

# Revenue and Capital Outturn

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2025 - 2026

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**General Fund Revenue Outturn 2025/26**  
**SUMMARY**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>Chief Executive</b>	1,129,900	2,168,100	1,598,272
<b>Director of Central Services</b>	783,900	1,102,550	950,501
<b>Director of Planning, Housing &amp; Regulatory Services</b>	6,426,950	7,557,200	6,803,199
<b>Director of Street Scene, Leisure &amp; Technical Services</b>	7,320,400	6,540,550	3,800,594
<b>Staffing, Overheads and Democratic Costs</b>	4,573,050	4,258,500	4,190,896
Sub Total	20,234,200	21,626,900	17,343,462
<b>Capital Accounting Reversals</b>			
Non-Current Asset Depreciation	(2,874,800)	(2,952,250)	(2,949,372)
Non-Current Asset Impairment	-	-	1,665,608
<b>Contributions to / (from) Reserves</b>			
Building Repairs Reserve			
Withdrawals to fund expenditure	(1,388,650)	(1,613,550)	(1,181,999)
Contribution to Reserve	750,000	1,057,500	1,057,500
Earmarked Reserves (see page S 2)			
Contributions from Reserves	(6,167,350)	(10,413,650)	(10,490,729)
Contributions to Reserves	8,364,750	10,646,550	12,035,830
Revenue Reserve for Capital Schemes			
Withdrawals to fund expenditure			
Non-Current Assets	(6,529,000)	(6,828,000)	(3,450,621)
Revenue Expenditure Funded from Capital	(146,000)	(146,000)	(116,056)
Other contributions to / (from) Reserve (net)	1,399,000	1,871,000	2,784,217
<b>Capital Expenditure Charged to General Fund</b>	6,529,000	6,828,000	3,450,621
Sub Total	<b>20,171,150</b>	<b>20,076,500</b>	<b>20,148,461</b>
<b>Government Grants</b>			
New Homes Bonus	(517,000)	(517,000)	(517,013)
Under-indexing Business Rates Multiplier	(482,700)	(770,700)	(924,594)
Employer National Insurance Contributions Grant	(157,550)	(157,550)	(157,550)
Green Plant & Machinery Grant	-	-	(34,919)
Funding Guarantee	(1,785,450)	(1,785,450)	(1,785,452)
<b>Revenue Adjustments</b>	-	-	20,678
<b>Revenue Support Grant</b>	(167,350)	(167,350)	(167,329)
<b>National Non-Domestic Rates</b>			
Share of National Non-Domestic Rates	(29,851,032)	(29,730,959)	(29,730,959)
Tariff	27,544,937	27,544,937	27,544,937
Levy			
Business Rates Pool	428,688	325,804	509,669
Small Business Rate Relief Grant	(998,220)	(1,031,872)	(1,054,618)
Supporting Small Business Rate Relief Grant	(190,323)	(174,578)	(179,250)
Business Rates Relief Measures	(1,137,067)	(1,243,083)	(1,262,581)
Public Toilets Relief Grant	(6,752)	(6,182)	(6,182)
<b>Collection Fund Adjustments</b>			
Council Tax (Surplus) / Deficit	55,677	55,677	55,677
National Non-Domestic Rates (Surplus) / Deficit	281,560	281,560	281,560
Sub Total	13,188,568	12,699,754	12,740,534
<b>Contribution to / (from) General Revenue Reserve</b>	20,792	509,606	468,825.58
<b>Balance to be met from Council Tax Payers</b>	<b>13,209,360</b>	<b>13,209,360</b>	<b>13,209,360</b>

**General Fund Revenue Outturn 2025/26**

**EARMARKED RESERVES**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>Contributions from Earmarked Reserves</b>			
Asset Review Reserve		(27,550)	(27,531)
Budget Stabilisation Reserve	(2,456,150)	(2,720,700)	(2,706,573)
Business Rates Retention Scheme Reserve	(124,700)	(729,150)	(520,999)
Climate Change Reserve	(241,000)	(36,200)	(14,064)
Democratic Representation Reserve		(6,600)	(6,596)
Domestic Abuse Act Reserve	(49,200)	(81,850)	(82,410)
Elections Reserve		(50,000)	(63,490)
General Fund Working Balance	(1,250,000)	(1,250,000)	(1,250,000)
Homelessness Reserve	(834,200)	(1,314,050)	(1,261,247)
Housing Assistance Reserve	(44,350)	(45,100)	(58,363)
Housing & Welfare Reform Reserve			-
Invest to Save Reserve		(73,550)	(73,533)
Local Government Reorganisation			(2,475)
Peer Review Reserve	(21,800)	(22,500)	(22,497)
Planning Services Reserve	(853,550)	(837,550)	(708,144)
Regeneration of Tonbridge	(78,300)	(513,350)	(1,185,961)
Training Reserve	0	(40,000)	0
Tonbridge & Malling Leisure Trust Reserve	(86,200)	(286,200)	(286,200)
Transformation Reserve	(127,900)	(379,300)	(220,646)
Property & Multi Asset Fund Reserve		(2,000,000)	(2,000,000)
Public Health Reserve			0
	<b>(6,167,350)</b>	<b>(10,413,650)</b>	<b>(10,490,729)</b>
<b>Contributions to Earmarked Reserves</b>			
Budget Stabilisation Reserve			250,000
Business Rates Retention Scheme Reserve	321,500	321,500	321,500
Climate Change Reserve		32,000	32,000
Domestic Abuse Act Reserve		112,450	112,450
Elections Reserve	35,000	30,000	30,000
Homelessness Reserve	984,200	1,294,000	1,494,247
Planning Services Reserve	166,500	525,500	610,033
Public Health Reserve			4,500
Regeneration of Tonbridge	6,700,000	7,700,000	8,450,000
Training Reserve			100,000
Transformation Reserve	157,550	631,100	631,100
	<b>8,364,750</b>	<b>10,646,550</b>	<b>12,035,830</b>

**STAFFING, OVERHEADS & DEMOCRATIC COSTS**

**SUMMARY**

	<b>ORIGINAL ESTIMATE</b>	<b>2025/26 REVISED ESTIMATE</b>	<b>PROVISIONAL OUTTURN</b>
	<b>£</b>	<b>£</b>	<b>£</b>
1 SALARIES AND ONCOSTS	15,964,650	16,691,600	16,347,159
2 OVERHEAD EXPENSES	5,476,650	5,833,950	5,526,654
3 RECHARGES TO SERVICE BUDGETS	(19,206,550)	(20,729,000)	(20,054,142)
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NON DISTRIBUTED COSTS	<b>2,234,750</b>	<b>1,796,550</b>	<b>1,819,671</b>
4 DEMOCRATIC REPRESENTATION	1,496,600	1,554,650	1,509,456
5 CORPORATE MANAGEMENT	841,700	907,300	861,769
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	<b>4,573,050</b>	<b>4,258,500</b>	<b>4,190,896</b>
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<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	19.90	21.10	

**STAFFING, OVERHEADS & DEMOCRATIC COSTS**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>1 <u>SALARIES AND ONCOSTS</u></b>			
<b>(a) <u>Salaries</u></b>			
Salaries (see analysis on page CS 16)	10,689,900	11,276,600	11,038,461
Employers' National Insurance Contributions	1,381,800	1,397,100	1,343,222
Employers' Superannuation Contributions	2,120,100	2,117,950	2,023,819
Superannuation Backfunding Lump Sum	1,534,000	1,540,000	1,540,001
Staff Turnover Saving	(144,000)	(84,000)	-
Apprenticeship Scheme / Levy	63,700	40,000	38,523
Ring-fenced sums (Establishment Reviews)	-	19,000	-
	<hr/>	<hr/>	<hr/>
	15,645,500	16,306,650	15,984,026 <b>a)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	245.99	259.79	
<b>(b) <u>Termination Payments</u></b>			
Additional Annual Pension Contributions	221,700	215,000	213,246
Long Service Awards	-	1,250	1,388
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	221,700	216,250	214,635
	<hr/>	<hr/>	<hr/>
<b>(c) <u>Recruitment &amp; Training</u></b>			
Advertising & Other Recruitment Costs	8,800	38,500	49,874 <b>b)</b>
Training - Course Fees & Expenses	80,000	120,000	89,874 <b>c)</b>
Health Screening & Miscellaneous	5,500	8,300	6,837
Employee Support Scheme	3,150	1,900	1,913
	<hr/>	<hr/>	<hr/>
	97,450	168,700	148,498
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	<b>15,964,650</b>	<b>16,691,600</b>	<b>16,347,159</b>
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## **STAFFING, OVERHEADS & DEMOCRATIC COSTS**

### **SALARIES**

- a) Management savings generated on the permanent establishment.

### **RECRUITMENT & TRAINING**

- b) Additional recruitment expenditure to fill a number of vacant posts, some currently covered by temporary staffing arrangements.
- c) Additional training and development courses expected to be undertaken in 2025/26 have slipped to next financial year.

**STAFFING, OVERHEADS & DEMOCRATIC COSTS**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>(a) <u>COUNCIL OFFICES</u></b>			
<b>Employees</b>			
Salaries	235,650	244,950	223,120 a)
<b>Premises Related Expenses</b>			
Maintenance of Grounds	4,150	4,150	3,012
Energy Costs :			
Electricity	125,000	125,000	92,129 b)
Gas	60,000	60,000	35,235 b)
Rates	373,950	372,700	337,204 c)
Water Services :			
Water Charges (metered)	7,000	7,000	4,001
Sewerage & Environmental Services	7,000	7,000	4,304
Fixture & Fittings	500	2,700	2,707
Cleaning & Domestic Supplies	6,500	6,500	5,159
Insurance	18,900	29,300	29,320
Repairs expenditure	179,200	179,700	140,222 d)
<b>Supplies &amp; Services</b>			
Equipment, Furniture & Materials	1,350	1,350	742
Catering Provisions	2,500	2,500	3,128
Clothing, Uniforms & Laundry	3,750	3,750	4,263
Trade Refuse Charges	10,700	11,000	13,576
Security / Cleaning	48,850	96,850	98,491
Miscellaneous Services	7,000	7,000	5,956
Licences	2,000	2,300	2,310
<b>Third Party Payments</b>			
Ground Maintenance Contract	2,400	2,400	3,318
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	1,096,400	1,166,150	1,008,197
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Customer & Client Receipts	-	(150)	(150)
Solemnization of Marriages	(5,500)	(5,500)	(4,632)
Hire of Tonbridge Council Chamber	(20,000)	(15,000)	(23,358) e)
Castle Catering	(7,000)	(6,000)	(9,082)
Police Accommodation Licence Fee	(39,200)	(39,500)	(39,489)
Rent - Tonbridge Castle	(28,700)	(37,000)	(40,189) f)
	<hr/>	<hr/>	<hr/>
	(100,400)	(103,150)	(116,900)
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<b><u>Sub-total</u></b>	996,000	1,063,000	891,296
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	47,100	42,400	41,340
Information Technology Expenses	2,500	2,500	2,500
Departmental Administrative Expenses	52,600	53,150	52,142
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	118,100	119,950	119,337
Non-Current Asset Impairment	-	-	27,897 g)
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	<b>1,216,300</b>	<b>1,281,000</b>	<b>1,134,513</b>
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<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	7.21	7.08	

## **STAFFING, OVERHEADS & DEMOCRATIC COSTS**

### **COUNCIL OFFICES**

- a)** Savings arising from vacant posts within Caretaking and Cleaning team.
- b)** Reflects a reduction in energy usage and cost partly resulting from Gibson East building being vacant whilst refurbishment works are carried out.
- c)** Temporary rates reduction received for Gibson East building at start of refurbishment works.
- d)** Cyclical and routine servicing expenditure was lower than anticipated. Roof repair work (£5k) and creation of a bin compound at Tonbridge Castle (£6k) have been slipped to 2026/27.
- e)** Income received for hiring the Council Chamber better than anticipated and included an Art Exhibition.
- f)** Additional rental income received for the space occupied by the temporary banking hub.
- g)** Reflects impairment of Gibson East building following revaluation.

**STAFFING, OVERHEADS & DEMOCRATIC COSTS**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>2    <u>OVERHEAD EXPENSES-Continued</u></b>			
<b>(b) <u>PRINT &amp; POSTAL ROOM</u></b>			
<b>Employees</b>			
Salaries	79,400	81,900	81,281
<b>Supplies &amp; Services</b>			
Purchases	1,000	2,000	2,361
Print Room Maintenance & Copy Charges	15,000	15,000	17,790
Multi Function Device Copy Charges	2,300	2,150	1,951
Multi Function Device Leasing Charges	5,800	4,100	4,087
Paper	12,000	12,000	11,083
	<hr/>	<hr/>	<hr/>
	115,500	117,150	118,552
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Sales	(15,000)	(18,000)	(16,758)
Recharges to non M&A Service Budgets	(14,000)	(14,000)	(13,978)
	<hr/>	<hr/>	<hr/>
	(29,000)	(32,000)	(30,737)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	86,500	85,150	87,816
<b>Central, Departmental &amp; Technical Support Services</b>			
Office Accommodation	43,900	44,550	39,374
Central Salaries & Administration	9,550	9,800	9,419
Information Technology Expenses	11,500	11,500	11,500
Departmental Administrative Expenses	9,500	9,750	9,293
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	16,800	10,850	10,854
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	<b>177,750</b>	<b>171,600</b>	<b>168,255</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	2.25	2.25	

**STAFFING, OVERHEADS & DEMOCRATIC COSTS**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>2    <u>OVERHEAD EXPENSES-Continued</u></b>			
<b>(c) <u>CUSTOMER SERVICES</u></b>			
<b>Employees</b>			
Salaries	292,700	338,050	322,558 a)
<b>Supplies &amp; Services</b>			
Purchases	150	650	630
Mobile Telephones	150	150	146
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	293,000	338,850	323,334
<b>Central, Departmental &amp; Technical     Support Services</b>			
Central Salaries & Administration	9,950	8,200	8,093
Departmental Administrative Expenses	132,050	134,350	133,026
	<hr/>	<hr/>	<hr/>
	<b>435,000</b>	<b>481,400</b>	<b>464,453</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff     (including Support Service Staff)</b>	8.62	9.75	

a) Savings arising from vacant posts within Customer Services team.

