

# Revenue and Capital Budget

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2025/2026

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## **BUDGET STATEMENT 2025/26**

### **1. Introduction**

- 1.1 The revenue and capital budgets for 2025/26 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 2025/26 Local Government Finance Settlement was better than had been expected in the light of pending change; and with the government providing a Funding Floor Grant as part of the Settlement. The 2025/26 Settlement Funding Assessment is for one year only, with proposed funding reform, including a Business Rates Reset being proposed from the 2026/27 financial year. As explained in Cabinet and Committee reports it is expected that TMBC will not fair well under funding reform 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 £4.0m (from £6.6m in 2010/11 to £2.6m in 2025/26).
- 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 government has already indicated that 2025/26 will be the final year for payment of NHB and it will be looking at alternative arrangements. It is important to stress, therefore, that 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 £7.16m in 2025/26 to £3.48m in 2028/29 before seeing a modest increase year on year thereafter.
- 1.6 The latest projected funding gap between expenditure and income is circa **£2,800,000**. **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 and client numbers within Temporary Accommodation of **£625,000** gives a figure of **£3,625,000** to be found and delivered over the medium term. The Council faces a **difficult and challenging financial outlook**.
- 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 – £600,000 by April 2026; Tranche 2 – £750,000 by April 2028; Tranche 3 – £750,000 by April 2029; Tranche 3 – £700,000 by April 2030).

## **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 2025/26, 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 The Council's Capital Strategy, updated and endorsed as part of the Budget setting for 2025/26, noted that in respect of the replacement of the Angel Centre: *"The capital costs associated with the project will be material and opportunities to identify financing should be prioritised to mitigate the need for borrowing"*
- 2.2.6 As presented to the Council, the Budget for 2025/26 incorporates additional earmarked reserve contributions in order to provide funds to support the replacement of the Angel Centre.

## 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 2025/26 is **£245.30 (an increase of 3.0%)**. In setting this level of council tax, the Council is to make a contribution of £20,792 to its General Revenue Reserve.
- 2.3.2 In respect of Government Grant funding in 2025/26 the Council is to receive based on its **baseline funding** level of £5,530,915, a decrease of £513,814 or 8.5% when compared to the final settlement of the previous year.
- 2.3.3 The Council did also receive a grant to compensate for additional Employers' National Insurance contributions in 2025/26 in the sum of £157,550. It is unclear whether this grant will be ongoing.
- 2.3.4 In addition to these grants the Council has also received £983,600 in respect of 'Polluter Pays' Grant which is shown within service expenditure.

- 2.3.5 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.
- 2.3.6 Following the 2023/24 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. One weakness in arrangements covering Procurement remains and improvement plans are now in place and are being monitored.

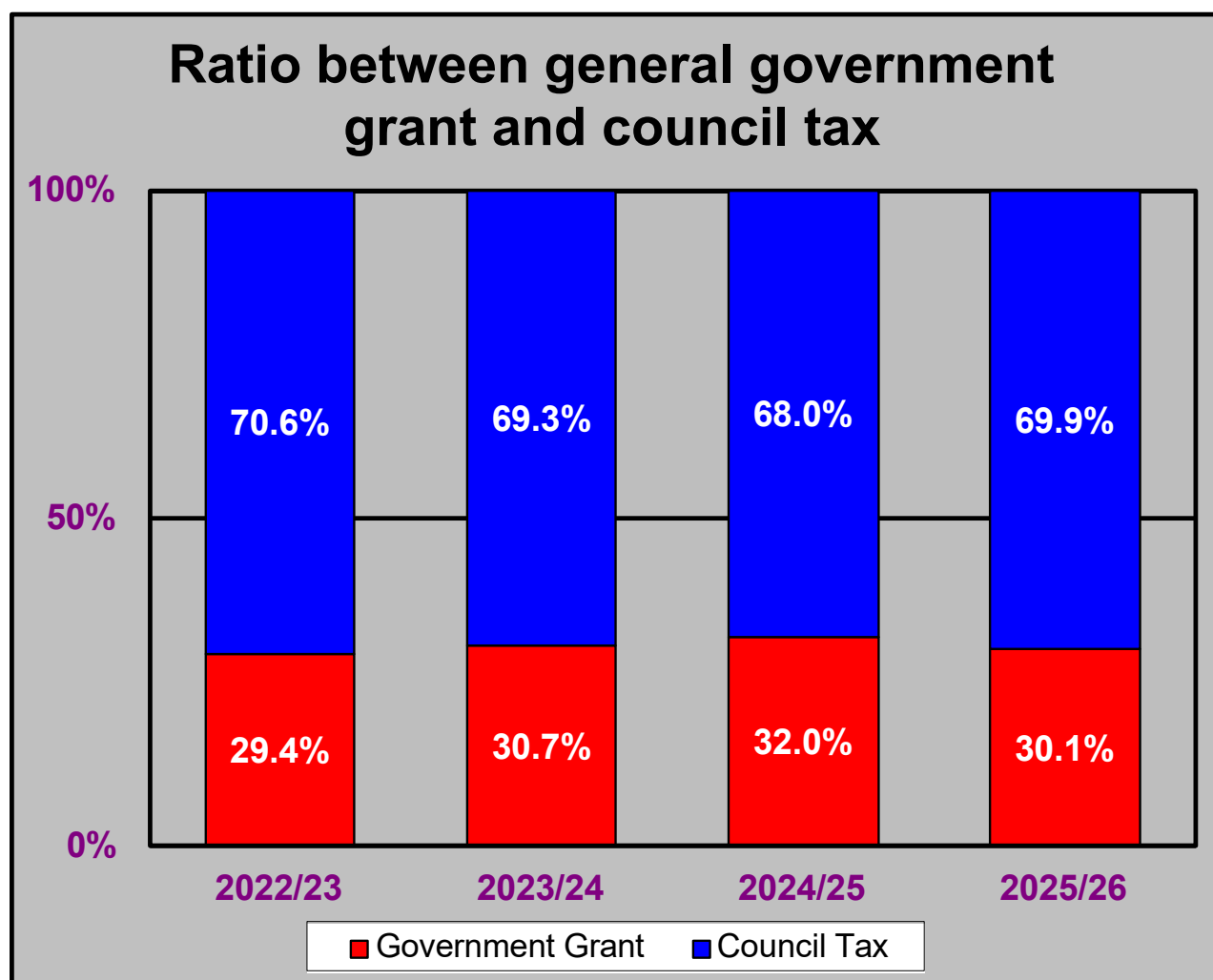
### 3. Local Government Finance Settlement

- 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 £2,708,429 in 2025/26, an uplift of 2.0% compared to the sum received in 2024/25 plus a payment for the under-indexing of the business rates multiplier of £482,712, other Grants of £37,310 and a funding floor in the sum of £1,785,452.
- 3.3 The Council's grant award under the New Homes Bonus scheme in 2025/26 is £517,013, a cash increase of £176,640 or 50.6% when compared to the equivalent figure of £343,373 in 2024/25.
- 3.4 Finally, the Government also issued a grant as part of the final settlement to compensate Local Government for the increase in Employers' National Insurance Rates due to take effect from April 2025. This grant amounted to £157,550 and Members should note that this does not cover the full cost of the increase.
- 3.5 A breakdown of Government grant funding into the various funding streams is set out in the table below.

	2024/25 £	2025/26 £	Cash Increase/ (Decrease) £      %	
Local Share of Business Rates (baseline)	2,509,032	2,541,100	32,068	1.3
Revenue Support Grant	146,419	167,328	20,909	14.3
<b>Settlement Funding Assessment</b>	<b>2,655,451</b>	<b>2,708,429</b>	<b>52,977</b>	<b>2.0</b>
<b>New Homes Bonus</b>	<b>343,373</b>	<b>517,013</b>	173,640	50.6
<b>Under-indexing of the Business Rates Multiplier</b>	<b>464,291</b>	<b>482,712</b>	18,421	4.0
<b>Other Grants</b>	<b>71,354</b>	<b>37,310</b>	(34,044)	(47.7)
<b>Funding Guarantee</b>	<b>2,510,260</b>	<b>1,785,452</b>	(721,808)	(28.9)

National Insurance Compensation grant		157,550	157,550	
Total Grant Funding	6,044,729	5,688,465	(356,264)	(5.9)

- 3.6 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.



- 3.7 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.
- 3.8 As the next chart 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 2025/26 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 2025/26 (prior to any contribution to or from the revenue reserve) amounts to £17,228,450. A contribution of £20,792 is to be made to the general revenue reserve giving £17,249,242 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.

	Total (Surplus) / Deficit £	TMBC's Share £
Council Tax	407,980	55,677
Business Rates	703,900	281,560

## **7. Council Tax Base**

- 7.1 The Council Tax base, as determined by the Director of Finance and Transformation was set at **53,849.82** band D equivalents for 2025/26.

## **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 2025/26 can be found on page 25.

9.2 In addition, details of Parish Council precepts for 2025/26 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 2025/26 is 55.5p. 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 2025/26 will be above the baseline funding level.

## **12. Capital Estimates**

12.1 The Borough Council's Capital Plan is shown on pages CP1 to CP29. This is the culmination of a review process which began in January 2025. The progress on existing Capital Plan schemes has been noted and Cabinet on 11 February 2025 recommended seven 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

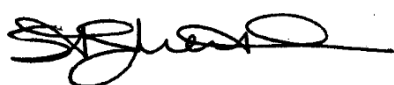
14.1 The formulation of the Budget for 2025/26, as in recent years, has been challenging and we are indebted to the staff in Financial Services who have, once again, worked tirelessly to bring both the Budget for 2025/26, and the updated Medium Term Financial Strategy and Savings and Transformation Strategy, to fruition whilst dealing with the audit of the 2023/24 financial statements at the same time. 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.



Damian Roberts  
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 2025/26 – 2034/35**

### **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 20 February 2024. The update has been prepared given the circumstances prevailing in February 2025. 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 2025/26.

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 2025/26 is £245.30 (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 £20,792.

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 £2,708,428 in 2025/26, an uplift of 2.0% compared to the sum received in 2024/25 plus a payment for the under-indexing of the business rates multiplier of £482,712, a Funding Floor of £1,785,452, a National Insurance compensation grant of £157,550 and other grants of £37,310.

In addition, the Council's grant award under the New Homes Bonus scheme in 2025/26 is £517,013, a cash increase of £173,640 or 50.6% when compared to the equivalent figure of £343,373 in 2024/25. 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 £7.16m in 2025/26 to £3.48m in 2028/29 before seeing a modest increase year on year thereafter. The latest projected funding gap between expenditure and income is circa **£2,800,000**. **Plus** the scaling back of office accommodation in the sum of **£200,000** and reductions in the cost and client numbers within Temporary Accommodation, **£625,000**, giving a total of **£3.625m** to be 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 – £600,000 by April 2026; Tranche 2 – £750,000 by April 2028; Tranche 3 – £750,000 by April 2029; and Tranche 2 – £700,000 by April 2030).

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 2025/26 to 2034/35 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 2030/31.

The Strategy should be read in conjunction with:

- The Treasury Management and Annual Investment Strategy for 2025/26 recommended to full Council by Cabinet on 11 February 2025.
- The updated Capital Strategy recommended to full Council by Cabinet on 11 February 2025.
- The report to Cabinet on 11 February 2025 entitled 'Setting the Budget 2025/26'.
- The report to Cabinet on 11 February 2025 entitled 'Setting the Council Tax 2025/26'.
- The Budget Statement 2025/26 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 2025

## Medium Term Financial Strategy

	Estimate	Projection								
	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	2034/35 £000
<b>EXPENDITURE</b>										
Employees	15,965	16,201	16,331	16,461	15,034	15,318	15,609	15,908	16,232	16,562
Transfer Payments	22,715	23,169	18,103	18,465	18,834	19,210	19,595	19,987	20,387	20,794
Other Expenditure	18,271	16,325	20,228	20,801	21,451	22,124	22,820	23,543	24,291	25,067
Capital Charges	3,021	3,081	3,143	3,206	3,270	3,335	3,402	3,470	3,539	3,610
<b>Total Expenditure</b>	<b>59,972</b>	<b>58,776</b>	<b>57,805</b>	<b>58,933</b>	<b>58,589</b>	<b>59,987</b>	<b>61,426</b>	<b>62,908</b>	<b>64,449</b>	<b>66,033</b>
<b>INCOME</b>										
Fees & Charges	(11,958)	(12,279)	(11,934)	(12,236)	(12,544)	(12,857)	(13,176)	(13,498)	(13,828)	(14,163)
Other Specific Grants & Miscellaneous	(25,379)	(25,864)	(20,647)	(21,037)	(21,435)	(21,840)	(22,254)	(22,675)	(23,105)	(23,545)
Investment Income	(2,401)	(1,901)	(1,428)	(1,304)	(1,213)	(1,210)	(1,180)	(1,202)	(1,204)	(1,231)
<b>Total Income</b>	<b>(39,738)</b>	<b>(40,044)</b>	<b>(34,009)</b>	<b>(34,577)</b>	<b>(35,192)</b>	<b>(35,907)</b>	<b>(36,610)</b>	<b>(37,375)</b>	<b>(38,137)</b>	<b>(38,939)</b>
<b>Appropriations</b>										
Capital Renewals	1,149	984	1,000	1,016	1,033	1,050	1,067	1,085	1,103	1,103
Provision for new Capital Schemes	250	250	250	250	0	0	0	0	0	0
Other Appropriations	(1,620)	(3,213)	(2,948)	(3,011)	(3,075)	(3,140)	(3,207)	(3,275)	(3,344)	(3,415)
<b>SAVINGS &amp; TRANSFORMATION TARGET</b>	<b>0</b>	<b>(600)</b>	<b>(612)</b>	<b>(624)</b>	<b>(637)</b>	<b>(649)</b>	<b>(662)</b>	<b>(676)</b>	<b>(689)</b>	<b>(703)</b>
<b>SAVINGS &amp; TRANSFORMATION TARGET</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(750)</b>	<b>(765)</b>	<b>(780)</b>	<b>(796)</b>	<b>(812)</b>	<b>(828)</b>	<b>(845)</b>
<b>SAVINGS &amp; TRANSFORMATION TARGET</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(750)</b>	<b>(765)</b>	<b>(780)</b>	<b>(796)</b>	<b>(812)</b>	<b>(828)</b>
<b>SAVINGS &amp; TRANSFORMATION TARGET</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(700)</b>	<b>(714)</b>	<b>(728)</b>	<b>(743)</b>	<b>(758)</b>
<b>NET BUDGETED SPEND</b>	<b>20,013</b>	<b>16,153</b>	<b>21,486</b>	<b>21,237</b>	<b>19,203</b>	<b>19,096</b>	<b>19,724</b>	<b>20,331</b>	<b>20,999</b>	<b>21,648</b>
<b>FUNDING</b>										
Revenue Reserves	(20)	(1,660)	3,559	3,151	551	(137)	(106)	(113)	(76)	(75)
Government Grant	7,161	4,184	3,821	3,478	3,526	3,574	3,624	3,675	3,726	3,779
Council Tax	13,209	13,629	14,105	14,608	15,126	15,659	16,206	16,769	17,349	17,944
Collection Fund Adjustment	(337)	0	0	0	0	0	0	0	0	0
<b>Total Funding</b>	<b>20,013</b>	<b>16,153</b>	<b>21,486</b>	<b>21,237</b>	<b>19,203</b>	<b>19,096</b>	<b>19,724</b>	<b>20,331</b>	<b>20,999</b>	<b>21,648</b>
<b>Council Tax Level at Band D Increase on Previous Year</b>	<b>£245.30 3%</b>	<b>£250.30 £5.00</b>	<b>£255.30 £5.00</b>	<b>£260.40 2%</b>	<b>£265.60 2%</b>	<b>£270.91 2%</b>	<b>£276.32 2%</b>	<b>£281.84 2%</b>	<b>£287.47 2%</b>	<b>£293.21 2%</b>
<b>RESERVES BALANCE CARRIED FORWARD</b>	<b>11,065</b>	<b>12,725</b>	<b>9,166</b>	<b>6,015</b>	<b>5,463</b>	<b>5,600</b>	<b>5,706</b>	<b>5,819</b>	<b>5,895</b>	<b>5,970</b>



