angel Centre);
- Climate Change, including carbon neutral leisure centres;
- Transformation to improve efficiency and effectiveness; and
- Delivery of the Local Plan.

2.2.5 As presented to the Council, the Budget for 2024/25 incorporates additional earmarked reserve contributions in order to provide funds to support the above activities as relevant schemes are developed.

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 2024/25 is **£238.16 (an increase of 3.0%)**. In setting this level of council tax, the Council is to make a contribution of £1,064,824 to its General Revenue Reserve.

2.3.2 In respect of Government Grant funding (see paragraph 3) in 2024/25 the Council is to receive based on its baseline funding level (see paragraph 11) £5,989,446, an increase of £591,881 or 11.0% 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.

2.3.4 Following the 2023 audit, our external auditor (Grant Thornton UK LLP) concluded the Authority has put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources. Two significant weaknesses in arrangements, covering Procurement and Key

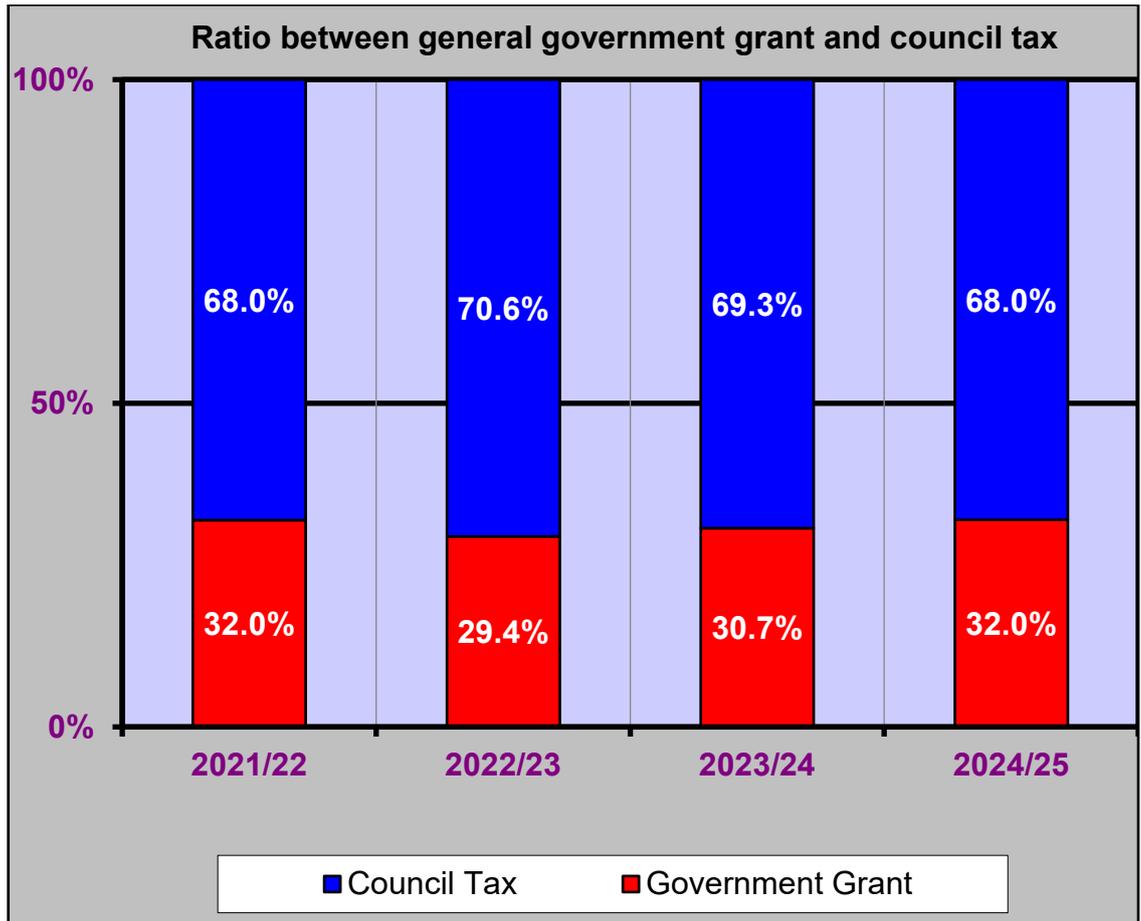
Performance Indicators, were identified and improvement plans are now in place and are being monitored.

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 The Council received a final grant settlement of £2,655,451 in 2024/25, an uplift of 5.2% compared to the sum received in 2023/24 plus a payment for the under-indexing of the business rates multiplier of £464,291, a Services Grant allocation of £16,071 and a funding guarantee in the sum of £2,510,260.
- 3.3 In addition, the Council's grant award under the New Homes Bonus scheme in 2024/25 is £343,373, a cash decrease of £267,126 or 43.8% when compared to the equivalent figure of £610,499 in 2023/24. The reduction is as an effect of lower property completions between October 2022 and October 2023 and a higher level of unoccupied homes at the date of assessment. These unoccupied properties should come into use during the next period covering October 2023 to October 2024 reversing some effect of the losses in the current year if the NHB funding continues.
- 3.4 A breakdown of Government grant funding into the various funding streams is set out in the table below.

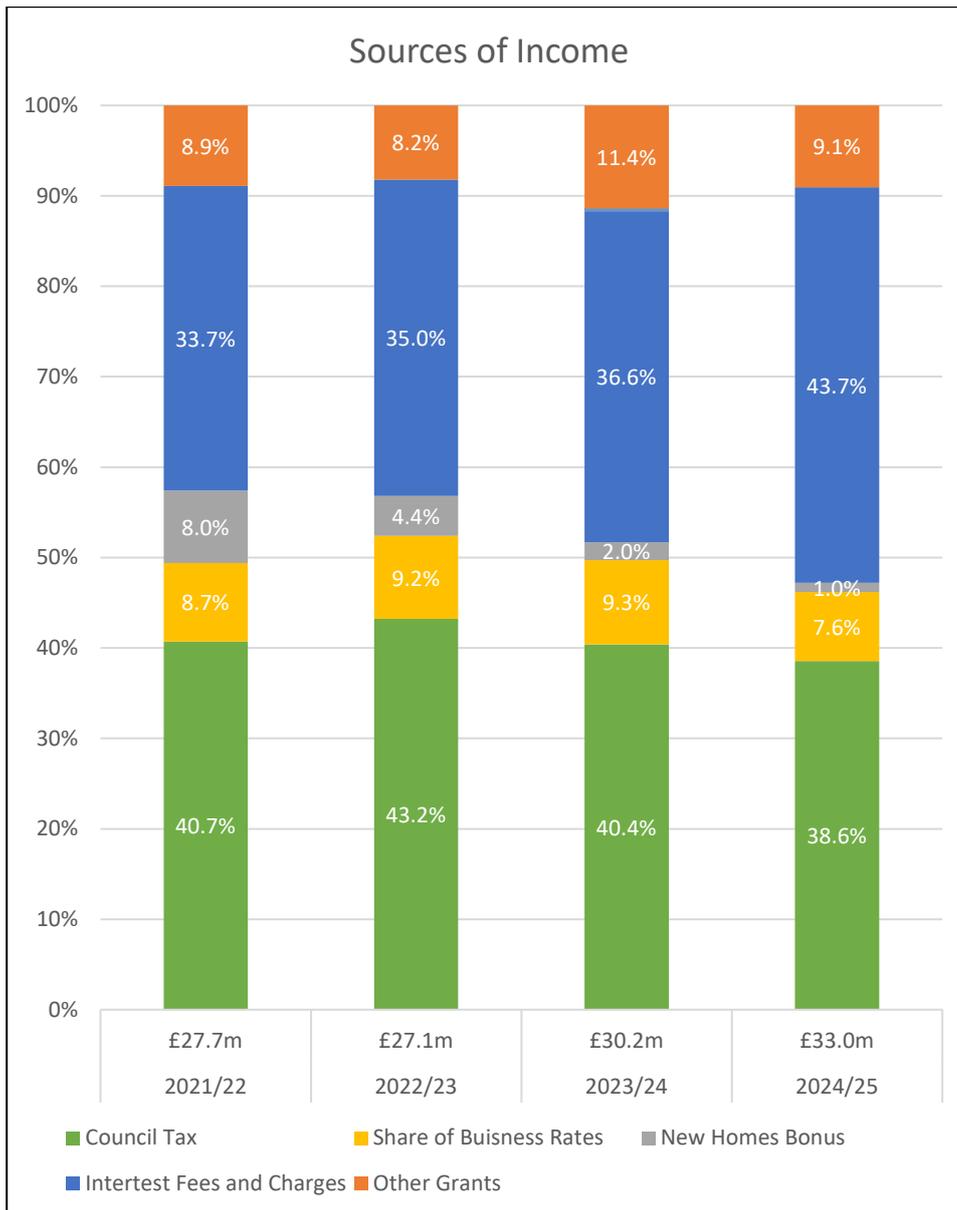
	2023/24	2024/25	Cash Increase/ (Decrease)	
	£	£	£	%
Local Share of Business Rates (baseline)	2,387,888	2,509,032	121,144	5.1
Revenue Support Grant	137,323	146,419	9,096	6.6
Settlement Funding Assessment	2,525,211	2,655,451	130,240	5.2
New Homes Bonus	610,499	343,373	(267,126)	(43.8)
Under-indexing of the Business Rates Multiplier	406,754	464,291	57,537	14.1
Services Grant	93,093	16,071	(77,022)	(82.7)
Funding Guarantee	1,762,008	2,510,260	748,252	42.5
Total Grant Funding	5,397,565	5,989,446	591,881	11.0

- 3.5 Government grant funding continues the trend whereby a significant proportion of the Council's budget requirement is met from council tax. The chart below shows the ratio between government grant and council tax.



3.6 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.

3.7 As the chart below demonstrates, the Council is heavily reliant on 'local' forms of income (i.e. the council tax levied, fees and charges and interest on monies held) 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 2024/25 above which the Council would be required to hold a referendum is **more than 3% or £5, whichever is higher.**

5. General Fund

- 5.1 The Council's estimated net revenue expenditure for 2024/25 (prior to any contribution to or from the revenue reserve) amounts to £19,921,450. A contribution of £1,064,824 is to be made to the general revenue reserve giving £20,986,274 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.
- 6.3 These are known as collection fund adjustments These are known as collection fund adjustments:

	Total (Surplus) / Deficit £	TMBC's Share £
Council Tax	(581,907)	(81,118)
Business Rates	(4,595,216)	(1,838,086)

7. Council Tax Base

- 7.1 The Council Tax base, as determined by the Director of Finance and Transformation was set at **53,477.93** band D equivalents for 2024/25.

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 taxpayers' 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 2024/25 can be found on page 25.
- 9.2 In addition, details of Parish Council precepts for 2024/25 can be found on page 26.

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 2024/25 is 54.9p. A lower rate of 49.9p 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 bodies covered by the Business Rates Retention scheme subject to safety net and levy arrangements. The Council is a member of the Kent Business Rates Pool for Business Rates Retention scheme purposes.
- 11.3 It is assumed business rates income retained in 2024/25 will be above the baseline funding level.

12. Capital Estimates

- 12.1 The Borough Council's Capital Plan is shown on pages CP1 to CP26. This is the culmination of a review process which began in January 2024. The progress on existing Capital Plan schemes has been noted and Cabinet on 13 February 2024 recommended two new capital plan schemes.
- 12.2 Bearing in mind the challenging financial outlook 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 M Boughton	Executive Leader
Cllr M Coffin	Deputy Executive leader, and Transformation and Infrastructure
Cllr R Betts	Climate Change, Regeneration and Property
Cllr D Keers	Community Services
Cllr K Tanner	Finance and Housing
Cllr M Taylor	Planning

14. Acknowledgement

14.1 The formulation of the Budget for 2024/25, 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 2024/25, 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.



Adrian Stanfield
Interim Chief Executive



Matt Boughton
Leader of the Council



Sharon Shelton
Director of Finance and Transformation



Kim Tanner
Cabinet Member for Finance and Housing

MEDIUM TERM FINANCIAL STRATEGY 2024/25 – 2033/34

INTRODUCTION

It goes without saying that the Council faces a **difficult and challenging financial outlook**. We do, however, believe that our Medium Term Financial Strategy is resilient and the financial pressures likely to confront us can be addressed in a measured and controlled way, but this is becoming progressively more difficult.

This Medium Term Financial Strategy represents an update to the strategy approved by Council on 21 February 2023. The update has been prepared given the circumstances prevailing in February 2024. 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 2023/24.

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 2024/25 is £238.16 (an increase of 3.0%). In setting this level of Council Tax, the contribution to or from the General Revenue Reserve is a contribution to the Reserve of £1,064,824.

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 provisional grant settlement of £2,655,451 in 2024/25, an uplift of 5.2% compared to the sum received in 2023/24 plus a payment for the under-indexing of the business rates multiplier of £464,291, a Services Grant allocation of £16,071 and a funding guarantee in the sum of £2,510,260.

In addition, the Council's grant award under the New Homes Bonus scheme in 2024/25 is £343,373, a cash decrease of £267,126 or 43.8% when compared to the equivalent figure of £610,499 in 2023/24. The future of NHB or a replacement remains the subject of discussion, but at the very least will not continue in its current form leaving one of two options. The scheme is withdrawn and not replaced or is replaced, but where the funding stream and sum awarded is much reduced (our working assumption).

However, **dependent** on the outcome of the yet to be concluded Fair Funding Review, and what is to happen to NHB and other grant income, business rates reforms, the extent and speed of the recovery following the pandemic and the impact of prevailing economic conditions on the Council's finances, there is a **risk** the funding gap could be more (and could potentially be less) than is presently reflected in the MTFs.

In the latest iteration of the MTFs it is assumed government grant funding and increased business rates income to be retained will reduce from circa £6.18m in 2024/25 to £3.16m in 2027/28 before seeing a modest increase year on year thereafter. The latest projected funding gap between expenditure and income is **circa £1,705,000**. **Plus** the scaling back of office accommodation in the sum of **£200,000** and reductions in the costs of Temporary Accommodation of **£400,000** gives a figure of **£2,305,000** to be found and delivered over the medium term.

As in previous iterations of the MTFs the latest projected funding gap can be broken down into tranches to enable more measured steps to be taken (Tranche 1 – £305,000 by April 2025; Tranche 2 – £700,000 by April 2026; and Tranche 3 – £700,000 by April 2028).

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. The annual capital allowance is currently set at £250,000. Based on current projections, from 2029/30 the Council may need to borrow to fund such expenditure.

This does not however, preclude a decision to borrow in order to fund in full or in part a capital investment opportunity that meets the Council's strategic priorities and objectives, achieves value for money and delivers a financial return. Each such opportunity to be considered on a case by case basis as appropriate.

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 and not to fall below £2.0m at any time during the 10-year 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 £250,000 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 2024/25 to 2033/34 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 2029/30.