**STAFFING, OVERHEADS & DEMOCRATIC COSTS**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>2    <u>OVERHEAD EXPENSES-Continued</u></b>			
<b>(d) <u>GENERAL ADMINISTRATION</u></b>			
<b>Employees</b>			
Salaries	5,600	5,500	4,792
<b>Supplies &amp; Services</b>			
Insurance	123,700	180,450	175,432 a)
Copyright Licence	2,500	2,600	2,534
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	131,800	188,550	182,758
<b>Less Income</b>			
Fees & Charges	-	-	(14)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	131,800	188,550	182,744
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	14,200	15,800	15,627
Departmental Administrative Expenses	650	650	619
	<hr/>	<hr/>	<hr/>
	<b>146,650</b>	<b>205,000</b>	<b>198,990</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.35	0.39	

a) Risk management insurance consultancy not required in current year.

**STAFFING, OVERHEADS & DEMOCRATIC COSTS**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>2    <u>OVERHEAD EXPENSES-Continued</u></b>			
<b>(e)   <u>DEPARTMENTAL ADMINISTRATION</u></b>			
<b>Staff Transport Related Expenses</b>			
Car & Travelling Allowances	160,500	150,600	136,511 <b>a)</b>
<b>Supplies &amp; Services</b>			
Equipment, Furniture & Materials	6,000	5,250	4,554
Protective Clothing	700	600	638
Stationery	3,750	3,450	3,702
Reference Books & Publications	29,650	29,650	27,462
Legal Expenses	50,000	50,000	78,760 <b>b)</b>
Contracted Services	211,150	211,150	206,374
Consultancy / Professional Fees	2,000	2,000	2,000
Health & Safety	6,650	6,450	10,069 <b>c)</b>
Postage	28,950	28,800	33,503 <b>d)</b>
Telephones - Calls	100	150	115
Telephones - Other Costs	5,900	5,950	5,980
Mobile Telephones	10,600	14,100	14,958
Professional Membership Fees	16,800	15,300	12,354
Subscriptions to Organisations	39,250	49,750	56,586 <b>e)</b>
Other Expenses (Counter Fraud)	750	750	122
Data Protection Act Registration	3,000	4,000	3,758
	<hr/>	<hr/>	<hr/>
	575,750	577,950	597,444
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Recovery of Court Costs	(5,000)	(5,000)	(4,320)
Customer & Client Receipts	(5,000)	(5,000)	(2,325)
Partnership Receipts	(11,400)	(12,400)	(12,375)
	<hr/>	<hr/>	<hr/>
	(21,400)	(22,400)	(19,020)
	<hr/>	<hr/>	<hr/>
	554,350	555,550	578,424
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	554,350	555,550	578,424
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<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	1,350	1,350	1,953
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	<b>555,700</b>	<b>556,900</b>	<b>580,378</b>
	<hr/>	<hr/>	<hr/>

- a)** Lower level of essential user allowances and mileage claims than originally anticipated in part due to staff vacancies.
- b)** Includes the cost of external legal advice related to contractual, housing and planning related issues and costs related to planning appeals in respect of: Land part of Wrotham Water Farm, Wrotham (£16k); and Four Seasons Park, Wrotham (£9k).
- c)** Additional costs associated with the renewal of the lone worker safety devices.
- d)** Increased level of Parking related postage and higher postage prices.
- e)** Higher than anticipated cost of Planning related subscriptions.

**STAFFING, OVERHEADS & DEMOCRATIC COSTS**

<b>2</b>	<b><u>OVERHEAD EXPENSES-Continued</u></b>	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
	<b>(f) <u>INFORMATION TECHNOLOGY SERVICES</u></b>			
	<b>Employees</b>			
	Salaries	1,255,700	1,262,400	1,259,303
	<b>Transport Related Expenses</b>			
	Public Transport	200	200	435
	<b>Supplies &amp; Services</b>			
	Equipment - Purchases	13,000	12,500	13,808
	Equipment - Maintenance	54,500	45,000	27,434 a)
	Printing Consumables	1,000	1,000	129
	Insurance	6,800	10,300	10,324
	Professional Services / Consultancy	15,000	89,700	65,826 b)
	Other Expenses	11,500	11,600	8,183
	 Software Support, Hire & Maintenance			
	Azure	204,000	229,000	239,754 c)
	Corporate	225,650	267,850	251,861 c)
	IDOX	90,000	81,600	73,638 c)
	Security	85,200	106,050	92,967 c)
	Services	411,900	514,000	455,200 c)
	Telecoms	48,550	52,100	51,929 c)
	Other	1,300	300	- c)
	 Telephone leased lines and modems	21,100	21,100	15,469
	Kent Connects	20,000	20,000	20,000
		<hr/>	<hr/>	<hr/>
		2,465,400	2,724,700	2,586,259
	<b>Less Income</b>			
	Government Grant	-	(15,000)	(15,000)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	2,465,400	2,709,700	2,571,259
	 <b>Central, Departmental &amp; Technical Support Services</b>			
	Office Accommodation	139,300	141,300	126,819 d)
	Central Salaries & Administration	86,700	76,200	72,141
	Departmental Administrative Expenses	102,650	115,600	114,604
	 <b>Depreciation &amp; Impairment</b>			
	Non-Current Asset Depreciation	151,200	95,250	95,242
		<hr/>	<hr/>	<hr/>
		<b>2,945,250</b>	<b>3,138,050</b>	<b>2,980,065</b>
		<hr/>	<hr/>	<hr/>
	 <b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	22.74	23.71	

## **STAFFING, OVERHEADS & DEMOCRATIC COSTS**

### **INFORMATION TECHNOLOGY SERVICES**

- a)** Maintenance costs for both ancillary and computer equipment were lower than anticipated.
- b)** An IDOX system implementation and migration cost (£14,875) is not payable until 2026/27 upon completion of data migration. The revised estimate also included provision for training costs, these have been included within training expenditure (see page CS2).
- c)** Combination of lower than budgeted software support, hire & maintenance costs and reprofiling to match the contract period. Overall the software support budget is £85,551 less than the 2025/26 revised estimate.
- d)** Reduction in accommodation costs attributable to Information Technology Services (see page CS 3).

**STAFFING, OVERHEADS & DEMOCRATIC COSTS**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>3 SALARIES &amp; OVERHEADS</b>			
<b>Salaries &amp; Oncosts</b>	15,964,650	16,691,600	16,347,159
<b>Overheads</b>			
(a) Council Offices	1,216,300	1,281,000	1,134,513
(b) Print & Postal Room	177,750	171,600	168,255
(c) Customer Services	435,000	481,400	464,453
(d) Administration - General	146,650	205,000	198,990
(e) Administration - Departmental	555,700	556,900	580,378
(f) Information Technology Services	2,945,250	3,138,050	2,980,065
	<hr/>	<hr/>	<hr/>
	21,441,300	22,525,550	21,873,813
<b>Less Recharge to :</b>	<hr/>	<hr/>	<hr/>
Planning, Housing & Regulatory Services	(6,555,750)	(7,934,750)	(7,775,190)
Street Scene, Leisure & Technical	(3,395,800)	(3,407,400)	(3,244,538)
Central Services	(1,975,450)	(1,442,250)	(1,402,415)
Staffing, Overheads & Democratic Costs	(1,651,600)	(1,774,500)	(1,705,225)
Chief Executive	(3,095,950)	(3,570,750)	(3,398,449)
Other Services	(800)	(800)	(774)
Holding Accounts	(2,531,200)	(2,598,550)	(2,527,551)
	<hr/>	<hr/>	<hr/>
	(19,206,550)	(20,729,000)	(20,054,142)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	2,234,750	1,796,550	1,819,671
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	2,234,750	1,796,550	1,819,671
	<hr/>	<hr/>	<hr/>

**STAFFING, OVERHEADS & DEMOCRATIC COSTS**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>4 <u>DEMOCRATIC REPRESENTATION &amp; MANAGEMENT</u></b>			
<b>(a) <u>DEMOCRATIC ADMINISTRATION</u></b>			
<b>Employees</b>			
# Salaries	379,950	410,000	402,070
<b>Premises Related Expenses</b>			
Accommodation Expenses (Forum/Area1)	1,600	350	331
<b>Supplies &amp; Services</b>			
Members' Meeting Expenses	3,000	3,600	2,660
Community Governance Review	-	3,500	3,419
Subscriptions	24,650	25,400	25,411
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	409,200	442,850	433,890
<b>Central, Departmental &amp; Technical Support Services</b>			
Accommodation & Printing Services	50,100	55,350	47,542
# Central Salaries & Administration	293,000	315,500	306,561
Information Technology Expenses	22,050	27,550	24,500
# Departmental Administrative Expenses	133,750	139,050	134,699
	<hr/>	<hr/>	<hr/>
	<b>908,100</b>	<b>980,300</b>	<b>947,192</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	10.94	11.62	

**Memorandum**

# Service Salary & Overhead Allocations to Democratic Administration

Administration & Property Services	304,450	310,800	307,780
Chief Executives' Service	80,850	87,200	85,027
Environmental Health & Hsg Services	38,250	53,900	53,638
Financial Services	98,650	107,950	100,773
Legal Services	16,400	20,100	21,688
Planning Services	144,850	162,200	156,169
Street Scene & Leisure Services	101,250	100,600	98,769
Technical Services	22,050	21,800	19,486
	<hr/>	<hr/>	<hr/>
	806,750	864,550	843,330
	<hr/>	<hr/>	<hr/>

**STAFFING, OVERHEADS & DEMOCRATIC COSTS**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>(b) <u>PAYMENTS TO MEMBERS</u></b>			
<b>Transport Related Expenses</b>			
Members' Travel & Subsistence	2,200	2,000	1,971
<b>Supplies and Services</b>			
Basic Allowance	246,250	244,500	244,508
Special Responsibility Allowance	131,950	123,300	123,316
Mayors' and Deputy Mayors' Allowance	8,150	8,100	8,084
Members' National Insurance	24,800	23,500	23,383
Carers' Allowance	50	50	-
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	413,400	401,450	401,263
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	20,900	20,750	20,156
Information Technology Expenses	1,900	2,400	2,118
	<hr/>	<hr/>	<hr/>
	<b>436,200</b>	<b>424,600</b>	<b>423,537</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	0.33	0.32	

**STAFFING, OVERHEADS & DEMOCRATIC COSTS**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>(c) <u>MAYORAL &amp; OTHER MEMBER SUPPORT (INC. MEMBER TRAINING)</u></b>			
<b>Employees</b>			
Salaries	1,500	2,150	1,989
<b>Transport Related Expenses</b>			
Mayors' Transport Allowance	10,000	4,000	586
<b>Supplies and Services</b>			
Stationery	100	100	15
Insurance	200	250	288
Civic Hospitality	5,000	5,000	1,826
Mobile Telephones	100	100	73
Other Expenses	1,500	1,500	883
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	18,400	13,100	5,660
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	100,600	103,100	99,596
Information Technology Expenses	32,950	33,100	33,027
Departmental Administrative Expenses	350	450	444
	<hr/>	<hr/>	<hr/>
	<b>152,300</b>	<b>149,750</b>	<b>138,727</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.81	1.84	
 <b><u>SUMMARY</u></b>			
<b>(a) DEMOCRATIC ADMINISTRATION</b>	908,100	980,300	947,192
<b>(b) PAYMENTS TO MEMBERS</b>	436,200	424,600	423,537
<b>(c) MAYORAL &amp; OTHER MEMBER SUPPORT     INC. MEMBER TRAINING</b>	152,300	149,750	138,727
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>1,496,600</b>	<b>1,554,650</b>	<b>1,509,456</b>
	<hr/>	<hr/>	<hr/>

**STAFFING, OVERHEADS & DEMOCRATIC COSTS**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>5 CORPORATE MANAGEMENT</b>			
<b>(a) CORPORATE POLICY</b>			
<b>Employees</b>			
# Salaries	65,850	82,650	79,786
<b>Supplies and Services</b>			
Professional Fees	-	2,500	2,475
Consultation & Other Expenses	1,400	1,400	1,350
	<hr/>	<hr/>	<hr/>
<b>Sub-total</b>	67,250	86,550	83,611
<b>Central, Departmental &amp; Technical Support Services</b>			
# Central Salaries & Administration	375,800	395,050	377,575 a)
Information Technology Expenses	-	-	17
# Departmental Administrative Expenses	18,250	21,550	20,949
	<hr/>	<hr/>	<hr/>
	<b>461,300</b>	<b>503,150</b>	<b>482,152</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	4.91	5.35	
<b>(b) PROCUREMENT</b>			
<b>Employees</b>			
Salaries	16,650	17,750	16,850
<b>Supplies and Services</b>			
Professional Fees	91,500	83,500	83,541
	<hr/>	<hr/>	<hr/>
<b>Sub-total</b>	108,150	101,250	100,391
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	10,850	11,950	11,968
Departmental Administrative Expenses	5,050	5,450	5,224
	<hr/>	<hr/>	<hr/>
	<b>124,050</b>	<b>118,650</b>	<b>117,583</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	0.38	0.41	

**STAFFING, OVERHEADS & DEMOCRATIC COSTS**

	<b>ORIGINAL ESTIMATE £</b>	<b>2024/25 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>Memorandum</b>			
<b># Service Allocations to Corporate Policy</b>			
Admin & Property Services	57,550	58,800	58,433
Chief Executives' Service	185,250	191,500	184,134
Environmental Health & Housing Services	18,700	26,000	25,907
Financial Services	132,250	143,850	134,023
Legal	750	900	986
Planning Services	34,900	47,700	44,634
Street Scene & Leisure Services	30,500	30,500	30,193
	<hr/>	<hr/>	<hr/>
	459,900	499,250	478,310
	<hr/>	<hr/>	<hr/>

- a) Savings arising from staff vacancies within Chief Executive's and Financial Services.