Document 2							
Capital Plan Review 2024/25: Funding the Draft Capital Plan							
	2024/25 Estimate £'000	2025/26 Estimate £'000	2026/27 Estimate £'000	2027/28 Estimate £'000	2028/29 Estimate £'000	2029/30 Estimate £'000	2030/31 Estimate £'000
<b>Capital Plan Schemes</b>							
Capital Renewals	1,592	2,304	694	680	699	1,337	788
Other Recurring Expenditure (net of grants)	197	189	189	189	189	189	189
One-Off Schemes (net of grants & contributions)	3,158	7,721	250		15		
<b>Capital Plan Totals</b>	<b>4,947</b>	<b>10,214</b>	<b>1,133</b>	<b>869</b>	<b>903</b>	<b>1,526</b>	<b>977</b>
Add back grants / contributions	3,833	1,778	1,330	1,330	1,330	1,080	1,080
<b>Total to be funded</b>	<b>8,780</b>	<b>11,992</b>	<b>2,463</b>	<b>2,199</b>	<b>2,233</b>	<b>2,606</b>	<b>2,057</b>
<b>Funded from:</b>							
<b>Grants</b>							
BCF (Disabled Facilities Grant)	1,539	1,290	1,290	1,290	1,290	1,040	1,040
Environment Agency TRSG Revetment	9						
Electric Vehicle Charging Points	80						
DEFRA Anti-idling Project	11						
UK Shared Prosperity Fund	360	60					
Rural England Prosperity Fund	371						
Home Upgrade Grant Scheme	168						
Sport England - Swimming Pool Capital Fund (Bid)	1,217	428					
DEFRA Food Waste Containers	30						
<b>Developer Contributions Attributed to</b>							
Tonbridge Racecourse SG Rugby Pitch Drainage	8						
Tonbridge Racecourse, Tennis Courts S106		65					
Haysden Country Park Site Improvements S106		50					
Homeslessness S106		250					
<b>Capital and Other Receipts</b>							
DFG Grant Repayments	10	10	10	10	10	10	10
Housing Assistance Grant Repayments	30	30	30	30	30	30	30
Homelessness Reserve		1,450					
LAHF Round 3 funding for Temporary Accommodation		1,684					
Capital Receipts							
Balance 1 April 2024	Nil						
Gibson West					658	1,365	977
<b>Balance met from Revenue Reserve for Capital Schemes</b>	<b>4,947</b>	<b>6,675</b>	<b>1,133</b>	<b>869</b>	<b>245</b>	<b>161</b>	<b>0</b>
<b>Total funding</b>	<b>8,780</b>	<b>11,992</b>	<b>2,463</b>	<b>2,199</b>	<b>2,233</b>	<b>2,606</b>	<b>2,057</b>

# Savings & Transformation Strategy 2025/26 – 2034/35

## 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 2025/26). 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 2025/26, the Council will continue to receive Funding Floor Grant which means there is an in-year balanced budget without reliance on reserves. However, announcements on changes to core financial support to local authorities covering grants and Business Rates are due to take place during 2025/26, with an expected implementation for the 2026/27 Financial Year. This along with other external factors concerning the Council Refuse, Recycling and Street Cleansing contract are the two biggest estimated challenges for the financial outlook for the authority.

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 residents’ 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 £7.16m in 2025/26 to £3.48m in 2028/29 before seeing a modest increase year on year thereafter; where the latest projected funding gap between expenditure and income is **circa £2,800,000. 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 and client numbers of Temporary Accommodation of £625,000.

## 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.

Damian Roberts  
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 2025/26 - 2034/35

Savings and Transformation Contributions Identified during 2024/25 £ 000's	Total Saving Achieved to Date £ 000's	Theme	Indicative Years	Target for April 2026 £ 000's	Target 2027 and Beyond £ 000's
	648	In-Service Efficiencies	2025 - 2030	80	600
310	776	Service Change & Reduction	2025 - 2030	120	500
	270	Organisation Structure Change	2025 - 2030	100	200
863	1775	Income Generation & Cost Recovery	2025 - 2030	300	400
	866	Contracts	2025 - 2030		300
10	443	Partnership Funding	2025 - 2030		20
	313	Asset Management	2025 - 2030		180
873	5,091	<b>TOTAL</b>		600	2,200

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

The funding gap identified will be aligned with the both the Corporate Strategy and the Annual Service Plan during 2025/26.

Savings & Transformation Strategy updated February 2025.

**Council 18 February 2025**  
**General Fund Revenue Estimates 2025/26**  
**SUMMARY**

	2024/25 ESTIMATE		2025/26
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Corporate Services</b>	4,093,000	4,075,750	4,573,050
<b>Chief Executive</b>	1,106,400	1,127,150	990,050
<b>Director of Central Services</b>	1,006,300	1,937,350	1,096,300
<b>Director of Finance &amp; Transformation</b>	(265,700)	(684,000)	(58,000)
<b>Director of Planning, Housing &amp; Environmental Health</b>	5,064,150	6,771,350	6,312,400
<b>Director of Street Scene, Leisure &amp; Technical Services</b>	9,042,750	8,495,750	7,320,400
Sub Total	20,046,900	21,723,350	20,234,200
<b>Capital Accounting Reversals</b>			
Non-Current Asset Depreciation	(2,874,800)	(2,874,800)	(2,874,800)
<b>Contributions to / (from) Reserves</b>			
Building Repairs Reserve			
Withdrawals to fund expenditure	(1,354,400)	(1,438,090)	(1,388,650)
Contribution to Reserve	750,000	750,000	750,000
Earmarked Reserves (see page S 2)			
Contributions from Reserves	(2,028,950)	(4,243,550)	(6,167,350)
Contributions to Reserves	7,559,750	8,059,850	8,207,200
Revenue Reserve for Capital Schemes			
Withdrawals to fund expenditure			
Non-Current Assets	(7,125,000)	(4,789,000)	(6,529,000)
Revenue Expenditure Funded from Capital	(158,000)	(158,000)	(146,000)
Other contributions to / (from) Reserve (net)	1,315,000	1,579,500	1,399,000
<b>Capital Expenditure Charged to General Fund</b>	7,125,000	4,789,000	6,529,000
<b>Government Grants</b>			
New Homes Bonus	(343,400)	(343,400)	(517,000)
Under-indexing Business Rates Multiplier	(464,300)	(464,300)	(482,700)
Services Grant	(16,050)	(16,050)	0
Funding Guarantee/Funding Floor	(2,510,300)	(2,510,300)	(1,785,450)
<b>Contributions from KCC</b>	-	(200,000)	-
Sub Total	19,921,450	19,864,210	17,228,450
<b>Revenue Support Grant</b>	(146,400)	(146,400)	(167,350)
<b>National Non-Domestic Rates</b>			
Share of National Non-Domestic Rates	(31,040,522)	(31,040,522)	(29,851,032)
Tariff	27,167,177	27,167,177	27,544,937
Levy	15,713	54,720	0
Business Rates Pool	914,964	823,789	428,688
Small Business Rate Relief Grant	(953,226)	(997,817)	(998,220)
Supporting Small Business Rate Relief Grant	-	(176,247)	(190,323)
Business Rates Relief Measures	(2,281,233)	(2,016,719)	(1,137,067)
Public Toilets Relief Grant	(7,239)	(6,552)	(6,752)
<b>Collection Fund Adjustments</b>			
Council Tax (Surplus) / Deficit	(81,118)	(81,118)	55,677
National Non-Domestic Rates (Surplus) / Deficit	(1,838,086)	(1,838,086)	281,560
Sub Total	11,671,480	11,606,435	13,188,568
<b>Contribution to / (from) General Revenue Reserve</b>	1,064,824	1,129,869	20,792
<b>Balance to be met from Council Tax Payers</b>	<b>12,736,304</b>	<b>12,736,304</b>	<b>13,209,360</b>

**Council 18 February 2025**  
**General Fund Revenue Estimates 2025/26**  
**EARMARKED RESERVES**

	2024/25 ESTIMATE		2025/26
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Contributions from Earmarked Reserves</b>			
Budget Stabilisation Reserve	(647,150)	(1,028,950)	(2,456,150)
General Fund Working Balance	-	-	(1,250,000)
Business Rates Retention Scheme Reserve	(160,350)	(148,350)	(124,700)
Climate Change Reserve	(82,400)	(384,600)	(241,000)
Democratic Representation Reserve	-	(1,650)	-
Domestic Abuse Act Reserve	(92,850)	(98,250)	(49,200)
Election Reserve	-	-	-
Homelessness Reserve	(570,000)	(1,092,700)	(834,200)
Housing Assistance Reserve	-	(54,600)	(44,350)
Housing & Welfare Reform Reserve	-	-	-
Invest to Save Reserve	-	(142,300)	-
Peer Review Reserve	(21,300)	(31,550)	(21,800)
Planning Services Reserve	(339,400)	(777,100)	(853,550)
Regeneration of Tonbridge	-	(185,600)	(78,300)
Tonbridge & Malling Leisure Trust Reserve	(83,000)	(83,000)	(86,200)
Transformation Reserve	(32,500)	(209,500)	(127,900)
Public Health Reserve	-	(5,400)	-
	<b>(2,028,950)</b>	<b>(4,243,550)</b>	<b>(6,167,350)</b>
<b>Contributions to Earmarked Reserves</b>			
Budget Stabilisation Reserve	1,300,000	1,300,000	0
Business Rates Retention Scheme Reserve	686,200	617,850	321,500
Regeneration of Tonbridge	1,850,000	2,050,000	6,700,000
Climate Change Reserve	500,000	500,000	0
Domestic Abuse Act Reserve	72,650	72,650	0
Election Expenses Reserve	35,000	35,000	35,000
Homelessness Reserve	2,015,050	2,198,200	984,200
Planning Services Reserve	425,000	530,000	166,500
Transformation Reserve	675,850	756,150	0
	<b>7,559,750</b>	<b>8,059,850</b>	<b>8,207,200</b>

## ESTIMATES FOR THE FINANCIAL YEAR 2025/26

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

2024/25 Estimate		DESCRIPTION	2025/26
Original £	Revised £		Estimate £
20,986,274	20,994,079	BOROUGH COUNCIL REQUIREMENT	17,249,242
3,802,623	3,802,623	PARISH COUNCIL PRECEPTS	3,945,607
<b>24,788,897</b>	<b>24,796,702</b>	Sub-total	<b>21,194,849</b>
146,400	146,400	LESS:	
		Revenue Support Grant	167,350
31,040,522	31,040,522	National Non-Domestic Rates	
(27,167,177)	(27,167,177)	Share of National Non-Domestic Rates	29,851,032
(930,677)	(878,509)	Tariff	(27,544,937)
953,226	1,174,064	Levy / Business Rates Pool	(428,688)
2,281,233	2,016,719	Small Business Rate Relief Grant	1,188,543
7,239	6,552	Covid-19 Business Rates Relief Measures	1,137,067
		Public Toilets Relief Grant	6,752
<b>18,458,131</b>	<b>18,458,131</b>	Sub-total	<b>16,817,730</b>
81,118	81,118	LESS:	
1,838,086	1,838,086	Collection Fund Adjustments -	
		Council Tax Surplus / (Deficit)	(55,677)
		National Non-Domestic Rates Surplus / (Deficit)	(281,560)
<b>16,538,927</b>	<b>16,538,927</b>	<b>COUNCIL TAX REQUIREMENT</b>	<b>17,154,967</b>

### COUNCIL TAX - BAND "D" EQUIVALENT

2024/25 Estimate £	Band "D" Equivalent £	DESCRIPTION	2025/26 Estimate £	Band "D" Equivalent £
86,143,320	1,610.82	KENT COUNTY COUNCIL	91,070,277	1,691.19
13,698,372	256.15	POLICE & CRIME COMMISSIONER FOR KENT	14,547,529	270.15
4,808,201	89.91	KENT & MEDWAY FIRE & RESCUE AUTHORITY	5,108,194	94.86
11,539,554	215.78	TONBRIDGE & MALLING BOROUGH COUNCIL		
1,196,750	22.38	GENERAL	11,972,065	222.32
		SPECIAL EXPENSES (Average) #	1,237,295	22.98
<b>12,736,304</b>	<b>238.16</b>		<b>13,209,360</b>	<b>245.30</b>
117,386,197	2,195.04	<b>BAND "D" COUNCIL TAX (excluding Parishes)</b>	123,935,360	2,301.50
3,802,623	71.11	PARISH COUNCILS (Average) #	3,945,607	73.27
<b>121,188,820</b>	<b>2,266.15</b>	<b>AVERAGE BAND "D" COUNCIL TAX</b>	<b>127,880,967</b>	<b>2,374.77</b>
# 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 18th February 2025 the Council calculated:

- (a) the Council Tax Base 2025/26 for the whole Council area as 53,849.82 [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	14,018.22
Addington	440.53
Aylesford	4,593.21
Birling	201.77
Borough Green	1,736.49
Burham	477.01
Ditton	1,824.19
East Malling & Larkfield	5,250.09
East Peckham	1,349.45
Hadlow	1,587.91
Hildenborough	2,344.16
Ightham	1,154.46
Kings Hill	4,751.81
Leybourne	1,919.03
Mereworth	465.49
Offham	412.45
Platt	917.17
Plaxtol	613.30
Ryarsh	375.74
Shipbourne	297.57
Snodland	3,944.90
Stansted	296.64
Trottiscliffe	284.81
Wateringbury	961.34
West Malling	1,302.42
West Peckham	183.15
Wouldham	1,301.65
Wrotham	844.86

2. £13,209,360 being the Council Tax requirement for the Council's own purposes for 2025/26 (excluding Parish Precepts).



3. That the following amounts be calculated for the year 2025/26 in accordance with Sections 31 to 36 of the Act:

- (a) £107,935,011 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) £90,780,044 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
- (c) £17,154,967 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) £318.57 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) £5,182,902 being the aggregate amount of all special items (Special expenses and Parish precepts) referred to in Section 34(1) of the Act.
- (f) £222.32 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) <b><u>Part of the Council's area</u></b>	£
Tonbridge	299.97
Addington	304.32
Aylesford	298.26
Birling	288.09
Borough Green	382.97
Burham	286.84
Ditton	385.36
East Malling & Larkfield	325.14
East Peckham	351.87
Hadlow	336.57
Hildenborough	281.61
Ightham	336.79
Kings Hill	327.54
Leybourne	323.81
Mereworth	324.79
Offham	289.55
Platt	313.13
Plaxtol	320.29
Ryarsh	300.12
Shipbourne	281.18
Snodland	315.38
Stansted	282.26
Trottscliffe	345.21
Wateringbury	379.46
West Malling	350.10
West Peckham	262.34
Wouldham	282.55
Wrotham	386.06

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**

<b><u>Part of the Council's area</u></b>	<b>A £</b>	<b>B £</b>	<b>C £</b>	<b>D £</b>	<b>E £</b>	<b>F £</b>	<b>G £</b>	<b>H £</b>
Tonbridge	199.98	233.31	266.64	299.97	366.63	433.29	499.95	599.94
Addington	202.88	236.69	270.51	304.32	371.95	439.57	507.20	608.64
Aylesford	198.83	231.99	265.12	298.26	364.53	430.82	497.09	596.52
Birling	192.06	224.07	256.08	288.09	352.11	416.13	480.15	576.18
Borough Green	255.31	297.87	340.42	382.97	468.07	553.18	638.28	765.94
Burham	191.22	223.10	254.97	286.84	350.58	414.33	478.06	573.68
Ditton	256.91	299.72	342.54	385.36	471.00	556.63	642.27	770.72
East Malling & Larkfield	216.76	252.89	289.01	325.14	397.39	469.65	541.90	650.28
East Peckham	234.58	273.68	312.78	351.87	430.06	508.26	586.45	703.74
Hadlow	224.38	261.78	299.18	336.57	411.36	486.16	560.95	673.14
Hildenborough	187.74	219.03	250.32	281.61	344.19	406.77	469.35	563.22
Ightham	224.52	261.95	299.37	336.79	411.63	486.48	561.31	673.58
Kings Hill	218.36	254.76	291.15	327.54	400.32	473.11	545.90	655.08
Leybourne	215.87	251.85	287.83	323.81	395.77	467.73	539.68	647.62
Mereworth	216.52	252.62	288.70	324.79	396.96	469.15	541.31	649.58
Offham	193.03	225.21	257.38	289.55	353.89	418.24	482.58	579.10
Platt	208.75	243.55	278.34	313.13	382.71	452.30	521.88	626.26
Plaxtol	213.52	249.12	284.70	320.29	391.46	462.64	533.81	640.58
Ryarsh	200.08	233.43	266.78	300.12	366.81	433.51	500.20	600.24
Shipbourne	187.45	218.70	249.94	281.18	343.66	406.15	468.63	562.36
Snodland	210.25	245.30	280.34	315.38	385.46	455.55	525.63	630.76
Stansted	188.17	219.54	250.90	282.26	344.98	407.71	470.43	564.52
Trottiscliffe	230.14	268.50	306.86	345.21	421.92	498.64	575.35	690.42
Watlingbury	252.97	295.14	337.30	379.46	463.78	548.11	632.43	758.92
West Malling	233.40	272.30	311.21	350.10	427.90	505.70	583.50	700.20
West Peckham	174.89	204.05	233.19	262.34	320.63	378.94	437.23	524.68
Wouldham	188.36	219.77	251.16	282.55	345.33	408.13	470.91	565.10
Wrotham	257.37	300.27	343.17	386.06	471.85	557.64	643.43	772.12