The Strategy should be read in conjunction with:

- The Treasury Management and Annual Investment Strategy for 2024/25 recommended to full Council by Cabinet on 13 February 2024.
- The updated Capital Strategy recommended to full Council by Cabinet on 13 February 2024.
- The report to Cabinet on 13 February 2024 entitled 'Setting the Budget 2024/25'.
- The report to Cabinet on 13 February 2024 entitled 'Setting the Council Tax 2024/25'.
- The Budget Statement 2024/25 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 2024

Medium Term Financial Strategy

	Estimate	Projection								
	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	2030/31 £000	2031/32 £000	2032/33 £000	2033/34 £000
EXPENDITURE										
Employees	14,373	14,366	14,619	14,884	15,031	13,573	13,831	14,091	14,361	14,653
Transfer Payments	24,429	17,748	18,103	18,465	18,834	19,211	19,595	19,987	20,387	20,794
Other Expenditure	17,498	15,239	15,071	17,810	18,274	18,848	19,447	20,064	20,701	21,329
Capital Charges	3,033	3,124	3,186	3,250	3,315	3,382	3,449	3,518	3,588	3,660
Total Expenditure	59,333	50,477	50,979	54,409	55,454	55,014	56,322	57,660	59,037	60,436
INCOME										
Fees & Charges	(10,554)	(10,777)	(11,046)	(11,333)	(11,627)	(11,925)	(12,227)	(12,536)	(12,851)	(13,155)
Other Specific Grants & Miscellaneous	(26,252)	(18,205)	(18,567)	(18,937)	(19,313)	(19,698)	(20,089)	(20,489)	(20,898)	(21,313)
Investment Income	(2,478)	(1,710)	(1,302)	(987)	(897)	(934)	(940)	(950)	(961)	(968)
Total Income	(39,284)	(30,692)	(30,915)	(31,257)	(31,837)	(32,557)	(33,256)	(33,975)	(34,710)	(35,436)
Appropriations										
Capital Renewals	1,065	1,085	984	1,000	1,016	1,033	1,050	1,067	1,085	1,103
Provision for new Capital Schemes	250	250	250	250	250	0	0	0	0	0
Other Appropriations	1,891	(3,214)	(3,071)	(3,135)	(3,200)	(3,267)	(3,334)	(3,403)	(3,473)	(3,545)
SAVINGS & TRANSFORMATION TARGET	0	(305)	(311)	(317)	(324)	(330)	(337)	(343)	(350)	(357)
SAVINGS & TRANSFORMATION TARGET	0	0	(700)	(714)	(728)	(743)	(758)	(773)	(788)	(804)
SAVINGS & TRANSFORMATION TARGET	0	0	0	0	(700)	(714)	(728)	(743)	(758)	(773)
NET BUDGETED SPEND	23,255	17,601	17,216	20,236	19,931	18,436	18,959	19,490	20,043	20,624
FUNDING										
Revenue Reserves	(1,065)	784	(66)	2,762	1,962	(41)	(40)	(45)	(43)	(25)
Government Grant	9,665	3,611	3,656	3,422	3,468	3,515	3,564	3,613	3,664	3,714
Council Tax	12,736	13,206	13,626	14,052	14,501	14,962	15,435	15,922	16,422	16,935
Collection Fund Adjustment	1,919	0	0	0	0	0	0	0	0	0
Total Funding	23,255	17,601	17,216	20,236	19,931	18,436	18,959	19,490	20,043	20,624
Council Tax Level at Band D	£238.16	£243.16	£248.16	£253.16	£258.22	£263.38	£268.64	£274.01	£279.49	£285.07
Increase on Previous Year	3%	£5.00	£5.00	£5.00	2%	2%	2%	2%	2%	2%
RESERVES BALANCE CARRIED FORWARD	10,917	10,133	10,199	7,437	5,475	5,516	5,556	5,601	5,644	5,669

Document 2							Annex 1
Capital Plan Review 2023/24: Funding the Draft Capital Plan							
	2023/24 Estimate £'000	2024/25 Estimate £'000	2025/26 Estimate £'000	2026/27 Estimate £'000	2027/28 Estimate £'000	2028/29 Estimate £'000	2029/30 Estimate £'000
Capital Plan Schemes							
Capital Renewals	1,434	2,207	620	550	702	1,045	1,083
Other Recurring Expenditure (net of grants)	180	180	189	189	189	189	189
One-Off Schemes (net of grants & contributions)	702	4,896	251			15	
Capital Plan Totals	2,316	7,283	1,060	739	891	1,249	1,272
Add back grants / contributions	2,757	2,925	1,080	1,080	1,080	1,080	1,080
Total to be funded	5,073	10,208	2,140	1,819	1,971	2,329	2,352
Funded from:							
Grants							
BCF (Disabled Facilities Grant)	2,193	1,040	1,040	1,040	1,040	1,040	1,040
Environment Agency TRSG Revetment	9						
Electric Vehicle Charging Points		80					
DEFRA Anti-idling Project	11						
UK Shared Prosperity Fund	114	360					
Rural England Prosperity Fund	112	335					
Home Upgrade Grant Scheme	270	270					
Sport England - Swimming Pool Capital Fund (Bid)		800					
Developer Contributions Attributed to							
Tonbridge Racecourse SG Rugby Pitch Drainage	8						
Capital and Other Receipts							
DFG Grant Repayments	10	10	10	10	10	10	10
Housing Assistance Grant Repayments	30	30	30	30	30	30	30
Capital Receipts							
Balance 1 April 2023	246						
Gibson West					658	1,070	1,272
Balance met from Revenue Reserve for Capital Schemes	2,070	7,283	1,060	739	233	179	0
Total funding	5,073	10,208	2,140	1,819	1,971	2,329	2,352

Savings & Transformation Strategy 2024/25 – 2033/34

INTRODUCTION

By way of context, since 2010/11 the Council has seen its Settlement Funding Assessment (core funding) decrease by some 59% or £3.9m (from £6.6m in 2010/11 to £2.7m in 2024/25). The fall in core funding has been, in part, negated by the grant award under the New Homes Bonus (NHB) scheme and other grant income.

In 2024/25, the Council will receive a Funding Guarantee which means there is an in-year balanced budget without reliance on reserves. However, beyond 2024/25 a Fair Funding Review and Business Rates reset is likely to change the financial outlook.

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.

In the latest iteration of the MTFS it is assumed government grant funding and increased business rates income to be retained will reduce from circa £9.49m in 2024/25 to £3.42m in 2027/28 before seeing a modest increase year on year thereafter; where the latest projected funding gap between expenditure and income is **circa £1,705,000** (*subject to the balance of £75k of tranche1(a) savings being delivered by April 2024 as agreed by Cabinet December 2023*). **Plus** the initiative already built into the MTFS, the scaling back of office accommodation in the sum of £200,000 and reductions in the costs of Temporary Accommodation of £400,000.

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 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 challenge 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 will in all likelihood also mean that services will simply need to be run with fewer resources, downsized or cease. 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.

Adrian Stanfield
Interim Chief Executive

Sharon Shelton
Director of Finance and Transformation

Matt Boughton
Leader of the Council

Kim Tanner
Cabinet Member for Finance and Housing

Savings & Transformation Strategy 2024/25 - 2033/34

Savings and Transformation Contributions in Previous Years of STS	Savings and Transformation Contributions Identified during 2023/24	Total Saving Achieved to Date	Theme	Indicative Years	Future Savings identified but not yet in budget	Target
£ 000's	£ 000's	£ 000's			£ 000's	£ 000's
844	68	912	Income Generation & Cost Recovery	2024 - 2028	75	500
621	27	648	In-Service Efficiencies	2024 - 2028		80
441	25	466	Service Change & Reduction	2024 - 2028		500
866	0	866	Contracts	2024 - 2028		50
270	0	270	Organisation Structure Change	2024 - 2028		250
433	0	433	Partnership Funding	2024 - 2028		25
313	0	313	Asset Management	2024 - 2028		300
3,788	120	3,908	TOTAL		75	1,705

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 January 2024

Council 20 February 2024
General Fund Revenue Estimates 2024/25
SUMMARY

	2023/24 ESTIMATE		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
Corporate Services	4,187,150	3,759,650	4,093,000
Chief Executive	1,321,300	1,259,700	1,106,400
Director of Central Services	379,050	929,500	839,500
Director of Finance & Transformation	570,750	(473,050)	(265,700)
Director of Planning, Housing & Environmental Health	5,007,900	6,132,700	5,064,150
Director of Street Scene, Leisure & Technical Services	9,027,250	9,583,900	9,209,550
Sub Total	20,493,400	21,192,400	20,046,900
Capital Accounting Reversals			
Non-Current Asset Depreciation	(2,856,350)	(2,735,640)	(2,874,800)
Non-Current Asset Impairment	-	-	-
Contributions to / (from) Reserves			
Building Repairs Reserve			
Withdrawals to fund expenditure	(1,144,650)	(1,569,300)	(1,354,400)
Contribution to Reserve	750,000	750,000	750,000
Earmarked Reserves (see page S 2)			
Contributions from Reserves	(2,947,550)	(3,781,300)	(2,028,950)
Contributions to Reserves	2,495,150	3,821,650	7,559,750
Revenue Reserve for Capital Schemes			
Withdrawals to fund expenditure			
Non-Current Assets	(6,851,000)	(1,904,000)	(7,125,000)
Revenue Expenditure Funded from Capital	(206,000)	(166,000)	(158,000)
Other contributions to / (from) Reserve (net)	1,494,000	2,325,000	1,315,000
Capital Expenditure Charged to General Fund	6,851,000	1,904,000	7,125,000
Government Grants			
New Homes Bonus	(610,500)	(610,500)	(343,400)
Under-indexing Business Rates Multiplier	(406,750)	(600,000)	(464,300)
Services Grant	(89,400)	(93,100)	(16,050)
Funding Guarantee	(1,765,700)	(1,762,000)	(2,510,300)
Sports & Leisure VAT Refund including Interest	-	(2,042,500)	-
Contributions from KCC	-	(200,000)	-
Sub Total	15,205,650	14,528,710	19,921,450
Revenue Support Grant	(137,300)	(137,300)	(146,400)
National Non-Domestic Rates			
Share of National Non-Domestic Rates	(25,455,018)	(25,455,018)	(31,040,522)
Tariff	25,854,000	25,884,155	27,167,177
Levy	-	16,045	15,713
Business Rates Pool	141,404	391,195	914,964
Small Business Rate Relief Grant	(1,025,828)	(912,594)	(953,226)
Business Rates Relief Measures	(2,462,491)	(2,074,949)	(2,281,233)
Public Toilets Relief Grant	(5,576)	(9,606)	(7,239)
Collection Fund Adjustments			
Council Tax (Surplus) / Deficit	(85,040)	(85,040)	(81,118)
National Non-Domestic Rates (Surplus) / Deficit	(1,199,330)	(1,199,330)	(1,838,086)
Sub Total	10,830,471	10,946,268	11,671,480
Contribution to / (from) General Revenue Reserve	1,356,800	1,241,003	1,064,824
Balance to be met from Council Tax Payers	12,187,271	12,187,271	12,736,304

Council 20 February 2024
General Fund Revenue Estimates 2024/25
EARMARKED RESERVES

	2023/24 ESTIMATE		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
Contributions from Earmarked Reserves			
Budget Stabilisation Reserve	(900,000)	(947,250)	(647,150)
Business Rates Retention Scheme Reserve	(267,650)	(260,750)	(160,350)
Climate Change Reserve	(301,150)	(304,650)	(82,400)
Domestic Abuse Act Reserve	(46,300)	(91,100)	(92,850)
Election Reserve	(157,850)	(57,700)	-
Homelessness Reserve	(780,300)	(1,073,300)	(570,000)
Housing & Welfare Reform Reserve	(10,000)	-	-
Peer Review Reserve	(22,450)	(24,050)	(21,300)
Planning Services Reserve	(449,350)	(821,100)	(339,400)
Regeneration of Tonbridge	-	(50,000)	-
Tonbridge & Malling Leisure Trust Reserve	-	(79,800)	(83,000)
Transformation Reserve	(12,500)	(71,600)	(32,500)
	(2,947,550)	(3,781,300)	(2,028,950)
Contributions to Earmarked Reserves			
Budget Stabilisation Reserve	1,200,000	1,200,000	1,300,000
Business Rates Retention Scheme Reserve	406,050	593,400	686,200
Regeneration of Tonbridge	-	150,000	1,850,000
Climate Change Reserve	-	618,000	500,000
Domestic Abuse Act Reserve	71,350	76,750	72,650
Election Expenses Reserve	35,000	35,000	35,000
Homelessness Reserve	702,750	1,062,850	2,015,050
Planning Services Reserve	80,000	80,000	425,000
Transformation Reserve	-	5,650	675,850
	2,495,150	3,821,650	7,559,750

ESTIMATES FOR THE FINANCIAL YEAR 2024/25

COUNCIL TAX - BOROUGH COUNCIL AND PARISH COUNCIL REQUIREMENTS

2023/24 Estimate		DESCRIPTION	2024/25
Original £	Revised £		Estimate £
16,562,450	15,769,713	BOROUGH COUNCIL REQUIREMENT	20,986,274
3,731,383	3,731,383	PARISH COUNCIL PRECEPTS	3,802,623
<u>20,293,833</u>	<u>19,501,096</u>	Sub-total	<u>24,788,897</u>
137,300	137,300	LESS:	
		Revenue Support Grant	146,400
		National Non-Domestic Rates	
25,455,018	25,455,018	Share of National Non-Domestic Rates	31,040,522
(25,854,000)	(25,884,155)	Tariff	(27,167,177)
(141,404)	(407,240)	Levy / Business Rates Pool	(930,677)
1,025,828	912,594	Small Business Rate Relief Grant	953,226
2,462,491	2,074,949	Covid-19 Business Rates Relief Measures	2,281,233
5,576	9,606	Public Toilets Relief Grant	7,239
<u>17,203,024</u>	<u>17,203,024</u>	Sub-total	<u>18,458,131</u>
		LESS:	
85,040	85,040	Collection Fund Adjustments -	
1,199,330	1,199,330	Council Tax Surplus / (Deficit)	81,118
		National Non-Domestic Rates Surplus / (Deficit)	1,838,086
<u>15,918,654</u>	<u>15,918,654</u>	COUNCIL TAX REQUIREMENT	<u>16,538,927</u>

COUNCIL TAX - BAND "D" EQUIVALENT

2023/24 Estimate £	Band "D" Equivalent £	DESCRIPTION	2024/25 Estimate £	Band "D" Equivalent £
70,195,291	1,331.82	KENT COUNTY COUNCIL		
10,668,280	202.41	GENERAL	73,682,427	1,377.81
		ADULT SOCIAL CARE	12,460,892	233.01
<u>80,863,571</u>	<u>1,534.23</u>		<u>86,143,319</u>	<u>1,610.82</u>
12,815,534	243.15	POLICE & CRIME COMMISSIONER FOR KENT	13,698,372	256.15
4,601,259	87.30	KENT & MEDWAY FIRE & RESCUE AUTHORITY	4,808,201	89.91
		TONBRIDGE & MALLING BOROUGH COUNCIL		
11,105,968	210.71	GENERAL	11,539,554	215.78
1,081,303	20.52	SPECIAL EXPENSES (Average) #	1,196,750	22.38
<u>12,187,271</u>	<u>231.23</u>		<u>12,736,304</u>	<u>238.16</u>
110,467,635	2,095.91	BAND "D" COUNCIL TAX (excluding Parishes)	117,386,196	2,195.04
		PARISH COUNCILS (Average) #	3,802,623	71.11
3,731,383	70.80			
<u>114,199,018</u>	<u>2,166.71</u>	AVERAGE BAND "D" COUNCIL TAX	<u>121,188,819</u>	<u>2,266.15</u>

See page 25 for details of Special Expenses and page 26 for details of Parish Precepts

COUNCIL TAX

DRAFT RESOLUTION

1. It be noted that on 20th February 2024 the Council calculated:

(a) the Council Tax Base 2024/25 for the whole Council area as 53,477.93 [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	13,910.14
Addington	433.81
Aylesford	4,547.81
Birling	200.65
Borough Green	1,724.50
Burham	469.77
Ditton	1,812.85
East Malling & Larkfield	5,255.59
East Peckham	1,347.62
Hadlow	1,580.25
Hildenborough	2,313.52
Ightham	1,137.31
Kings Hill	4,623.08
Leybourne	1,935.76
Mereworth	453.62
Offham	403.64
Platt	905.45
Plaxtol	596.98
Ryarsh	377.16
Shipbourne	273.97
Snodland	3,959.82
Stansted	288.71
Trottiscliffe	283.92
Wateringbury	962.05
West Malling	1,283.58
West Peckham	182.20
Wouldham	1,227.62
Wrotham	986.55

2. £12,736,304 being the Council Tax requirement for the Council's own purposes for 2024/25 (excluding Parish Precepts).