**STAFFING, OVERHEADS & DEMOCRATIC COSTS**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>(c) <u>PUBLIC ACCOUNTABILITY</u></b>			
<b>Supplies and Services</b>			
Professional Fees	1,600	2,500	2,225
Advertising	300	450	414
External Audit Fees	151,850	171,350	158,741 <b>a)</b>
	<hr/>	<hr/>	<hr/>
	153,750	174,300	161,380
<b>Less Income</b>			
Government Grant	(19,500)	(19,500)	(19,500)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	134,250	154,800	141,880
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	122,000	130,600	120,051 <b>b)</b>
Information Technology Expenses	100	100	103
	<hr/>	<hr/>	<hr/>
	<b>256,350</b>	<b>285,500</b>	<b>262,034</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	1.53	1.56	
<b><u>SUMMARY</u></b>			
<b>(a) CORPORATE POLICY</b>	461,300	503,150	482,152
<b>(b) PROCUREMENT</b>	124,050	118,650	117,583
<b>(c) PUBLIC ACCOUNTABILITY</b>	256,350	285,500	262,034
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>841,700</b>	<b>907,300</b>	<b>861,769</b>
	<hr/>	<hr/>	<hr/>

**PUBLIC ACCOUNTABILITY**

- a)** Provision for Audit fee variation not required.
- b)** Savings arising from staff vacancies within the Accountancy team.

**EMPLOYEES - SALARIES**

**SERVICE ANALYSIS OF EXPENDITURE**

	Basic Salaries	Overtime	Temporary Staff	Total Salaries	Council Contributions Nat. Ins.	Supern.	Total Salaries & Oncosts
	£	£	£	£	£	£	£
<b><u>2025/26 ESTIMATE</u></b>							
Original Estimate	10,649,250	22,650	18,000	10,689,900	1,381,800	2,120,100	14,191,800
Revised Estimate	10,632,700	49,500	594,400	11,276,600	1,397,100	2,117,950	14,791,650
<b><u>2025/26 OUTTURN</u></b>							
Service							
Administration & Property	809,800	15,929	72,480	898,209	107,317	169,408	1,174,933
Executive	510,185	1,812	10,362	522,360	70,690	101,001	694,051
Finance	1,418,259	29,858	109,702	1,557,818	189,538	276,289	2,023,645
Information Technology	948,747	2,295	4,813	955,854	127,224	187,520	1,270,598
Legal	449,709	600	180,414	630,723	60,079	92,353	783,154
Housing & Regulatory Services	1,718,874	5,326	107,990	1,832,191	227,377	348,215	2,407,782
HR & Customer Services	608,702	4,736	4,296	617,734	72,571	125,511	815,816
Planning	1,997,972	4,431	349,080	2,351,483	271,292	399,478	3,022,253
Street Scene & Leisure	991,217	-	6,263	997,480	131,840	196,313	1,325,634
Technical	652,661	178	21,771	674,611	85,294	127,732	887,637
	10,106,125	65,166	867,171	11,038,461	1,343,222	2,023,819	14,405,502

## CHIEF EXECUTIVE

### SUMMARY

	<b>ORIGINAL ESTIMATE</b>	<b>2025/26 REVISED ESTIMATE</b>	<b>PROVISIONAL OUTTURN</b>
	<b>£</b>	<b>£</b>	<b>£</b>
1 COMMUNITY SAFETY	201,000	197,900	186,800
2 COMMUNITY DEVELOPMENT	30,700	32,200	31,940
3 SAFEGUARDING	23,850	35,050	34,445
4 ELECTIONS	442,250	464,700	478,582
5 GRANTS & PAYMENTS	124,850	175,200	173,370
6 CLIMATE CHANGE	146,200	145,650	121,825
7 ECONOMIC DEVELOPMENT & REGENER'N	177,850	389,100	180,056
8 UK SHARED PROSPERITY FUND	38,400	39,400	38,885
9 HOMES FOR UKRAINE	5,950	7,700	2,968
10 HOUSING BENEFITS	445,350	495,500	604,635
11 LOCAL REVENUE & NNDR COLLECTION	609,250	679,950	706,403
12 COUNCIL TAX SUPPORT	336,100	387,950	251,365
13 TREASURY MANAGEMENT & BANKING	(2,074,000)	(1,514,700)	(1,874,946)
14 DRAINAGE BOARDS SPECIAL LEVIES	518,600	518,700	518,667
15 LIAISON, SUPPORT & ADVICE (PARISH COUNCILS)	98,550	103,400	101,262
16 CONTRIBUTIONS TO PROVISIONS	5,000	10,000	41,609
17 ITEMS FUNDED FROM RESERVES	-	400	407
	<hr/>	<hr/>	<hr/>
	<b>1,129,900</b>	<b>2,168,100</b>	<b>1,598,272</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	46.72	49.95	

**CHIEF EXECUTIVE**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>1 <u>COMMUNITY SAFETY</u></b>			
<b>Employees</b>			
Salaries	123,200	156,750	157,457
<b>Supplies &amp; Services</b>			
Community Safety / Domestic Abuse Initiatives	15,600	17,950	16,524
Anti Social Behaviour Enforcement	-	39,800	33,705 a)
	<hr/>	<hr/>	<hr/>
	138,800	214,500	207,686
<b>Less Income</b>			
Government Grant	-	(37,300)	(37,310)
Anti Social Behaviour Fixed Penalty Notice	(500)	(600)	(2,500)
Contributions from Other Bodies	-	(36,650)	(38,271) b)
Contributions to ASB Enforcement	-	(18,850)	(16,325)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	138,300	121,100	113,280
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	9,400	20,300	19,765
Information Technology Expenses	50	50	46
Departmental Administrative Expenses	53,250	56,450	53,709
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>201,000</b>	<b>197,900</b>	<b>186,800</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	2.95	3.86	

a) The cost of the Anti Social Behaviour Enforcement Team was less than originally anticipated. £45k of the overall cost was met from UK Shared Prosperity funding. The underspend has been returned to the general revenue reserve, however some ongoing costs remain that will be incurred in 2026/27, and to be addressed accordingly.

b) Additional contribution received from Kent County Council.

**CHIEF EXECUTIVE**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>2 <u>COMMUNITY DEVELOPMENT</u></b>			
<b>Employees</b>			
Salaries	17,400	18,450	18,588
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	6,200	6,250	5,965
Departmental Administrative Expenses	7,100	7,500	7,387
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>30,700</b>	<b>32,200</b>	<b>31,940</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.42	0.45	
<b>3 <u>SAFEGUARDING</u></b>			
<b>Employees</b>			
Salaries	10,200	18,550	18,460
<b>Supplies &amp; Services</b>			
Safeguarding	4,250	4,400	4,378
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	<b>14,450</b>	<b>22,950</b>	<b>22,838</b>
	<hr/>	<hr/>	<hr/>
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	6,150	6,200	5,904
Departmental Administrative Expenses	3,250	5,900	5,703
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>23,850</b>	<b>35,050</b>	<b>34,445</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.25	0.44	

**CHIEF EXECUTIVE**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>4 ELECTIONS</b>			
<b>(a) <u>ELECTORAL REGISTRATION</u></b>			
<b>Employees</b>			
Salaries	123,200	121,650	119,690
<b>Supplies &amp; Services</b>			
Equipment & Materials - Purchases	1,000	1,000	588
Maintenance	1,100	3,500	1,207
Printing	6,000	6,000	7,632
Stationery	3,500	3,500	4,319
Electronic Elector Registration Responses	9,000	-	-
Postages	43,000	55,000	76,528 a)
	<hr/>	<hr/>	<hr/>
	186,800	190,650	209,964
<b>Less Income</b>			
Sale of Registers	(3,000)	(3,000)	(5,235)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	183,800	187,650	204,729
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	14,900	15,450	15,044
Information Technology Expenses	47,550	59,400	52,844 b)
Departmental Administrative Expenses	45,700	46,650	44,604
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	1,200	-	-
	<hr/>	<hr/>	<hr/>
	<b>293,150</b>	<b>309,150</b>	<b>317,221</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	2.71	2.87	

a) Includes the postage cost of recent postal voter refresh (9k) which is to be included in a Justification Level Bid claim to Government, and higher postage prices throughout the year.

b) Reflects lower than anticipated expenditure on IT infrastructure and software costs (see page CS 8).

**CHIEF EXECUTIVE**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>(b) <u>CONDUCT OF ELECTIONS</u></b>			
<b>Employees</b>			
Salaries	55,150	54,450	53,593
<b>Premises Related Expenses</b>			
Rent	-	-	-
<b>Supplies &amp; Services</b>			
Equipment & Materials - Purchases	-	-	12,939 a)
Printing	-	-	972
Stationery	-	-	20
Polling Fees (Staff)	-	-	-
Postage	-	-	-
	<hr/>	<hr/>	<hr/>
	55,150	54,450	67,524
<b>Less Income</b>			
Government Grant	-	-	-
Fees & Charges	-	-	(440)
Contributions from Other Bodies	-	-	-
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	55,150	54,450	67,083
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	52,550	54,050	51,051
Information Technology Expenses	20,950	26,150	23,255
Departmental Administrative Expenses	20,450	20,900	19,972
	<hr/>	<hr/>	<hr/>
	<b>149,100</b>	<b>155,550</b>	<b>161,361</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	1.72	1.80	
 <b><u>ELECTIONS</u></b>			
<b><u>SUMMARY</u></b>			
(a) ELECTORAL REGISTRATION	293,150	309,150	317,221
(b) CONDUCT OF ELECTIONS	149,100	155,550	161,361
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>442,250</b>	<b>464,700</b>	<b>478,582</b>
	<hr/>	<hr/>	<hr/>

a) Represents balance of election costs following reconciliation of final amounts due to the Council in respect of external elections.

**CHIEF EXECUTIVE**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>5 GRANTS &amp; PAYMENTS</b>			
<b>Supplies &amp; Services</b>			
Grants to Citizens Advice Bureaux	90,000	90,000	90,000
Grants to Other Charitable & Voluntary Org.	28,500	28,500	28,500
Household Support Grants	-	240,950	238,475
Community Grants Scheme	-	50,000	48,339 a)
Tonbridge Historic Society Accommodation	2,000	2,000	2,000
	<hr/>	<hr/>	<hr/>
	120,500	411,450	407,314
<b>Less Income</b>			
Contributions from Other Bodies	-	(240,950)	(238,475)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	120,500	170,500	168,839
<b>Central, Departmental and Technical Support Services</b>			
Central Salaries & Administration	4,350	4,650	4,497
Information Technology Expenses	-	50	34
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>124,850</b>	<b>175,200</b>	<b>173,370</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.05	0.06	
<b>6 CLIMATE CHANGE</b>			
<b>Employees</b>			
Salaries	80,150	79,000	78,664
<b>Supplies &amp; Services</b>			
Initiatives	30,000	30,000	7,866 b)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	110,150	109,000	86,530
<b>Central, Departmental and Technical Support Services</b>			
Central Salaries & Administration	8,400	8,600	8,064
Information Technology Expenses	-	-	5
Departmental Administrative Expenses	27,650	28,050	27,226
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>146,200</b>	<b>145,650</b>	<b>121,825</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.61	1.71	

a) Underspend has been returned to the general revenue reserve, however some ongoing costs remain that will be incurred in 2026/27, and to be addressed accordingly.

b) Revenue expenditure in support of climate change initiatives in year lower than anticipated. Costs met from an earmarked reserve.

**CHIEF EXECUTIVE**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>7 <u>ECONOMIC DEVELOPMENT &amp; REGENERATION</u></b>			
<b>Employees</b>			
Salaries	40,150	48,150	47,907
<b>Supplies &amp; Services</b>			
Economic Development Expenses	3,250	3,250	3,694
Business Growth Programme	10,000	10,000	10,000
Economic Development & Reg'n Initiatives	100,000	300,000	110,456 <b>a)</b>
People & Skills Fund Grants	-	34,000	33,466
Visit Kent	5,000	4,950	4,948
	<hr/>	<hr/>	<hr/>
	158,400	400,350	210,471
<b>Less Income</b>			
Developer Contributions	-	(34,000)	(52,250) <b>b)</b>
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	158,400	366,350	158,221
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	6,200	6,400	6,071
Information Technology Expenses	300	400	341
Departmental Administrative Expenses	12,950	15,950	15,423
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>177,850</b>	<b>389,100</b>	<b>180,056</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	0.81	1.06	

**a)** Underspend has arisen for two reasons: firstly the allocated funding contribution to be spent on Larkfield Leisure Centre (c.£100k) has been treated as capital expenditure; and secondly the allocation towards Tonbridge Town Centre Regeneration has been deferred to 2026/27.