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 2025/26 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	180.10	210.12	240.13	270.15	330.18	390.22	450.25	540.30
Kent & Medway Fire & Rescue Authority	63.24	73.78	84.32	94.86	115.94	137.02	158.10	189.72
Kent County Council	1,127.46	1,315.37	1,503.28	1,691.19	2,067.01	2,442.83	2,818.65	3,382.38

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 2025/26, 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	1,570.78	1,832.58	2,094.37	2,356.17	2,879.76	3,403.36	3,926.95	4,712.34
Addington	1,573.68	1,835.96	2,098.24	2,360.52	2,885.08	3,409.64	3,934.20	4,721.04
Aylesford	1,569.63	1,831.26	2,092.85	2,354.46	2,877.66	3,400.89	3,924.09	4,708.92
Birling	1,562.86	1,823.34	2,083.81	2,344.29	2,865.24	3,386.20	3,907.15	4,688.58
Borough Green	1,626.11	1,897.14	2,168.15	2,439.17	2,981.20	3,523.25	4,065.28	4,878.34
Burham	1,562.02	1,822.37	2,082.70	2,343.04	2,863.71	3,384.40	3,905.06	4,686.08
Ditton	1,627.71	1,898.99	2,170.27	2,441.56	2,984.13	3,526.70	4,069.27	4,883.12
East Malling & Larkfield	1,587.56	1,852.16	2,116.74	2,381.34	2,910.52	3,439.72	3,968.90	4,762.68
East Peckham	1,605.38	1,872.95	2,140.51	2,408.07	2,943.19	3,478.33	4,013.45	4,816.14
Hadlow	1,595.18	1,861.05	2,126.91	2,392.77	2,924.49	3,456.23	3,987.95	4,785.54
Hildenborough	1,558.54	1,818.30	2,078.05	2,337.81	2,857.32	3,376.84	3,896.35	4,675.62
Ightham	1,595.32	1,861.22	2,127.10	2,392.99	2,924.76	3,456.55	3,988.31	4,785.98
Kings Hill	1,589.16	1,854.03	2,118.88	2,383.74	2,913.45	3,443.18	3,972.90	4,767.48
Leybourne	1,586.67	1,851.12	2,115.56	2,380.01	2,908.90	3,437.80	3,966.68	4,760.02
Mereworth	1,587.32	1,851.89	2,116.43	2,380.99	2,910.09	3,439.22	3,968.31	4,761.98
Offham	1,563.83	1,824.48	2,085.11	2,345.75	2,867.02	3,388.31	3,909.58	4,691.50
Platt	1,579.55	1,842.82	2,106.07	2,369.33	2,895.84	3,422.37	3,948.88	4,738.66
Plaxtol	1,584.32	1,848.39	2,112.43	2,376.49	2,904.59	3,432.71	3,960.81	4,752.98
Ryarsh	1,570.88	1,832.70	2,094.51	2,356.32	2,879.94	3,403.58	3,927.20	4,712.64
Shipbourne	1,558.25	1,817.97	2,077.67	2,337.38	2,856.79	3,376.22	3,895.63	4,674.76
Snodland	1,581.05	1,844.57	2,108.07	2,371.58	2,898.59	3,425.62	3,952.63	4,743.16
Stansted	1,558.97	1,818.81	2,078.63	2,338.46	2,858.11	3,377.78	3,897.43	4,676.92
Trottiscliffe	1,600.94	1,867.77	2,134.59	2,401.41	2,935.05	3,468.71	4,002.35	4,802.82
Watlingbury	1,623.77	1,894.41	2,165.03	2,435.66	2,976.91	3,518.18	4,059.43	4,871.32
West Malling	1,604.20	1,871.57	2,138.94	2,406.30	2,941.03	3,475.77	4,010.50	4,812.60
West Peckham	1,545.69	1,803.32	2,060.92	2,318.54	2,833.76	3,349.01	3,864.23	4,637.08
Wouldham	1,559.16	1,819.04	2,078.89	2,338.75	2,858.46	3,378.20	3,897.91	4,677.50
Wrotham	1,628.17	1,899.54	2,170.90	2,442.26	2,984.98	3,527.71	4,070.43	4,884.52

## Special Expenses 2025/26

Special Expenses for 2024/25 £	Local Area	Public Conveniences £	Closed Church-yards £	Open Spaces, Parks & Play Areas £	Sports Grounds £	Local Events £	Allotments £	Special Expenses for 2025/26 £	Tax Base	Amount Per Band D Property £	Per Band D Variation %
1,068,610	Tonbridge	103,300	18,050	205,974	646,100	107,952	7,200	1,088,576	14,018.22	77.65	1.1
2,331	Addington			1,122				1,122	440.53	2.55	(52.5)
10,969	Aylesford			30,420				30,420	4,593.21	6.62	174.7
1,333	Birling			0				0	201.77	0.00	(100.0)
1,989	Borough Green			19,119				19,119	1,736.49	11.01	857.4
0	Burham			0				0	477.01	0.00	0.0
717	Ditton			950				950	1,824.19	0.52	30.0
30,385	E. Malling & Larkfield			28,204				28,204	5,250.09	5.37	(7.1)
816	East Peckham			665				665	1,349.45	0.49	(19.7)
0	Hadlow			0				0	1,587.91	0.00	0.0
0	Hildenborough			0				0	2,344.16	0.00	0.0
0	Ightham			0				0	1,154.46	0.00	0.0
0	Kings Hill			0				0	4,751.81	0.00	0.0
37,504	Leybourne			31,422				31,422	1,919.03	16.37	(15.5)
40	Mereworth			1,631				1,631	465.49	3.50	3,788.9
0	Offham			0				0	412.45	0.00	0.0
1,661	Platt			1,283				1,283	917.17	1.40	(23.5)
0	Plaxtol			0				0	613.30	0.00	0.0
0	Ryarsh			0				0	375.74	0.00	0.0
0	Shipbourne			0				0	297.57	0.00	0.0
25,977	Snodland			18,020				18,020	3,944.90	4.57	(30.3)
0	Stansted			0				0	296.64	0.00	0.0
0	Trottiscliffe			0				0	284.81	0.00	0.0
2,589	Wateringbury			1,065				1,065	961.34	1.11	(58.7)
4,696	West Malling			1,968		4,884		6,852	1,302.42	5.26	43.7
0	West Peckham			0				0	183.15	0.00	0.0
5,910	Wouldham			7,966				7,966	1,301.65	6.12	27.2
1,223	Wrotham			0				0	844.86	0.00	(100.0)
<b>1,196,750</b>	<b>Total</b>	<b>103,300</b>	<b>18,050</b>	<b>349,809</b>	<b>646,100</b>	<b>112,836</b>	<b>7,200</b>	<b>1,237,295</b>	<b>53,849.82</b>		

## Parish Council Precepts 2025/26

Precept for 2024/25 £	Parish Council	Precept for 2025/26 £	Tax Base	Amount Per Band D Property £	Per Band D Variation %
25,000.00	Addington	35,000.00	440.53	79.45	37.9
305,983.48	Aylesford	318,394.89	4,593.21	69.32	3.0
11,625.00	Birling	13,270.00	201.77	65.77	13.5
247,476.00	Borough Green	259,850.00	1,736.49	149.64	4.3
29,313.36	Burham	30,779.02	477.01	64.52	3.4
287,441.00	Ditton	296,465.00	1,824.19	162.52	2.5
487,614.00	E. Malling & Larkfield	511,625.00	5,250.09	97.45	5.0
162,000.00	East Peckham	174,154.00	1,349.45	129.06	7.4
135,731.00	Hadlow	181,415.00	1,587.91	114.25	33.0
136,265.00	Hildenborough	138,990.00	2,344.16	59.29	0.7
130,221.00	Ightham	132,151.00	1,154.46	114.47	(0.0)
525,205.00	Kings Hill	500,000.00	4,751.81	105.22	(7.4)
183,147.00	Leybourne	163,342.00	1,919.03	85.12	(10.0)
40,950.00	Mereworth	46,070.00	465.49	98.97	9.6
27,137.00	Offham	27,729.00	412.45	67.23	0.0
82,000.00	Platt	82,000.00	917.17	89.41	(1.3)
57,227.00	Plaxtol	60,088.00	613.30	97.97	2.2
29,343.00	Ryarsh	29,232.00	375.74	77.80	0.0
15,357.66	Shipbourne	17,515.00	297.57	58.86	5.0
344,811.00	Snodland	349,077.00	3,944.90	88.49	1.6
17,780.00	Stansted	17,780.00	296.64	59.94	(2.7)
30,000.00	Trottiscliffe	35,000.00	284.81	122.89	16.3
126,466.14	Wateringbury	150,000.00	961.34	156.03	18.7
149,353.81	West Malling	159,578.82	1,302.42	122.52	5.3
6,983.00	West Peckham	7,330.00	183.15	40.02	4.4
69,855.70	Wouldham	70,433.82	1,301.65	54.11	(4.9)
138,337.00	Wrotham	138,337.00	844.86	163.74	16.8
<b>3,802,623.15</b>	<b>Total</b>	<b>3,945,606.55</b>	<b>39,831.60</b>		

**CORPORATE SERVICES**

**SUMMARY**

	2024/25		2025/26
	ORIGINAL £	REVISED £	ESTIMATE £
1 SALARIES & ONCOSTS	14,731,050	15,506,150	15,964,650
2 OVERHEAD EXPENSES	5,242,050	5,471,700	5,476,650
3 RECHARGES TO SERVICE BUDGETS	(18,024,950)	(19,149,400)	(19,206,550)
NON DISTRIBUTED COSTS	<b>1,948,150</b>	<b>1,828,450</b>	<b>2,234,750</b>
4 DEMOCRATIC REPRESENTATION	1,419,300	1,438,400	1,496,600
5 CORPORATE MANAGEMENT	725,550	808,900	841,700
	<b>4,093,000</b>	<b>4,075,750</b>	<b>4,573,050</b>

## CORPORATE SERVICES

		2024/25		2025/26
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
<b>1</b>	<b><u>SALARIES &amp; ONCOSTS</u></b>			
	Salaries - see analysis page CS 9	12,966,100	13,744,650	14,191,800
	Salaries - Ring-fenced Sums	14,100	-	-
	Superannuation Backfunding	1,481,000	1,481,000	1,534,000
	Staff Turnover Saving	(144,000)	(84,000)	(144,000)
	Apprenticeship Scheme / Levy	55,400	37,000	63,700
	Termination Payments	212,000	218,300	221,700
	Recruitment & Training	146,450	109,200	97,450
		<b>14,731,050</b>	<b>15,506,150</b>	<b>15,964,650</b>
<b>2</b>	<b><u>OVERHEAD EXPENSES</u></b>			
	(a) <b><u>COUNCIL OFFICES</u></b>			
	Employees	178,350	182,950	235,650
	Premises Related Expenses	745,450	730,000	782,200
	Supplies & Services	65,750	74,150	76,150
	Third Party Payments	2,500	2,400	2,400
		992,050	989,500	1,096,400
	Less Income	(102,900)	(100,400)	(100,400)
	<b><u>Sub-total</u></b>	<b>889,150</b>	<b>889,100</b>	<b>996,000</b>
	Central, Departmental & Technical Support Services	75,300	78,650	102,200
	Depreciation & Impairment	118,100	118,100	118,100
		<b>1,082,550</b>	<b>1,085,850</b>	<b>1,216,300</b>

## CORPORATE SERVICES

### 2 OVERHEAD EXPENSES (Continued)

#### (b) PRINT & POSTAL ROOM

	2024/25	
	ORIGINAL £	REVISED £
Employees	71,700	75,050
Supplies & Services	37,000	36,100
	<hr/>	<hr/>
	108,700	111,150
Less Income	(29,000)	(46,000)
	<hr/>	<hr/>
<u>Sub-total</u>	79,700	65,150
Central, Departmental & Technical Support Services	73,550	70,600
Depreciation & Impairment	16,800	16,800
	<hr/>	<hr/>
	<b>170,050</b>	<b>152,550</b>
	<hr/>	<hr/>

#### (c) CUSTOMER SERVICES

Employees	364,250	374,950	292,700
Supplies & Services	11,600	38,750	300
	<hr/>	<hr/>	<hr/>
	375,850	413,700	293,000
Less Income	(39,150)	(158,500)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	336,700	255,200	293,000
Central, Departmental & Technical Support Services	211,500	195,400	142,000
	<hr/>	<hr/>	<hr/>
	<b>548,200</b>	<b>450,600</b>	<b>435,000</b>
	<hr/>	<hr/>	<hr/>



## CORPORATE SERVICES

### 2 OVERHEAD EXPENSES (Continued)

#### (d) GENERAL ADMINISTRATION

	2024/25 ORIGINAL £	REVISED £	2025/26 ESTIMATE £
Employees	5,050	4,900	5,600
Supplies & Services	120,550	120,550	126,200
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	125,600	125,450	131,800
Central, Departmental & Technical Support Services	6,400	7,200	14,850
	<hr/>	<hr/>	<hr/>
	<b>132,000</b>	<b>132,650</b>	<b>146,650</b>
	<hr/>	<hr/>	<hr/>

#### (e) DEPARTMENTAL ADMINISTRATION

Transport Related Expenses	159,200	153,700	160,500
Supplies & Services	380,100	418,800	415,250
	<hr/>	<hr/>	<hr/>
	539,300	572,500	575,750
Less Income	(20,000)	(21,000)	(21,400)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	519,300	551,500	554,350
Depreciation & Impairment	1,350	1,350	1,350
	<hr/>	<hr/>	<hr/>
	<b>520,650</b>	<b>552,850</b>	<b>555,700</b>
	<hr/>	<hr/>	<hr/>

**CORPORATE SERVICES**

**2 OVERHEAD EXPENSES (Continued)**

**(f) INFORMATION TECHNOLOGY SERVICES**

	<b>2024/25</b>		<b>2025/26</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Employees</b>	1,208,600	1,151,250	1,255,700
<b>Transport Related Expenses</b>	500	200	200
<b>Supplies &amp; Services</b>	1,105,750	1,489,100	1,209,500
<b><u>Sub-total</u></b>	2,314,850	2,640,550	2,465,400
<b>Central, Departmental &amp; Technical Support Services</b>	322,550	305,450	328,650
<b>Depreciation &amp; Impairment</b>	151,200	151,200	151,200
	<b>2,788,600</b>	<b>3,097,200</b>	<b>2,945,250</b>

## CORPORATE SERVICES

### 3 SUMMARY

	2024/25		2025/26
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Salaries &amp; Oncosts</b>	14,731,050	15,506,150	15,964,650
<b>Overhead Expenses :</b>			
<b>(a) Council Offices</b>	1,082,550	1,085,850	1,216,300
<b>(b) Print &amp; Postal Room</b>	170,050	152,550	177,750
<b>(c) Customer Services</b>	548,200	450,600	435,000
<b>(d) General Administration</b>	132,000	132,650	146,650
<b>(e) Departmental Administration</b>	520,650	552,850	555,700
<b>(f) Information Technology Services</b>	2,788,600	3,097,200	2,945,250
	<hr/>	<hr/>	<hr/>
	19,973,100	20,977,850	21,441,300
	<hr/>	<hr/>	<hr/>
<b>Less Recharged to :</b>			
<b>Planning, Housing &amp; Environmental Health</b>	(6,295,150)	(6,942,100)	(6,555,750)
<b>Street Scene, Leisure &amp; Technical</b>	(3,230,500)	(3,147,400)	(3,395,800)
<b>Central Services</b>	(1,404,350)	(1,818,300)	(1,975,450)
<b>Finance &amp; Transformation</b>	(2,253,900)	(2,329,800)	(2,362,700)
<b>Corporate Services</b>	(1,584,200)	(1,627,450)	(1,651,600)
<b>Chief Executive</b>	(738,900)	(837,200)	(733,250)
<b>Other Services</b>	(700)	(750)	(800)
<b>Holding Accounts</b>	(2,517,250)	(2,446,400)	(2,531,200)
	<hr/>	<hr/>	<hr/>
	(18,024,950)	(19,149,400)	(19,206,550)
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<b><u>TO SUMMARY</u></b>	<b>1,948,150</b>	<b>1,828,450</b>	<b>2,234,750</b>
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**CORPORATE SERVICES**

**4 DEMOCRATIC REPRESENTATION**

**(a) DEMOCRATIC ADMINISTRATION**

	<b>2024/25</b>	<b>2025/26</b>
	<b>ORIGINAL</b>	<b>REVISÉ</b>
	<b>£</b>	<b>£</b>
Employees	375,850	390,750
Premises Related Expenses	1,600	1,600
Supplies & Services	28,200	27,050
	<hr/>	<hr/>
<b><u>Sub-total</u></b>	405,650	419,400
Central, Departmental & Technical Support Services	458,100	482,650
	<hr/>	<hr/>
	<b>863,750</b>	<b>902,050</b>
	<hr/>	<hr/>