3. That the following amounts be calculated for the year 2024/25 in accordance with Sections 31 to 36 of the Act:

- (a) £107,330,251 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) £90,791,324 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
- (c) £16,538,927 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) £309.27 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) £4,999,373 being the aggregate amount of all special items (Special expenses and Parish precepts) referred to in Section 34(1) of the Act.
- (f) £215.78 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>	£
Tonbridge	292.60
Addington	278.78
Aylesford	285.47
Birling	280.36
Borough Green	360.44
Burham	278.18
Ditton	374.74
East Malling & Larkfield	314.34
East Peckham	336.60
Hadlow	301.67
Hildenborough	274.68
Ightham	330.28
Kings Hill	329.38
Leybourne	329.76
Mereworth	306.14
Offham	283.01
Platt	308.17
Plaxtol	311.64
Ryarsh	293.58
Shipbourne	271.84
Snodland	309.42
Stansted	277.36
Trottscliffe	321.44
Wateringbury	349.92
West Malling	335.80
West Peckham	254.11
Wouldham	277.49
Wrotham	357.24

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	195.06	227.58	260.08	292.60	357.62	422.64	487.66	585.20
Addington	185.85	216.83	247.80	278.78	340.73	402.68	464.63	557.56
Aylesford	190.31	222.03	253.74	285.47	348.91	412.34	475.78	570.94
Birling	186.91	218.05	249.20	280.36	342.67	404.96	467.27	560.72
Borough Green	240.29	280.34	320.38	360.44	440.54	520.63	600.73	720.88
Burham	185.45	216.36	247.27	278.18	340.00	401.81	463.63	556.36
Ditton	249.83	291.46	333.10	374.74	458.02	541.29	624.57	749.48
East Malling & Larkfield	209.55	244.49	279.41	314.34	384.19	454.05	523.89	628.68
East Peckham	224.40	261.80	299.19	336.60	411.40	486.20	561.00	673.20
Hadlow	201.11	234.63	268.15	301.67	368.71	435.74	502.78	603.34
Hildenborough	183.12	213.64	244.16	274.68	335.72	396.76	457.80	549.36
Ightham	220.18	256.89	293.58	330.28	403.67	477.07	550.46	660.56
Kings Hill	219.58	256.19	292.78	329.38	402.57	475.77	548.96	658.76
Leybourne	219.83	256.49	293.12	329.76	403.03	476.32	549.59	659.52
Mereworth	204.09	238.11	272.12	306.14	374.17	442.20	510.23	612.28
Offham	188.67	220.12	251.56	283.01	345.90	408.79	471.68	566.02
Platt	205.44	239.69	273.93	308.17	376.65	445.13	513.61	616.34
Plaxtol	207.76	242.39	277.01	311.64	380.89	450.14	519.40	623.28
Ryarsh	195.72	228.34	260.96	293.58	358.82	424.06	489.30	587.16
Shipbourne	181.22	211.43	241.63	271.84	332.25	392.66	453.06	543.68
Snodland	206.27	240.66	275.03	309.42	378.18	446.94	515.69	618.84
Stansted	184.90	215.73	246.54	277.36	338.99	400.63	462.26	554.72
Trottiscliffe	214.29	250.01	285.72	321.44	392.87	464.30	535.73	642.88
Wateringbury	233.27	272.16	311.03	349.92	427.68	505.44	583.19	699.84
West Malling	223.86	261.18	298.48	335.80	410.42	485.05	559.66	671.60
West Peckham	169.40	197.64	225.87	254.11	310.58	367.05	423.51	508.22
Wouldham	184.99	215.83	246.66	277.49	339.15	400.82	462.48	554.98
Wrotham	238.16	277.85	317.54	357.24	436.63	516.01	595.40	714.48

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 2024/25 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	170.77	199.23	227.69	256.15	313.07	369.99	426.92	512.30
Kent & Medway Fire & Rescue Authority	59.94	69.93	79.92	89.91	109.89	129.87	149.85	179.82
Kent County Council	1,073.88	1,252.86	1,431.84	1,610.82	1,968.78	2,326.74	2,684.70	3,221.64

5. That, having calculated the aggregate in each case of the amounts at 3(h) and 4. above, the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of council tax for the year 2024/25, 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	1,499.65	1,749.60	1,999.53	2,249.48	2,749.36	3,249.24	3,749.13	4,498.96
Addington	1,490.44	1,738.85	1,987.25	2,235.66	2,732.47	3,229.28	3,726.10	4,471.32
Aylesford	1,494.90	1,744.05	1,993.19	2,242.35	2,740.65	3,238.94	3,737.25	4,484.70
Birling	1,491.50	1,740.07	1,988.65	2,237.24	2,734.41	3,231.56	3,728.74	4,474.48
Borough Green	1,544.88	1,802.36	2,059.83	2,317.32	2,832.28	3,347.23	3,862.20	4,634.64
Burham	1,490.04	1,738.38	1,986.72	2,235.06	2,731.74	3,228.41	3,725.10	4,470.12
Ditton	1,554.42	1,813.48	2,072.55	2,331.62	2,849.76	3,367.89	3,886.04	4,663.24
East Malling & Larkfield	1,514.14	1,766.51	2,018.86	2,271.22	2,775.93	3,280.65	3,785.36	4,542.44
East Peckham	1,528.99	1,783.82	2,038.64	2,293.48	2,803.14	3,312.80	3,822.47	4,586.96
Hadlow	1,505.70	1,756.65	2,007.60	2,258.55	2,760.45	3,262.34	3,764.25	4,517.10
Hildenborough	1,487.71	1,735.66	1,983.61	2,231.56	2,727.46	3,223.36	3,719.27	4,463.12
Ightham	1,524.77	1,778.91	2,033.03	2,287.16	2,795.41	3,303.67	3,811.93	4,574.32
Kings Hill	1,524.17	1,778.21	2,032.23	2,286.26	2,794.31	3,302.37	3,810.43	4,572.52
Leybourne	1,524.42	1,778.51	2,032.57	2,286.64	2,794.77	3,302.92	3,811.06	4,573.28
Mereworth	1,508.68	1,760.13	2,011.57	2,263.02	2,765.91	3,268.80	3,771.70	4,526.04
Offham	1,493.26	1,742.14	1,991.01	2,239.89	2,737.64	3,235.39	3,733.15	4,479.78
Platt	1,510.03	1,761.71	2,013.38	2,265.05	2,768.39	3,271.73	3,775.08	4,530.10
Plaxtol	1,512.35	1,764.41	2,016.46	2,268.52	2,772.63	3,276.74	3,780.87	4,537.04
Ryarsh	1,500.31	1,750.36	2,000.41	2,250.46	2,750.56	3,250.66	3,750.77	4,500.92
Shipbourne	1,485.81	1,733.45	1,981.08	2,228.72	2,723.99	3,219.26	3,714.53	4,457.44
Snodland	1,510.86	1,762.68	2,014.48	2,266.30	2,769.92	3,273.54	3,777.16	4,532.60
Stansted	1,489.49	1,737.75	1,985.99	2,234.24	2,730.73	3,227.23	3,723.73	4,468.48
Trottscliffe	1,518.88	1,772.03	2,025.17	2,278.32	2,784.61	3,290.90	3,797.20	4,556.64
Wateringbury	1,537.86	1,794.18	2,050.48	2,306.80	2,819.42	3,332.04	3,844.66	4,613.60
West Malling	1,528.45	1,783.20	2,037.93	2,292.68	2,802.16	3,311.65	3,821.13	4,585.36
West Peckham	1,473.99	1,719.66	1,965.32	2,210.99	2,702.32	3,193.65	3,684.98	4,421.98
Wouldham	1,489.58	1,737.85	1,986.11	2,234.37	2,730.89	3,227.42	3,723.95	4,468.74
Wrotham	1,542.75	1,799.87	2,056.99	2,314.12	2,828.37	3,342.61	3,856.87	4,628.24

Special Expenses 2024/25

Special Expenses for 2023/24 £	Tax Base	Amount Per Band D Property £	Local Area	Public Conveniences £	Closed Churchyards £	Open Spaces, Parks & Play Areas £	Sports Grounds £	Local Events £	Allotments £	Special Expenses for 2024/25 £	Tax Base	Amount Per Band D Property £	Per Band D Variation %
957,544	13,873.09	69.02	Tonbridge	123,100	13,500	227,233	606,700	91,127	6,950	1,068,610	13,910.14	76.82	11.3
2,255	431.40	5.23	Addington			2,331				2,331	433.81	5.37	2.7
10,746	4,459.33	2.41	Aylesford			10,969				10,969	4,547.81	2.41	0.0
1,289	201.53	6.40	Birling			1,333				1,333	200.65	6.64	3.7
1,936	1,714.66	1.13	Borough Green			1,989				1,989	1,724.50	1.15	1.8
0	473.17	0.00	Burham							0	469.77	0.00	0.0
693	1,795.57	0.39	Ditton			717				717	1,812.85	0.40	2.6
29,404	5,076.55	5.79	E. Malling & Larkfield			30,385				30,385	5,255.59	5.78	(0.2)
790	1,332.52	0.59	East Peckham			816				816	1,347.62	0.61	3.4
0	1,569.35	0.00	Hadlow							0	1,580.25	0.00	0.0
0	2,267.75	0.00	Hildenborough							0	2,313.52	0.00	0.0
0	1,131.15	0.00	Ightham							0	1,137.31	0.00	0.0
0	4,493.17	0.00	Kings Hill							0	4,623.08	0.00	0.0
36,279	1,906.08	19.03	Leybourne			37,504				37,504	1,935.76	19.37	1.8
39	450.73	0.09	Mereworth			40				40	453.62	0.09	0.0
0	406.79	0.00	Offham							0	403.64	0.00	0.0
1,607	900.48	1.78	Platt			1,661				1,661	905.45	1.83	2.8
0	593.67	0.00	Plaxtol							0	596.98	0.00	0.0
0	373.65	0.00	Ryarsh							0	377.16	0.00	0.0
0	277.48	0.00	Shipbourne							0	273.97	0.00	0.0
25,129	3,946.34	6.37	Snodland			25,977				25,977	3,959.82	6.56	3.0
0	287.85	0.00	Stansted							0	288.71	0.00	0.0
0	286.43	0.00	Trottiscliffe							0	283.92	0.00	0.0
2,505	942.77	2.66	Wateringbury			2,589				2,589	962.05	2.69	1.1
4,149	1,222.75	3.39	West Malling			480		4,216		4,696	1,283.58	3.66	8.0
0	181.50	0.00	West Peckham							0	182.20	0.00	0.0
5,755	1,135.18	5.07	Wouldham			5,910				5,910	1,227.62	4.81	(5.1)
1,183	975.35	1.21	Wrotham			1,223				1,223	986.55	1.24	2.5
1,081,303	52,706.29		Total	123,100	13,500	351,157	606,700	95,343	6,950	1,196,750	53,477.93		

Parish Council Precepts 2024/25

Precept for 2023/24 £	Parish Council	Precept for 2024/25 £	Tax Base	Amount Per Band D Property £	Per Band D Variation %
23,000.00	Addington	25,000.00	433.81	57.63	8.1
289,856.45	Aylesford	305,983.48	4,547.81	67.28	3.5
11,658.00	Birling	11,625.00	200.65	57.94	0.2
237,958.00	Borough Green	247,476.00	1,724.50	143.51	3.4
27,917.49	Burham	29,313.36	469.77	62.40	5.8
273,737.00	Ditton	287,441.00	1,812.85	158.56	4.0
453,100.00	E. Malling & Larkfield	487,614.00	5,255.59	92.78	4.0
162,000.00	East Peckham	162,000.00	1,347.62	120.21	(1.1)
126,071.00	Hadlow	135,731.00	1,580.25	85.89	6.9
132,296.00	Hildenborough	136,265.00	2,313.52	58.90	1.0
129,516.00	Ightham	130,221.00	1,137.31	114.50	0.0
552,847.00	Kings Hill	525,205.00	4,623.08	113.60	(7.7)
221,533.00	Leybourne	183,147.00	1,935.76	94.61	(18.6)
39,000.00	Mereworth	40,950.00	453.62	90.27	4.3
25,440.65	Offham	27,137.00	403.64	67.23	7.5
82,000.00	Platt	82,000.00	905.45	90.56	(0.5)
52,985.00	Plaxtol	57,227.00	596.98	95.86	7.4
28,360.00	Ryarsh	29,343.00	377.16	77.80	2.5
14,140.00	Shipbourne	15,357.66	273.97	56.06	10.0
334,255.00	Snodland	344,811.00	3,959.82	87.08	2.8
17,780.00	Stansted	17,780.00	288.71	61.58	(0.3)
26,000.00	Trottscliffe	30,000.00	283.92	105.66	16.4
125,214.00	Wateringbury	126,466.14	962.05	131.45	(1.0)
139,014.45	West Malling	149,353.81	1,283.58	116.36	2.3
6,650.00	West Peckham	6,983.00	182.20	38.33	4.6
71,828.85	Wouldham	69,855.70	1,227.62	56.90	(10.1)
127,225.00	Wrotham	138,337.00	986.55	140.22	7.5
3,731,382.89	Total	3,802,623.15	39,567.79		

CORPORATE SERVICES

SUMMARY

	2023/24		2024/25
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1 SALARIES & ONCOSTS	13,854,900	14,398,100	14,731,050
2 OVERHEAD EXPENSES	5,238,500	5,249,050	5,242,050
3 RECHARGES TO SERVICE BUDGETS	(16,871,150)	(18,014,750)	(18,024,950)
	<hr/>	<hr/>	<hr/>
NON DISTRIBUTED COSTS	2,222,250	1,632,400	1,948,150
4 DEMOCRATIC REPRESENTATION	1,358,200	1,378,550	1,419,300
5 CORPORATE MANAGEMENT	606,700	748,700	725,550
	<hr/>	<hr/>	<hr/>
	4,187,150	3,759,650	4,093,000
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