**b)** Tonbridge Riverside Lighting route costs charged to Economic Development have been funded from a developer contribution received for a site in Tonbridge.

**CHIEF EXECUTIVE**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>8 <u>UK SHARED PROSPERITY FUND (UKSPF)</u></b>			
<b>Employees</b>			
Salaries	26,550	37,000	36,269
<b>Supplies &amp; Services</b>			
Initiatives	-	253,650	254,554
Capital Grants & Contributions (RECS)	-	-	148,411 a)
	<hr/>	<hr/>	<hr/>
	26,550	290,650	439,235
<b>Less Income</b>			
Government Grant	-	(266,750)	(266,745)
Capital Grants Received (RECS)	-	-	(148,356) a)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	26,550	23,900	24,134
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	4,300	4,450	4,115
Departmental Administrative Expenses	7,550	11,050	10,636
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>38,400</b>	<b>39,400</b>	<b>38,885</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	0.46	0.69	

- a) Reflects the projects / initiatives funded from the capital element of the UK Shared Prosperity Fund and Rural England Prosperity Fund grant awards.

**CHIEF EXECUTIVE**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>9 HOMES FOR UKRAINE</b>			
<b>Employees</b>			
Salaries	60,400	50,200	49,554
<b>Supplies &amp; Services</b>			
Temporary Accommodation	-	-	1,222 a)
Rent Deposits / Rent in Advance			
- Payments to Landlords	30,000	30,000	14,213 a)
Other Expenses	10,000	5,000	98 a)
	<hr/>	<hr/>	<hr/>
	100,400	85,200	65,087
<b>Less Income</b>			
Rent Deposits / Rent in Advance	-	(700)	(700) a)
Contributions from Other Bodies	(118,000)	(95,000)	(78,930) b)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(17,600)	(10,500)	(14,543)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	4,650	2,150	2,016
Departmental Administrative Expenses	18,900	16,050	15,495
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>5,950</b>	<b>7,700</b>	<b>2,968</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	1.11	1.00	

- a) Ongoing support and initiatives funded from the Homes for Ukraine scheme grant allocation.
- b) Reflects allocation of grant funding received from Kent County Council used to fund the Resettlement Officer post and other support and initiatives. The balance of the grant received is to be used for further initiatives.

**CHIEF EXECUTIVE**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>10 HOUSING BENEFITS</b>			
<b>Employees</b>			
Salaries	242,450	278,550	267,390 a)
<b>Supplies &amp; Services</b>			
Stationery	200	200	19
Reference Books & Publications	1,500	1,500	1,495
Audit Fee	36,000	36,000	40,000
Postages	1,000	1,000	418
Subscriptions	1,500	900	520
Compensation Scheme	100	-	-
Other Expenses	-	15,500	16,050
<b>Housing Benefits</b>			
Rent Allowances	21,880,900	19,278,150	18,535,218 b)
Non HRA Rent Rebates	1,004,000	1,039,700	1,124,430 b)
Local Scheme	51,600	47,000	28,024 b)
Discretionary Housing Payments	158,700	158,700	159,021 b)
Overpayments	(340,000)	(326,050)	(357,461) b)
Contribution to Bad Debt Provision	(39,800)	(153,050)	(272,490) b)
	<hr/>	<hr/>	<hr/>
	22,998,150	20,378,100	19,542,634
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Government Grant	-	(20,300)	(50,333) c)
Rent Allowance Subsidy	(21,695,900)	(19,007,050)	(17,974,510) b)
Non HRA Rent Rebate Subsidy	(833,600)	(866,400)	(915,420) b)
Local Scheme Subsidy	(51,600)	(47,000)	(28,024) b)
Discretionary Housing Payment Contribution	(158,700)	(158,700)	(158,698) b)
Administration Grant	(169,900)	(175,650)	(177,393)
Contributions from Other Bodies	-	-	(44)
Miscellaneous Income	-	-	-
	<hr/>	<hr/>	<hr/>
	(22,909,700)	(20,275,100)	(19,304,423)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	88,450	103,000	238,211
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	146,600	152,300	146,344
Information Technology Expenses	84,100	105,050	93,440 d)
Departmental Administrative Expenses	126,200	135,150	126,640 e)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	445,350	495,500	604,635
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	9.47	9.98	

## **CHIEF EXECUTIVE**

### **HOUSING BENEFITS**

- a) Savings arising from vacancies within the Revenues & Benefits team.
- b) Outturn reflects current levels of benefit payments and subsidy due, together with a reassessment of the bad debts provision on overpayments, having regard to the age and size of the debt and level of write-offs. Overall the budget is £179,201 more than the 2025/26 revised estimate.
- c) Grants received to assist with the administrative costs of implementing welfare reform and other changes.
- d) Reflects lower than anticipated expenditure on IT infrastructure and software costs (see page CS 8).
- e) Reduction in office accommodation and printing costs attributable to Revenues & Benefits.

**CHIEF EXECUTIVE**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>11 LOCAL REVENUE &amp; NNDR COLLECTION</b>			
<b>Employees</b>			
Salaries	430,850	478,400	456,928 a)
<b>Supplies &amp; Services</b>			
Equipment, Furniture & Materials - Purchases	500	500	-
Court Fees	3,000	2,000	-
Consultancy Fees	-	-	22,000 b)
Debt Recovery Fees	10,000	-	943
Other Expenses / KIN	17,000	16,000	25,042 c)
Stationery	3,500	3,500	5,963
Reference Books & Publications	500	500	440
Bar Code Payment Charges	1,000	1,000	1,036
Tracing Services	20,000	10,000	11,525
Advertising	400	400	321
Postages	78,000	78,000	107,765 d)
Compensation Scheme	100	100	100
	<hr/>	<hr/>	<hr/>
	564,850	590,400	632,062
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Government Grant			
- Allowances for Cost of NNDR Collection	(161,500)	(161,500)	(164,004)
Summons Costs Recovered	(350,000)	(370,000)	(348,250) e)
Civil Penalty	(3,000)	(3,000)	(3,990)
Contributions from Other Bodies	(25,000)	(25,000)	(14,587) e)
	<hr/>	<hr/>	<hr/>
	(539,500)	(559,500)	(530,831)
	<hr/>	<hr/>	<hr/>
<b>Sub-total</b>	25,350	30,900	101,231
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	177,300	185,750	182,199
Information Technology Expenses	174,300	217,800	193,726 f)
Departmental Administrative Expenses	232,300	245,500	229,247 g)
	<hr/>	<hr/>	<hr/>
<b>TO SUMMARY</b>	<b>609,250</b>	<b>679,950</b>	<b>706,403</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	15.11	15.64	

## **CHIEF EXECUTIVE**

### **LOCAL REVENUE & NNDR COLLECTION**

- a) Savings arising from vacancies within the Revenues & Benefits team.
- b) One-off consultancy costs associated with a review of the NNDR3 form to assess the level of NNDR retained by the Council.
- c) Reflects update to the Revenues & Benefits IT system for NDR legislation changes.
- d) Increased level of documents being issued throughout the year together with higher postage prices.
- e) Reduction in the level of costs recovered in the current year.
- f) Reflects lower than anticipated expenditure on IT infrastructure and software costs (see page CS 8).
- g) Reduction in office accommodation and printing costs attributable to Revenues & Benefits.

**CHIEF EXECUTIVE**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>12 COUNCIL TAX SUPPORT</b>			
<b>Employees</b>			
Salaries	256,500	284,800	272,020 a)
<b>Supplies &amp; Services</b>			
Council Tax Support Scheme	12,500	12,500	4,500 b)
<b>Transfer Payments</b>			
Benefits	-	-	(2,260)
	<hr/>	<hr/>	<hr/>
	269,000	297,300	274,260
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Government Grant			
Administration			
- Dept. for Work and Pensions	(64,500)	(64,500)	(64,947)
Contributions from Other Bodies	(136,700)	(140,300)	(233,298) c)
	<hr/>	<hr/>	<hr/>
	(201,200)	(204,800)	(298,245)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	67,800	92,500	(23,985)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	61,250	63,400	62,452
Information Technology Expenses	68,750	85,900	76,422 d)
Departmental Administrative Expenses	138,300	146,150	136,476 e)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>336,100</b>	<b>387,950</b>	<b>251,365</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	7.82	8.12	

- a) Savings arising from vacancies within the Revenues & Benefits team.
- b) Provision for potentially undertaking a Council Tax Reduction Scheme consultation in 2025/26 not needed.
- c) Receipt balances carried over from prior years have been applied in the current year.
- d) Reflects lower than anticipated expenditure on IT infrastructure and software costs (see page CS 8).
- e) Reduction in office accommodation and printing costs attributable to Revenues & Benefits.

**CHIEF EXECUTIVE**

<b>13 <u>TREASURY MANAGEMENT</u> <u>&amp; BANKING ARRANGEMENTS</u></b>	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>Employees</b>			
Salaries	40,900	41,700	36,237
<b>Supplies &amp; Services</b>			
Treasury Advisor & Dealing Fees	18,000	18,000	15,653
Credit / Debit Card Charges	47,000	47,500	68,017 <b>a)</b>
Bank Charges	18,000	18,000	16,782
Other Hired and Contracted Services	-	29,500	10,550 <b>b)</b>
Transfers in Lieu of Interest	167,500	223,500	204,626 <b>c)</b>
<b>Investment Fund Losses</b>	-	750,000	673,679 <b>d)</b>
	<hr/>	<hr/>	<hr/>
	291,400	1,128,200	1,025,545
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Interest on:			
Cash Flow Investments	(686,000)	(991,000)	(1,204,648) <b>e)</b>
Core Cash Investments	(1,486,000)	(1,442,000)	(1,436,789)
Property Fund Investments	(72,000)	(82,000)	(91,527)
Multi Asset Income Fund Investments	(157,250)	(165,750)	(203,960) <b>f)</b>
Other Miscellaneous Interest	-	(1,400)	(1,506)
	<hr/>	<hr/>	<hr/>
	(2,401,250)	(2,682,150)	(2,938,431)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(2,109,850)	(1,553,950)	(1,912,886)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	14,250	14,900	14,452
Information Technology Expenses	1,250	1,550	1,398
Departmental Administrative Expenses	20,350	22,800	22,090
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>(2,074,000)</b>	<b>(1,514,700)</b>	<b>(1,874,946)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	1.04	1.05	

- a) Increased charges for the use of credit and debit cards as a payment method.
- b) Implementation of a recurring card payment facility has slipped to 2026/27.
- c) Reflects reduction in level of investment rate return and timing of when contributions were released / paid out.
- d) Lower than originally anticipated capital investment loss resulting from the Lothbury Property Trusts decision, after consultation with stakeholders, to terminate the fund.
- e) Increased interest receipts due to the slower than anticipated reduction in the Bank Rate, have resulted in sustained higher interest yields on deposits.
- f) The Multi-Asset Diversified Income Funds performed better than anticipated following uncertainty in the Marketplace.

**CHIEF EXECUTIVE**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>14 <u>DRAINAGE BOARDS SPECIAL LEVIES</u></b>			
<b>Payments to Drainage Boards</b>	518,250	518,300	518,295
<b>Central, Departmental &amp; Technical     Support Services</b>			
Central Salaries & Administration	350	350	346
Information Technology Expenses	-	50	26
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>518,600</b>	<b>518,700</b>	<b>518,667</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff     (including Support Service Staff)</b>	0.01	0.01	
<b>15 <u>LIAISON, SUPPORT &amp; ADVICE (PARISH COUNCILS)</u></b>			
<b>Employees</b>			
Salaries	52,850	56,350	55,284
<b>Central, Departmental &amp; Technical     Support Services</b>			
Central Salaries & Administration	28,400	29,050	28,496
Information Technology Expenses	-	-	6
Departmental Administrative Expenses	17,300	18,000	17,476
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>98,550</b>	<b>103,400</b>	<b>101,262</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff     (including Support Service Staff)</b>	1.18	1.21	
<b>16 <u>CONTRIBUTIONS TO PROVISIONS</u></b>			
General Bad Debts Provision	5,000	10,000	41,609 a)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>5,000</b>	<b>10,000</b>	<b>41,609</b>
	<hr/>	<hr/>	<hr/>
<b>17 <u>ITEMS FUNDED FROM RESERVES</u></b>			
Aldermen / Freedom Ceremonies / Other	-	400	407
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>-</b>	<b>400</b>	<b>407</b>
	<hr/>	<hr/>	<hr/>

a) Reassessment of the bad debts provision having regard to the age and size of the debt and level of write-offs.