**(b) PAYMENTS TO MEMBERS**

Transport Related Expenses	2,100	2,100
Supplies & Services	384,350	371,550
	<hr/>	<hr/>
<b><u>Sub-total</u></b>	386,450	373,650
Central, Departmental & Technical Support Services	21,050	21,650
	<hr/>	<hr/>
	<b>407,500</b>	<b>395,300</b>
	<hr/>	<hr/>

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

Employees	1,900	2,400
Transport Related Expenses	10,000	5,000
Supplies & Services	6,950	6,900
	<hr/>	<hr/>
<b><u>Sub-total</u></b>	18,850	14,300
Central, Departmental & Technical Support Services	129,200	126,750
	<hr/>	<hr/>
	<b>148,050</b>	<b>141,050</b>
	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>1,419,300</b>	<b>1,438,400</b>
	<hr/>	<hr/>

## CORPORATE SERVICES

### 5 CORPORATE MANAGEMENT

#### (a) CORPORATE POLICY

	2024/25 ORIGINAL £	REVISED £	2025/26 ESTIMATE £
Employees	87,500	84,000	65,850
Supplies & Services	-	1,400	1,400
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	87,500	85,400	67,250
Central, Departmental & Technical Support Services	398,650	370,650	394,050
	<hr/>	<hr/>	<hr/>
	<b>486,150</b>	<b>456,050</b>	<b>461,300</b>
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#### (b) PROCUREMENT

Employees	-	17,700	16,650
Supplies & Services	-	93,850	91,500
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	-	111,550	108,150
Central, Departmental & Technical Support Services	-	15,400	15,900
	<hr/>	<hr/>	<hr/>
	-	<b>126,950</b>	<b>124,050</b>
	<hr/>	<hr/>	<hr/>

#### (c) PUBLIC ACCOUNTABILITY

Supplies & Services	145,600	149,350	153,750
Less Income	(18,150)	(38,950)	(19,500)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	127,450	110,400	134,250
Central, Departmental & Technical Support Services	111,950	115,500	122,100
	<hr/>	<hr/>	<hr/>
	<b>239,400</b>	<b>225,900</b>	<b>256,350</b>
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<b><u>TO SUMMARY</u></b>	<b>725,550</b>	<b>808,900</b>	<b>841,700</b>
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## **EMPLOYEES - SALARIES**

### **SERVICE ANALYSIS OF EXPENDITURE**

	Basic Salaries	Overtime	Temporary Staff	Total Salaries	Council Contributions Nat. Ins.	Supern.	Total Salaries & Oncosts
	£	£	£	£	£	£	£
<b><u>2024/25 ESTIMATE</u></b>							
Original Estimate	9,850,350	23,050	94,100	9,967,500	1,021,850	1,976,750	12,966,100
Revised Estimate	10,092,200	56,750	525,900	10,674,850	1,058,500	2,011,300	13,744,650
<b><u>2025/26 ESTIMATE</u></b>							
Service							
Administration & Property	897,950	8,850	-	906,800	115,000	185,550	1,207,350
Environmental Health & Housing	1,552,800	-	-	1,552,800	199,900	298,450	2,051,150
Executive	516,300	5,000	16,000	537,300	70,550	105,100	712,950
Finance	1,547,800	1,200	-	1,549,000	200,800	305,300	2,055,100
Information Technology	979,250	-	-	979,250	131,100	191,600	1,301,950
Legal	531,900	1,200	-	533,100	69,450	108,900	711,450
HR & Customer Services	644,600	6,400	2,000	653,000	78,900	124,400	856,300
Planning	2,163,050	-	-	2,163,050	288,600	440,100	2,891,750
Street Scene & Leisure	1,010,650	-	-	1,010,650	130,000	200,250	1,340,900
Technical	804,950	-	-	804,950	97,500	160,450	1,062,900
	10,649,250	22,650	18,000	10,689,900	1,381,800	2,120,100	14,191,800

**CHIEF EXECUTIVE**

**SUMMARY**

	2024/25		2025/26
	ORIGINAL £	REVISED £	ESTIMATE £
1 COMMUNITY DEVELOPMENT	32,150	30,550	30,700
2 SAFEGUARDING	16,950	19,550	23,850
3 ELECTIONS	426,850	444,800	442,250
4 GRANTS & PAYMENTS	223,350	213,900	124,850
5 CLIMATE CHANGE	140,200	152,400	146,200
6 ECONOMIC DEVELOPMENT & REGENERATION	195,800	152,400	177,850
7 UK SHARED PROSPERITY FUND	64,950	72,750	38,400
8 REFUGEE ASSISTANCE	6,150	40,800	5,950
	<hr/>	<hr/>	<hr/>
	<b>1,106,400</b>	<b>1,127,150</b>	<b>990,050</b>
	<hr/>	<hr/>	<hr/>

**CHIEF EXECUTIVE**

		<b>2024/25</b>		<b>2025/26</b>
		<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>1</b>	<b><u>COMMUNITY DEVELOPMENT</u></b>			
	Employees	18,150	17,650	17,400
	Central, Departmental & Technical Support Services	14,000	12,900	13,300
	<b><u>TO SUMMARY</u></b>	<b>32,150</b>	<b>30,550</b>	<b>30,700</b>
<b>2</b>	<b><u>SAFEGUARDING</u></b>			
	Employees	5,150	7,350	10,200
	Supplies & Services	4,000	4,150	4,250
	<b><u>Sub-total</u></b>	<b>9,150</b>	<b>11,500</b>	<b>14,450</b>
	Central, Departmental & Technical Support Services	7,800	8,050	9,400
	<b><u>TO SUMMARY</u></b>	<b>16,950</b>	<b>19,550</b>	<b>23,850</b>



**CHIEF EXECUTIVE**

**3 ELECTIONS**

**(a) ELECTORAL REGISTRATION**

	2024/25	2025/26
	ORIGINAL	ESTIMATE
	£	£
Employees	119,700	123,200
Supplies & Services	63,500	63,600
	<hr/>	<hr/>
	183,200	186,800
Less Income	(3,000)	(3,000)
	<hr/>	<hr/>
<b><u>Sub-total</u></b>	180,200	183,800
Central, Departmental & Technical Support Services	102,700	108,150
Depreciation & Impairment	1,200	1,200
	<hr/>	<hr/>
	<b>284,100</b>	<b>293,150</b>
	<hr/>	<hr/>

**(b) CONDUCT OF ELECTIONS**

Employees	53,600	55,150
Central, Departmental & Technical Support Services	89,150	93,950
	<hr/>	<hr/>
	<b>142,750</b>	<b>149,100</b>
	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>426,850</b>	<b>442,250</b>
	<hr/>	<hr/>

**CHIEF EXECUTIVE**

		<b>2024/25</b>		<b>2025/26</b>
		<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>4</b>	<b><u>GRANTS &amp; PAYMENTS</u></b>			
	Supplies & Services	216,900	478,000	120,500
		<hr/>	<hr/>	<hr/>
		216,900	478,000	120,500
	Less Income	-	(270,500)	-
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	216,900	207,500	120,500
	Central, Departmental & Technical Support Services	6,450	6,400	4,350
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>223,350</b>	<b>213,900</b>	<b>124,850</b>
		<hr/>	<hr/>	<hr/>
<b>5</b>	<b><u>CLIMATE CHANGE</u></b>			
	Employees	75,450	85,300	80,150
	Supplies & Services	30,000	30,000	30,000
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	105,450	115,300	110,150
	Central, Departmental & Technical Support Services	34,750	37,100	36,050
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>140,200</b>	<b>152,400</b>	<b>146,200</b>
		<hr/>	<hr/>	<hr/>
<b>6</b>	<b><u>ECONOMIC DEVELOPMENT &amp; REGENERATION</u></b>			
	Employees	16,800	20,400	40,150
	Supplies & Services	168,050	119,300	118,250
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	184,850	139,700	158,400
	Central, Departmental & Technical Support Services	10,950	12,700	19,450
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>195,800</b>	<b>152,400</b>	<b>177,850</b>
		<hr/>	<hr/>	<hr/>

**CHIEF EXECUTIVE**

		<b>2024/25</b>		<b>2025/26</b>
		<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>7</b>	<b><u>UK SHARED PROSPERITY FUND</u></b>			
	Employees	60,100	67,550	26,550
	Supplies & Services	765,000	325,000	-
		825,100	392,550	26,550
	Less Income	(783,800)	(343,800)	-
	<b><u>Sub-total</u></b>	41,300	48,750	26,550
	Central, Departmental & Technical Support Services	23,650	24,000	11,850
	<b><u>TO SUMMARY</u></b>	<b>64,950</b>	<b>72,750</b>	<b>38,400</b>
<b>8</b>	<b><u>REFUGEE ASSISTANCE</u></b>			
	Employees	62,950	110,600	60,400
	Supplies & Services	55,000	40,000	40,000
	<b><u>Sub-total</u></b>	117,950	150,600	100,400
	Less Income	(149,350)	(154,000)	(118,000)
	<b><u>Sub-total</u></b>	(31,400)	(3,400)	(17,600)
	Central, Departmental & Technical Support Services	37,550	44,200	23,550
	<b><u>TO SUMMARY</u></b>	<b>6,150</b>	<b>40,800</b>	<b>5,950</b>

**DIRECTOR OF CENTRAL SERVICES**

**SUMMARY**

	2024/25		2025/26
	ORIGINAL £	REVISED £	ESTIMATE £
1 TONBRIDGE CASTLE GATEHOUSE	380,900	485,150	138,650
2 EVENTS DEVELOPMENT	153,300	150,950	182,800
3 COMMUNITY SAFETY	243,850	249,200	201,000
4 MEDIA & COMMUNICATIONS	325,200	321,750	336,150
5 LOCAL LAND CHARGES	5,400	30,200	42,100
6 INDUSTRIAL ESTATE	(73,000)	(70,550)	(69,550)
7 COMMERCIAL PROPERTY	(265,600)	(251,200)	(255,700)
8 VALE RISE DEPOT	-	-	-
9 LAND REVIEW	110,000	519,100	100,750
10 REGENERATION OF TONBRIDGE	-	396,650	292,000
11 CHRISTMAS LIGHTING (PARISH AREAS)	13,500	14,000	13,550
12 LICENCES	112,750	92,100	114,550
	<b>1,006,300</b>	<b>1,937,350</b>	<b>1,096,300</b>

**DIRECTOR OF CENTRAL SERVICES**

		<b>2024/25</b>		<b>2025/26</b>
		<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>1</b>	<b><u>TONBRIDGE CASTLE GATEHOUSE</u></b>			
	Employees	12,900	21,500	59,300
	Premises Related Expenses	356,650	457,400	49,700
	Supplies & Services	14,250	14,750	17,850
		<hr/>	<hr/>	<hr/>
		383,800	493,650	126,850
	Less Income	(33,500)	(43,450)	(44,750)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	350,300	450,200	82,100
	Central, Departmental & Technical Support Services	30,450	34,800	56,400
	Depreciation & Impairment	150	150	150
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>380,900</b>	<b>485,150</b>	<b>138,650</b>
		<hr/>	<hr/>	<hr/>
<b>2</b>	<b><u>EVENTS DEVELOPMENT</u></b>			
	Employees	95,900	110,300	147,300
	Supplies & Services	26,000	22,000	22,200
		<hr/>	<hr/>	<hr/>
		121,900	132,300	169,500
	Less Income	(51,600)	(51,100)	(70,000)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	70,300	81,200	99,500
	Central, Departmental & Technical Support Services	83,000	69,750	83,300
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>153,300</b>	<b>150,950</b>	<b>182,800</b>
		<hr/>	<hr/>	<hr/>

**DIRECTOR OF CENTRAL SERVICES**

		<b>2024/25</b>		<b>2025/26</b>
		<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>3</b>	<b><u>COMMUNITY SAFETY</u></b>			
	Employees	172,500	177,750	123,200
	Supplies & Services	76,250	77,600	15,600
		<hr/>	<hr/>	<hr/>
		248,750	255,350	138,800
	Less Income	(72,650)	(72,950)	(500)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	176,100	182,400	138,300
	Central, Departmental & Technical Support Services	67,750	66,800	62,700
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>243,850</b>	<b>249,200</b>	<b>201,000</b>
		<hr/>	<hr/>	<hr/>
<b>4</b>	<b><u>MEDIA &amp; COMMUNICATIONS</u></b>			
	Employees	208,300	207,350	219,850
	Supplies & Services	23,100	25,600	26,100
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	231,400	232,950	245,950
	Central, Departmental & Technical Support Services	93,800	88,800	90,200
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>325,200</b>	<b>321,750</b>	<b>336,150</b>
		<hr/>	<hr/>	<hr/>
<b>5</b>	<b><u>LOCAL LAND CHARGES</u></b>			
	Employees	136,700	142,750	144,000
	Supplies & Services	9,350	15,050	8,500
		<hr/>	<hr/>	<hr/>
		146,050	157,800	152,500
	Less Income	(255,000)	(247,700)	(230,000)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	(108,950)	(89,900)	(77,500)
	Central, Departmental & Technical Support Services	114,350	120,100	119,600
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>5,400</b>	<b>30,200</b>	<b>42,100</b>
		<hr/>	<hr/>	<hr/>

**DIRECTOR OF CENTRAL SERVICES**

		<b>2024/25</b>		<b>2025/26</b>
		<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>6</b>	<b><u>INDUSTRIAL ESTATE</u></b>			
	Employees	1,300	3,750	4,450
	Less Income	(78,600)	(78,600)	(78,600)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	(77,300)	(74,850)	(74,150)
	Central, Departmental & Technical Support Services	4,300	4,300	4,600
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>(73,000)</b>	<b>(70,550)</b>	<b>(69,550)</b>
		<hr/>	<hr/>	<hr/>
<b>7</b>	<b><u>COMMERCIAL PROPERTY</u></b>			
	Employees	4,850	10,050	10,050
	Premises Related Expenses	9,700	13,600	12,700
		<hr/>	<hr/>	<hr/>
		14,550	23,650	22,750
	Less Income	(302,700)	(300,000)	(302,500)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	(288,150)	(276,350)	(279,750)
	Central, Departmental & Technical Support Services	21,900	24,500	23,400
	Depreciation & Impairment	650	650	650
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>(265,600)</b>	<b>(251,200)</b>	<b>(255,700)</b>
		<hr/>	<hr/>	<hr/>

**DIRECTOR OF CENTRAL SERVICES**

		<b>2024/25</b>		<b>2025/26</b>
		<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>8</b>	<b><u>VALE RISE DEPOT</u></b>			
	Employees	5,250	6,950	7,450
	Premises Related Expenses	19,500	25,100	22,450
		<hr/>	<hr/>	<hr/>
		24,750	32,050	29,900
	Less Income	(40,400)	(47,950)	(45,950)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	(15,650)	(15,900)	(16,050)
	Central, Departmental & Technical Support Services	3,450	3,700	3,850
	Depreciation & Impairment	12,200	12,200	12,200
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	-	-	-
		<hr/>	<hr/>	<hr/>
<b>9</b>	<b><u>LAND REVIEW</u></b>			
	Employees	30,200	28,600	29,300
	Premises Related Expenses	15,800	33,950	25,250
	Supplies & Services	35,000	445,000	35,000
		<hr/>	<hr/>	<hr/>
		81,000	507,550	89,550
	Less Income	(8,500)	(8,500)	(8,500)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	72,500	499,050	81,050
	Central, Departmental & Technical Support Services	37,500	20,050	19,700
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>110,000</b>	<b>519,100</b>	<b>100,750</b>
		<hr/>	<hr/>	<hr/>



**DIRECTOR OF CENTRAL SERVICES**

		<b>2024/25</b>		<b>2025/26</b>
		<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>10</b>	<b><u>REGENERATION OF TONBRIDGE</u></b>			
	Employees	-	139,450	165,950
	Supplies & Services	-	165,750	-
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	-	305,200	165,950
	Central, Departmental & Technical Support Services	-	91,450	126,050
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	-	<b>396,650</b>	<b>292,000</b>
		<hr/>	<hr/>	<hr/>
<b>11</b>	<b><u>CHRISTMAS LIGHTING (PARISH AREAS)</u></b>			
	Supplies & Services	12,800	13,300	12,800
	Central, Departmental & Technical Support Services	700	700	750
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>13,500</b>	<b>14,000</b>	<b>13,550</b>
		<hr/>	<hr/>	<hr/>