	2023/24		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
1 <u>SALARIES & ONCOSTS</u>			
Salaries - see analysis page CS 9	12,162,250	12,633,950	12,966,100
Salaries - Ring-fenced Sums	6,350	14,100	14,100
Superannuation Backfunding	1,430,000	1,430,000	1,481,000
Staff Turnover Saving	(120,000)	(70,000)	(144,000)
Apprenticeship Scheme / Levy	51,600	41,850	55,400
Termination Payments	228,000	214,250	212,000
Recruitment & Training	96,700	133,950	146,450
	13,854,900	14,398,100	14,731,050
2 <u>OVERHEAD EXPENSES</u>			
(a) <u>COUNCIL OFFICES</u>			
Employees	176,250	155,400	178,350
Premises Related Expenses	735,050	708,900	745,450
Supplies & Services	33,300	64,700	65,750
Third Party Payments	2,300	2,300	2,500
	946,900	931,300	992,050
Less Income	(83,950)	(110,850)	(102,900)
	862,950	820,450	889,150
<u>Sub-total</u>	862,950	820,450	889,150
Central, Departmental & Technical Support Services	71,800	71,400	75,300
Depreciation & Impairment	119,350	119,400	118,100
	1,054,100	1,011,250	1,082,550

CORPORATE SERVICES

	2023/24		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
2 OVERHEAD EXPENSES (Continued)			
(b) <u>PRINTING SECTION & MULTI FUNCTION DEVICES</u>			
Employees	67,650	65,350	71,700
Supplies & Services	36,000	37,000	37,000
	<hr/>	<hr/>	<hr/>
	103,650	102,350	108,700
Less Income	(29,000)	(29,000)	(29,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	74,650	73,350	79,700
Central, Departmental & Technical Support Services	71,100	70,400	73,550
Depreciation & Impairment	25,600	14,800	16,800
	<hr/>	<hr/>	<hr/>
	171,350	158,550	170,050
	<hr/>	<hr/>	<hr/>
(c) <u>CUSTOMER SERVICES</u>			
Employees	331,750	341,300	364,250
Supplies & Services	38,750	38,750	11,600
	<hr/>	<hr/>	<hr/>
	370,500	380,050	375,850
Less Income	(149,500)	(155,700)	(39,150)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	221,000	224,350	336,700
Central, Departmental & Technical Support Services	205,900	205,850	211,500
	<hr/>	<hr/>	<hr/>
	426,900	430,200	548,200
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

	2023/24		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
2 <u>OVERHEAD EXPENSES (Continued)</u>			
(f) <u>INFORMATION TECHNOLOGY SERVICES</u>			
Employees	1,166,950	1,122,500	1,208,600
Transport Related Expenses	500	500	500
Supplies & Services	1,267,700	1,379,900	1,105,750
	<hr/>	<hr/>	<hr/>
	2,435,150	2,502,900	2,314,850
Less Income	-	(200)	-
	<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	2,502,700	2,314,850
Central, Departmental & Technical Support Services	301,550	298,100	322,550
Depreciation & Impairment	216,950	184,300	151,200
	<hr/>	<hr/>	<hr/>
	2,953,650	2,985,100	2,788,600
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

	2023/24		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
4 <u>DEMOCRATIC REPRESENTATION</u>			
(a) <u>DEMOCRATIC ADMINISTRATION</u>			
Employees	353,400	377,750	375,850
Premises Related Expenses	-	1,600	1,600
Supplies & Services	28,200	28,400	28,200
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	381,600	407,750	405,650
Central, Departmental & Technical Support Services	420,900	453,600	458,100
	<hr/>	<hr/>	<hr/>
	802,500	861,350	863,750
	<hr/>	<hr/>	<hr/>
(b) <u>PAYMENTS TO MEMBERS</u>			
Transport Related Expenses	2,100	2,100	2,100
Supplies & Services	391,000	357,150	384,350
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	393,100	359,250	386,450
Central, Departmental & Technical Support Services	19,650	20,750	21,050
	<hr/>	<hr/>	<hr/>
	412,750	380,000	407,500
	<hr/>	<hr/>	<hr/>
(c) <u>MAYORAL & OTHER MEMBER SUPPORT (INC. MEMBER TRAINING)</u>			
Employees	1,800	2,900	1,900
Transport Related Expenses	10,000	5,000	10,000
Supplies & Services	6,900	6,900	6,950
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	18,700	14,800	18,850
Central, Departmental & Technical Support Services	124,250	122,400	129,200
	<hr/>	<hr/>	<hr/>
	142,950	137,200	148,050
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,358,200	1,378,550	1,419,300
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

	2023/24		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
5 <u>CORPORATE MANAGEMENT</u>			
(a) <u>CORPORATE POLICY</u>			
Employees	82,900	110,000	87,500
Central, Departmental & Technical Support Services	377,200	400,500	398,650
	<hr/> 460,100 <hr/>	<hr/> 510,500 <hr/>	<hr/> 486,150 <hr/>
(b) <u>PUBLIC ACCOUNTABILITY</u>			
Supplies & Services	61,050	139,800	145,600
Less Income	(18,150)	(18,150)	(18,150)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	42,900	121,650	127,450
Central, Departmental & Technical Support Services	103,700	116,550	111,950
	<hr/> 146,600 <hr/>	<hr/> 238,200 <hr/>	<hr/> 239,400 <hr/>
	<hr/> 606,700 <hr/>	<hr/> 748,700 <hr/>	<hr/> 725,550 <hr/>
<u>TO SUMMARY</u>			

EMPLOYEES - SALARIES

SERVICE ANALYSIS OF EXPENDITURE

	Basic Salaries	Overtime	Temporary Staff	Total Salaries	Council Contributions Nat. Ins.	Supern.	Total Salaries & Oncosts
	£	£	£	£	£	£	£
<u>2023/24 ESTIMATE</u>							
Original Estimate	9,313,200	20,650	21,200	9,355,050	941,200	1,866,000	12,162,250
Revised Estimate	9,003,100	35,250	875,700	9,914,050	924,250	1,795,650	12,633,950
<u>2024/25 ESTIMATE</u>							
Service							
Administration & Property	805,150	8,850	-	814,000	80,250	166,350	1,060,600
Environmental Health & Housing	1,302,200	-	-	1,302,200	131,850	253,500	1,687,550
Executive	473,550	7,000	13,000	493,550	54,850	97,500	645,900
Finance	1,445,750	3,300	-	1,449,050	151,400	283,450	1,883,900
Information Technology	957,050	-	-	957,050	105,700	185,850	1,248,600
Legal	544,950	1,500	-	546,450	57,850	111,650	715,950
Personnel	545,850	2,400	4,000	552,250	46,650	112,850	711,750
Planning	2,114,300	-	77,100	2,191,400	230,950	430,100	2,852,450
Street Scene & Leisure	1,026,200	-	-	1,026,200	103,950	210,000	1,340,150
Technical	635,350	-	-	635,350	58,400	125,500	819,250
	9,850,350	23,050	94,100	9,967,500	1,021,850	1,976,750	12,966,100

CHIEF EXECUTIVE

SUMMARY

	2023/24		2024/25
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1 COMMUNITY DEVELOPMENT	40,350	31,150	32,150
2 SAFEGUARDING	24,850	17,750	16,950
3 ELECTIONS	574,550	510,050	426,850
4 GRANTS & PAYMENTS	136,100	133,650	223,350
5 CLIMATE CHANGE	125,100	145,150	140,200
6 ECONOMIC DEVELOPMENT & REGENERATION	263,750	242,050	195,800
7 UK SHARED PROSPERITY FUND	145,700	77,100	64,950
8 REFUGEE ASSISTANCE	10,900	102,800	6,150
	<hr/>	<hr/>	<hr/>
	1,321,300	1,259,700	1,106,400
	<hr/>	<hr/>	<hr/>

CHIEF EXECUTIVE

	2023/24		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
1 <u>COMMUNITY DEVELOPMENT</u>			
Employees	24,150	17,800	18,150
Central, Departmental & Technical Support Services	16,200	13,350	14,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	40,350	31,150	32,150
	<hr/>	<hr/>	<hr/>
2 <u>SAFEGUARDING</u>			
Employees	13,650	6,000	5,150
Supplies & Services	1,500	4,000	4,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	15,150	10,000	9,150
Central, Departmental & Technical Support Services	9,700	7,750	7,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	24,850	17,750	16,950
	<hr/>	<hr/>	<hr/>

CHIEF EXECUTIVE

	2023/24		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
3 <u>ELECTIONS</u>			
(a) <u>ELECTORAL REGISTRATION</u>			
Employees	122,800	114,950	119,700
Supplies & Services	60,000	96,000	63,500
	<hr/>	<hr/>	<hr/>
	182,800	210,950	183,200
Less Income	(3,000)	(6,700)	(3,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	179,800	204,250	180,200
Central, Departmental & Technical Support Services	96,250	106,800	102,700
Depreciation & Impairment	1,850	-	1,200
	<hr/>	<hr/>	<hr/>
	277,900	311,050	284,100
	<hr/>	<hr/>	<hr/>
(b) <u>CONDUCT OF ELECTIONS</u>			
Employees	55,000	51,450	53,600
Premises Related Expenses	20,000	23,350	-
Supplies & Services	170,000	116,700	-
	<hr/>	<hr/>	<hr/>
	245,000	191,500	53,600
Less Income	(32,150)	(82,350)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	212,850	109,150	53,600
Central, Departmental & Technical Support Services	83,800	89,850	89,150
	<hr/>	<hr/>	<hr/>
	296,650	199,000	142,750
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	574,550	510,050	426,850
	<hr/>	<hr/>	<hr/>

CHIEF EXECUTIVE

	2023/24		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
4 <u>GRANTS & PAYMENTS</u>			
Supplies & Services	129,900	405,450	216,900
	<hr/>	<hr/>	<hr/>
	129,900	405,450	216,900
Less Income	-	(278,550)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	129,900	126,900	216,900
Central, Departmental & Technical Support Services	6,200	6,750	6,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	136,100	133,650	223,350
	<hr/>	<hr/>	<hr/>
5 <u>CLIMATE CHANGE</u>			
Employees	64,700	79,150	75,450
Supplies & Services	30,000	30,000	30,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	94,700	109,150	105,450
Central, Departmental & Technical Support Services	30,400	36,000	34,750
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	125,100	145,150	140,200
	<hr/>	<hr/>	<hr/>
6 <u>ECONOMIC DEVELOPMENT & REGENERATION</u>			
Employees	35,150	18,200	16,800
Supplies & Services	212,100	212,300	168,050
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	247,250	230,500	184,850
Central, Departmental & Technical Support Services	16,500	11,550	10,950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	263,750	242,050	195,800
	<hr/>	<hr/>	<hr/>

CHIEF EXECUTIVE

	2023/24		2024/25
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
7 <u>UK SHARED PROSPERITY FUND</u>			
Employees	73,650	57,300	60,100
Supplies & Services	204,450	316,450	765,000
	<hr/>	<hr/>	<hr/>
	278,100	373,750	825,100
Less Income	(157,450)	(318,950)	(783,800)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	120,650	54,800	41,300
Central, Departmental & Technical Support Services	25,050	22,300	23,650
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	145,700	77,100	64,950
	<hr/>	<hr/>	<hr/>
8 <u>REFUGEE ASSISTANCE</u>			
Employees	30,550	85,600	62,950
Supplies & Services	-	149,800	55,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	30,550	235,400	117,950
Less Income	(48,800)	(177,750)	(149,350)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(18,250)	57,650	(31,400)
Central, Departmental & Technical Support Services	29,150	45,150	37,550
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	10,900	102,800	6,150
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

SUMMARY

	2023/24		2024/25
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1 TONBRIDGE CASTLE GATEHOUSE	25,500	107,800	380,900
2 COMMUNITY SAFETY	163,050	189,850	243,850
3 MEDIA & COMMUNICATIONS	315,150	312,300	325,200
4 LOCAL LAND CHARGES	(7,600)	66,550	5,400
5 INDUSTRIAL ESTATE	(70,700)	(72,100)	(73,000)
6 COMMERCIAL PROPERTY	(186,950)	103,000	(265,600)
7 VALE RISE DEPOT	-	-	-
8 LAND REVIEW	76,500	132,750	110,000
9 LICENCES	64,100	89,350	112,750
	379,050	929,500	839,500

DIRECTOR OF CENTRAL SERVICES

	2023/24		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
1 <u>TONBRIDGE CASTLE GATEHOUSE</u>			
Employees	11,850	12,150	12,900
Premises Related Expenses	12,400	55,450	356,650
Supplies & Services	13,050	44,900	14,250
	<hr/>	<hr/>	<hr/>
	37,300	112,500	383,800
Less Income	(40,600)	(34,500)	(33,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(3,300)	78,000	350,300
Central, Departmental & Technical Support Services	28,650	29,650	30,450
Depreciation & Impairment	150	150	150
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	25,500	107,800	380,900
	<hr/>	<hr/>	<hr/>
2 <u>COMMUNITY SAFETY</u>			
Employees	147,850	163,600	172,500
Supplies & Services	24,100	38,000	76,250
	<hr/>	<hr/>	<hr/>
	171,950	201,600	248,750
Less Income	(71,350)	(76,950)	(72,650)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	100,600	124,650	176,100
Central, Departmental & Technical Support Services	62,450	65,200	67,750
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	163,050	189,850	243,850
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

	2023/24		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
3 <u>MEDIA & COMMUNICATIONS</u>			
Employees	199,800	195,050	208,300
Supplies & Services	26,550	26,550	23,100
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	226,350	221,600	231,400
Central, Departmental & Technical Support Services	88,800	90,700	93,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	315,150	312,300	325,200
	<hr/>	<hr/>	<hr/>
4 <u>LOCAL LAND CHARGES</u>			
Employees	127,000	169,900	136,700
Supplies & Services	9,250	7,850	9,350
	<hr/>	<hr/>	<hr/>
	136,250	177,750	146,050
Less Income	(250,000)	(230,000)	(255,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(113,750)	(52,250)	(108,950)
Central, Departmental & Technical Support Services	106,150	118,800	114,350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(7,600)	66,550	5,400
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

	2023/24		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
5 <u>INDUSTRIAL ESTATE</u>			
Employees	1,200	1,600	1,300
Less Income	(75,950)	(77,950)	(78,600)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(74,750)	(76,350)	(77,300)
Central, Departmental & Technical Support Services	4,050	4,250	4,300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(70,700)	(72,100)	(73,000)
	<hr/>	<hr/>	<hr/>
6 <u>COMMERCIAL PROPERTY</u>			
Employees	4,550	5,400	4,850
Premises Related Expenses	89,650	378,300	9,700
	<hr/>	<hr/>	<hr/>
	94,200	383,700	14,550
Less Income	(302,700)	(302,700)	(302,700)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(208,500)	81,000	(288,150)
Central, Departmental & Technical Support Services	20,900	21,350	21,900
Depreciation & Impairment	650	650	650
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(186,950)	103,000	(265,600)
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