**DIRECTOR OF CENTRAL SERVICES**

**12 LICENCES**

**a) FEE PAYING**

	<b>2024/25</b>	<b>2025/26</b>
	<b>ORIGINAL</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>
Employees	270,200	282,200
Premises Related Expenses	100	100
Supplies & Services	15,500	15,250
	<hr/>	<hr/>
	285,800	297,550
Less Income	(361,700)	(374,850)
	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(75,900)	(77,300)
Central, Departmental & Technical Support Services	136,650	137,650
	<hr/>	<hr/>
	<b>60,750</b>	<b>60,350</b>
	<hr/>	<hr/>

**b) NON FEE PAYING**

Employees	35,200	37,350
Central, Departmental & Technical Support Services	16,800	16,850
	<hr/>	<hr/>
	<b>52,000</b>	<b>54,200</b>
	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>112,750</b>	<b>114,550</b>
	<hr/>	<hr/>

**DIRECTOR OF FINANCE & TRANSFORMATION**

**SUMMARY**

	<b>2024/25</b>		<b>2025/26</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>1</b> HOUSING BENEFITS	368,150	380,450	445,350
<b>2</b> LOCAL REVENUE & NNDR COLLECTION	569,650	546,150	609,250
<b>3</b> COUNCIL TAX SUPPORT	316,050	320,950	336,100
<b>4</b> TREASURY MANAGEMENT & BANKING	(2,129,900)	(2,570,650)	(2,074,000)
<b>5</b> DRAINAGE BOARDS SPECIAL LEVIES	509,800	503,500	518,600
<b>6</b> LIAISON, SUPPORT & ADVICE (PARISH COUNCILS)	97,700	95,550	98,550
<b>7</b> STREET NAMING & NUMBERING	(2,150)	21,900	3,150
<b>8</b> CONTRIBUTIONS TO PROVISIONS	5,000	16,500	5,000
<b>9</b> ITEMS FUNDED FROM RESERVES	-	1,650	-
	<hr/>	<hr/>	<hr/>
	<b>(265,700)</b>	<b>(684,000)</b>	<b>(58,000)</b>
	<hr/>	<hr/>	<hr/>

**DIRECTOR OF FINANCE & TRANSFORMATION**

		<b>2024/25</b>		<b>2025/26</b>
		<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>1</b>	<b><u>HOUSING BENEFITS</u></b>			
	Employees	231,900	245,050	242,450
	Supplies & Services	32,800	61,800	40,300
	Housing Benefits	24,429,450	23,406,700	22,715,400
		<hr/>	<hr/>	<hr/>
		24,694,150	23,713,550	22,998,150
	Less Income	(24,655,200)	(23,683,100)	(22,909,700)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	38,950	30,450	88,450
	Central, Departmental & Technical Support Services	329,200	350,000	356,900
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>368,150</b>	<b>380,450</b>	<b>445,350</b>
		<hr/>	<hr/>	<hr/>
<b>2</b>	<b><u>LOCAL REVENUE &amp; NNDR COLLECTION</u></b>			
	Employees	420,800	422,050	430,850
	Supplies & Services	119,850	133,450	134,000
		<hr/>	<hr/>	<hr/>
		540,650	555,500	564,850
	Less Income	(522,850)	(589,500)	(539,500)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	17,800	(34,000)	25,350
	Central, Departmental & Technical Support Services	551,850	580,150	583,900
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>569,650</b>	<b>546,150</b>	<b>609,250</b>
		<hr/>	<hr/>	<hr/>

**DIRECTOR OF FINANCE & TRANSFORMATION**

		<b>2024/25</b>		<b>2025/26</b>
		<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>3</b>	<b><u>COUNCIL TAX SUPPORT</u></b>			
	Employees	250,550	251,250	256,500
	Supplies & Services	176,450	176,450	12,500
		<hr/>	<hr/>	<hr/>
		427,000	427,700	269,000
	Less Income	(371,750)	(373,150)	(201,200)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	55,250	54,550	67,800
	Central, Departmental & Technical Support Services	260,800	266,400	268,300
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>316,050</b>	<b>320,950</b>	<b>336,100</b>
		<hr/>	<hr/>	<hr/>
<b>4</b>	<b><u>TREASURY MANAGEMENT &amp; BANKING ARRANGEMENTS</u></b>			
	Employees	35,050	37,550	40,900
	Supplies & Services	279,650	306,000	250,500
		<hr/>	<hr/>	<hr/>
		314,700	343,550	291,400
	Less Income	(2,477,500)	(2,948,750)	(2,401,250)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	(2,162,800)	(2,605,200)	(2,109,850)
	Central, Departmental & Technical Support Services	32,900	34,550	35,850
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>(2,129,900)</b>	<b>(2,570,650)</b>	<b>(2,074,000)</b>
		<hr/>	<hr/>	<hr/>
<b>5</b>	<b><u>DRAINAGE BOARDS SPECIAL LEVIES</u></b>			
	Supplies & Services	509,500	503,150	518,250
	Central, Departmental & Technical Support Services	300	350	350
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>509,800</b>	<b>503,500</b>	<b>518,600</b>
		<hr/>	<hr/>	<hr/>

**DIRECTOR OF FINANCE & TRANSFORMATION**

		<b>2024/25</b>		<b>2025/26</b>
		<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>6</b>	<b><u>LIAISON, SUPPORT &amp; ADVICE</u></b> <b><u>(PARISH COUNCILS)</u></b>			
	Employees	53,200	55,200	52,850
	Central, Departmental & Technical Support Services	44,500	40,350	45,700
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>97,700</b>	<b>95,550</b>	<b>98,550</b>
		<hr/>	<hr/>	<hr/>
<b>7</b>	<b><u>STREET NAMING &amp; NUMBERING</u></b>			
	Employees	17,500	37,500	38,600
	Income	(45,000)	(25,000)	(45,000)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	(27,500)	12,500	(6,400)
		<hr/>	<hr/>	<hr/>
	Central, Departmental & Technical Support Services	25,350	9,400	9,550
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>(2,150)</b>	<b>21,900</b>	<b>3,150</b>
		<hr/>	<hr/>	<hr/>
<b>8</b>	<b><u>CONTRIBUTIONS TO PROVISIONS</u></b>			
	Supplies & Services	5,000	16,500	5,000
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>5,000</b>	<b>16,500</b>	<b>5,000</b>
		<hr/>	<hr/>	<hr/>
<b>9</b>	<b><u>ITEMS FUNDED FROM RESERVES</u></b>			
	Supplies & Services	-	1,650	-
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>-</b>	<b>1,650</b>	<b>-</b>
		<hr/>	<hr/>	<hr/>

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

**SUMMARY**

	2024/25 ESTIMATE		2025/26
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. DEVELOPMENT MANAGEMENT	797,700	1,299,600	912,650
2. CONSERVATION	106,050	106,550	108,750
3. BUILDING CONTROL	87,000	235,150	233,250
4. PLANNING POLICY	1,221,700	1,359,650	1,670,100
5. HOUSING STRATEGY & ENABLING ROLE	316,150	517,550	401,750
6. HOMELESSNESS	1,002,550	1,455,400	1,290,850
7. HOUSING ADVICE & PREVENTION	213,050	335,900	268,800
8. HOME SAFETY	4,400	4,400	4,800
9. PRIVATE SECTOR HOUSING RENEWAL	324,500	379,700	358,100
10. PRIVATE SECTOR HOUSING STANDARDS	104,100	115,450	118,650
11. PEST CONTROL	35,400	25,050	24,450
12. PUBLIC HEALTH ACT 1984	8,200	9,200	6,500
13. ENVIRONMENTAL PROTECTION ACT - PART 1	40,700	38,150	39,150
14. ENVIRONMENTAL PROTECTION	354,250	360,200	357,050
15. FOOD & SAFETY	383,700	373,800	380,950
16. PUBLIC HEALTH	64,700	91,950	71,600
17. GYPSY TRAVELLER SITES	0	63,650	65,000
	<b>5,064,150</b>	<b>6,771,350</b>	<b>6,312,400</b>

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

	2024/25 ESTIMATE		2025/26
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
<b>1. <u>DEVELOPMENT MANAGEMENT</u></b>			
Employees	1,481,800	1,531,300	1,462,300
Supplies & Services	72,100	420,800	108,900
	1,553,900	1,952,100	1,571,200
Less Income	(1,501,100)	(1,405,400)	(1,407,100)
<b><u>Sub-total</u></b>	52,800	546,700	164,100
Central, Departmental & Technical Support Services	744,900	752,900	748,550
<b><u>TO SUMMARY</u></b>	<b>797,700</b>	<b>1,299,600</b>	<b>912,650</b>
<b>2. <u>CONSERVATION</u></b>			
Employees	58,250	60,050	58,500
Supplies & Services	9,350	9,350	9,700
Third Party Payments	16,000	15,000	17,500
<b><u>Sub-total</u></b>	83,600	84,400	85,700
Central, Departmental & Technical Support Services	22,450	22,150	23,050
<b><u>TO SUMMARY</u></b>	<b>106,050</b>	<b>106,550</b>	<b>108,750</b>



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

**3. BUILDING CONTROL**

	2024/25 ESTIMATE ORIGINAL £	REVISED £	2025/26 ESTIMATE £
Employees	319,050	360,800	365,850
Supplies & Services	18,250	17,350	17,350
	<hr/>	<hr/>	<hr/>
	337,300	378,150	383,200
Less Income	(421,000)	(330,000)	(341,550)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(83,700)	48,150	41,650
Central, Departmental & Technical Support Services	170,700	187,000	191,600
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>87,000</b>	<b>235,150</b>	<b>233,250</b>
	<hr/>	<hr/>	<hr/>

**4. PLANNING POLICY**

Employees	709,650	732,000	652,600
Supplies & Services	285,000	410,250	804,450
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	994,650	1,142,250	1,457,050
Central, Departmental & Technical Support Services	227,050	217,400	213,050
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>1,221,700</b>	<b>1,359,650</b>	<b>1,670,100</b>
	<hr/>	<hr/>	<hr/>

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

**5. HOUSING STRATEGY  
& ENABLING ROLE**

	2024/25 ESTIMATE ORIGINAL £	REVISED £	2025/26 ESTIMATE £
Employees	215,750	388,700	287,800
Supplies & Services	3,500	3,500	3,650
Third Party Payments	11,200	10,300	10,800
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	230,450	402,500	302,250
Central, Departmental & Technical Support Services	85,700	115,050	99,500
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>316,150</b>	<b>517,550</b>	<b>401,750</b>
	<hr/>	<hr/>	<hr/>

**6. HOMELESSNESS**

Employees	347,700	483,200	421,900
Premises Related Expenses	48,050	68,750	39,700
Transport Related Expenses	1,250	600	600
Supplies & Services	1,850,050	2,919,950	3,033,250
Third Party Payments	76,650	5,200	20,100
	<hr/>	<hr/>	<hr/>
	2,323,700	3,477,700	3,515,550
Less Income	(1,702,050)	(2,420,850)	(2,622,400)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	621,650	1,056,850	893,150
Central, Departmental & Technical Support Services	328,850	346,500	345,650
Depreciation & Impairment	52,050	52,050	52,050
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>1,002,550</b>	<b>1,455,400</b>	<b>1,290,850</b>
	<hr/>	<hr/>	<hr/>

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

	<b>2024/25 ESTIMATE</b>		<b>2025/26</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>7. <u>HOUSING ADVICE &amp; PREVENTION</u></b>			
Employees	141,000	244,250	187,400
<b><u>Sub-total</u></b>	141,000	244,250	187,400
Central, Departmental & Technical Support Services	72,050	91,650	81,400
<b><u>TO SUMMARY</u></b>	<b>213,050</b>	<b>335,900</b>	<b>268,800</b>
<b>8. <u>HOME SAFETY</u></b>			
Employees	2,850	2,950	3,200
<b><u>Sub-total</u></b>	2,850	2,950	3,200
Central, Departmental & Technical Support Services	1,550	1,450	1,600
<b><u>TO SUMMARY</u></b>	<b>4,400</b>	<b>4,400</b>	<b>4,800</b>
<b>9. <u>PRIVATE SECTOR HOUSING RENEWAL</u></b>			
Employees	203,050	228,400	232,000
Supplies & Services	1,244,150	1,275,750	1,206,900
	1,447,200	1,504,150	1,438,900
Less Income	(1,213,850)	(1,214,850)	(1,176,600)
<b><u>Sub-total</u></b>	233,350	289,300	262,300
Central, Departmental & Technical Support Services	91,150	90,400	95,800
<b><u>TO SUMMARY</u></b>	<b>324,500</b>	<b>379,700</b>	<b>358,100</b>

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

		<b>2024/25 ESTIMATE</b>		<b>2025/26</b>
		<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>10. <u>PRIVATE SECTOR</u></b>				
	<b><u>HOUSING STANDARDS</u></b>			
	Employees	74,050	85,600	83,950
	Supplies & Services	6,450	6,450	6,450
	Less Income	(6,800)	(6,800)	(3,500)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	73,700	85,250	86,900
	Central, Departmental & Technical Support Services	30,400	30,200	31,750
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>104,100</b>	<b>115,450</b>	<b>118,650</b>
		<hr/>	<hr/>	<hr/>
<b>11. <u>PEST CONTROL</u></b>				
	Employees	10,450	6,900	6,950
	Supplies & Services	7,650	600	350
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	18,100	7,500	7,300
	Central, Departmental & Technical Support Services	17,300	17,550	17,150
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>35,400</b>	<b>25,050</b>	<b>24,450</b>
		<hr/>	<hr/>	<hr/>
<b>12. <u>PUBLIC HEALTH ACT 1984</u></b>				
	Employees	1,900	2,000	2,150
	Third Party Payments	5,000	6,000	3,000
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	6,900	8,000	5,150
	Central, Departmental & Technical Support Services	1,300	1,200	1,350
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>8,200</b>	<b>9,200</b>	<b>6,500</b>
		<hr/>	<hr/>	<hr/>

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

	2024/25 ESTIMATE		2025/26
	ORIGINAL £	REVISED £	ESTIMATE £
<b>13. <u>ENVIRONMENTAL PROTECTION ACT</u></b>			
Employees	29,800	29,350	30,050
Less Income	(8,650)	(10,750)	(10,750)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	21,150	18,600	19,300
Central, Departmental & Technical Support Services	19,550	19,550	19,850
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>40,700</b>	<b>38,150</b>	<b>39,150</b>
	<hr/>	<hr/>	<hr/>
<b>14. <u>ENVIRONMENTAL PROTECTION</u></b>			
Employees	212,350	215,750	214,600
Supplies & Services	3,050	3,350	3,400
Third Party Payments	18,050	27,650	21,800
	<hr/>	<hr/>	<hr/>
	233,450	246,750	239,800
Less Income	(2,600)	(2,700)	(2,750)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	230,850	244,050	237,050
Central, Departmental & Technical Support Services	114,450	107,200	111,050
Depreciation & Impairment	8,950	8,950	8,950
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>354,250</b>	<b>360,200</b>	<b>357,050</b>
	<hr/>	<hr/>	<hr/>

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

		<b>2024/25 ESTIMATE</b>		<b>2025/26</b>
		<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>15. <u>FOOD &amp; SAFETY</u></b>				
Employees		237,100	234,100	237,750
Supplies & Services		1,850	1,600	1,650
Third Party Payments		200	300	300
		239,150	236,000	239,700
Less Income		(3,800)	(4,400)	(4,450)
	<b><u>Sub-total</u></b>	235,350	231,600	235,250
Central, Departmental & Technical Support Services		148,350	142,200	145,700
	<b><u>TO SUMMARY</u></b>	<b>383,700</b>	<b>373,800</b>	<b>380,950</b>
<b>16. <u>PUBLIC HEALTH</u></b>				
Employees		119,200	137,500	124,250
Supplies & Services		14,000	14,000	14,000
		133,200	151,500	138,250
Less Income		(124,100)	(116,400)	(124,100)
	<b><u>Sub-total</u></b>	9,100	35,100	14,150
Central, Departmental & Technical Support Services		55,600	56,850	57,450
	<b><u>TO SUMMARY</u></b>	<b>64,700</b>	<b>91,950</b>	<b>71,600</b>

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

**17. GYPSY TRAVELLER SITES**

	2024/25 ESTIMATE		2025/26 ESTIMATE £
	ORIGINAL £	REVISED £	
Employees	-	-	-
Supplies & Services	-	63,650	65,000
Less Income			
<b><u>Sub-total</u></b>		63,650	65,000
Central, Departmental & Technical Support Services	-	-	-
<b><u>TO SUMMARY</u></b>	0	63,650	65,000

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

**SUMMARY**

	<b>2024/25 ESTIMATE</b>		<b>2025/26</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
1. REFUSE COLLECTION	1,784,750	1,868,400	1,547,250
2. RECYCLING	792,000	625,250	(274,000)
3. STREET SCENE	1,394,400	1,375,350	1,412,050
4. PUBLIC CONVENIENCES	170,300	153,350	150,500
5. TONBRIDGE & MALLING LEISURE TRUST	691,500	441,550	437,700
6. LARKFIELD LEISURE CENTRE	1,151,750	1,292,400	1,298,050
7. ANGEL CENTRE	531,900	449,350	551,250
8. TONBRIDGE SWIMMING POOL	617,250	688,700	713,300
9. POULT WOOD GOLF CENTRE	312,450	346,250	347,900
10. SPORTS GROUNDS	766,700	621,750	805,600
11. PLEASURE GROUNDS & OPEN SPACES	940,700	1,036,800	1,028,200
12. ALLOTMENTS	6,950	7,100	7,200
13. CHURCHYARDS	13,500	14,400	18,050
14. TONBRIDGE CEMETERY	38,400	31,950	16,150
15. LEISURE MARKETING / PROMOTION	94,450	85,750	88,150
16. TONBRIDGE CHRISTMAS LIGHTING	37,050	37,750	38,800
17. PARKING SERVICES	(884,900)	(1,135,950)	(1,453,250)
18. TRANSPORTATION	160,350	166,450	165,950
19. SECURITY SERVICES MANAGEMENT (CCTV)	71,000	71,400	71,350
20. BOROUGH DRAINAGE & LAND DRAINAGE RELATED WORK	199,450	193,050	190,550
21. CIVIL CONTINGENCIES	152,800	124,700	159,650
	<hr/>	<hr/>	<hr/>
	<b>9,042,750</b>	<b>8,495,750</b>	<b>7,320,400</b>
	<hr/>	<hr/>	<hr/>



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

	<b>2024/25 ESTIMATE</b>		<b>2025/26</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>1. <u>REFUSE COLLECTION</u></b>			
Employees	181,300	187,000	186,800
Premises Related Expenses	36,650	43,850	41,650
Supplies & Services	5,050	66,550	6,550
Third Party Payments	1,530,700	1,542,350	1,596,300
	<hr/>	<hr/>	<hr/>
	1,753,700	1,839,750	1,831,300
Less Income	(159,450)	(162,100)	(476,800)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	1,594,250	1,677,650	1,354,500
Central, Departmental & Technical Support Services	128,100	128,350	130,350
Depreciation & Impairment	62,400	62,400	62,400
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>1,784,750</b>	<b>1,868,400</b>	<b>1,547,250</b>
	<hr/>	<hr/>	<hr/>
<b>2. <u>RECYCLING</u></b>			
Employees	229,750	234,100	234,500
Premises Related Expenses	9,400	32,050	1,050
Transport Related Expenses	15,050	2,050	-
Supplies & Services	17,800	2,800	17,800
Third Party Payments	2,264,000	2,171,550	2,232,650
	<hr/>	<hr/>	<hr/>
	2,536,000	2,442,550	2,486,000
Less Income	(2,034,450)	(2,112,900)	(3,055,900)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	501,550	329,650	(569,900)
Central, Departmental & Technical Support Services	172,450	177,600	177,900
Depreciation & Impairment	118,000	118,000	118,000
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>792,000</b>	<b>625,250</b>	<b>(274,000)</b>
	<hr/>	<hr/>	<hr/>

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

**3. STREET SCENE**

	<b>2024/25 ESTIMATE</b>		<b>2025/26</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Employees	145,450	145,900	148,800
Supplies & Services	156,400	146,600	150,850
Third Party Payments	1,019,550	1,013,900	1,039,000
	<hr/>	<hr/>	<hr/>
	1,321,400	1,306,400	1,338,650
Less Income	(12,550)	(15,500)	(13,050)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	1,308,850	1,290,900	1,325,600
Central, Departmental & Technical Support Services	85,550	84,450	86,450
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>1,394,400</b>	<b>1,375,350</b>	<b>1,412,050</b>
	<hr/>	<hr/>	<hr/>

**4. PUBLIC CONVENIENCES**

Employees	13,150	13,350	13,300
Premises Related Expenses	39,550	33,500	36,450
Supplies & Services			
Third Party Payments	55,500	44,450	38,200
	<hr/>	<hr/>	<hr/>
	108,200	91,300	87,950
Less Income	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	108,150	91,250	87,900
Central, Departmental & Technical Support Services	14,950	14,900	15,400
Depreciation & Impairment	47,200	47,200	47,200
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>170,300</b>	<b>153,350</b>	<b>150,500</b>
	<hr/>	<hr/>	<hr/>

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

	<b>2024/25 ESTIMATE</b>		<b>2025/26</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>5. <u>TONBRIDGE &amp; MALLING LEISURE TRUST</u></b>			
Employees	59,450	55,100	56,600
Third Party Payments	588,450	349,400	342,700
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	647,900	404,500	399,300
Central, Departmental & Technical Support Services	43,600	37,050	38,400
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>691,500</b>	<b>441,550</b>	<b>437,700</b>
	<hr/>	<hr/>	<hr/>
<b>6. <u>LARKFIELD LEISURE CENTRE</u></b>			
Employees	1,400	4,350	4,500
Premises Related Expenses	268,150	375,000	409,200
Third Party Payments	-	29,700	-
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	269,550	409,050	413,700
Central, Departmental & Technical Support Services	21,900	23,050	24,050
Depreciation & Impairment	860,300	860,300	860,300
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>1,151,750</b>	<b>1,292,400</b>	<b>1,298,050</b>
	<hr/>	<hr/>	<hr/>
<b>7. <u>ANGEL CENTRE</u></b>			
Employees	4,100	7,750	8,700
Premises Related Expenses	199,150	91,900	212,200
Third Party Payments	-	20,000	-
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	203,250	119,650	220,900
Central, Departmental & Technical Support Services	11,950	13,000	13,650
Depreciation & Impairment	316,700	316,700	316,700
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>531,900</b>	<b>449,350</b>	<b>551,250</b>
	<hr/>	<hr/>	<hr/>

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

**8. TONBRIDGE SWIMMING POOL**

	<b>2024/25 ESTIMATE</b>		<b>2025/26</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Employees	3,900	6,950	7,850
Premises Related Expenses	202,750	270,400	293,250
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	206,650	277,350	301,100
Central, Departmental & Technical Support Services	17,400	18,150	19,000
Depreciation & Impairment	393,200	393,200	393,200
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>617,250</b>	<b>688,700</b>	<b>713,300</b>
	<hr/>	<hr/>	<hr/>

**9. POULT WOOD GOLF CENTRE**

Employees	1,800	4,750	4,900
Premises Related Expenses	65,950	96,000	96,450
Transport Related Expenses	8,600	8,600	9,050
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	76,350	109,350	110,400
Central, Departmental & Technical Support Services	12,050	12,850	13,450
Depreciation & Impairment	224,050	224,050	224,050
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>312,450</b>	<b>346,250</b>	<b>347,900</b>
	<hr/>	<hr/>	<hr/>

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

**10. SPORTS GROUNDS**

		<b>2024/25 ESTIMATE</b>		<b>2025/26</b>
		<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>Employees</b>		41,450	40,800	42,350
<b>Premises Related Expenses</b>		199,750	69,350	209,750
<b>Transport Related Expenses</b>		200	500	-
<b>Supplies &amp; Services</b>		19,000	19,000	19,000
<b>Third Party Payments</b>		303,750	289,250	330,050
		<hr/>	<hr/>	<hr/>
		564,150	418,900	601,150
<b>Less Income</b>		(16,050)	(16,200)	(16,200)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	548,100	402,700	584,950
<b>Central, Departmental &amp; Technical Support Services</b>		34,800	35,250	36,850
<b>Depreciation &amp; Impairment</b>		183,800	183,800	183,800
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>766,700</b>	<b>621,750</b>	<b>805,600</b>
		<hr/>	<hr/>	<hr/>

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

		<b>2024/25 ESTIMATE</b>		<b>2025/26</b>
		<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>11. <u>PLEASURE GROUNDS &amp; OPEN SPACES</u></b>				
Employees		191,250	186,650	193,250
Premises Related Expenses		168,850	248,900	223,850
Transport Related Expenses		3,400	3,150	3,250
Supplies & Services		127,050	156,350	148,600
Third Party Payments		314,850	305,600	303,850
		<hr/>	<hr/>	<hr/>
		805,400	900,650	872,800
Less Income		(145,700)	(145,300)	(144,600)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	659,700	755,350	728,200
Central, Departmental & Technical Support Services		126,750	127,200	145,750
Depreciation & Impairment		154,250	154,250	154,250
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>940,700</b>	<b>1,036,800</b>	<b>1,028,200</b>
		<hr/>	<hr/>	<hr/>
<b>12. <u>ALLOTMENTS</u></b>				
Employees		700	650	650
Premises Related Expenses		100	100	100
Third Party Payments		5,100	5,100	5,100
		<hr/>	<hr/>	<hr/>
		5,900	5,850	5,850
Less Income				
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	5,900	5,850	5,850
Central, Departmental & Technical Support Services		650	850	950
Depreciation & Impairment		400	400	400
		<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>6,950</b>	<b>7,100</b>	<b>7,200</b>
		<hr/>	<hr/>	<hr/>

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

**13. CHURCHYARDS**

	<b>2024/25 ESTIMATE</b>		<b>2025/26</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Employees	3,400	3,150	3,250
Premises Related Expenses	1,800	1,800	1,800
Third Party Payments	5,750	6,700	10,150
	<hr/>	<hr/>	<hr/>
	10,950	11,650	15,200
Less Income	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	10,900	11,600	15,150
Central, Departmental & Technical Support Services	2,600	2,800	2,900
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>13,500</b>	<b>14,400</b>	<b>18,050</b>
	<hr/>	<hr/>	<hr/>

**14. TONBRIDGE CEMETERY**

Employees	30,300	29,400	30,450
Premises Related Expenses	20,750	30,550	19,950
Supplies & Services	2,300	2,400	2,500
Third Party Payments	70,100	71,800	69,650
	<hr/>	<hr/>	<hr/>
	123,450	134,150	122,550
Less Income	(128,550)	(146,000)	(151,050)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(5,100)	(11,850)	(28,500)
Central, Departmental & Technical Support Services	20,600	20,900	21,750
Depreciation & Impairment	22,900	22,900	22,900
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>38,400</b>	<b>31,950</b>	<b>16,150</b>
	<hr/>	<hr/>	<hr/>

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

**15. LEISURE MARKETING / PROMOTION**

	2024/25 ESTIMATE ORIGINAL £	REVISED £	2025/26 ESTIMATE £
Employees	63,050	57,350	58,850
Supplies & Services	9,000	9,000	9,000
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	72,050	66,350	67,850
Central, Departmental & Technical Support Services	22,400	19,400	20,300
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>94,450</b>	<b>85,750</b>	<b>88,150</b>
	<hr/>	<hr/>	<hr/>

**16. TONBRIDGE CHRISTMAS LIGHTING**

Employees	6,800	6,650	6,800
Supplies & Services	22,150	22,950	23,750
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	28,950	29,600	30,550
Central, Departmental & Technical Support Services	3,650	3,700	3,800
Depreciation & Impairment	4,450	4,450	4,450
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>37,050</b>	<b>37,750</b>	<b>38,800</b>
	<hr/>	<hr/>	<hr/>



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

**17. PARKING SERVICES**

	<b>2024/25 ESTIMATE</b>		<b>2025/26</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Employees	623,550	706,650	840,100
Premises Related Expenses	641,550	635,050	620,250
Transport Related Expenses	11,450	12,450	12,600
Supplies & Services	674,000	763,550	787,700
	<hr/>	<hr/>	<hr/>
	1,950,550	2,117,700	2,260,650
Less Income	(3,273,350)	(3,727,050)	(4,207,050)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(1,322,800)	(1,609,350)	(1,946,400)
Central, Departmental & Technical Support Services	340,600	376,100	395,850
Depreciation & Impairment	97,300	97,300	97,300
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	(884,900)	(1,135,950)	(1,453,250)
	<hr/>	<hr/>	<hr/>

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

		<b>2024/25 ESTIMATE</b>	<b>2025/26</b>
		<b>ORIGINAL</b>	<b>ESTIMATE</b>
		<b>£</b>	<b>£</b>
<b>18. <u>TRANSPORTATION</u></b>			
Employees		91,000	94,500
Premises Related Expenses		20,100	19,900
Supplies & Services		5,000	5,000
		<hr/>	<hr/>
<b><u>Sub-total</u></b>		116,100	119,400
Central, Departmental & Technical Support Services		44,250	46,550
Depreciation & Impairment		-	-
		<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>		<b>160,350</b>	<b>165,950</b>
		<hr/>	<hr/>
<b>19. <u>SECURITY SERVICES MANAGEMENT</u></b>			
Employees		32,700	33,300
Premises Related Expenses		650	
Supplies & Services		14,150	14,300
Third Party Payments		167,000	167,000
		<hr/>	<hr/>
		214,500	214,600
Less Income		(192,000)	(192,900)
		<hr/>	<hr/>
<b><u>Sub-total</u></b>		22,500	21,700
Central, Departmental & Technical Support Services		21,400	22,550
Depreciation & Impairment		27,100	27,100
		<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>		<b>71,000</b>	<b>71,350</b>
		<hr/>	<hr/>

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

		<b>2024/25 ESTIMATE</b>		<b>2025/26</b>
		<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>20. <u>BOROUGH DRAINAGE</u></b>				
<b><u>&amp; LAND DRAINAGE RELATED WORK</u></b>				
Employees		42,400	38,050	44,450
Supplies & Services		133,450	133,450	121,450
Third Party Payments		2,100	2,100	2,100
		<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>		177,950	173,600	168,000
Central, Departmental & Technical Support Services		21,400	19,350	22,450
Depreciation & Impairment		100	100	100
		<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>		<b>199,450</b>	<b>193,050</b>	<b>190,550</b>
		<hr/>	<hr/>	<hr/>
<b>21. <u>CIVIL CONTINGENCIES</u></b>				
Employees		71,400	52,200	75,100
Supplies & Services		15,950	16,450	16,450
		<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>		87,350	68,650	91,550
Central, Departmental & Technical Support Services		65,450	56,050	68,100
		<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>		<b>152,800</b>	<b>124,700</b>	<b>159,650</b>
		<hr/>	<hr/>	<hr/>

Capital Plan: List A Service Summary									
	Expenditure To 31/03/24	2024/25 Estimate inc Prior Year Slippage	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Capital Plan Schemes</b>									
Planning, Housing & Environmental Health	1	429	3,830	30	30	30	30	30	4,410
Street Scene, Leisure & Technical Services	683	2,236	693	159	159	174	159	159	4,422
Corporate	203	690	3,387	250	0	0	0	0	4,530
Sub-total	887	3,355	7,910	439	189	204	189	189	13,362
<b>Capital Renewals</b>									
Planning, Housing & Environmental Health	n/a	0	16	0	0	21	22	34	93
Street Scene, Leisure & Technical Services	n/a	997	1,868	574	554	446	991	501	5,931
Corporate	n/a	595	420	120	126	232	324	253	2,070
Sub-total	n/a	1,592	2,304	694	680	699	1,337	788	8,094
<b>Total</b>	887	4,947	10,214	1,133	869	903	1,526	977	21,456

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<b>Capital Plan: List A</b> <b>Planning, Housing and Environmental Health</b>									
	Expenditure To 31/03/24	2024/25 Estimate inc Prior Year Slippage	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Capital Plan Schemes</b>									
Housing	0	30	30	30	30	30	30	30	210
Temporary Accommodation & Resettlement Scheme	0	400	3,800	0	0	0	0	0	4,200
Home Upgrade Grant Scheme	0	0	0	0	0	0	0	0	0
Environmental Health	1	(1)	0	0	0	0	0	0	0
Sub-total	1	429	3,830	30	30	30	30	30	4,410
<b>Capital Renewals</b>	n/a	0	16	0	0	21	22	34	93
Total Planning, Housing and Environmental Health	1	429	3,846	30	30	51	52	64	4,503

<b>Capital Plan: List A</b> <b>Planning, Housing and Environmental Health</b>										
	Code	Expenditure To 31/03/24	2024/25 Estimate inc Prior Year Slippage	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	Scheme Total
<b>Housing</b>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Better Care Fund (DFGs)										
(i) Mandatory Grants Less repayments	P03AC	n/a	1,288 (10)	1,150 (10)	1,300 (10)	1,300 (10)	1,300 (10)	1,050 (10)	1,050 (10)	8,438 (70)
(ii) Discretionary Grants	P03AT	n/a	261	150						411
(iii) Government Grant		n/a	(1,539)	(1,290)	(1,290)	(1,290)	(1,290)	(1,040)	(1,040)	(8,779)
Sub-total		n/a	0	0	0	0	0	0	0	0
(b) Housing Assistance Less repayments	P03AD	n/a	60	60	60	60	60	60	60	420
		n/a	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(210)
Sub-total		n/a	30	30	30	30	30	30	30	210
Total Housing to Summary		0	30	30	30	30	30	30	30	210
(c) Temporary Accommodation & Resettlement Scheme	P03AW	n/a	400	3,800						4,200
Sub-total		n/a	400	3,800	0	0	0	0	0	4,200
Total Temporary Accommodation to Summary		0	400	3,800	0	0	0	0	0	4,200