	2023/24		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
7 <u>VALE RISE DEPOT</u>			
Employees	4,750	5,250	5,250
Premises Related Expenses	17,950	18,650	19,500
	<hr/>	<hr/>	<hr/>
	22,700	23,900	24,750
Less Income	(38,100)	(39,450)	(40,400)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(15,400)	(15,550)	(15,650)
Central, Departmental & Technical Support Services	3,200	3,350	3,450
Depreciation & Impairment	12,200	12,200	12,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	-	-	-
	<hr/>	<hr/>	<hr/>
8 <u>LAND REVIEW</u>			
Employees	28,300	35,400	30,200
Premises Related Expenses	15,750	39,400	15,800
Supplies & Services	5,000	40,000	35,000
	<hr/>	<hr/>	<hr/>
	49,050	114,800	81,000
Less Income	(8,500)	(17,200)	(8,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	40,550	97,600	72,500
Central, Departmental & Technical Support Services	35,950	35,150	37,500
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	76,500	132,750	110,000
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

	2023/24		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
9 LICENCES			
a) FEE PAYING			
Employees	250,650	257,050	270,200
Premises Related Expenses	100	100	100
Supplies & Services	17,350	15,350	15,500
	<hr/>	<hr/>	<hr/>
	268,100	272,500	285,800
Less Income	(380,800)	(363,700)	(361,700)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(112,700)	(91,200)	(75,900)
Central, Departmental & Technical Support Services	127,750	131,350	136,650
	<hr/>	<hr/>	<hr/>
	15,050	40,150	60,750
	<hr/>	<hr/>	<hr/>
b) NON FEE PAYING			
Employees	32,950	33,500	35,200
Central, Departmental & Technical Support Services	16,100	15,700	16,800
	<hr/>	<hr/>	<hr/>
	49,050	49,200	52,000
	<hr/>	<hr/>	<hr/>
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	64,100	89,350	112,750
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DIRECTOR OF FINANCE & TRANSFORMATION

SUMMARY

	2023/24		2024/25
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1 HOUSING BENEFITS	380,200	441,800	368,150
2 LOCAL REVENUE & NNDR COLLECTION	587,100	612,050	569,650
3 COUNCIL TAX SUPPORT	291,700	296,000	316,050
4 TREASURY MANAGEMENT & BANKING	(1,273,600)	(2,411,150)	(2,129,900)
5 DRAINAGE BOARDS SPECIAL LEVIES	484,350	484,400	509,800
6 LIAISON, SUPPORT & ADVICE	88,800	97,250	97,700
7 STREET NAMING & NUMBERING	7,200	1,600	(2,150)
8 CONTRIBUTIONS TO PROVISIONS	5,000	5,000	5,000
	<hr/>	<hr/>	<hr/>
	570,750	(473,050)	(265,700)
	<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

	2023/24		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
1 <u>HOUSING BENEFITS</u>			
Employees	219,350	231,850	231,900
Supplies & Services	23,700	100,600	32,800
Housing Benefits	22,151,500	24,424,000	24,429,450
	<hr/>	<hr/>	<hr/>
	22,394,550	24,756,450	24,694,150
Less Income	(22,320,650)	(24,654,150)	(24,655,200)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	73,900	102,300	38,950
Central, Departmental & Technical Support Services	306,300	339,500	329,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	380,200	441,800	368,150
	<hr/>	<hr/>	<hr/>
2 <u>LOCAL REVENUE & NNDR COLLECTION</u>			
Employees	390,250	411,600	420,800
Supplies & Services	111,900	94,400	119,850
	<hr/>	<hr/>	<hr/>
	502,150	506,000	540,650
Less Income	(426,200)	(464,900)	(522,850)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	75,950	41,100	17,800
Central, Departmental & Technical Support Services	511,150	570,950	551,850
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	587,100	612,050	569,650
	<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

	2023/24		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
3 <u>COUNCIL TAX SUPPORT</u>			
Employees	232,300	245,050	250,550
Supplies & Services	186,450	475,000	176,450
	<hr/>	<hr/>	<hr/>
	418,750	720,050	427,000
Less Income	(371,950)	(689,650)	(371,750)
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<u>Sub-total</u>	46,800	30,400	55,250
Central, Departmental & Technical Support Services	244,900	265,600	260,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	291,700	296,000	316,050
	<hr/>	<hr/>	<hr/>
4 <u>TREASURY MANAGEMENT & BANKING ARRANGEMENTS</u>			
Employees	33,500	32,650	35,050
Supplies & Services	120,100	276,500	279,650
	<hr/>	<hr/>	<hr/>
	153,600	309,150	314,700
Less Income	(1,458,000)	(2,759,400)	(2,477,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(1,304,400)	(2,450,250)	(2,162,800)
Central, Departmental & Technical Support Services	30,800	39,100	32,900
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(1,273,600)	(2,411,150)	(2,129,900)
	<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

	2023/24		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
5 <u>DRAINAGE BOARDS SPECIAL LEVIES</u>			
Supplies & Services	484,050	484,050	509,500
Central, Departmental & Technical Support Services	300	350	300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	484,350	484,400	509,800
	<hr/>	<hr/>	<hr/>
6 <u>LIAISON, SUPPORT & ADVICE</u>			
Employees	47,150	54,350	53,200
Central, Departmental & Technical Support Services	41,650	42,900	44,500
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	88,800	97,250	97,700
	<hr/>	<hr/>	<hr/>
7 <u>STREET NAMING & NUMBERING</u>			
Employees	-	16,650	17,500
Income	(40,450)	(40,450)	(45,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(40,450)	(23,800)	(27,500)
Central, Departmental & Technical Support Services	47,650	25,400	25,350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	7,200	1,600	(2,150)
	<hr/>	<hr/>	<hr/>
8 <u>CONTRIBUTIONS TO PROVISIONS</u>			
Supplies & Services	5,000	5,000	5,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	5,000	5,000	5,000
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

SUMMARY

	2023/24 ESTIMATE		2024/25
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. DEVELOPMENT MANAGEMENT	973,100	1,454,400	797,700
2. CONSERVATION	94,650	106,350	106,050
3. BUILDING CONTROL	8,250	96,300	87,000
4. PLANNING POLICY	1,230,700	1,517,250	1,221,700
5. HOUSING STRATEGY & ENABLING ROLE	362,400	419,350	316,150
6. HOMELESSNESS	898,600	970,500	1,002,550
7. HOUSING ADVICE & PREVENTION	241,100	261,250	213,050
8. HOME SAFETY	4,050	4,300	4,400
9. PRIVATE SECTOR HOUSING RENEWAL	307,550	330,100	324,500
10. PRIVATE SECTOR HOUSING STANDARDS	99,650	110,400	104,100
11. PEST CONTROL	26,000	36,950	35,400
11. PUBLIC HEALTH ACT 1984	7,850	8,100	8,200
12. ENVIRONMENTAL PROTECTION ACT - PART 1	35,950	39,950	40,700
13. ENVIRONMENTAL PROTECTION	326,450	351,600	354,250
14. FOOD & SAFETY	354,100	370,850	383,700
15. PUBLIC HEALTH	63,500	55,050	64,700
	<hr/>	<hr/>	<hr/>
	5,033,900	6,132,700	5,064,150
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2023/24 ESTIMATE		2024/25
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. <u>DEVELOPMENT MANAGEMENT</u>			
Employees	1,278,150	1,576,000	1,481,800
Supplies & Services	47,100	168,150	72,100
	<hr/>	<hr/>	<hr/>
	1,325,250	1,744,150	1,553,900
Less Income	(1,035,600)	(1,031,600)	(1,501,100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	289,650	712,550	52,800
Central, Departmental & Technical Support Services	683,450	741,850	744,900
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	973,100	1,454,400	797,700
	<hr/>	<hr/>	<hr/>
2. <u>CONSERVATION</u>			
Employees	50,250	60,950	58,250
Supplies & Services	8,100	8,900	9,350
Third Party Payments	15,400	15,200	16,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	73,750	85,050	83,600
Central, Departmental & Technical Support Services	20,900	21,300	22,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	94,650	106,350	106,050
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2023/24 ESTIMATE		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
3. <u>BUILDING CONTROL</u>			
Employees	307,800	307,300	319,050
Supplies & Services	19,350	18,150	18,250
	<hr/>	<hr/>	<hr/>
	327,150	325,450	337,300
Less Income	(484,000)	(400,000)	(421,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(156,850)	(74,550)	(83,700)
Central, Departmental & Technical Support Services	165,100	170,850	170,700
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	8,250	96,300	87,000
	<hr/>	<hr/>	<hr/>
4. <u>PLANNING POLICY</u>			
Employees	621,900	680,200	709,650
Supplies & Services	388,000	626,650	285,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,009,900	1,306,850	994,650
Central, Departmental & Technical Support Services	220,800	210,400	227,050
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,230,700	1,517,250	1,221,700
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2023/24 ESTIMATE		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
5. <u>HOUSING STRATEGY & ENABLING ROLE</u>			
Employees	256,300	283,600	215,750
Supplies & Services	3,500	23,500	3,500
Third Party Payments	7,950	12,150	11,200
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	267,750	319,250	230,450
Central, Departmental & Technical Support Services	94,650	100,100	85,700
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	362,400	419,350	316,150
	<hr/>	<hr/>	<hr/>
6. <u>HOMELESSNESS</u>			
Employees	362,950	397,500	347,700
Premises Related Expenses	56,350	67,150	48,050
Transport Related Expenses	3,200	1,250	1,250
Supplies & Services	1,510,350	2,141,950	1,850,050
Third Party Payments	69,900	72,850	76,650
	<hr/>	<hr/>	<hr/>
	2,002,750	2,680,700	2,323,700
Less Income	(1,472,100)	(2,096,750)	(1,702,050)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	530,650	583,950	621,650
Central, Departmental & Technical Support Services	315,600	334,500	328,850
Depreciation & Impairment	52,350	52,050	52,050
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	898,600	970,500	1,002,550
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2023/24 ESTIMATE		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
7. <u>HOUSING ADVICE & PREVENTION</u>			
Employees	165,550	179,450	141,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	165,550	179,450	141,000
Central, Departmental & Technical Support Services	75,550	81,800	72,050
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	241,100	261,250	213,050
	<hr/>	<hr/>	<hr/>
8. <u>HOME SAFETY</u>			
Employees	2,650	2,800	2,850
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	2,650	2,800	2,850
Central, Departmental & Technical Support Services	1,400	1,500	1,550
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	4,050	4,300	4,400
	<hr/>	<hr/>	<hr/>
9. <u>PRIVATE SECTOR HOUSING RENEWAL</u>			
Employees	193,700	207,900	203,050
Supplies & Services	1,204,300	2,397,150	1,244,150
	<hr/>	<hr/>	<hr/>
	1,398,000	2,605,050	1,447,200
Less Income	(1,174,000)	(2,366,850)	(1,213,850)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	224,000	238,200	233,350
Central, Departmental & Technical Support Services	83,550	91,900	91,150
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	307,550	330,100	324,500
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2023/24 ESTIMATE		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
10. <u>PRIVATE SECTOR</u>			
<u>HOUSING STANDARDS</u>			
Employees	70,650	77,900	74,050
Supplies & Services	6,450	6,450	6,450
Less Income	(5,200)	(4,650)	(6,800)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	71,900	79,700	73,700
Central, Departmental & Technical Support Services	27,750	30,700	30,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	99,650	110,400	104,100
	<hr/>	<hr/>	<hr/>
11. <u>PEST CONTROL</u>			
Employees	9,750	10,200	10,450
Supplies & Services	1,000	7,650	7,650
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	10,750	17,850	18,100
Central, Departmental & Technical Support Services	15,250	19,100	17,300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	26,000	36,950	35,400
	<hr/>	<hr/>	<hr/>
12. <u>PUBLIC HEALTH ACT 1984</u>			
Employees	1,750	1,850	1,900
Third Party Payments	5,000	5,000	5,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	6,750	6,850	6,900
Central, Departmental & Technical Support Services	1,100	1,250	1,300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	7,850	8,100	8,200
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2023/24 ESTIMATE		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
13. <u>ENVIRONMENTAL PROTECTION ACT</u>			
Employees	27,950	28,550	29,800
Less Income	(9,300)	(8,650)	(8,650)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	18,650	19,900	21,150
Central, Departmental & Technical Support Services	17,300	20,050	19,550
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	35,950	39,950	40,700
	<hr/>	<hr/>	<hr/>
14. <u>ENVIRONMENTAL PROTECTION</u>			
Employees	199,450	208,650	212,350
Supplies & Services	3,000	9,050	3,050
Third Party Payments	15,250	18,750	18,050
	<hr/>	<hr/>	<hr/>
	217,700	236,450	233,450
Less Income	(2,200)	(2,450)	(2,600)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	215,500	234,000	230,850
Central, Departmental & Technical Support Services	105,100	108,650	114,450
Depreciation & Impairment	5,850	8,950	8,950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	326,450	351,600	354,250
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2023/24 ESTIMATE		2024/25
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
15. <u>FOOD & SAFETY</u>			
Employees	222,050	228,250	237,100
Supplies & Services	2,150	1,750	1,850
Third Party Payments	200	200	200
	<hr/>	<hr/>	<hr/>
	224,400	230,200	239,150
Less Income	(5,750)	(3,700)	(3,800)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	218,650	226,500	235,350
Central, Departmental & Technical Support Services	135,450	144,350	148,350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	354,100	370,850	383,700
	<hr/>	<hr/>	<hr/>
16. <u>PUBLIC HEALTH</u>			
Employees	120,800	115,950	119,200
Supplies & Services	18,000	14,000	14,000
	<hr/>	<hr/>	<hr/>
	138,800	129,950	133,200
Less Income	(124,100)	(124,100)	(124,100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	14,700	5,850	9,100
Central, Departmental & Technical Support Services	48,800	49,200	55,600
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	63,500	55,050	64,700
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

SUMMARY

	2023/24 ESTIMATE		2024/25
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. REFUSE COLLECTION	1,758,750	1,788,400	1,784,750
2. RECYCLING	910,450	940,950	792,000
3. STREET SCENE	1,231,950	1,343,800	1,394,400
4. PUBLIC CONVENIENCES	137,750	229,450	170,300
5. TONBRIDGE & MALLING LEISURE TRUST	905,250	918,000	691,500
6. LARKFIELD LEISURE CENTRE	1,208,450	1,329,050	1,151,750
7. ANGEL CENTRE	484,100	451,900	531,900
8. TONBRIDGE SWIMMING POOL	700,550	682,300	617,250
9. POULT WOOD GOLF CENTRE	187,800	323,400	312,450
10. SPORTS GROUNDS	719,950	532,700	766,800
11. PLEASURE GROUNDS & OPEN SPACES	865,400	1,005,700	940,600
12. ALLOTMENTS	7,200	7,200	6,950
13. CHURCHYARDS	13,100	13,050	13,500
14. TONBRIDGE CEMETERY	25,750	52,900	38,400
15. EVENTS DEVELOPMENT	126,650	145,000	150,300
16. LEISURE STRATEGY	88,050	105,800	97,450
17. CHRISTMAS LIGHTING	46,900	47,300	50,550
18. PARKING SERVICES	(987,600)	(907,200)	(884,900)
19. TRANSPORTATION	151,750	159,700	160,350
20. SECURITY SERVICES MANAGEMENT (CCTV)	69,750	70,250	71,000
21. BOROUGH DRAINAGE & LAND DRAINAGE RELATED WORK	200,650	199,000	199,450
22. CIVIL CONTINGENCIES	148,650	145,250	152,800
	9,001,250	9,583,900	9,209,550