**Capital Plan: List A**  
**Planning, Housing and Environmental Health**

	Code	Expenditure To 31/03/24	2024/25 Estimate inc Prior Year Slippage	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(d) Home Upgrade Grant Scheme (HUG2) Government Grant	P03AF	n/a n/a	168 (168)							168 (168)
Sub-total		n/a	0	0	0	0	0	0	0	0
Total Home Upgrade Grant Scheme to Summary		0	0	0	0	0	0	0	0	0



<b>Capital Plan: List A</b> <b>Planning, Housing and Environmental Health</b>		
	Justification	Scheme notes
<b>Housing</b>		
(a) Better Care Fund (DFGs)	<i>Former Corp't Aims &amp; Priorities</i>	Given the level of carry forward this year which includes prior year slippage the budget has been reprofiled across the years until 2028/29. Funding continues to be made available from the Better Care Fund to enable qualifying residents to apply for grants to help with adaptation costs and we are now seeing spend return to pre-Covid levels.
(b) Housing Assistance	<i>Former Corp't Aims &amp; 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 and Resettlement Scheme	<i>Former Corp't Aims &amp; Priorities</i>	The Local Authority Housing Fund provided an opportunity to secure future funding of £1,672,000 for Temporary Accommodation, and homes for use under the Afghan Citizens Resettlement Scheme. The eligibility criteria stipulates the acquisition of a 4 bed property within 2024/25. Full Council agreed the contribution of £400,000 to be added to the Capital Plan in order to facilitate the year one purchase which is to be funded from the Temporary Accommodation Reserve. In year two the purchase of a further seven properties are required to meet the grant conditions set out by LAHF. Additionally, funding will be sought from s106, TA Earmarked Reserves, and RRCS giving a total scheme cost of £4,200,000.
(d) Home Upgrade Grant Scheme (HUG2)	<i>External Funding</i>	The Home Upgrade Grant Scheme will deliver retrofit energy efficiency measures to thirty private sector homes over a two year period. Due to challenges in relation to scheme set up there has been significant delays such that the first batching of homes only commenced in September 2024. This has impacted on the number of homes that can be delivered before the 31 March 2025 deadline. HUG2 has proved to be a complex scheme, targeting a limited number of 'off gas' low energy efficient homes, occupied by low-income households. We have therefore revised our delivery plan based on discussion with our managing agent, reducing the target number of completed homes from 30 to 14. While the HUG scheme in-principal grant funding of £540,000 was based on a Department for Energy Security and Net Zero allocated spend of £18,000 per home our scheme managing agent has assessed the average spend per property (to date) to be £12,000 per home, based on an average spend nationally within EON. We have therefore reduced the expected HUG scheme capital spend figure from the in-principal grant sum allocated to £168,000.

<b>Capital Plan: List A</b> <b>Planning, Housing and Environmental Health</b>										
	Code	Expenditure To 31/03/24	2024/25 Estimate inc Prior Year Slippage	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	Scheme Total
<b>Environmental Health</b>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Anti-idling Campaign Project Government Grant	P02EM	21 (20)	10 (11)							31 (31)
Sub-total		1	(1)							0
Total Environmental Health to Summary		1	(1)	0	0	0	0	0	0	0
<b>Capital Renewals</b>										
(b) Environmental Protection Provision for Inflation	P02EBCR01 P02EZ	n/a n/a		16			20 1	20 2	30 4	86 7
Total Capital Renewals to Summary		n/a	0	16	0	0	21	22	34	93

<b>Capital Plan: List A</b> <b>Planning, Housing and Environmental Health</b>		
	Justification	Scheme notes
<b>Environmental Health</b>  (a) Anti-idling Campaign Project  <b>Capital Renewals</b>  (b) Environmental Protection	<i>Statutory requirement, Health &amp; Safety</i>   <i>Former Corp't Aims &amp; Priorities</i>	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).  Provisions relate to the replacement of noise and gas pollution monitoring equipment.

<b>Capital Plan: List A</b> <b>Street Scene, Leisure &amp; Technical Services</b>									
	Expenditure To 31/03/24	2024/25 Estimate inc Prior Year Slippage	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Capital Plan Schemes</b>									
<b>Street Scene</b>	n/a	167	129	129	129	129	129	129	941
<b>Leisure</b>									
Larkfield Leisure Centre	130	10	150	0	0	0	0	0	290
Angel Centre	0	150	0	0	0	0	0	0	150
Leisure Centres	0	0	85	0	0	0	0	0	85
Sports Grounds	127	83	90	0	0	0	0	0	300
Other Leisure Schemes	138	5	93	0	0	15	0	0	251
<b>Technical Services</b>									
Car Parking	n/a	560	30	30	30	30	30	30	740
Electrical Vehicle Charging Points	7	33	0	0	0	0	0	0	40
Land Drainage / Flood Defence	281	1,228	116	0	0	0	0	0	1,625
Sub-total	683	2,236	693	159	159	174	159	159	4,422
<b>Capital Renewals</b>	n/a	997	1,868	574	554	446	991	501	5,931
Total Street Scene, Leisure & Technical Services	683	3,233	2,561	733	713	620	1,150	660	10,353

<b>Capital Plan: List A</b> <b>Street Scene, Leisure &amp; Technical Services</b>										
	Code	Expenditure To 31/03/24	2024/25 Estimate inc Prior Year Slippage	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	Scheme Total
<b>Street Scene</b>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Green Waste Bins Growth / Replacement	P02BC	n/a	73	31	31	31	31	31	31	259
(b) Refuse Bins Growth / Replacement	P02DA	n/a	62	61	61	61	61	61	61	428
(c) Garden Waste Bin Replacement	P02CF	n/a	32	37	37	37	37	37	37	254
(d) Food Waste - Communal Properties Less Grants	P02EP	n/a	30 (30)	30 (30)						60 (60)
Total Street Scene to Summary		n/a	167	129	129	129	129	129	129	941
<b>Larkfield Leisure Centre</b>										
(e) PV System	P05LR	130	10							140
(f) Wetside Changing Room Refurbishment	P05LS	n/a		150						150
Total Larkfield Leisure Centre to Summary		130	10	150	0	0	0	0	0	290

<b>Capital Plan: List A</b> <b>Street Scene, Leisure &amp; Technical Services</b>										
	Code	Expenditure To 31/03/24	2024/25 Estimate inc Prior Year Slippage	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	Scheme Total
<b>SSLTS Schemes con't/...</b>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(g) Boiler Replacement	P05BF		150							150
Total Angel Centre to Summary		0	150	0	0	0	0	0	0	150
<b>Leisure Centres</b>										
(h) Installation of Digital CCTV Systems	P05KP			85						85
Total Leisure Centres to Summary		0	0	85	0	0	0	0	0	85

<b>Capital Plan: List A</b> <b>Street Scene, Leisure &amp; Technical Services</b>		
	Justification	Scheme notes
<b>Street Scene</b>  (a) Green Waste Bins Growth / Replacement  (b) Refuse Bins Growth / Replacement  (c) Garden Waste Bin Replacement  (d) Food Waste - Communal Properties	<i>Former Corp't Aims &amp; Priorities</i>   <i>Reduce Expenditure &amp; Income</i>   <i>Reduce Expenditure &amp; Income</i>	Recycling and refuse provisions cater for growth in the number of properties served and the replacement of existing collection bins and boxes.  Provision for replacement of garden waste containers.  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. Full cost to be met from external DEFRA Funding.
<b>Larkfield Leisure Centre</b>  (e) PV System  (f) Wetside Changing Room Refurbishment	 <i>Climate Change &amp; Cost</i>   <i>Reduce Expenditure &amp; Income Generation</i>	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.  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.

Capital Plan: List A Street Scene, Leisure & Technical Services		
	Justification	Scheme notes
<b>SSLTS Schemes con't/...</b>  <b>Angel Centre</b>  (g) Boiler Replacement   <b>Leisure Centres</b>  (h) Installation of Digital CCTV Systems	<i>Former Corp't Aims &amp; Priorities</i>         <i>Efficient &amp; Effective Council</i>	<p>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.</p> <p>The CCTV systems at the Council's Leisure facilities have effectively reached the end of their serviceable life due to ageing technology (analogue). Replacing the analogue systems with new digital CCTV systems is required to ensure that the sites can continue to be monitored for safety and security purposes.</p>



<b>Capital Plan: List A</b> <b>Street Scene, Leisure &amp; Technical Services</b>										
	Code	Expenditure To 31/03/24	2024/25 Estimate inc Prior Year Slippage	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	Scheme Total
<b>Sports Grounds</b>										
(a) Racecourse Sportsground Riverside Revetment Less Grants	P05DD	141 (19)	84 (9)							225 (28)
Sub-total		122	75	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
(c) Racecourse Sportsground Tennis Court Improvements	P05DU	n/a		65						65
Sub-total		0	0	65	0	0	0	0	0	65
(d) Swanmead Sportsground Flood Alleviation	P05DB	n/a		25						25
Sub-total		0	0	25	0	0	0	0	0	25
Total Sports Grounds to Summary		127	83	90	0	0	0	0	0	300

<b>Capital Plan: List A</b> <b>Street Scene, Leisure &amp; Technical Services</b>		
	Justification	Scheme notes
<b>Sports Grounds</b>		
(a) Racecourse Sportsground Riverside Revetment	<i>Health &amp; Safety</i>	Replace sections of the existing wooden revetment which is failing and causing erosion of the riverbank at Tonbridge Racecourse Sportsground. Scheme is to be part funded by a grant from the Environment Agency. Phase 1 & Phase 2 has been completed but has overspent by £14,300 (phase 2) due to weather conditions and the requirement to replace trees.
(b) Racecourse Sportsground Rugby Pitch Drainage	<i>External Funding</i>	The scheme will 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. Budget approved in February 2020, and increased by £10,000 to £26,000 which is offset in full by grant from Sport England. Underspend relates to modifications to scheme in liason with Rugby Club and cabinet member. To complete by end of financial year.
(c) Racecourse Sportsground Tennis Court Improvements	<i>Caring for the Environment</i>	The new Management Plan for Tonbridge Racecourse Sportsground identified the need for resurfacing works to the Tennis Courts. Additional safety measures will include the installation of a smart access point for users. The project will be funded, in full, from Section 106 monies.
(d) Swanmead Sportsground Flood Alleviation Works	<i>Caring for the Environment</i>	Increased flooding and a high water table has limited the availability of one of the football pitches at Swanmead Sportsground, potentially impacting on future income generation from this site. Works carried out to improve the drainage to the pitches will improve site resilience against flooding and improve accessibly of football pitches during the winter period.

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

	Code	Expenditure To 31/03/24	2024/25 Estimate inc Prior Year Slippage	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	Scheme Total
<b>Other Leisure Schemes</b>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Tonbridge Cemetery / Closed Churchyards Memorial Safety Less Developer Contributions	P05KV	141 (3)	5				15			161 (3)
Sub-total		138	5	0	0	0	15	0	0	158
(b) Tonbridge Cemetery Vaults	P05KQ			43						43
Sub-total		0	0	43	0	0	0	0	0	43
(c) Haysden Country Park Site Improvement Works	P05FD			50						50
Sub-total		0	0	50	0	0	0	0	0	50
Total Other Leisure Schemes to Summary		138	5	93	0	0	15	0	0	251

<b>Capital Plan: List A</b> <b>Street Scene, Leisure &amp; Technical Services</b>		
	Justification	Scheme notes
<b>Other Leisure Schemes</b>  (a) Tonbridge Cemetery / Closed Churchyards Memorial Safety  (b) Tonbridge Cemetery Vaults  (c) Haysden Country Park Site Improvement Works	<i>Former Corp't Aims &amp; Priorities</i>  <i>Reduce Expenditure &amp; Income Generation</i>  <i>Reduce Expenditure &amp; Income Generation</i>	Provision based on Local Government Ombudsman's recommendation to inspect every five years.  The Council provides a number of options for burial services at Tonbridge Cemetery including interments and the scattering and interment of cremated remains. This scheme will provide 32 new above ground vaults and 32 Sanctum Panorama vaults.  The scheme will improve the path surface around the main lake known as Barden Lake, allowing improved accessibility for all, including less able bodied and wheelchair users. The project will be funded in full by exisiting S106 Developer Contribution Funds.

<b>Capital Plan: List A</b> <b>Street Scene, Leisure &amp; Technical Services</b>										
	Code	Expenditure To 31/03/24	2024/25 Estimate inc Prior Year Slippage	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	Scheme Total
<b>Car Parking</b>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Existing Car Parks Improvement Programme	P01AB	n/a	30	30	30	30	30	30	30	210
(b) Bailey Bridge East Car Park Improvements	P01AE	n/a	300							300
(c) Introduction of Automatic Number Plate Recognition	P01AF	n/a	70							70
(d) Amendments to Car Parks and On-Street Parking	P01AG	n/a	160							160
Total Car Parking to Summary		n/a	560	30	30	30	30	30	30	740
<b>Transportation</b>										
(e) Electrical Vehicle Charging Points Less grant and contributions	P01EA	86 (79)	113 (80)							199 (159)
Total Transportation to Summary		7	33	0	0	0	0	0	0	40
<b>Land Drainage / Flood Defence</b>										
(f) Wouldham River Wall	P01HS	25	1,100							1,125
(g) Leigh Flood Storage Area	P01HV	256	128	116						500
Total Land Drainage/Flood Defence to Summary		281	1,228	116	0	0	0	0	0	1,625

<b>Capital Plan: List A</b> <b>Street Scene, Leisure &amp; Technical Services</b>		
	Justification	Scheme notes
<b>Car Parking</b>  (a) Existing Car Parks Improvement Programme  (b) Bailey Bridge East Car Park Improvements  (c) Introduction of Automatic Number Plate Recognition  (d) Amendments to Car Parks and On-Street Parking	<i>Former Corp't Aims &amp; Priorities</i>   <i>Income Generation</i>   <i>Management Improvements</i>   <i>Income Generation</i>	<p>An annual provision for capital investment in the Council's off-street car parks to ensure that their condition is adequate for health &amp; 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>The formalisation of the existing grass overflow area in Bailey Bridge East car park with new appropriate surfacing and marked parking bays. The scheme is to include additional car park lighting, together with the extension of the existing CCTV system, new pay and display machines, and associated signage to make the car park suitable for the introduction of new charges.</p> <p>The scheme will see the introduction of a trial period for an ANPR system within two Council car parks. This will include the installation of a new entry/exit point camera, barrier, payment point and signage, as well as the management of the system and the collection of revenue for both car parks. The project outcome will provide the basis of further assessment to the wider use of ANPR within the Borough.</p> <p>The scheme will make modifications to existing car parks and on-street parking in order to make them suitable for the introduction of Pay and Display charging. The modifications across multiple sites will include Pay and Display machines and associated signage, drainage improvement works (Bailey Bridge West), and the installation of a new passive CCTV system (Martin Square).</p>
<b>Transportation</b>  (e) Electrical Vehicle Charging Points	<i>Former Corp't Aims &amp; Priorities</i>	<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 and phase 2 due before the end of the financial year.</p>

<b>Capital Plan: List A</b> <b>Street Scene, Leisure &amp; Technical Services</b>		
	Justification	Scheme notes
<b>Land Drainage / Flood Defence</b>  (f) Wouldham River Wall	<i>Former Corp't Aims &amp; Priorities</i>	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. Budget increased by a further £125,000 to maintain the purchasing power of the reprogrammed scheme. Wouldham River Wall is being developed in liaison with the Environmental Agency to ensure the replacement and design of the structure is fit for future purpose and able to cope with the impact of climate change. A project team is due to be established with the project being developed over the next financial year.
(g) Leigh Flood Storage Area	<i>Former Corp't Aims &amp; Priorities</i>	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.

<b>Capital Plan: List A</b> <b>Street Scene, Leisure &amp; Technical Services</b>										
	Code	Expenditure To 31/03/24	2024/25 Estimate inc Prior Year Slippage	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	Scheme Total
<b>Capital Renewals</b>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Sports Grounds & Open Spaces Less grant and contributions	P05KGBC05	n/a n/a	113	1,152	166	122	175	220	182	2,130
			113	1,152	166	122	175	220	182	2,130
Technical Services:										
(a) CCTV	P01BA	n/a	40	40	40	47	40	40	40	287
(b) Car Parking	P01JF	n/a	48	0	83	161	0	6	21	319
			201	1,192	289	330	215	266	243	2,736
Provision for Inflation		n/a	0	12	9	17	15	25	28	106
Sub-total			201	1,204	298	347	230	291	271	2,842
Leisure Centres:										
(c) Angel Centre	P05KGBC01	n/a	412	306	62	15	28	347	90	1,260
(d) Larkfield Leisure Centre	P05KGBC02	n/a	438	198	144	77	86	405	104	1,452
(e) Tonbridge Swimming Pool	P05KGBC04	n/a	139	325	92	86	85	60	59	846
(f) Poult Wood Golf Clubhouse	P05KGBC03	n/a	37	59	35	37	19	11	25	223
Course	P05KGBC07	n/a	0	26	11	0	67	24	11	139
Grounds Maintenance	P05KGBC06	n/a	111	26	39	67	3	68	6	320
			1,137	940	383	282	288	915	295	4,240
Provision for Inflation	P05KZ	n/a	9	12	14	21	85	34	175	
Savings Target (assumes 25%)		n/a	(341)	(285)	(119)	(89)	(93)	(300)	(99)	(1,326)
Sub-total			796	664	276	207	216	700	230	3,089
Total Capital Renewals to Summary		n/a	997	1,868	574	554	446	991	501	5,931



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

Capital Plan: List A Corporate									
	Expenditure To 31/03/24	2024/25 Estimate inc Prior Year Slippage	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	Scheme Total
<b>Capital Plan Schemes</b>	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Land and Property	128	600	3,387	250	0	0	0	0	4,365
Information Technology Initiatives	49	90	0	0	0	0	0	0	139
Other Schemes	26	0	0	0	0	0	0	0	26
Sub-total	203	690	3,387	250	0	0	0	0	4,530
<b>Capital Renewals</b>	n/a	595	420	120	126	232	324	253	2,070
Total Corporate	203	1,285	3,807	370	126	232	324	253	6,600

Capital Plan: List A Corporate										
	Code	Expenditure To 31/03/24	2024/25 Estimate Prior Year Slippage	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	Scheme Total
<b>Land and Property</b>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) Tonbridge Castle Offices: Re-tile Roof	P06AA	10			250					260
(b) Gibson East Refurbishment	P06AL	n/a	600	2,400						3,000
(c) De-carbonising the Council's Estate	P06AM									0
Solar PV at Tonbridge Pool	AM10	97								97
LED at Tonbridge Pool	AM20	21								21
LED at Larkfield Leisure Centre	AM30		60							60
Solar PV at Larkfield Leisure Centre	AM40		393							393
Re-felt and roof insulation upgrade at Larkfield Leisure Centre	AM50		575							575
Air Source Heat Pumps at Larkfield Leisure Centre	AM60		189	1,165						1,354
Sub-metering at Larkfield Leisure Centre and Tonbridge Pool	AM70									
Boiler Replacement at Poult Wood Golf Club Less Grants	AM80		(1,217)	(428)	250					250 (1,645)
Total Land and Property to Summary		128	600	3,387	250	0	0	0	0	4,365
<b>Information Technology Initiatives</b>										
(d) General Data Protection Regs	P06DR	49	9							58
(e) Integra Centros Financial Management System	P06CS	n/a	81							81
Total Information Technology Initiatives to Summary		49	90	0	0	0	0	0	0	139

Capital Plan: List A Corporate										
	Code	Expenditure To 31/03/24	2024/25 Estimate Prior Year Slippage	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	Scheme Total
<b>Other Schemes</b>		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(f) UK Shared Prosperity Fund Projects/Initiatives	P06FN									
Mobile CCTV	FN10	21	7							28
Tonbridge Wayfinding	FN20	10								10
Digital Information Boards	FN30	40	13							53
Shopfront and Vacant Unit Improvements	FN40	34	58							92
Bus Shelter Green Roofs Pilot	FN50	31								31
West Kent Green Business Grants	FN60	35	50	30						115
Carbon Descent Plans	FN70	n/a	123	30						153
Safer Sustainable Car Parks	FN80	n/a	109							109
Less Grants	FN90	(145)	(360)	(60)						(565)
Sub-total		26	0	0	0	0	0	0	0	26
(g) Rural England Prosperity Fund Projects/Initiatives	P06F0									
Investment in Micro & Small Enterprises	F010	36	89							125
Develop and Promote Visitor Economy	F020		89							89
Create/Improvements to Local Green Spaces	F030		67							67
Existing Cultural, Historic & Heritage Institutions	F040	40	37							77
Active Travel Enhancements in the Local Area	F050		67							67
Rural Circular Economy Projects	F060		22							22
Less Grants	F090	(76)	(371)							(447)
Total Other Schemes to Summary		26	0	0	0	0	0	0	0	26

Capital Plan: List A Corporate		
	Justification	Scheme notes
<b>Land and Property</b>		
(a) Tonbridge Castle Offices : Re-tile roof	<i>Former Corp't Aims &amp; Priorities</i>	Retiling of roof to protect asset. Condition of roof has started to deteriorate and the scheme now needs to be planned in, based on contractor estimates. The current £60k budget has been uplifted by £190k due to the affect of 16 years of inflation and the bulk of the budget has been deferred to 2026/27. 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 consolidation of the Council's Kings Hill office accommodation, Gibson East will need to undergo a refurbishment of both internal and external spaces, in order to allow relocation of facilities and uses which are currently provided at Gibson Building West. This will include the installation of renewable and low carbon technologies in line with the Council's Climate Change Strategy. 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	Caring for the Environment	<p>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. Installation of Air Source Heat Pumps to replace the current end of life gas boilers serving the fitness pool and will support the Council's plan to become carbon neutral by 2030. This will provide an anticipated annual CO2 saving of 185 tonnes, in addition to this there will be a reduction in maintenance costs from the exisiting gas fired boilers.</p> <p>External grant funding has been obtained for the installation of additional solar PV and air source heat pumps at Larkfield Leisure Centre. This will result in a TMBC contribution of £930,000 and an external grant contribution of £1,644,799. PWGC Boiler Replacement has been added to the De-carbonising scheme subject to a successful application for funding from PSDS Phase 4. The boiler replacement is expected to be in the region of £250,000, with a contribution from TMBC of £30,000.</p>

Capital Plan: List A Corporate		
	Justification	Scheme notes
<b>Information Technology Initiatives</b>  (d) General Data Protection Regs  (e) Integra Centros Financial Management System  <b>Other Schemes</b>  (f) UK Shared Prosperity Fund Projects/Initiatives  (g) Rural England Prosperity Fund Projects/Initiatives	Cost Saving  Maintenance  External Funding  External Funding	<p>To provide an upgrade to the current cash receipting system to ensure data protection is maintained.</p> <p>The upgrade to Integra Centros has been required due to the existing version of the software, Integra 2, having its software support ceased from 31st March 2025, meaning any security vulnerabilities and/or bugs will no longer be addressed. The upgrade to Centros will involve the base software, upgrades to the current reporting software and additional modules requested by services. The budget required of £80,500 will include additional support if required and the project management on the upgrade will be run in-house with support from the Council's software supplier. Upgrade is to be funded from the earmarked Transformation Reserve.</p> <p>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. Within the UKSPF Programme, Government does allow considerable flexibility in spend between the three key intervention areas, with up to 30% of the total programme budget being able to be moved from one intervention to another. Up until Year 3, there was limited change to the existing Investment Plan produced in 2022. Recent report to MT and cabinet Member in June 2024 established the principle that if there is underspend in any of the individual UKSPF project capital allocations, then this would look to be mopped up by other existing UKSPF capital projects, instead of sending funding back to Government. This report was subsequently followed up with a further report in December 2024 which set out some proposed amendments to the Investment Plan aimed at ensuring as close to 100% of the funding is retained for the benefit of the borough. A report setting out the proposed programme for 2025/26 will be submitted to FRP Scrutiny Committee in February 2025 and onto Cabinet in March 2025.</p> <p>The split set out above is the indicative split used in the UKSPF Investment Plan Addendum. The reality on the ground is likely to be slightly different as the level of funding per intervention is dictated by the number and value of applications submitted and whether they get approved by the panel. With the funding fully allocated by November 2024, it is clear that 'Active Travel Enhancements' budget will be underspent and the 'Visitor Economy' budget will likely be overspent, whilst the other interventions will be roughly similar to the original forecast. Like the UKSPF, there is considerable flexibility between interventions should it be required, so any amendments to the initial indicative split will be acceptable to DEFRA (and expected).</p>

Capital Plan: List A Corporate										
	Code	Expenditure To 31/03/24	2024/25 Estimate inc Prior Year Slippage	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	Scheme Total
<b>Capital Renewals</b>	P06FA	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(a) General										
Departmental Administration	GR01	n/a	8		1					9
Council Offices	GR02	n/a	3	16				3	4	26
Print Unit	GR03	n/a	23	105		19			89	236
Telephones	GR05	n/a			10					10
Tonbridge Christmas Lighting	GR09	n/a		43						43
Elections	GR10	n/a	12							12
Sub-total		n/a	46	164	11	19	0	3	93	336
(b) Information Technology	P06FB	n/a	549	252	105	101	216	293	134	1,650
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	549	252	105	101	216	293	134	1,650
Provision for Inflation	P06FZ	n/a	0	4	4	6	16	28	26	84
Total Capital Renewals to Summary		n/a	595	420	120	126	232	324	253	2,070

Capital Plan: List A Corporate		
	Justification	Scheme notes
<p><b>Capital Renewals</b></p> <p>(a) General</p> <p>Departmental Admin</p> <p>Council Offices</p> <p>Print Unit</p> <p>Tonbridge Christmas Lighting</p> <p>Elections</p> <p>(b) Information Technology</p>	<p><i>Former Corp't Aims &amp; Priorities</i></p>	<p>}</p> <p>}</p> <p>}</p> <p>}</p> <p>}</p> <p>}</p> <p>} Provision for the renewal of life-expired or obsolete equipment. Subject to annual review.</p> <p>}</p> <p>}</p> <p>}</p> <p>}</p> <p>See sub-headings for type of equipment covered by renewals provisions. Full replacement, significant upgrades and new systems are identified as capital plan schemes in their own right.</p>



**GENERAL FUND WORKING BALANCE**

	£
Balance at 1.4.2025	1,250,000
	<hr/>
Balance at 31.3.2026	1,250,000
	<hr/>

**GENERAL REVENUE RESERVE**

	£	£
Balance 1.4.2024		9,915,461
Budgeted to be transferred to the Reserve	1,064,824	
Decrease on Original Estimate	(65,045)	
		<hr/>
		1,129,869
Estimated Balance at 1.4.2025		11,045,330
Contribution to the Reserve 2025/26		20,792
		<hr/>
Estimated Balance at 31.3.2026		11,066,122

**Tonbridge and Malling Borough Council**  
**Estimate of Collection Fund Surplus / (Deficit) 2024/25 - Council Tax**

	Estimate	
	£	£
<b><u>Income</u></b>		
Surplus / (Deficit) Brought Forward		74,409
Income from Council Tax Payers (Net of Discounts, CTR and Exemptions)		121,910,427
<b>Total Income for the Year</b>		121,984,836
<b><u>Expenditure</u></b>		
Precepts and Demands for 2024/25		
Kent County Council	86,143,319	
Police & Crime Commissioner for Kent	13,698,372	
Kent & Medway Fire & Rescue Authority	4,808,201	
Parishes	3,802,623	
Tonbridge & Malling Borough Council	12,736,304	121,188,819
Provision for Council Tax Non-Collection		622,000
Payment of Estimated Surplus for 2023/24		
Kent County Council	412,048	
Police & Crime Commissioner for Kent	65,290	
Kent & Medway Fire & Rescue Authority	23,451	
Tonbridge & Malling Borough Council	81,118	581,907
<b>Total Expenditure for the Year</b>		122,392,726
<b>Estimated Surplus / (Deficit) for 2024/25</b>		<b>(407,890)</b>

**Allocation of Estimated Surplus / (Deficit) for 2024/25**

	Precepts 2024/25		Surplus / (Deficit) 2024/25
	£	%	£
Kent County Council	86,143,319	71.08	(289,928)
Police & Crime Commissioner for Kent	13,698,372	11.30	(46,092)
Kent & Medway Fire & Rescue Authority	4,808,201	3.97	(16,193)
Tonbridge & Malling Borough Council	16,538,927	13.65	(55,677)
<b>Total</b>	121,188,819	100.00	<b>(407,890)</b>

**Tonbridge and Malling Borough Council**  
**Estimate of Collection Fund Surplus / (Deficit) 2024/25 - Business Rates**

	Estimate	
	£	£
<b><u>Income</u></b>		
Surplus / (Deficit) Brought Forward		4,017,437
Income from Business Rate Payers		71,656,008
Transitional Protection		1,074,663
<b>Total Income for the Year</b>		<b>76,748,108</b>
<b><u>Expenditure</u></b>		
Demands for 2023/24 based upon NNDR 1 2024/25		
Kent County Council	6,984,118	
Kent & Medway Fire & Rescue Authority	776,013	
Tonbridge & Malling Borough Council	31,040,522	
Central Government	38,800,653	77,601,306
Payment of Estimated Surplus for 2023/24		
Kent County Council	413,569	
Kent & Medway Fire & Rescue Authority	45,952	
Tonbridge & Malling Borough Council	1,838,086	
Central Government	2,297,609	4,595,216
Allowance for Losses - Bad Debts		700,000
Allowance for Losses - Appeals		(5,606,024)
Cost of Collection Allowance		161,510
<b>Total Expenditure for the Year</b>		<b>77,452,008</b>
<b>Estimated Surplus / (Deficit) for 2024/25</b>		<b>(703,900)</b>
<b><u>Allocation of Estimated Surplus / (Deficit) for 2024/25</u></b>		
	Allocation	Surplus / (Deficit) 2024/25
	%	£
Kent County Council	9	(63,351)
Kent & Medway Fire & Rescue Authority	1	(7,039)
Tonbridge & Malling Borough Council	40	(281,560)
Central Government	50	(351,950)
<b>Total</b>	<b>100</b>	<b>(703,900)</b>

Directorate	Cost Centre Description	Mandatory/Discretionary	Legislation
Central Services	Tonbridge Castle Gatehouse	Discretionary	Section 17 of the Crime and Disorder Act 1998
Central Services	Community Safety	Mandatory	
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	
Central Services	Licences - Non Fee paying	Mandatory	Licensing Act 2003. Various legislation based on type of licence.
Chief Executive	Community Development	Discretionary	S11 and Care Act 2014
Chief Executive	Safeguarding	Mandatory	
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	
Planning Housing & Environmental Health	Development Management - Pre Applications & Planning advice - Fee Earning	Discretionary	
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 Housing & Environmental Health	Building Control	Mandatory	
Planning Housing & Environmental Health	Development of Local Plan	Mandatory	
			National Planning Practise Guidance and TCPA guidance on Pre-application advice and PPAs
			The Building Regulations 2010 (as amended), and the Building Safety Act 2022
			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. Housing Act 1996, Housing Grants, Construction and Regeneration Act 1996, Housing Act 2004 Housing Register and Housing Advice and Prevention is Housing Act 2006. Housing Act 1996  Housing Grants, Construction and Regeneration Act 1996. Housing Grants, Construction and Regeneration Act 1996 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	Housing Strategy & Enabling Role - Housing Strategy	Mandatory	
Planning Housing & Environmental Health	Housing Strategy & Enabling Role - Housing Register	Mandatory	
Planning Housing & Environmental Health	Homelessness	Mandatory	
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	
Planning Housing & Environmental Health	Private Sector Housing Renewal	Discretionary	
Planning Housing & Environmental Health	Private Sector Housing Standards	Mandatory	
Planning Housing & Environmental Health	Pest Control	Discretionary	
Planning Housing & Environmental Health	Public Health Act 1984	Mandatory	Public Health (Control of Disease) Act 1984 Environment Protection Act 1990 Environment Protection Act 1990 Health and Safety at Work Act 1974 Public Health (Control of Diseases) Act 1984
Planning Housing & Environmental Health	Environmental Protection Act - Part 1	Mandatory	
Planning Housing & Environmental Health	Environmental Protection	Mandatory	
Planning Housing & Environmental Health	Food & Safety - General	Mandatory	Food Safety Act 1990
Planning Housing & Environmental Health	Food & Safety - Food Safety	Mandatory	
Planning Housing & Environmental Health	Public Health - Healthy Living	Discretionary	
Planning Housing & Environmental Health	Public Health - General	Discretionary	
Street Scene, Leisure and Technical Services	Angel Centre	Discretionary	Small Holdings and Allotments Act 1908 <b>(Legal to confirm)</b>  Local Government Act 1972 <b>(legal to confirm)</b>
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		
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	
Street Scene, Leisure and Technical Services	Tonbridge Cemetery	Discretionary	
Street Scene, Leisure and Technical Services	Churchyards	Mandatory	
Street Scene, Leisure and Technical Services	Leisure Planning & Policy	Discretionary	

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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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