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2023/24 ESTIMATE		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
1. <u>REFUSE COLLECTION</u>			
Employees	159,950	174,650	181,300
Premises Related Expenses	33,000	35,550	36,650
Supplies & Services	5,050	5,050	5,050
Third Party Payments	1,534,500	1,537,700	1,530,700
	<hr/>	<hr/>	<hr/>
	1,732,500	1,752,950	1,753,700
Less Income	(147,600)	(149,950)	(159,450)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,584,900	1,603,000	1,594,250
Central, Departmental & Technical Support Services	117,450	125,700	128,100
Depreciation & Impairment	56,400	59,700	62,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,758,750	1,788,400	1,784,750
	<hr/>	<hr/>	<hr/>
2. <u>RECYCLING</u>			
Employees	202,400	221,300	229,750
Premises Related Expenses	8,100	12,750	9,400
Transport Related Expenses	25,650	14,350	15,050
Supplies & Services	22,500	17,800	17,800
Third Party Payments	2,265,850	2,249,350	2,264,000
	<hr/>	<hr/>	<hr/>
	2,524,500	2,515,550	2,536,000
Less Income	(1,874,000)	(1,864,650)	(2,034,450)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	650,500	650,900	501,550
Central, Departmental & Technical Support Services	153,350	176,350	172,450
Depreciation & Impairment	106,600	113,700	118,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	910,450	940,950	792,000
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2023/24 ESTIMATE		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
3. <u>STREET SCENE</u>			
Employees	129,650	139,200	145,450
Supplies & Services	114,650	152,950	156,400
Third Party Payments	921,000	979,050	1,019,550
	<hr/>	<hr/>	<hr/>
	1,165,300	1,271,200	1,321,400
Less Income	(11,350)	(11,500)	(12,550)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,153,950	1,259,700	1,308,850
Central, Departmental & Technical Support Services	78,000	84,100	85,550
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,231,950	1,343,800	1,394,400
	<hr/>	<hr/>	<hr/>
4. <u>PUBLIC CONVENIENCES</u>			
Employees	11,500	12,600	13,150
Premises Related Expenses	29,700	101,400	39,550
Supplies & Services	-	800	-
Third Party Payments	28,100	52,750	55,500
	<hr/>	<hr/>	<hr/>
	69,300	167,550	108,200
Less Income	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	69,250	167,500	108,150
Central, Departmental & Technical Support Services	13,800	14,750	14,950
Depreciation & Impairment	54,700	47,200	47,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	137,750	229,450	170,300
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2023/24 ESTIMATE		2024/25
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
<u>5. TONBRIDGE & MALLING LEISURE TRUST</u>			
Employees	49,600	56,950	59,450
Third Party Payments	817,700	818,850	588,450
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	867,300	875,800	647,900
Central, Departmental & Technical Support Services	37,950	42,200	43,600
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	905,250	918,000	691,500
	<hr/>	<hr/>	<hr/>
<u>6. LARKFIELD LEISURE CENTRE</u>			
Employees	1,250	1,350	1,400
Premises Related Expenses	367,950	451,200	268,150
Third Party Payments	15,000	9,200	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	384,200	461,750	269,550
Central, Departmental & Technical Support Services	20,650	21,850	21,900
Depreciation & Impairment	803,600	845,450	860,300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,208,450	1,329,050	1,151,750
	<hr/>	<hr/>	<hr/>
<u>7. ANGEL CENTRE</u>			
Employees	3,300	3,850	4,100
Premises Related Expenses	158,950	121,750	199,150
Third Party Payments	-	50,000	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	162,250	175,600	203,250
Central, Departmental & Technical Support Services	11,150	11,650	11,950
Depreciation & Impairment	310,700	264,650	316,700
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	484,100	451,900	531,900
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2023/24 ESTIMATE		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
8. <u>TONBRIDGE SWIMMING POOL</u>			
Employees	3,300	3,650	3,900
Premises Related Expenses	186,050	285,900	202,750
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	189,350	289,550	206,650
Central, Departmental & Technical Support Services	16,300	17,000	17,400
Depreciation & Impairment	494,900	375,750	393,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	700,550	682,300	617,250
	<hr/>	<hr/>	<hr/>
9. <u>POULT WOOD GOLF CENTRE</u>			
Employees	1,550	1,750	1,800
Premises Related Expenses	33,900	80,100	65,950
Transport Related Expenses	7,800	7,900	8,600
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	43,250	89,750	76,350
Central, Departmental & Technical Support Services	11,300	11,600	12,050
Depreciation & Impairment	133,250	222,050	224,050
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	187,800	323,400	312,450
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2023/24 ESTIMATE		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
10. <u>SPORTS GROUNDS</u>			
Employees	47,400	46,400	48,300
Premises Related Expenses	203,700	46,750	199,750
Transport Related Expenses	1,650	1,650	1,600
Supplies & Services	6,150	5,700	5,900
Third Party Payments	286,800	288,800	303,750
	<hr/>	<hr/>	<hr/>
	545,700	389,300	559,300
Less Income	(14,550)	(16,200)	(16,050)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	531,150	373,100	543,250
Central, Departmental & Technical Support Services	37,750	39,700	39,750
Depreciation & Impairment	151,050	119,900	183,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	719,950	532,700	766,800
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2023/24 ESTIMATE		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
11. <u>PLEASURE GROUNDS & OPEN SPACES</u>			
Employees	179,900	176,600	184,400
Premises Related Expenses	105,600	143,250	168,850
Transport Related Expenses	2,050	2,000	2,000
Supplies & Services	120,750	251,750	122,500
Third Party Payments	312,400	316,700	332,500
	<hr/>	<hr/>	<hr/>
	720,700	890,300	810,250
Less Income	(134,800)	(150,350)	(145,700)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	585,900	739,950	664,550
Central, Departmental & Technical Support Services	115,600	121,700	121,800
Depreciation & Impairment	163,900	144,050	154,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	865,400	1,005,700	940,600
	<hr/>	<hr/>	<hr/>
12. <u>ALLOTMENTS</u>			
Employees	700	650	700
Premises Related Expenses	100	100	100
Third Party Payments	5,100	5,100	5,100
	<hr/>	<hr/>	<hr/>
	5,900	5,850	5,900
Less Income			
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	5,900	5,850	5,900
Central, Departmental & Technical Support Services	650	700	650
Depreciation & Impairment	650	650	400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	7,200	7,200	6,950
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2023/24 ESTIMATE		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
13. <u>CHURCHYARDS</u>			
Employees	3,300	3,250	3,400
Premises Related Expenses	1,800	1,800	1,800
Third Party Payments	5,600	5,400	5,750
	<hr/>	<hr/>	<hr/>
	10,700	10,450	10,950
Less Income	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	10,650	10,400	10,900
Central, Departmental & Technical Support Services	2,450	2,650	2,600
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	13,100	13,050	13,500
	<hr/>	<hr/>	<hr/>
14. <u>TONBRIDGE CEMETERY</u>			
Employees	29,750	29,050	30,300
Premises Related Expenses	22,150	33,500	20,750
Supplies & Services	2,050	2,300	2,300
Third Party Payments	70,500	66,850	70,100
	<hr/>	<hr/>	<hr/>
	124,450	131,700	123,450
Less Income	(141,450)	(122,150)	(128,550)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(17,000)	9,550	(5,100)
Central, Departmental & Technical Support Services	19,550	20,450	20,600
Depreciation & Impairment	23,200	22,900	22,900
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	25,750	52,900	38,400
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2023/24 ESTIMATE		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
15. <u>EVENTS DEVELOPMENT</u>			
Employees	81,100	91,700	95,900
Supplies & Services	27,000	23,000	23,000
	<hr/>	<hr/>	<hr/>
	108,100	114,700	118,900
Less Income	(53,900)	(49,000)	(51,600)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	54,200	65,700	67,300
Central, Departmental & Technical Support Services	72,450	79,300	83,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	126,650	145,000	150,300
	<hr/>	<hr/>	<hr/>
16. <u>LEISURE STRATEGY</u>			
Employees	56,400	60,600	63,050
Supplies & Services	12,250	23,700	12,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	68,650	84,300	75,050
Central, Departmental & Technical Support Services	19,400	21,500	22,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	88,050	105,800	97,450
	<hr/>	<hr/>	<hr/>
17. <u>CHRISTMAS LIGHTING</u>			
Employees	6,350	6,500	6,800
Supplies & Services	32,000	32,000	34,950
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	38,350	38,500	41,750
Central, Departmental & Technical Support Services	4,100	4,350	4,350
Depreciation & Impairment	4,450	4,450	4,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	46,900	47,300	50,550
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2023/24 ESTIMATE		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
18. <u>PARKING SERVICES</u>			
Employees	566,500	582,000	623,550
Premises Related Expenses	628,900	666,100	641,550
Transport Related Expenses	13,500	12,000	11,450
Supplies & Services	783,450	669,650	674,000
	<hr/>	<hr/>	<hr/>
	1,992,350	1,929,750	1,950,550
Less Income	(3,374,750)	(3,281,600)	(3,273,350)
	<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	(1,351,850)	(1,322,800)
Central, Departmental & Technical Support Services	304,000	349,450	340,600
Depreciation & Impairment	90,800	95,200	97,300
	<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	(907,200)	(884,900)
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2023/24 ESTIMATE		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
19. <u>TRANSPORTATION</u>			
Employees	85,200	90,650	91,000
Premises Related Expenses	19,350	20,100	20,100
Supplies & Services	5,000	5,000	5,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	109,550	115,750	116,100
Central, Departmental & Technical Support Services	41,900	43,650	44,250
Depreciation & Impairment	300	300	-
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	151,750	159,700	160,350
	<hr/>	<hr/>	<hr/>
20. <u>SECURITY SERVICES MANAGEMENT</u>			
Employees	30,550	31,500	32,700
Premises Related Expenses	450	650	650
Supplies & Services	15,850	13,950	14,150
Third Party Payments	167,000	167,000	167,000
	<hr/>	<hr/>	<hr/>
	213,850	213,100	214,500
Less Income	(188,500)	(189,950)	(192,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	25,350	23,150	22,500
Central, Departmental & Technical Support Services	20,300	21,350	21,400
Depreciation & Impairment	24,100	25,750	27,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	69,750	70,250	71,000
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2023/24 ESTIMATE		2024/25
	ORIGINAL £	REVISED £	ESTIMATE £
21. <u>BOROUGH DRAINAGE & LAND DRAINAGE RELATED WORK</u>			
Employees	40,650	39,900	42,400
Supplies & Services	137,150	136,450	133,450
Third Party Payments	2,100	2,100	2,100
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	179,900	178,450	177,950
Central, Departmental & Technical Support Services	20,650	20,450	21,400
Depreciation & Impairment	100	100	100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	200,650	199,000	199,450
	<hr/>	<hr/>	<hr/>
22. <u>CIVIL CONTINGENCIES</u>			
Employees	68,000	67,050	71,400
Supplies & Services	18,400	16,100	15,950
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	86,400	83,150	87,350
Central, Departmental & Technical Support Services	62,250	62,100	65,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	148,650	145,250	152,800
	<hr/>	<hr/>	<hr/>

Capital Plan: List A Service Summary									
	Expenditure To 31/03/23	2023/24 Estimate inc Prior Year Slippage	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Planning, Housing & Environmental Health	1,267	113	30	30	30	30	30	30	1,560
Street Scene, Leisure & Technical Services	552	451	1,841	350	159	159	174	159	3,845
Corporate	10	318	3,205	60	0	0	0	0	3,593
Sub-total	1,829	882	5,076	440	189	189	204	189	8,998
Capital Renewals									
Planning, Housing & Environmental Health	n/a	0	0	16	0	0	21	21	58
Street Scene, Leisure & Technical Services	n/a	929	1,926	312	432	581	782	762	5,724
Corporate	n/a	505	281	292	118	121	242	300	1,859
Sub-total	n/a	1,434	2,207	620	550	702	1,045	1,083	7,641
Total	1,829	2,316	7,283	1,060	739	891	1,249	1,272	16,639

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Capital Plan: List A Planning, Housing and Environmental Health									
	Expenditure To 31/03/23	2023/24 Estimate inc Prior Year Slippage	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Housing	1,267	113	30	30	30	30	30	30	1,560
Environmental Health	0	0	0	0	0	0	0	0	0
Sub-total	1,267	113	30	30	30	30	30	30	1,560
Capital Renewals	n/a	0	0	16	0	0	21	21	58
Total Planning, Housing and Environmental Health	1,267	113	30	46	30	30	51	51	1,618

Capital Plan: List A Planning, Housing and Environmental Health		
	Justification	Scheme notes
Housing		
(a) Disabled Facility Grants	<i>Former Corp't Aims & Priorities</i>	Given the level of budget available this year which includes prior year slippage and the forthcoming review of the housing assistance programme, it is likely that a reprofiling exercise will be undertaken. Funding continues to be made available from the Better Care Fund to enable qualifying residents to apply for grants to help with adaptation costs.
(b) Housing Assistance	<i>Former Corp't Aims & Priorities</i>	Budget reviewed by Communities & Housing Advisory Board, July 2016. Gross budget provision reduced from £90,000 to £60,000 per annum. An earmarked reserve has been established to meet any shortfall in assumed grant repayments.
(c) Temporary Accommodation	Cost Saving	Purchase and conversion of Pembury Road properties for temporary accommodation purposes.
(d) Home Upgrade Grant Scheme (HUG)	External Funding	The Home Upgrade Grant Scheme will deliver retrofit energy efficiency measures to thirty private sector homes over a two year period.

Capital Plan: List A Planning, Housing and Environmental Health										
	Code	Expenditure To 31/03/23	2023/24 Estimate inc Prior Year Slippage	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Environmental Health										
(a) Anti-idling Campaign Project Government Grant	P02EM	20	11							31
Sub-total		(20)	(11)							(31)
		0	0							0
Total Environmental Health to Summary		0	0	0	0	0	0	0	0	0
Capital Renewals										
(b) Environmental Protection Provision for Inflation	P02EBCR01 P02EZ	n/a n/a			15 1			19 2	19 2	53 5
Total Capital Renewals to Summary		n/a	0	0	16	0	0	21	21	58

Capital Plan: List A Planning, Housing and Environmental Health		
	Justification	Scheme notes
<p>Environmental Health</p> <p>(a) Anti-idling Campaign Project</p>	<p>Statutory requirement, Health & Safety</p>	<p>Provision relates to the purchase of five mobile sensors to record indicative levels of Nitrogen Dioxide and Particulates at participating schools. This will enable monitoring of air quality associated with school traffic, specifically where car engines remain in an idling position. This project is in line with the agreed Air Quality Action Plan (AQAP).</p>
<p>Capital Renewals</p> <p>(b) Environmental Protection</p>	<p><i>Former Corp't Aims & Priorities</i></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 31/03/23	2023/24 Estimate inc Prior Year Slippage	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Street Scene	n/a	120	150	129	129	129	129	129	915
Leisure									
Larkfield Leisure Centre	126	14	250	75	0	0	0	0	465
Angel Centre	0	0	150	0	0	0	0	0	150
Sports Grounds	94	116	0	0	0	0	0	0	210
Open Spaces	72	0	0	0	0	0	0	0	72
Other Leisure Schemes	103	40	0	0	0	0	15	0	158
Technical Services									
Car Parking	n/a	30	30	30	30	30	30	30	210
Electrical Vehicle Charging Points	7	0	33	0	0	0	0	0	40
Land Drainage / Flood Defence	150	131	1,228	116	0	0	0	0	1,625
Sub-total	552	451	1,841	350	159	159	174	159	3,845
Capital Renewals	n/a	929	1,926	312	432	581	782	762	5,724
Total Street Scene, Leisure & Technical Services	552	1,380	3,767	662	591	740	956	921	9,569

Capital Plan: List A Street Scene, Leisure & Technical Services										
	Code	Expenditure To 31/03/23	2023/24 Estimate inc Prior Year Slippage	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Street Scene										
(a) Green Waste Bins Growth / Replacement	P02BC	n/a	31	31	31	31	31	31	31	217
(b) Refuse Bins Growth / Replacement	P02DA	n/a	61	61	61	61	61	61	61	427
(c) Garden Waste Bin Replacement	P02CF	n/a	28	28	37	37	37	37	37	241
(d) Food Waste - Communal Properties	P02EP	n/a		30						30
Total Street Scene to Summary		n/a	120	150	129	129	129	129	129	915
Larkfield Leisure Centre										
(e) PV System	P05LR	126	14							140
(f) Wetside Changing Room Refurbishment	P05LS			150						150
(g) Air Source Heat Pumps Installation	P05LT			100	75					175
Total Larkfield Leisure Centre to Summary		126	14	250	75	0	0	0	0	465

	Code	Expenditure To 31/03/23	2023/24 Estimate inc Prior Year Slippage	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	Scheme Total
SSLTS Schemes con't/... Angel Centre		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(h) Boiler Replacement	P05BF			150						150
Total Angel Centre to Summary		0	0	150	0	0	0	0	0	150

**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) Garden Waste Bin Replacement</p> <p>(d) Food Waste - Communal Properties</p>	<p><i>Former Corp't Aims & Priorities</i></p> <p>Reduce Expenditure & Income Generation</p> <p>Reduce Expenditure & Income Generation</p>	<p>Recycling and refuse provisions cater for growth in the number of properties served and the replacement of existing collection bins and boxes. The 2023/24 revised estimates include the agreed roll out programme to flats and a need to pre-order due to protracted lead in times and increased costs.</p> <p>Provision for replacement of garden waste containers.</p> <p>Provision to separate food waste collections for all communal properties. This will divert food waste from residual waste to maximise recycling of this waste stream.</p>
<p>Larkfield Leisure Centre</p> <p>(e) PV System</p> <p>(f) Wetside Changing Room Refurbishment</p> <p>(g) Air Source Heat Pumps Installation</p>	<p>Climate Change & Cost Savings</p> <p>Reduce Expenditure & Income</p> <p>Climate Change & Cost Savings</p>	<p>Installation of PV system (solar panels) to the sports hall roof at Larkfield Leisure Centre. This will allow the site to produce some of it's electricity demand from an on-site renewable source, resulting in annual savings to energy costs. Scheme completed and working well.</p> <p>The changing village cubicles have come to the end of their economic life and are in need of replacement. The project will see the replacement of the cubicles and a refurbishment of the wet change area providing increased customer satisfaction and reducing ongoing repair costs.</p> <p>Installation of Air Source Heat Pumps to replace the current end of life gas boilers serving the fitness pool will support the Council's plans to become carbon neutral by 2030, and provide an anticipated annual CO2 saving of 185 tonnes. In addition to this there will be a reduction in the maintenance costs from the existing gas fired boilers.</p>

Capital Plan: List A Street Scene, Leisure & Technical Services		
	Justification	Scheme notes
SSLTS Schemes con't/... Angel Centre (h) Boiler Replacement	<i>Former Corp't Aims & Priorities</i>	The Council is obliged under the Management Agreement to maintain the facilities, including plant and equipment and the building structure. Replacement of boilers is needed to ensure the continuing operation of the building.

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

	Code	Expenditure To 31/03/23	2023/24 Estimate inc Prior Year Slippage	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	Scheme Total
Sports Grounds										
(a) Racecourse Sportsground Riverside Revetment Less Grants	P05DD	108 (19)	117 (9)							225 (28)
Sub-total		89	108	0	0	0	0	0	0	197
(b) Racecourse Sportsground Rugby Pitch Drainage Less Developer Contributions	P05DE	15 (10)	16 (8)							31 (18)
Sub-total		5	8	0	0	0	0	0	0	13
Total Sports Grounds to Summary		94	116	0	0	0	0	0	0	210

Capital Plan: List A		
Street Scene, Leisure & Technical Services		
	Justification	Scheme notes
Sports Grounds		
(a) 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 a grant from the Environment Agency. Phase 1 complete. Phase 2 currently in design for delivery later this financial year.
(b) Racecourse Sportsground Rugby Pitch Drainage	External Funding	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. Gross budget, approved February 2020, increased by £10,000 to £26,000 offset in full by grant from Sport England. Contribution from rugby club being sought.

Capital Plan: List A										
Street Scene, Leisure & Technical Services										
	Code	Expenditure To 31/03/23	2023/24 Estimate inc Prior Year Slippage	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Open Spaces										
(a) Leybourne Lakes Country Park Facility Improvements Less Developer Contributions	P05FF	937								937
Sub-total		(865)								(865)
		72	0	0	0	0	0	0	0	72
Total Open Spaces to Summary		72	0	0	0	0	0	0	0	72
Other Leisure Schemes										
(b) Tonbridge Cemetery / Closed Churchyards Memorial Safety Less Developer Contributions	P05KV	106	40					15		161
Sub-total		(3)								(3)
		103	40	0	0	0	0	15	0	158
Total Other Leisure Schemes to Summary		103	40	0	0	0	0	15	0	158

Capital Plan: List A Street Scene, Leisure & Technical Services										
	Code	Expenditure To 31/03/23	2023/24 Estimate inc Prior Year Slippage	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Car Parking										
(a) Existing Car Parks Improvement Programme	P01AB	n/a	30	30	30	30	30	30	30	210
Total Car Parking to Summary		n/a	30	30	30	30	30	30	30	210
Transportation										
(c) Electrical Vehicle Charging Points Less grant and contributions	P01EA	7		113 (80)						120 (80)
Total Transportation to Summary		7	0	33	0	0	0	0	0	40
Land Drainage / Flood Defence										
(d) Wouldham River Wall	P01HS	25		1,100						1,125
(e) Leigh Flood Storage Area	P01HV	125	131	128	116					500
Total Land Drainage/Flood Defence to Summary		150	131	1,228	116	0	0	0	0	1,625

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><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 car parks has been progressed to determine a future work programme.</p>
<p>Transportation</p> <p>(c) Electrical Vehicle Charging Points</p>	<p><i>Former Corp't Aims & Priorities</i></p>	<p>Provision to progress phases 1 and 2 of programme to install Electric Vehicle charging points in Council owned car parks across the borough. Procurement progressed using framework and KCC countywide tender exercise. Installation of phase 1 nearing completion.</p>
<p>Land Drainage / Flood Defence</p> <p>(d) Wouldham River Wall</p>	<p><i>Former Corp't Aims & Priorities</i></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 costs by the consultant Quantity Surveyor. Movement in the wall is being monitored by an external consultant over the 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. Health and safety related path repairs were undertaken in 2018/19.</p>
<p>(e) Leigh Flood Storage Area</p>	<p><i>Former Corp't Aims & Priorities</i></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. Works commenced and due for completion in 25/26.</p>

Capital Plan: List A										
Street Scene, Leisure & Technical Services										
	Code	Expenditure To 31/03/23	2023/24 Estimate inc Prior Year Slippage	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Renewals										
Sports Grounds & Open Spaces Less grant and contributions	P05KGBC05	n/a n/a	153	1,107	48	154	119	171	233	1,985
			153	1,107	48	154	119	171	233	1,985
Technical Services:										
(a) CCTV	P01BA	n/a	41	39	39	39	46	39	39	282
(b) Car Parking	P01JF	n/a		20	36	45	156		5	262
			194	1,166	123	238	321	210	277	2,529
Provision for Inflation		n/a	0	12	4	12	23	20	32	103
Sub-total			194	1,178	127	250	344	230	309	2,632
Leisure Centres:										
(c) Angel Centre	P05KGBC01	n/a	72	555	96	25	15	68	368	1,199
(d) Larkfield Leisure Centre	P05KGBC02	n/a	602	177	66	44	101	458	77	1,525
(e) Tonbridge Swimming Pool	P05KGBC04	n/a	245	199	42	67	94	108	49	804
(f) Poulton Wood Golf Clubhouse	P05KGBC03	n/a	40	53	28	33	36	18	10	218
Course	P05KGBC07	n/a	9	7		35	7	65	9	132
Grounds Maintenance	P05KGBC06	n/a	82	66	25	43	63	5	67	351
			1,050	1,057	257	247	316	722	580	4,229
Provision for Inflation	P05KZ	n/a		11	8	13	23	67	67	189
Savings Target (assumes 25%)		n/a	(315)	(320)	(80)	(78)	(102)	(237)	(194)	(1,326)
Sub-total			735	748	185	182	237	552	453	3,092
Total Capital Renewals to Summary		n/a	929	1,926	312	432	581	782	762	5,724

Capital Plan: List A Corporate									
	Expenditure To 31/03/23	2022/23 Estimate inc Prior Year Slippage	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Land and Property	10	225	3,205	60	0	0	0	0	3,500
Information Technology Initiatives	0	58	0	0	0	0	0	0	58
Other Schemes	0	35	0	0	0	0	0	0	35
Sub-total	10	318	3,205	60	0	0	0	0	3,593
Capital Renewals	n/a	505	281	292	118	121	242	300	1,859
Total Corporate	10	823	3,486	352	118	121	242	300	5,452

Capital Plan: List A										
Corporate										
	Code	Expenditure To 31/03/23	2023/24 Estimate Prior Year Slippage	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 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
(b) Gibson East Refurbishment	P06AL	n/a		3,000						3,000
(c) De-carbonising the Council's Estate Less Grants	P06AM	n/a	225	1,005 (800)						1,230 (800)
Total Land and Property to Summary		10	225	3,205	60	0	0	0	0	3,500
Information Technology Initiatives										
(d) General Data Protection Regs	P06DR		58							58
Total Information Technology Initiatives to Summary		0	58	0	0	0	0	0	0	58
Other Schemes										
(e) UK Shared Prosperity Fund Projects/Initiatives	P06FN									
Mobile CCTV	FN10	21								21
Tonbridge Wayfinding	FN20	10	14							24
Digital Information Boards	FN30		40	80						120
Shopfront and Vacant Unit Improvements	FN40		40	55						95
Bus Shelter Green Roofs Pilot	FN50		30							30
West Kent Green Business Grants	FN60		25	50						75
Carbon Descent Plans	FN70			75						75
Safer Sustainable Car Parks	FN80			100						100
Less Grants	FN90	(31)	(114)	(360)						(505)

	Code	Expenditure To 31/03/23	2023/24 Estimate Prior Year Slippage	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Other Schemes con't/...										
(f) Rural England Prosperity Fund Projects/Initiatives	P06F0									
Investment in Micro & Small Enterprises	F010		58	67						125
Develop and Promote Visitor Economy	F020			89						89
Create/Improvements to Local Green Spaces	F030			67						67
Existing Cultural, Historic & Heritage Institutions	F040		54	23						77
Active Travel Enhancements in the Local Area	F050			67						67
Rural Circular Economy Projects	F060			22						22
Less Grants	F090		(112)	(335)						(447)
Total Other Schemes to Summary		0	35	0	0	0	0	0	0	35

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 2025/26. 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.
(b) Gibson East Refurbishment	Cost Saving	To allow the disposal of Gibson Building West, Gibson East will need to undergo a refurbishment of both internal and external spaces to allow relocation of facilities and uses which are currently provided at Gibson Building West and will include an assessment of low carbon technologies. A £200,000 annual saving associated with the disposal of Gibson Building West has already been incorporated into the Council's Medium Term Financial Strategy from 2026/27.
(c) De-carbonising the Council's Estate	Cost Saving	The de-carbonisation of the Council's Estate will be supported by the investment in renewable technologies. The project will deliver LED lighting at Tonbridge Swimming Pool and Larkfield Leisure Centre, the installation of Solar PV panels at both sites, including the upgrading of roofing insulation and re-felting at Larkfield Leisure Centre. The building management systems (BMS) will be upgraded, and the installation of sub-metering at both sites will enable the monitoring of energy and water usage. Additional works are subject to a successful bid to secure £800,000 from the Swimming Pool Capital Fund administered by Sport England. The Council's contribution of £430,000 will be an uplift of £205,000 to the existing Capital Plan A scheme of £225,000.
Information Technology Initiatives		
(d) General Data Protection Regs	Cost Saving	To provide an upgrade to the current cash receipting system to ensure data protection is maintained.
Other Schemes		
(e) UK Shared Prosperity Fund Projects/Initiatives	External Funding	Projects/Initiatives to be funded largely from the UK Shared Prosperity Fund Grant Award and the balance from the Kent and Medway 100% Business Rates Retention Pilot Reserve. Further details can be found in the report to Cabinet on 5 July 2022.

Capital Plan: List A										
Corporate										
	Code	Expenditure To 31/03/23	2023/24 Estimate inc Prior Year Slippage	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Renewals	P06FA									
(a) General										
Departmental Administration	GR01	n/a	4	3		1				8
Council Offices	GR02	n/a		3	16				3	22
Print Unit	GR03	n/a	42	20	102		15			179
Telephones	GR05	n/a				10				10
Tonbridge Christmas Lighting	GR09	n/a			42					42
Elections	GR10	n/a		12						12
Sub-total		n/a	46	38	160	11	15	0	3	273
(b) Information Technology	P06FB	n/a	459	240	123	101	98	221	266	1,508
Desktop Hardware	FB10									
Mobile Hardware	FB20									
Computer Suite	FB30									
Other Hardware	FB40									
Network	FB50									
Corporate Software	FB60									
Operational Software	FB70									
User Software	FB80									
Sub-total		n/a	459	240	123	101	98	221	266	1,508
Provision for Inflation	P06FZ	n/a		3	9	6	8	21	31	78
Total Capital Renewals to Summary		n/a	505	281	292	118	121	242	300	1,859

GENERAL FUND WORKING BALANCE

	£
Balance at 1.4.2023	1,250,000
	<hr/>
Balance at 31.3.2025	1,250,000
	<hr/>

GENERAL REVENUE RESERVE

	£	£
Balance 1.4.2023		8,611,306
Budgeted to be transferred to the Reserve	1,356,800	
Decrease on Original Estimate	115,797	
	<hr/>	1,241,003
		<hr/>
Estimated Balance at 1.4.2024		9,852,309
Contribution to the Reserve 2024/25		1,064,824
		<hr/>
Estimated Balance at 31.3.2025		10,917,133

Tonbridge and Malling Borough Council
Estimate of Collection Fund Surplus / (Deficit) 2023/24 - Council Tax

	Estimate	
	£	£
<u>Income</u>		
Surplus / (Deficit) Brought Forward		436,428
Income from Council Tax Payers (Net of Discounts, CTR and Exemptions)		115,366,680
Total Income for the Year		115,803,108
<u>Expenditure</u>		
Precepts and Demands for 2023/24		
Kent County Council	80,863,571	
Police & Crime Commissioner for Kent	12,815,534	
Kent & Medway Fire & Rescue Authority	4,601,259	
Parishes	3,731,383	
Tonbridge & Malling Borough Council	12,187,271	114,199,018
Provision for Council Tax Non-Collection		421,000
Payment of Estimated Surplus for 2022/23		
Kent County Council	425,584	
Police & Crime Commissioner for Kent	66,662	
Kent & Medway Fire & Rescue Authority	23,897	
Tonbridge & Malling Borough Council	85,040	601,183
Total Expenditure for the Year		115,221,201
Estimated Surplus / (Deficit) for 2023/24		581,907

Allocation of Estimated Surplus / (Deficit) for 2023/24

	Precepts 2023/24		Surplus / (Deficit) 2023/24
	£	%	£
Kent County Council	80,863,571	70.81	412,048
Police & Crime Commissioner for Kent	12,815,534	11.22	65,290
Kent & Medway Fire & Rescue Authority	4,601,259	4.03	23,451
Tonbridge & Malling Borough Council	15,918,654	13.94	81,118
Total	114,199,018	100.00	581,907

Tonbridge and Malling Borough Council
Estimate of Collection Fund Surplus / (Deficit) 2023/24 - Business Rates

	Estimate	
	£	£
<u>Income</u>		
Surplus / (Deficit) Brought Forward		3,309,522
Income from Business Rate Payers		63,390,690
Transitional Protection		6,143,376
Total Income for the Year		72,843,588
<u>Expenditure</u>		
Demands for 2023/24 based upon NNDR 1 2023/24		
Kent County Council	5,727,379	
Kent & Medway Fire & Rescue Authority	636,375	
Tonbridge & Malling Borough Council	25,455,018	
Central Government	31,818,772	63,637,544
Payment of Estimated Surplus for 2022/23		
Kent County Council	269,849	
Kent & Medway Fire & Rescue Authority	29,983	
Tonbridge & Malling Borough Council	1,199,330	
Central Government	1,499,163	2,998,325
Allowance for Losses - Bad Debts		700,000
Allowance for Losses - Appeals		752,631
Cost of Collection Allowance		159,872
Total Expenditure for the Year		68,248,372
Estimated Surplus / (Deficit) for 2023/24		4,595,216
<u>Allocation of Estimated Surplus / (Deficit) for 2022/23</u>		
	Allocation	Surplus / (Deficit) 2023/24
	%	£
Kent County Council	9	413,569
Kent & Medway Fire & Rescue Authority	1	45,952
Tonbridge & Malling Borough Council	40	1,838,086
Central Government	50	2,297,609
Total	100	4,595,216

Estimated Comprehensive Income and Expenditure Account 2023 - 2025

	2023/24		2024/25
	Original Estimate	Revised Estimate	Original Estimate
	£	£	£
Continuing Operations			
Corporate Services	5,128,150	2,207,000	2,472,250
Chief Executive	1,321,300	1,259,700	1,106,400
Director of Central Services	121,400	960,400	500,900
Director of Finance & Transformation	1,539,700	1,997,300	1,697,300
Director of Planning, Housing & Environmental Health	5,007,900	6,132,700	5,064,150
Director of Street Scene, Leisure & Technical Services	9,027,250	9,383,900	9,209,550
Net Cost of Services	22,145,700	21,941,000	20,050,550
Other Operating Expenditure			
Parish Council Precepts	3,731,383	3,731,383	3,802,623
Drainage Board Levies	484,050	484,050	509,500
Corporate Provisions for Bad Debts	5,000	5,000	5,000
Financing & Investing Income & Expenditure			
Trading Undertakings	257,650	(30,900)	338,600
Interest & Investment Income	(1,458,000)	(2,759,400)	(2,477,500)
IAS 19 Pension Costs	1,536,000	429,000	429,000
Taxation & Non-Specific Grant Income			
Council Tax Income	(15,918,654)	(15,918,654)	(16,538,927)
Collection Fund - Council Tax (Surplus)/Deficit	(85,040)	(85,040)	(81,118)
Collection Fund - Non Dom Rates (Surplus)/Deficit	(1,199,330)	(1,199,330)	(1,838,086)
National Non-Domestic Rate Distribution	398,982	429,137	(3,873,345)
General Government Grants	(6,362,141)	(8,035,309)	(5,615,621)
(SURPLUS) / DEFICIT ON PROVISION OF SERVICES	3,535,600	(1,009,063)	(5,289,324)

Estimated Movement in Reserves Statement 2022 - 2024

	2023/24		2024/25
	Original Estimate	Revised Estimate	Original Estimate
	General Fund & Reserves £	General Fund & Reserves £	General Fund & Reserves £
BALANCE AT 1 APRIL	26,638,006	29,338,908	30,055,961
Total Comprehensive Income & Expenditure	(3,535,600)	1,009,063	5,289,324
Adjustments Between Accounting Basis & Funding Basis Under Regulations			
Depreciation of Non-Current Assets	2,856,350	2,735,640	2,874,800
Net Charges made for Retirement Benefits	2,477,000	(1,123,650)	(1,191,750)
Capital Exp. Charged to the General Fund	(6,851,000)	(1,904,000)	(7,125,000)
Net Increase / (Decrease) in Reserves	(5,053,250)	717,053	(152,626)
BALANCE AT 31 MARCH	21,584,756	30,055,961	29,903,335

Directorate	Cost Centre Description	Mandatory/Discretionary	Legislation
Central Services	Tonbridge Castle Gatehouse	Discretionary	
Central Services	Community Safety	Mandatory	Section 17 of the Crime and Disorder Act 1998
Central Services	Media and Communications	Discretionary	
Central Services	Local Land Charges	Mandatory	
Central Services	Industrial Estate	Discretionary	
Central Services	Commercial Property	Discretionary	
Central Services	Vale Rise Depot	Discretionary	
Central Services	Licences - Fee paying	Mandatory	Licensing Act 2003. Various legislation based on type of licence.
Central Services	Licences - Non Fee paying	Mandatory	Licensing Act 2003. Various legislation based on type of licence.
Chief Executive	Community Development	Discretionary	
Chief Executive	Safeguarding	Mandatory	S11 and Care Act 2014
Chief Executive	Elections - Electoral Registration	Mandatory	
Chief Executive	Elections - Conduct of Elections	Mandatory	
Chief Executive	Grants & Payments - Charitable & Voluntary Organisations	Discretionary	
Chief Executive	Grants & Payments - Citizens Advice Bureaux	Discretionary	
Chief Executive	Climate Change	Discretionary	
Chief Executive	Economic Development & Regeneration	Discretionary	
Chief Executive	UK Shared Prosperity Fund	Discretionary	
Chief Executive	Refugee Assistance	Mandatory/Discretionary	
Finance & Transformation	Housing Benefits	Mandatory	
Finance & Transformation	Local Revenue & NNDR Collection	Mandatory	
Finance & Transformation	Council Tax Support	Mandatory	
Finance & Transformation	Treasury Management & Banking - Treasury Management	Discretionary	
Finance & Transformation	Treasury Management & Banking - Banking Arrangements	Discretionary	
Finance & Transformation	Drainage Board Special Levies	Mandatory	
Finance & Transformation	Liaison, Support & Advice	Mandatory/Discretionary	
Finance & Transformation	Street Naming and Numbering	Mandatory	
Planning Housing & Environmental Health	Development Management - Fee Earning	Mandatory	Town & Country Planning Act 1990 (as amended), Planning and Compulsory Act 2004 (as amended).
Planning Housing & Environmental Health	Development Management - Other	Mandatory	Town & Country Planning Act 1990 (as amended), Planning and Compulsory Act 2004 (as amended).
Planning Housing & Environmental Health	Development Management - Pre Applications & Planning advice - Fee Earning	Discretionary	National Planning Practise Guidance and TCPA guidance on Pre-application advice and PPAs
Planning Housing & Environmental Health	Development Management - Enforcement	Mandatory/Discretionary	Town & Country Planning Act 1990 (as amended), Planning and Compulsory Act 2004 (as amended).
Planning Housing & Environmental Health	Conservation	Mandatory	Planning (Listed Buildings and Conservation Areas) Act 1990
Planning Housing & Environmental Health	Building Control	Mandatory	The Building Regulations 2010 (as amended), and the Building Safety Act 2022
Planning Housing & Environmental Health	Development of Local Plan	Mandatory	The Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended), Planning and Compulsory Act 2004 (as amended) , Levelling up and Regeneration Act 2023.

Directorate	Cost Centre Description	Mandatory/Discretionary	Legislation
Planning Housing & Environmental Health	Planning Policy	Mandatory	The Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended), Planning and Compulsory Act 2004 (as amended) , Levelling up and Regeneration Act 2023.
Planning Housing & Environmental Health	Housing Strategy & Enabling Role - Housing Strategy	Mandatory	Housing Act 1996, Housing Grants, Construction and Regeneration Act 1996, Housing Act 2004
Planning Housing & Environmental Health	Housing Strategy & Enabling Role - Housing Register	Mandatory	Housing Register and Housing Advice and Prevention is Housing Act 2006.
Planning Housing & Environmental Health	Homelessness	Mandatory	Housing Act 1996
Planning Housing & Environmental Health	Housing Advice and Prevention	Mandatory	
Planning Housing & Environmental Health	Home Safety	Discretionary	
Planning Housing & Environmental Health	Private Sector Housing Renewal - DFG's	Mandatory	Housing Grants, Construction and Regeneration Act 1996.
Planning Housing & Environmental Health	Private Sector Housing Renewal	Discretionary	Housing Grants, Construction and Regeneration Act 1996
Planning Housing & Environmental Health	Private Sector Housing Standards	Mandatory	Housing Act 2004 - Housing standards and HMO licensing; Public Health Act 1936 filthy and verminous premises; Caravan Sites and Control of Development Act 1960 (as amended) for caravan site licensing; and Protection from Eviction Act 1977 for illegal eviction and harassment.
Planning Housing & Environmental Health	Pest Control	Discretionary	
Planning Housing & Environmental Health	Public Health Act 1984	Mandatory	Public Health (Control of Disease) Act 1984
Planning Housing & Environmental Health	Environmental Protection Act - Part 1	Mandatory	Environment Protection Act 1990
Planning Housing & Environmental Health	Environmental Protection	Mandatory	Environment Protection Act 1990
Planning Housing & Environmental Health	Food & Safety - General	Mandatory	Health and Safety at Work Act 1974
Planning Housing & Environmental Health	Food & Safety - Food Safety	Mandatory	Public Health (Control of Diseases) Act 1984
Planning Housing & Environmental Health	Public Health - Healthy Living	Discretionary	
Planning Housing & Environmental Health	Public Health - General	Discretionary	Food Safety Act 1990
Street Scene, Leisure and Technical Services	Angel Centre	Discretionary	
Street Scene, Leisure and Technical Services	Tonbridge Swimming Pool	Discretionary	
Street Scene, Leisure and Technical Services	Tonbridge & Malling Leisure Trust	Discretionary	
Street Scene, Leisure and Technical Services	Sports Grounds	Discretionary	
Street Scene, Leisure and Technical Services	Larkfield Leisure Centre	Discretionary	
Street Scene, Leisure and Technical Services	Poult Wood Golf Centre	Discretionary	
Street Scene, Leisure and Technical Services	Pleasure Grounds & Open Spaces - Tonbridge Castle Grounds	Discretionary	
Street Scene, Leisure and Technical Services	Pleasure Grounds & Open Spaces - Haysden Country Park	Discretionary	
Street Scene, Leisure and Technical Services	Pleasure Grounds & Open Spaces - Open Spaces & Amenity Areas	Discretionary	
Street Scene, Leisure and Technical Services	Borough Wide	Discretionary	
Street Scene, Leisure and Technical Services	Pleasure Grounds & Open Spaces - Patrolling	Discretionary	
Street Scene, Leisure and Technical Services	Pleasure Grounds & Open Spaces - Countryside/Woodland Management	Discretionary	
Street Scene, Leisure and Technical Services	Pleasure Grounds & Open Spaces - Leybourne Lakes Country Park	Discretionary	
Street Scene, Leisure and Technical Services	Allotments	Mandatory	Small Holdings and Allotments Act 1908 (Legal to confirm)
Street Scene, Leisure and Technical Services	Tonbridge Cemetery	Discretionary	
Street Scene, Leisure and Technical Services	Churchyards	Mandatory	Local Government Act 1972 (legal to confirm)
Street Scene, Leisure and Technical Services	Leisure Planning & Policy	Discretionary	

Directorate	Cost Centre Description	Mandatory/Discretionary	Legislation
Street Scene, Leisure and Technical Services	Leisure Strategy - Market Research	Discretionary	
Street Scene, Leisure and Technical Services	Leisure Strategy - Liaison with Outside Bodies	Discretionary	
Street Scene, Leisure and Technical Services	Events Development	Discretionary	
Street Scene, Leisure and Technical Services	Civil Contingencies	Mandatory	Civil Contingencies Act, mutual aid
Street Scene, Leisure and Technical Services	Christmas Lighting	Discretionary	
Street Scene, Leisure and Technical Services	Transportation - Street Name Plates	Mandatory	Section 19 of The Public Health Act 1925
Street Scene, Leisure and Technical Services	Transportation - Other	Discretionary	
Street Scene, Leisure and Technical Services	Security Services Management (CCTV)	Discretionary	
Street Scene, Leisure and Technical Services	Parking Services - Off-Street	Discretionary	
Street Scene, Leisure and Technical Services	Parking Services - On-Street	Discretionary	
Street Scene, Leisure and Technical Services	Borough Drainage & Land Drainage Related Works	Discretionary	
Street Scene, Leisure and Technical Services	Refuse Collections	Mandatory	Environmental Protection Act 1990
Street Scene, Leisure and Technical Services	Public Conveniences	Discretionary	
Street Scene, Leisure and Technical Services	Street Scene - Street Cleansing Contract	Mandatory	Environmental Protection Act 1990
Street Scene, Leisure and Technical Services	Street Scene - Dog Warden	Mandatory	Environmental Protection Act 1990
Street Scene, Leisure and Technical Services	Street Scene - Other	Discretionary	
Street Scene, Leisure and Technical Services	Recycling - Dry Recycling (provision of kerbside collections)	Mandatory	Environmental Protection Act 1990
Street Scene, Leisure and Technical Services	Recycling - Dry Recycling (provision of Bring Sites)	Discretionary	
Street Scene, Leisure and Technical Services	Recycling - Food Recycling	Mandatory	Environment Act 2021
Street Scene, Leisure and Technical Services	Recycling - Garden Waste Recycling	Mandatory	Environmental Protection Act 1990

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