**DIRECTOR OF CENTRAL SERVICES**

**SUMMARY**

	<b>ORIGINAL ESTIMATE</b>	<b>2025/26 REVISED ESTIMATE</b>	<b>PROVISIONAL OUTTURN</b>
	<b>£</b>	<b>£</b>	<b>£</b>
1 TONBRIDGE CASTLE GATEHOUSE	138,650	311,950	288,171
2 EVENTS DEVELOPMENT	182,800	221,550	211,766
3 MEDIA & COMMUNICATIONS	336,150	346,200	329,960
4 LOCAL LAND CHARGES	42,100	108,000	111,007
5 INDUSTRIAL ESTATE	(69,550)	(69,100)	(74,658)
6 COMMERCIAL PROPERTY	(255,700)	(216,250)	(289,872)
7 VALE RISE DEPOT	-	-	-
8 LAND REVIEW	100,750	99,400	80,832
9 REGENERATION OF TONBRIDGE	292,000	312,300	303,328
10 STREET NAMING & NUMBERING	3,150	(25,100)	(24,089)
11 CHRISTMAS LIGHTING (PARISH AREAS)	13,550	13,600	14,057
	<b>783,900</b>	<b>1,102,550</b>	<b>950,501</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	20.64	21.34	

**DIRECTOR OF CENTRAL SERVICES**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>1 <u>TONBRIDGE CASTLE GATEHOUSE</u></b>			
<b>Employees</b>			
Salaries	59,300	67,000	64,311
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	38,500	192,300	183,315
Rates	300	300	304
Premises Insurance	10,900	16,950	16,972
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	2,000	2,000	574
Purchases - Exhibits	2,000	1,000	-
Maintenance - General	4,500	4,500	1,900
Professional Fees	3,500	3,500	1,990
Leasing Charges	5,600	5,600	5,174
Subscriptions	250	250	260
	<hr/>	<hr/>	<hr/>
	126,850	293,400	274,800
<b>Less Income</b>			
Fees & Charges			
Weddings / Hire of Gatehouse	(3,500)	(5,000)	(5,073)
Commission	(200)	(200)	167
Tonbridge Castle Attraction	(30,050)	(20,000)	(23,195) a)
Profit / Loss on Stock Sales	(11,000)	(8,000)	(8,844)
	<hr/>	<hr/>	<hr/>
	(44,750)	(33,200)	(36,943)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	82,100	260,200	237,856
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	29,300	23,850	22,873
Information Technology Expenses	1,700	2,150	1,896
Departmental Administrative Expenses	25,400	25,750	25,363
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	150	-	182
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>138,650</b>	<b>311,950</b>	<b>288,171</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	2.14	2.24	

a) The Castle attraction did better than originally projected following the re-opening in August 2025.

**DIRECTOR OF CENTRAL SERVICES**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>2 <u>EVENTS DEVELOPMENT</u></b>			
<b>Employees</b>			
Salaries	147,300	156,400	152,689
<b>Supplies &amp; Services</b>			
Events & Grant Support	14,000	14,000	14,769
Marketing	4,000	4,000	4,755
Licences	1,200	1,200	1,296
Contribution to Bad Debt Provision	-	-	2,573 a)
Children's Holiday Activities - Leisure Pass Subsidy	3,000	1,500	1,513
	<hr/>	<hr/>	<hr/>
	169,500	177,100	177,595
<b>Less Income</b>			
Events Income	(69,000)	(42,000)	(42,638)
Billboard & Banners Income	(1,000)	(3,500)	(6,765)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	99,500	131,600	128,192
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	28,000	34,750	30,372
Information Technology Expenses	950	1,150	1,035
Departmental Administrative Expenses	54,350	54,050	52,167
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>182,800</b>	<b>221,550</b>	<b>211,766</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	4.26	4.53	

- a) Reassessment of the bad debts provision relating to Events having regard to the age and size of the debt and level of write-offs.

**DIRECTOR OF CENTRAL SERVICES**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>3 <u>MEDIA &amp; COMMUNICATIONS</u></b>			
<b>Employees</b>			
Salaries	219,850	227,100	213,514 a)
<b>Supplies &amp; Services</b>			
Media & Communications	26,100	23,600	23,514
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	245,950	250,700	237,028
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	9,550	9,750	9,495
Information Technology Expenses	6,950	8,650	7,711
Departmental Administrative Expenses	73,700	77,100	75,726
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>336,150</b>	<b>346,200</b>	<b>329,960</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	4.74	4.81	

a) Savings arising from a vacancy within the Media & Communications Team.

**DIRECTOR OF CENTRAL SERVICES**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>4 LOCAL LAND CHARGES</b>			
<b>Employees</b>			
Salaries	144,000	147,750	155,836 a)
<b>Supplies &amp; Services</b>			
Insurance	2,500	4,050	4,030
Kent Highways	6,000	3,000	2,943
	<hr/>	<hr/>	<hr/>
	152,500	154,800	162,809
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Fees & Charges	(230,000)	(180,000)	(178,605)
	<hr/>	<hr/>	<hr/>
	(230,000)	(180,000)	(178,605)
	<hr/>	<hr/>	<hr/>
<b>Sub-total</b>	(77,500)	(25,200)	(15,796)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	22,400	25,300	25,533
Information Technology Expenses	39,000	48,700	43,332
Departmental Administrative Expenses	58,200	59,200	57,938
	<hr/>	<hr/>	<hr/>
<b>TO SUMMARY</b>	<b>42,100</b>	<b>108,000</b>	<b>111,007</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	3.86	3.90	

**Memorandum**

Surplus from above	42,100	108,000	111,007
Share of:			
Democratic Administration	21,150	21,250	22,137
Corporate Management	12,000	12,250	13,078
Non Distributed Costs	23,900	23,500	26,277
	<hr/>	<hr/>	<hr/>
Deficit (Surplus) for Trading Purposes	99,150	165,000	172,499

a) Additional temporary staff requirement to cover maternity leave.

**DIRECTOR OF CENTRAL SERVICES**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>5 <u>INDUSTRIAL ESTATE</u></b>			
<b>Employees</b>			
Salaries	4,450	4,700	4,594
	<hr/>	<hr/>	<hr/>
	4,450	4,700	4,594
<b>Less Income</b>			
Rents	(78,600)	(78,600)	(83,849) a)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(74,150)	(73,900)	(79,255)
<b>Central, Departmental and Technical Support Services</b>			
Central Salaries & Administration	2,550	2,700	2,532
Information Technology Expenses	100	100	100
Departmental Administrative Expenses	1,950	2,000	1,965
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>(69,550)</b>	<b>(69,100)</b>	<b>(74,658)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	0.13	0.13	

a) Backdated rental income due following completion of a rent review.

**DIRECTOR OF CENTRAL SERVICES**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>6 COMMERCIAL PROPERTY</b>			
<b>Employees</b>			
Salaries	10,050	10,550	10,387
<b>Premises Related Expenses</b>			
Insurance	1,200	1,800	1,824
Repairs Expenditure	11,500	56,550	17,456 a)
	<hr/>	<hr/>	<hr/>
	22,750	68,900	29,666
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Rents - Land	(5,500)	(6,000)	(14,317) b)
- Shops & Maisonettes	(260,000)	(270,000)	(296,673) c)
- Offices	(37,000)	(37,000)	(37,000)
	<hr/>	<hr/>	<hr/>
	(302,500)	(313,000)	(347,990)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(279,750)	(244,100)	(318,324)
<b>Central, Departmental and Technical Support Services</b>			
Central Salaries & Administration	16,350	19,100	19,854
Information Technology Expenses	650	800	704
Departmental Administrative Expenses	6,400	6,550	6,480
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	650	1,400	1,414
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>(255,700)</b>	<b>(216,250)</b>	<b>(289,872)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	0.41	0.43	

- a) Repair work to the maisonettes to be used for Temporary Accommodation purposes (£40,000) has slipped to 2026/27.
- b) Income received for using land at former Bluebell Hill Car Park as a site compound, and backdated rental income due following rent reviews.
- c) Additional rental income due following completion of rent reviews.

**DIRECTOR OF CENTRAL SERVICES**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>7 VALE RISE DEPOT</b>			
<b>Employees</b>			
Salaries	7,450	7,550	7,485
<b>Premises Related Expenses</b>			
Premises Insurance	150	250	229
Rates	20,300	19,950	19,960
Repairs Expenditure	2,000	2,000	3,416
	<hr/>	<hr/>	<hr/>
	29,900	29,750	31,090
<b>Less Recharges to Other Services</b>	(45,950)	(41,900)	(43,177)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(16,050)	(12,150)	(12,087)
<b>Central, Departmental and Technical Support Services</b>			
Central Salaries & Administration	950	1,000	943
Departmental Administrative Expenses	2,900	3,000	2,993
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	12,200	8,150	8,151
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	-	-	-
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	0.15	0.15	

**DIRECTOR OF CENTRAL SERVICES**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>8 <u>LAND REVIEW</u></b>			
<b>Employees</b>			
Salaries	29,300	30,750	30,242
<b>Premises Related Expenses</b>			
Depot	2,300	1,750	1,629
Estate Management	1,000	1,000	1,129
Rates	8,950	-	-
Insurance	400	500	546
Repairs Expenditure	12,600	23,600	4,905 a)
<b>Supplies &amp; Services</b>			
Professional Fees	35,000	35,000	36,616
	<hr/>	<hr/>	<hr/>
	89,550	92,600	75,068
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Fees & Charges - General	(1,000)	(1,000)	(1,644)
De-Minimus Capital Receipts	-	(5,000)	(5,000)
Castle Lodge Rent	(7,000)	(7,000)	(7,000)
Wayleaves	(500)	(500)	(419)
	<hr/>	<hr/>	<hr/>
	(8,500)	(13,500)	(14,063)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	81,050	79,100	61,005
<b>Central, Departmental and Technical Support Services</b>			
Central Salaries & Administration	3,300	3,450	3,165
Information Technology Expenses	300	350	331
Departmental Administrative Expenses	16,100	16,500	16,331
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>100,750</b>	<b>99,400</b>	<b>80,832</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	0.69	0.70	

a) Community Areas maintenance work (£19,000) has been deferred to 2026/27.

**DIRECTOR OF CENTRAL SERVICES**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>9 <u>REGENERATION OF TONBRIDGE</u></b>			
<b>Employees</b>			
Salaries	165,950	178,000	172,767
<b>Central, Departmental and Technical Support Services</b>			
Central Salaries & Administration	64,350	69,650	67,318
Departmental Administrative Expenses	61,700	64,650	63,243
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>292,000</b>	<b>312,300</b>	<b>303,328</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	3.50	3.69	
<b>10 <u>STREET NAMING &amp; NUMBERING</u></b>			
<b>Employees</b>			
Salaries	38,600	40,800	40,602
<b>Less Income</b>			
Street / House Naming & Numbering	(45,000)	(76,500)	(74,562)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	<b>(6,400)</b>	<b>(35,700)</b>	<b>(33,960)</b>
	<hr/>	<hr/>	<hr/>
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	950	1,000	951
Information Technology Expenses	3,100	3,850	3,421
Departmental Administrative Expenses	5,500	5,750	5,499
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>3,150</b>	<b>(25,100)</b>	<b>(24,089)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.75	0.75	

**DIRECTOR OF CENTRAL SERVICES**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>11 <u>CHRISTMAS LIGHTING (PARISH AREAS)</u></b>			
<b>Supplies &amp; Services</b>			
Borough Christmas Lighting	12,800	12,800	14,840 a)
<b>Less Income</b>			
Contributions from Other Bodies	-	-	(1,500) a)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	12,800	12,800	13,340
<b>Central, Departmental and Technical Support Services</b>			
Central Salaries & Administration	50	50	46
Departmental Administrative Expenses	700	750	671
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>13,550</b>	<b>13,600</b>	<b>14,057</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.01	0.01	

- a) Outturn reflects the full grant allocation being claimed, together with payment of an additional contribution received for Martin Square in a prior year. The contribution had in previous years been offset against Christmas Lighting grants.

**DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES**

**SUMMARY**

	<b>ORIGINAL ESTIMATE</b>	<b>2025/26 REVISED ESTIMATE</b>	<b>PROVISIONAL OUTTURN</b>
	<b>£</b>	<b>£</b>	<b>£</b>
1. DEVELOPMENT MANAGEMENT	912,650	1,293,250	1,070,428
2. CONSERVATION	108,750	121,050	121,068
3. BUILDING CONTROL	233,250	220,150	214,917
4. PLANNING POLICY	1,670,100	1,815,400	1,639,113
5. HOUSING STRATEGY & ENABLING ROLE	401,750	587,200	520,548
6. HOMELESSNESS	1,290,850	1,543,850	1,459,688
7. HOUSING ADVICE & PREVENTION	268,800	383,450	380,695
8. HOME SAFETY	4,800	4,850	4,744
9. PRIVATE SECTOR HOUSING RENEWAL	358,100	378,200	256,168
10. PRIVATE SECTOR HOUSING STANDARDS	118,650	128,600	119,164
11. PUBLIC HEALTH ACT 1984	6,500	6,550	13,461
12. ENVIRONMENTAL PROTECTION ACT - PART 1	39,150	42,600	42,542
13. ENVIRONMENTAL PROTECTION	357,050	381,200	366,887
14. FOOD & SAFETY	379,200	375,050	364,782
15. PUBLIC HEALTH	71,600	77,300	30,667
16. PEST CONTROL	24,450	28,150	24,742
17. GYPSY TRAVELLER SITES	65,000	65,000	65,150
18. LICENSING	116,300	105,350	108,435
	<b>6,426,950</b>	<b>7,557,200</b>	<b>6,803,199</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b>	99.20	111.96	
(including Support Service Staff)			

**DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>1. <u>DEVELOPMENT MANAGEMENT</u></b>			
<b>Employees</b>			
Salaries	1,462,300	1,632,350	1,581,388 <b>a)</b>
<b>Supplies &amp; Services</b>			
Professional Fees	0	51,300	65,945 <b>b)</b>
Application & Appeals	100,000	212,500	165,910 <b>c)</b>
Advertising	8,900	8,900	8,657
	<hr/>	<hr/>	<hr/>
	1,571,200	1,905,050	1,821,900
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Fees & Charges			
Planning Applications	(1,169,950)	(1,110,000)	(1,190,591) <b>d)</b>
Pre-Planning Advice	(113,850)	(145,000)	(125,548) <b>e)</b>
Planning Performance Agreements	(98,300)	(129,100)	(125,469)
s.106 Agreement Monitoring	(25,000)	(14,000)	(18,647)
Government Grant	0	0	(50,000) <b>f)</b>
	<hr/>	<hr/>	<hr/>
	(1,407,100)	(1,398,100)	(1,510,255)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	164,100	506,950	311,645
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	133,500	127,750	140,400 <b>g)</b>
Information Technology Expenses	132,450	165,500	147,215 <b>h)</b>
Departmental Administrative Expenses	482,600	493,050	471,168 <b>i)</b>
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>912,650</b>	<b>1,293,250</b>	<b>1,070,428</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	33	31	

## **DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES**

### **DEVELOPMENT MANAGEMENT**

- a) Management savings arising from staff turnover within the Development Management team.
- b) Tonbridge and Malling Peer (PAS) review & TPOS, funded by reserves as agreed by members.
- c) Appeals less than budgeted for, as an example the Ivy Farm appeal.
- d) Due to the current state of the local plan and lack of 5 year supply, we have received more applications.
- e) Problems over IDOXS implementation and slow delivery rates from pre-applications has reduced agents appetite to submit pre-applications of a speculative nature than previously envisaged.
- f) Digital Planning Information Grant. This has been added to the Planning reserve to be used in 2026/27.
- g) Includes recharge of legal costs in respect of planning appeals in respect of: Land part of Wrotham Farm, Wrotham (£16,063); and Four Seasons Park Wrotham (£8,740).
- h) Reflects lower than anticipated expenditure on IT infrastructure and software costs (see page CS 8).
- i) Lower than estimated office accommodation costs (see page CS 3) and direct service expenditure attributable to Development Management.

**DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES**

**2. CONSERVATION**

**Employees**  
Salaries

<b>ORIGINAL ESTIMATE</b>	<b>2025/26 REVISED ESTIMATE</b>	<b>PROVISIONAL OUTTURN</b>
<b>£</b>	<b>£</b>	<b>£</b>
58,500	63,150	61,196

**Supplies & Services**  
Archaeological Advice

9,700	9,700	9,496
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**Third Party Payments**  
Conservation

17,500	25,000	27,851
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**Sub-total**

85,700	97,850	98,543
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**Central, Departmental & Technical Support Services**

Central Salaries & Administration  
Information Technology Expenses  
Departmental Administrative Expenses

2,550	2,650	2,541
100	100	110
20,400	20,450	19,874

**TO SUMMARY**

<b>108,750</b>	<b>121,050</b>	<b>121,068</b>
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**Full Time Equivalent Number of Staff**  
(including Support Service Staff)

1.26	1.20	
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**DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES**

**3. BUILDING CONTROL**

**Employees**

Salaries

365,850

363,550

358,861

**Supplies & Services**

Professional Fees

13,000

13,000

16,824

Subscriptions

2,350

2,350

0

Competent Persons Scheme

2,000

2,000

1,800

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383,200

---

380,900

---

377,485

**Less Income**

Fees & Charges

Building Regulations

(341,550)

(360,000)

(367,996)

Contribution from Other Bodies

0

(700)

(713)

**Sub-total**

41,650

20,200

8,776

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

16,100

17,250

19,970

Information Technology Expenses

38,400

47,950

42,675

Departmental Administrative Expenses

137,100

134,750

143,496

**TO SUMMARY**

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**233,250**

---

**220,150**

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**214,917**

**Full Time Equivalent Number of Staff**  
(including Support Service Staff)

7.08

7.96

**DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES**

**4. PLANNING POLICY**

**(a) DEVELOPMENT OF LOCAL PLAN**

**Employees**

Salaries

370,800

466,300

452,296 **a)**

**Supplies & Services**

Development of Local Plan

789,950

745,000

636,200 **b)**

**Less Income**

Grants & Contributions

0

0

(51,535) **c)**

**Sub-total**

1,160,750

1,211,300

1,036,961

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

18,300

21,850

23,005

Information Technology Expenses

700

900

801

Departmental Administrative Expenses

100,600

106,150

108,056

**1,280,350**

**1,340,200**

**1,168,823**

**Full Time Equivalent Number of Staff**  
(including Support Service Staff)

6.53

6.73

- a)** £10k for additional local plan leaflet costs has been included under this budget heading, costs have been charged to Development of Local Plan expenses.
- b)** Work not completed this financial year to be completed within fiscal year 26-27.
- c)** The council received a Local Plan Grant for £36,585, this has been added to the planning reserve to be used in 2026/27. £15,000 received for an Active Travel Strategy which has been fully spent in year.

**DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES**

**4. PLANNING POLICY (continued)**

**(b) PLANNING POLICY**

**Employees**

Salaries	281,800	357,950	355,978
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**Supplies & Services**

Transport Policy Consultancy (Professional Fees)	5,000	32,150	27,558
AONB Management	6,000	6,000	5,919
Local Wildlife Sites Register Update	3,500	3,500	3,500

296,300	399,600	392,955
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**Less Income**

Government Grant	0	(27,150)	(27,142)
Planning Policy Fees & Charges - General	0	0	(110)

**Sub-total**

296,300	372,450	365,703
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**Central, Departmental & Technical Support Services**

Central Salaries & Administration	11,900	13,950	14,514
Information Technology Expenses	3,500	4,400	3,899
Departmental Administrative Expenses	78,050	84,400	86,175

389,750	475,200	470,291
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**Full Time Equivalent Number of Staff**  
(including Support Service Staff)

6.03	5.62
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**PLANNING POLICY**

**(a) DEVELOPMENT OF LOCAL PLAN**

1,280,350	1,340,200	1,168,823
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**(b) PLANNING POLICY**

389,750	475,200	470,291
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**TO SUMMARY**

1,670,100	1,815,400	1,639,113
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**DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>5. HOUSING STRATEGY &amp; ENABLING ROLE</b>			
<b>(a) HOUSING STRATEGY</b>			
<b>Employees</b>			
Salaries	97,050	145,650	144,471
<b>Supplies &amp; Services</b>			
Support for External Agencies	3,650	3,650	3,625
<b><u>Sub-total</u></b>	<u>100,700</u>	<u>149,300</u>	<u>148,096</u>
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	5,100	5,350	4,969
Information Technology Expenses	850	1,050	946
Departmental Administrative Expenses	27,950	36,800	36,103
<b>Less Income</b>			
Government Grant	<u>0</u>	<u>0</u>	<u>(62,220) a)</u>
	<b><u>134,600</u></b>	<b><u>192,500</u></b>	<b><u>127,894</u></b>
<b>Full Time Equivalent Number of Staff</b>	1.64	3.16	
(including Support Service Staff)			

a) New Burdens funding for the development of the Supported Housing strategy - work to take place in 2026/27.

**DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES**

**5. HOUSING STRATEGY  
& ENABLING ROLE (continued)**

**(b) HOUSING REGISTER**

**Employees**

Salaries

190,750

297,350

296,863

**Third Party Payments**

Choice Based Lettings

10,800

11,100

11,084

**Sub-total**

201,550

308,450

307,947

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

6,200

6,400

6,335

Information Technology Expenses

2,350

2,950

2,630

Departmental Administrative Expenses

57,050

76,900

75,741

**267,150**

**394,700**

**392,653**

**Full Time Equivalent Number of Staff**  
(including Support Service Staff)

3.23

6.71

**HOUSING STRATEGY & ENABLING ROLE**

(a) **HOUSING STRATEGY**

**134,600**

**192,500**

**127,894**

(b) **HOUSING REGISTER**

**267,150**

**394,700**

**392,653**

**TO SUMMARY**

**401,750**

**587,200**

**520,548**

**DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES**

	<b>ORIGINAL ESTIMATE</b>	<b>2025/26 REVISED ESTIMATE</b>	<b>PROVISIONAL OUTTURN</b>
	£	£	£
<b>6. <u>HOMELESSNESS</u></b>			
<b>Employees</b>			
Salaries	421,900	538,900	534,987
<b>Premises Related Expenses</b>			
Repairs & Maintenance to Buildings	20,000	99,250	92,237
Maintenance of Grounds	1,600	2,500	1,260
Electricity	1,500	18,800	19,102
Gas	200	1,900	2,138
Rent	0	225,000	231,065
Rates	1,000	(11,900)	533 a)
Council Tax	10,000	40,000	34,016
Water Charges (Metered)	600	1,000	3,165
Fixtures & Fittings	1,000	1,000	3,155
Premises Insurance	3,800	6,450	5,706
<b>Transport Related Expenses</b>			
Parking	500	500	5
Public Transport	100	100	101
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	1,500	5,000	5,041
Maintenance - General	500	500	180
Professional Fees (Rough sleeping initiative)	309,800	309,800	329,848 b)
Legal Fees	0	24,500	24,495
Temporary Accommodation	2,254,800	2,212,900	2,013,103 c)
Storage of Furniture, Transport, etc.	500	550	1,925
Rent Deposits / Rent in Advance - Payments	33,550	33,550	24,343
Homelessness Reduction Initiatives	401,800	82,850	16,461 d)
Contribution to Bad Debt Provision	30,000	35,000	85,085 e)
<b>Third Party Payments</b>			
Property Management	20,000	20,000	0 f)
Medical Assessments	100	100	66
<b><u>Carried Forward</u></b>	<u>3,515,550</u>	<u>3,649,800</u>	<u>3,428,655</u>

**DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES**

**HOMELESSNESS**

- a) In line with the original estimate set.
- b) Expenditure in relation the RSI Service contract for 25-26.
- c) Increased number of Temporary accommodation units within TMBC control and significant work and focus to reduce numbers in Temporary accommodation have led to lower spend.
- d) Fewer opportunities to reduce homelessness using this fund.
- e) Increased contribution to the impairment provision due to the age and value of outstanding debt
- f) Reflects new property management proposals yet to be fully costed and agreed

**DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES**

**6. HOMELESSNESS (continued)**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b><u>Brought Forward</u></b>	3,515,550	3,649,800	3,428,655
<b>Less Income</b>			
Government Grant	(1,144,000)	(1,144,000)	(1,236,511) <b>g)</b>
Rent Deposits/Rent in Advance	(33,550)	(33,550)	(15,150) <b>h)</b>
Customer & Client Receipts - Accom.	(1,172,500)	(1,054,500)	(863,900) <b>i)</b>
Customer Receipts - Service Charge	(24,800)	(34,600)	(31,006)
Rent of Temporary Accommodation	(247,550)	(262,400)	(221,536) <b>j)</b>
Contribution from Other Bodies	0	0	(1,054)
	<hr/>	<hr/>	<hr/>
	530,650	583,950	1,059,498
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	893,150	1,120,750	1,059,498
<b>Central, Departmental &amp; Technical Support Services</b>			
Information Technology Expenses	197,450	215,600	205,623
Central Salaries & Administration	24,100	30,100	26,917
Departmental Administrative Expenses	124,100	140,400	136,724
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	52,050	37,000	37,021
Impairment	0	0	(6,095)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>1,290,850</b>	<b>1,543,850</b>	<b>1,459,688</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	10.87	14.78	

**Memorandum**

Cost of temporary accommodation including net deficit on non-HRA rent rebates reflected in the Housing Benefits budget on page FT 2.

Temporary Accommodation	1,000,000	1,550,000	1,400,000
Customer & Client Receipts - Accommodation	(520,000)	(806,000)	(728,000)
Customer & Client Receipts - Service Charge	(11,000)	(17,050)	(15,400)
Non HRA Rent Rebates	650,000	950,000	1,100,000
Non HRA Rent Rebate Subsidy	(550,000)	(790,000)	(915,000)
	<hr/>	<hr/>	<hr/>
Total including non-HRA rent rebates	569,000	886,950	841,600
	<hr/>	<hr/>	<hr/>

**DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES**

**HOMELESSNESS (continued)**

- g)** Homelessness prevention grant £918,310, Rough Sleeper Grant £309,801, Asylum Grant £8,400.  
Increased income due to additional rough sleeping grants being awarded in year.
- h)** Lower than anticipated.
- i)** The rental income budget for temporary accommodation was calculated as an average of the year to date income, actual income has proven to be a lot lower than the budgeted rental income.
- j)** Lower than anticipated rental income due to properties requiring essential maintenance and therefore being void for a longer period than projected.

**DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES**

**7. HOUSING ADVICE & PREVENTION**

**Employees**

Salaries

187,400

280,650

280,251

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

16,800

19,150

19,209

Information Technology Expenses

8,900

11,100

9,889

Departmental Administrative Expenses

55,700

72,550

71,346

**TO SUMMARY**

**268,800**

**383,450**

**380,695**

**Full Time Equivalent Number of Staff**  
(including Support Service Staff)

3.47

6.56

0

**DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES**

**8. HOME SAFETY**

**Employees**

Salaries

3,200

3,250

3,244

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

650

700

646

Information Technology Expenses

950

900

6

Departmental Administrative Expenses

0

0

848

**TO SUMMARY**

**4,800**

**4,850**

**4,744**

**Full Time Equivalent Number of Staff**  
(including Support Service Staff)

0.07

0.07

**DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>9. PRIVATE SECTOR</b>			
<b><u>HOUSING RENEWAL</u></b>			
<b>Employees</b>			
Salaries	232,000	249,650	247,285
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	50	50	0
Professional Fees	250	12,850	682 <b>a)</b>
Better Care Fund Initiatives	96,600	96,600	114,756 <b>b)</b>
Energy Efficiency Initiatives	0	0	3,264
Capital Grants & Contributions (RECS)	1,110,000	1,110,000	1,203,583 <b>c)</b>
Maintenance General	0	60,000	33,940 <b>d)</b>
Remediation - Building Safety	0	50,000	18,434 <b>e)</b>
	<hr/>	<hr/>	<hr/>
	1,438,900	1,579,150	1,621,944
<b>Less Income</b>			
Government Grant (Better care fund)	(96,600)	(206,600)	(222,443) <b>f)</b>
Fees & Charges	0	0	(2,703)
Capital Grants Received (RECS)	(1,080,000)	(1,080,000)	(1,221,187) <b>c)</b>
Contribution from other bodies	0	(12,850)	(12,836)
	<hr/>	<hr/>	<hr/>
	(1,176,600)	(1,299,450)	(1,459,169)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	262,300	279,700	162,775
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	12,400	13,000	11,822
Information Technology Expenses	14,300	17,900	15,907
Departmental Administrative Expenses	69,100	67,600	65,664
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>358,100</b>	<b>378,200</b>	<b>256,168</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	4.53	5.19	

- a) Lower than anticipated professional costs.
- b) Revenue element of capital financing, offset by Better Care Fund income.
- c) Better Care Fund expenditure offset by grant income.
- e) MHCLG funded expenditure for the remediation of private sector residential buildings with unsafe cladding. The project did not require the use of full funding.
- f) Additional funding from DFG was transferred to offset the revenue cost of capital projects.

**DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>10. PRIVATE SECTOR</b>			
<b><u>HOUSING STANDARDS</u></b>			
<b>Employees</b>			
Salaries	83,950	92,500	91,290
<b>Supplies &amp; Services</b>			
Other Expenses	6,450	6,450	0
	<hr/>	<hr/>	<hr/>
	90,400	98,950	91,290
<b>Less Income</b>			
Caravan Site Licences	(3,500)	(3,500)	(3,511)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	86,900	95,450	87,779
<b>Support Services</b>			
Central Salaries & Administration	1,900	2,000	1,819
Information Technology Expenses	5,550	6,950	6,173
Departmental Administrative Expenses	24,300	24,200	23,393
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>118,650</b>	<b>128,600</b>	<b>119,164</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.57	1.83	

**DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>11. <u>PUBLIC HEALTH ACT 1984</u></b>			
<b>Employees</b>			
Salaries	2,150	2,200	2,162
<b>Third Party Payments</b>			
Funeral Expenses	3,000	3,000	10,052
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	5,150	5,200	12,214
<b>Central, Departmental &amp; Technical     Support Services</b>			
Central Salaries & Administration	650	700	646
Information Technology Expenses	50	50	36
Departmental Administrative Expenses	650	600	565
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>6,500</b>	<b>6,550</b>	<b>13,461</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff     (including Support Service Staff)</b>	0.05	0.05	

**DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES**

**12. ENVIRONMENTAL**

**PROTECTION ACT - PART 1**

**Employees**

Salaries

30,050

31,950

31,808

**Less Income**

Fees & Charges

(10,750)

(10,750)

(9,072)

**Sub-total**

19,300

21,200

22,736

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

1,650

1,750

1,609

Information Technology Expenses

8,050

10,050

8,955

Departmental Administrative Expenses

10,150

9,600

9,242

**TO SUMMARY**

**39,150**

**42,600**

**42,542**

**Full Time Equivalent Number of Staff**

(including Support Service Staff)

0.71

0.67

**Memorandum**

Full cost of Local Authority Pollution Prevention Control (LAPPC) and Local Authority Integrated Pollution Prevention and Control (LA-IPPC) duties under Pollution Prevention and Control (PPC) Regulations 2000 :-

Total from above	39,150	42,600	42,400
Share of:			
Democratic Administration	4,150	4,250	4,208
Corporate Management	2,350	2,450	2,486
Non Distributed Costs	4,700	4,700	4,995
	<hr/>	<hr/>	<hr/>
Full Cost of LAPPC / LA-IPPC	50,350	54,000	54,089
	<hr/>	<hr/>	<hr/>

**DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES**

	<b>ORIGINAL ESTIMATE</b>	<b>2025/26 REVISED ESTIMATE</b>	<b>PROVISIONAL OUTTURN</b>
	£	£	£
<b>13. <u>ENVIRONMENTAL PROTECTION</u></b>			
<b>Employees</b>			
Salaries	214,600	231,300	229,457
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	300	300	15
Maintenance - Calibration of Instruments	2,500	2,500	1,392
Miscellaneous Insurance	600	900	896
<b>Third Party Payments</b>			
Water Sampling	500	500	0
General	1,000	5,000	5,945
Air Quality	18,000	18,000	9,581
Contaminated Land - Site Inspections	2,300	2,300	1,602
	<hr/>	<hr/>	<hr/>
	239,800	260,800	248,888
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Government Grant			
Fees & Charges			
Water Sampling	(700)	(700)	0
Provision of Information	(2,050)	(2,050)	(800)
	<hr/>	<hr/>	<hr/>
	(2,750)	(2,750)	(800)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	237,050	258,050	248,088
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	20,700	23,500	24,124
Information Technology Expenses	16,300	20,350	18,108
Departmental Administrative Expenses	74,050	70,600	67,843
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	8,950	8,700	8,724
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>357,050</b>	<b>381,200</b>	<b>366,887</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	4.84	4.54	

**DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES**

**14. FOOD & SAFETY**

**(a) GENERAL**

**Employees**

Salaries

110,150

106,050

104,884

**Supplies & Services**

Protective Clothing

100

100

15

Health General

250

250

27

Miscellaneous Insurance

800

1,150

1,131

**Sub-total**

111,300

107,550

106,057

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

12,050

13,750

13,844

Information Technology Expenses

15,850

19,800

17,593

Departmental Administrative Expenses

42,950

39,700

38,635

**Less Income**

Acupuncture/Tattooing/Ear Pier

(1,750)

(3,000)

(1,959)

General Government grants

(1,883)

**180,400**

**177,800**

**172,287**

**Full Time Equivalent Number of Staff**  
(including Support Service Staff)

2.58

2.30

**DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES**

**14. FOOD & SAFETY (continued)**

**(b) FOOD SAFETY**

**Employees**

Salaries

127,600

123,500

122,054

**Supplies & Services**

Health General

250

250

0

Other Expenses

250

250

302

**Third Party Payments**

Food Sampling

300

300

256

128,400

124,300

122,612

**Less Income**

Food Hygiene Rating Systems Re-inspections

(2,800)

(2,150)

(2,365)

Fees & Charges

(1,650)

(1,750)

(1,642)

(4,450)

(3,900)

(4,007)

**Sub-total**

123,950

120,400

118,605

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

9,200

10,750

11,289

Information Technology Expenses

16,050

20,050

17,832

Departmental Administrative Expenses

49,600

46,050

44,769

198,800

197,250

192,495

**Full Time Equivalent Number of Staff**

(including Support Service Staff)

2.89

2.58

**FOOD & SAFETY**

**(a) GENERAL**

180,400

177,800

172,287

**(b) FOOD SAFETY**

198,800

197,250

192,495

**TO SUMMARY**

379,200

375,050

364,782

**DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>15. <u>PUBLIC HEALTH</u></b>			
<b>(a) <u>HEALTHY LIVING</u></b>			
<b>Employees</b>			
Salaries	109,600	113,800	100,162 <b>a)</b>
<b>Supplies &amp; Services</b>			
Healthy Living Initiatives	14,000	14,000	4,621
Voluntary Organisation	0	0	5,182
	<hr/>	<hr/>	<hr/>
	123,600	127,800	109,965
<b>Less Income</b>			
Public Health Funding	(124,100)	(124,100)	(144,228) <b>b)</b>
Contribution from Other Bodies	0	0	(4,500)
Voluntary			
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(500)	3,700	(38,763)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	2,550	2,800	2,689
Information Technology Expenses	500	600	538
Departmental Administrative Expenses	51,000	51,100	47,483
	<hr/>	<hr/>	<hr/>
	<b>53,550</b>	<b>58,200</b>	<b>11,947</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	2.78	3.22	

- a) Maternity cover provided within existing staffing resources.
- b) Additional funding received from KCC regarding support role.

**DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES**

**15. PUBLIC HEALTH (continued)**

**(b) GENERAL**

**Employees**

Salaries

14,650

15,650

15,374

**Central, Departmental & Technical  
Support Services**

Departmental Administrative Expenses

3,400

3,450

3,346

**18,050**

**19,100**

**18,720**

**Full Time Equivalent Number of Staff**

0.17

0.18

(including Support Service Staff)

**PUBLIC HEALTH**

(a) **HEALTHY LIVING**

**53,550**

**58,200**

**11,947**

(b) **GENERAL**

**18,050**

**19,100**

**18,720**

**TO SUMMARY**

**71,600**

**77,300**

**30,667**

**DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES**

**16. PEST CONTROL**

**Employees**

Salaries	6,950	5,850	5,704
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**Supplies and Services**

Financial Hardship Subsidy	350	3,000	1,700
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<hr/>	7,300	<hr/>	8,850	<hr/>	7,404
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**Less Income**

General	0	0	(292)
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**Sub-total**

<hr/>	7,300	<hr/>	8,850	<hr/>	7,112
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**Central, Departmental & Technical Support Services**

Information Technology Expenses	10,100	12,600	11,211
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Central Salaries & Administration	2,750	2,900	2,737
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Departmental Administrative Expenses	4,300	3,800	3,682
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<hr/>		<hr/>		<hr/>	
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**TO SUMMARY**

<hr/>	24,450	<hr/>	28,150	<hr/>	24,742
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**Full Time Equivalent Number of Staff**

(including Support Service Staff)

0.41	0.28
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**17. GYPSY TRAVELLER SITES**

**(b) GENERAL**

**Supplies & Services**  
Management fees

**TO SUMMARY**

**Full Time Equivalent Number of Staff**  
(including Support Service Staff)

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
	65,000	65,000	65,150
	<b>65,000</b>	<b>65,000</b>	<b>65,150</b>
	0.17	0	

**DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES**

**18. LICENSING**

**(a) FEE PAYING**

**Employees**

Salaries	282,200	267,400	268,136
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**Supplies & Services**

Rents	100	100	96
Purchases	7,000	7,000	11,163
Professional Fees	8,000	8,000	9,377
Advertising General	250	250	352

<hr/>	297,550	282,750	289,124
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**Less Income**

Government Grants	0	0	(597)
Animal Boarding Establishments	(2,000)	(6,850)	(8,931)
Dog Breeding	(1,300)	(1,300)	(1,062)
Selling Animals As Pets	(2,750)	(500)	(3,169)
Hackney Carriages & Private Hi	(258,350)	(258,350)	(246,211) a)
Hiring Out Horses	(3,150)	(3,150)	(2,852)
Alcohol & Entertain - Premises	(94,000)	(94,000)	(96,877)
Pleasure Boats & Boatmen	(550)	(550)	(252)
Street Trading	(700)	(700)	(1,100)
Alcohol & Entertain - Personal	(1,900)	(2,000)	(2,179)
Sex Establishments	(2,000)	(2,000)	(2,000)
Dangerous Wild Animals	0	(100)	(900)
Gambling	(6,400)	(6,400)	(7,570)
Scrap Metal Licences	0	0	(1,071)

<b><u>Sub-total</u></b>	(75,550)	(93,150)	(85,647)
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**Central, Departmental & Technical Support Services**

Central Salaries & Administration	18,550	19,750	18,999
Information Technology Expenses	13,500	16,850	14,982
Departmental Administrative Expenses	105,600	110,000	108,278

<hr/>	<b>62,100</b>	<b>53,450</b>	<b>56,612</b>
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**Full Time Equivalent Number of Staff**  
(including Support Service Staff)

2.78	6.32
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a) The number of licences issued was lower than expected.

**DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES**

**18. LICENSING**

**(b) NON-FEE PAYING**

**Employees**

Salaries

37,350

34,900

34,911

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

2,500

2,600

2,545

Information Technology Expenses

0

0

6

Departmental Administrative Expenses

14,350

14,400

14,361

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**54,200**

---

**51,900**

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**51,823**

**Full Time Equivalent Number of Staff**  
(including Support Service Staff)

2.78

0.78

	<b>REVISSED</b>		
	<b>ORIGINAL</b>	<b>REVISSED</b>	<b>PROVISIONAL</b>
	<b>£</b>	<b>£</b>	<b>OUTTURN</b>
			<b>£</b>
Employees			
Salaries	37,350	34,900	34,911
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	2,500	2,600	2,545
Information Technology Expenses	0	0	6
Departmental Administrative Expenses	14,350	14,400	14,361
	<hr/> <b>54,200</b>	<hr/> <b>51,900</b>	<hr/> <b>51,823</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	2.78	0.78	

**LICENSING**

**(a) FEE PAYING**

**62,100**

**53,450**

**56,612**

**(b) NON-FEE PAYING**

**54,200**

**51,900**

**51,823**

**TO SUMMARY**

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**116,300**

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**105,350**

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**108,435**

	<b>62,100</b>	<b>53,450</b>	<b>56,612</b>
	<b>54,200</b>	<b>51,900</b>	<b>51,823</b>
	<hr/> <b>116,300</b>	<hr/> <b>105,350</b>	<hr/> <b>108,435</b>

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

**SUMMARY**

	<b>ORIGINAL ESTIMATE</b>	<b>2025/26 REVISED ESTIMATE</b>	<b>PROVISIONAL OUTTURN</b>
	<b>£</b>	<b>£</b>	<b>£</b>
1. REFUSE COLLECTION	1,547,250	1,390,350	1,387,365
2. RECYCLING	(274,000)	(812,800)	(793,531)
3. STREET SCENE	1,412,050	1,366,800	1,333,625
4. PUBLIC CONVENIENCES	150,500	153,950	136,559
5. TONBRIDGE & MALLING LEISURE TRUST	437,700	353,500	336,663
6. LARKFIELD LEISURE CENTRE	1,298,050	1,543,600	1,376,479
7. ANGEL CENTRE	551,250	472,950	456,125
8. TONBRIDGE SWIMMING POOL	713,300	814,900	715,700
9. POULT WOOD GOLF CENTRE	347,900	393,550	412,728
10. SPORTS GROUNDS	805,600	608,550	593,849
11. PLEASURE GROUNDS & OPEN SPACES	1,028,200	1,027,800	950,912
12. ALLOTMENTS	7,200	7,450	7,351
13. CHURCHYARDS	18,050	18,100	17,511
14. TONBRIDGE CEMETERY	16,150	28,150	28,667
15. LEISURE STRATEGY	88,150	87,400	66,857
16. TONBRIDGE CHRISTMAS LIGHTING	38,800	34,150	30,383
17. PARKING SERVICES	(1,453,250)	(1,584,350)	(3,857,167)
18. TRANSPORTATION	165,950	167,650	157,788
19. SECURITY SERVICES MANAGEMENT (CCTV)	71,350	87,400	83,422
20. BOROUGH DRAINAGE & LAND DRAINAGE RELATED WORK	190,550	191,150	182,579
21. CIVIL CONTINGENCIES	159,650	190,300	176,728
	<b>7,320,400</b>	<b>6,540,550</b>	<b>3,800,594</b>
<b>Full Time Equivalent Number of Staff</b>	50.75	54.42	
(Including Support Service Staff)			

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

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>1. <u>REFUSE COLLECTION</u></b>			
<b>Employees</b>			
<b>Salaries</b>	186,800	179,650	180,151
<b>Premises Related Expenses</b>			
Vale Rise Depot Recharge	41,650	38,550	40,018
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	500	500	214
Consultancy Fees	0	0	(3,142)
Emergency Arrangements	50	50	0
Other Expenses	6,000	10,000	10,664
General	0	0	41
Emergency out of hours	0	0	37
<b>Third Party Payments</b>			
Residual Waste Collection	1,595,700	1,558,700	1,561,963
Commercial Waste Collection	600	600	717
	<hr/>	<hr/>	<hr/>
	1,831,300	1,788,050	1,790,662
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
<b>Fees &amp; Charges</b>			
Bulky Waste Collection	(165,600)	(165,600)	(169,760)
Additional Collections	(1,450)	(1,450)	(311)
Commercial Waste Collection	(650)	(650)	(567)
Government grant	(309,100)	(421,000)	(420,856)
	<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	<b>(588,700)</b>	<b>(591,494)</b>
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	23,750	26,400	25,563
Information Technology Expenses	10,550	13,200	11,724
Departmental Administrative Expenses	96,050	95,500	94,990
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	62,400	55,900	55,921
	<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>1,390,350</b>	<b>1,387,365</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	5.04	4.64	

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

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>2. <u>RECYCLING</u></b>			
<b>Employees</b>			
Salaries	234,500	225,000	224,859
<b>Premises Related Expenses</b>			
Rates	1,050	1,050	(528)
Publicity and promotion	0	800	776
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	1,500	4,000	24,641 a)
Contribution to Kent Resource Partnership	15,000	15,000	15,000
Other Expenses	1,300	1,300	327
Contribution to Bad Debt Provision	0	5,000	93,000 b)
<b>Third Party Payments</b>			
Kerbside Waste Collection			
Dry Recycling	1,281,050	1,251,300	1,283,191 c)
Food Recycling	490,850	479,500	484,832
Garden Waste Recycling	460,750	450,100	451,854
	<hr/>	<hr/>	<hr/>
<b><u>Carried Forward</u></b>	2,486,000	2,433,050	2,577,952
	<hr/>	<hr/>	<hr/>

- a) Reflects impact of communal food waste roll out and of food waste promotional campaign. Additional expenditure has been offset by grant shown under income.
- b) The level of garden waste debt has increased considerably, the impairment allowance has been increased to reflect the likelihood of debt collection having regard to the age and size of the debt.
- c) Higher demand for services than estimated at revised budget stage has resulted in additional costs.

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

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>2. <u>RECYCLING (continued)</u></b>			
<u>Brought Forward</u>	2,486,000	2,433,050	2,577,952
<b>Less Income</b>			
Garden Waste Collection	(1,753,400)	(1,849,200)	(1,761,333) <b>d)</b>
Contribution from other bodies	(674,500)	(915,450)	(915,150)
Performance Payment	(628,000)	(850,000)	(1,036,586) <b>e)</b>
Recycling Government Grant	0	0	(19,547) <b>f)</b>
	<hr/>	<hr/>	<hr/>
	(3,055,900)	(3,614,650)	(3,732,617)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(569,900)	(1,181,600)	(1,154,664)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	16,500	18,000	17,528
Information Technology Expenses	46,350	57,900	51,552
Departmental Administrative Expenses	115,050	114,150	113,313
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	118,000	178,750	178,740
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(274,000)	(812,800)	(793,531)
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	6.31	5.74	

**d)** Lower number of new subscribers than estimated at revised estimates.

**e)** Higher than anticipated due to reduced disposal costs.

**f)** Government food waste grant spend offsetting expenditure in year.

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

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>3. STREET SCENE</b>			
<b>Employees</b>			
Salaries	148,800	144,450	143,392
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	10,000	18,000	12,235
Abatement Initiatives (Self Help)	15,000	15,000	12,797
Responsible Dog Ownership	14,200	14,200	13,857
Graffiti Removal	1,000	0	0
Dog Warden	110,600	103,500	108,935
Emergency Arrangements	50	50	37
<b>Third Party Payments</b>			
Amenity & Street Cleansing	1,039,000	1,014,900	982,331 a)
	<hr/>	<hr/>	<hr/>
	1,338,650	1,310,100	1,273,583
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Fees & Charges			
Stray Dogs Redemption Fees	(5,550)	(5,550)	(5,108)
Fixed Penalty Notices	(7,500)	(7,500)	(6,479)
Clearance Costs and Contributions from	0	(20,000)	(15,838)
	<hr/>	<hr/>	<hr/>
	(13,050)	(33,050)	(27,425)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	1,325,600	1,277,050	1,246,158
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	11,400	12,150	11,441
Information Technology Expenses	7,700	9,600	8,545
Departmental Administrative Expenses	67,350	68,000	67,481
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	1,412,050	1,366,800	1,333,625
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	3.73	3.54	

a) Lower than anticipated level of street cleansing works.

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

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>4. <u>PUBLIC CONVENIENCES</u></b>			
<b>Employees</b>			
Salaries	13,300	13,050	13,185
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	17,300	22,300	12,981
Electricity	12,000	10,000	12,866
Water Charges (Metered)	2,650	2,650	2,177
Sewerage & Environmental Services	3,000	3,000	4,350
Premises Insurance	1,500	2,400	2,379
<b>Supplies &amp; Services</b>			
<b>Third Party Payments</b>			
Public Convenience Cleansing	38,200	48,000	36,577 a)
	<hr/>	<hr/>	<hr/>
	87,950	101,400	84,514
<b>Less Income</b>			
Fees & Charges			
Radar Keys	(50)	(50)	(15)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	87,900	101,350	84,499
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	7,800	8,100	7,682
Information Technology Expenses	700	900	791
Departmental Administrative Expenses	6,900	7,000	6,991
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	47,200	36,600	36,595
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>150,500</b>	<b>153,950</b>	<b>136,559</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.45	0.43	

a) Lower level of additional works carried out than anticipated.

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

**5. TONBRIDGE & MALLING LEISURE TRUST**

**Employees**

Salaries	56,600	56,250	55,794
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**Third Party Payments**

General / Management Fee	165,500	80,000	70,859
Employers' Superannuation Costs	177,200	177,200	171,813

**Sub-total**

399,300	313,450	298,466
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**Central, Departmental & Technical Support Services**

Central Salaries & Administration	17,150	18,600	17,662
Information Technology Expenses	50	50	42
Departmental Administrative Expenses	21,200	21,400	20,493

**TO SUMMARY**

<b>437,700</b>	<b>353,500</b>	<b>336,663</b>
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**Full Time Equivalent Number of Staff**  
(including Support Service Staff)

1.57	1.21
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**DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>6. <u>LARKFIELD LEISURE CENTRE</u></b>			
<b>Employees</b>			
Salaries	4,500	4,500	4,462
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	344,950	451,600	283,451 a)
Premises Insurance	64,250	100,950	100,928
Other expenses	0	800	812
<b>Third Party Payments</b>			
General	0	0	2,215
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	413,700	557,850	391,868
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	22,100	23,100	22,070
Information Technology Expenses	300	400	342
Departmental Administrative Expenses	1,650	1,700	1,653
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	860,300	960,550	960,546
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>1,298,050</b>	<b>1,543,600</b>	<b>1,376,479</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (Including Support Service Staff)</b>	0.33	0.39	

a) Servicing of the fire alarm system (£70,000), pool tile repairs (£47,450) and external decoration works (£35,000) have all been slipped to 2026/27.

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

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>7. <u>ANGEL CENTRE</u></b>			
<b>Employees</b>			
Salaries	8,700	8,450	8,007
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	200,050	71,100	52,749 a)
Premises Insurance	12,150	18,650	18,687
<b>Third Party Payments</b>			
General	0	800	3,293
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	220,900	99,000	82,736
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	10,950	11,350	10,947
Information Technology Expenses	250	300	262
Departmental Administrative Expenses	2,450	2,550	2,457
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	316,700	359,750	359,722
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	551,250	472,950	456,125
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (Including Support Service Staff)</b>	0.26	0.35	

a) A planned toilet refurbishment (£5,250) has been slipped to 2026/27. Cyclical and routine servicing expenditure was also lower than anticipated.

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

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>8. <u>TONBRIDGE SWIMMING POOL</u></b>			
<b>Employees</b>			
Salaries	7,850	7,600	7,199
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	272,900	315,750	217,733 a)
Premises Insurance	20,350	31,450	31,441
Maintenance-General	0	1,200	1,216
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	301,100	356,000	257,590
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	16,550	17,150	16,517
Information Technology Expenses	250	350	296
Departmental Administrative Expenses	2,200	2,300	2,213
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	393,200	439,100	439,084
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	713,300	814,900	715,700
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (Including Support Service Staff)</b>	0.33	0.41	

- a) A number of planned maintenance items have slipped to 2026/27: spa jet renewal (£25,000); health suite plant room floor repairs (£10,000); pool control panel renewals (£20,000). Cyclical and routine servicing expenditure was also lower than anticipated.

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

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>9. <u>POULT WOOD GOLF CENTRE</u></b>			
<b>Employees</b>			
Salaries	4,900	4,900	4,832
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	90,950	128,150	125,280
Maintenance of Grounds	1,200	1,900	5,075
Premises Insurance	4,300	6,650	6,595
<b>Transport Related Expenses</b>			
Transport Insurance	9,050	13,650	13,617
<b>Less Income</b>			
Miscellaneous Income			(2,650)
<b><u>Sub-total</u></b>	<b>110,400</b>	<b>155,250</b>	<b>152,749</b>
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	11,350	11,750	11,383
Information Technology Expenses	150	200	164
Departmental Administrative Expenses	1,950	1,950	1,947
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	224,050	224,400	224,365
Non-Current Asset Impairment	0	0	22,120
<b><u>TO SUMMARY</u></b>	<b>347,900</b>	<b>393,550</b>	<b>412,728</b>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	0.20	0.25	

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

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>10. <u>SPORTS GROUNDS</u></b>			
<b>Employees</b>			
Salaries	42,350	42,900	42,611
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	185,900	24,650	17,169
Maintenance of Grounds	21,650	21,650	28,537
Premises Insurance	2,200	3,300	3,323
<b>Supplies &amp; Services</b>			
Stationery	100	100	40
Professional fees	0	35,000	0 a)
Association Casual Users	0	0	185
Honoraria	1,100	1,100	1,100
Telephones	50	50	15
Licences	100	100	70
Recharge	17,650	17,650	18,258
Purchases	0	250	6,805
Repair & Mtce of Fixed Plant	0	0	2,262
<b>Third Party Payments</b>			
Grounds Maintenance Contract	330,050	330,050	356,516 b)
<b><u>Carried Forward</u></b>	<b>601,150</b>	<b>476,800</b>	<b>476,891</b>

a) Expenditure in relation to consultancy costs for the Tonbridge Farm Capital Project did not commence.

b) Tonbridge Racecourse play area enhancements and replacement audio boxes, have been funded from developer contributions received for sites in Tonbridge.

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

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>10. <u>SPORTS GROUNDS (continued)</u></b>			
<u><b>Brought Forward</b></u>	601,150	476,800	476,891
<b>Less Income</b>			
Developer Contribution			(8,081)
Rents	(16,200)	(16,200)	(21,021)
	<hr/>	<hr/>	<hr/>
<u><b>Sub-total</b></u>	584,950	460,600	447,789
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	14,550	15,200	14,183
Information Technology Expenses	850	1,050	950
Departmental Administrative Expenses	21,450	21,450	20,691
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	183,800	110,250	110,236
	<hr/>	<hr/>	<hr/>
<u><b>TO SUMMARY</b></u>	<b>805,600</b>	<b>608,550</b>	<b>593,849</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	1.31	1.29	

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

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>11. PLEASURE GROUNDS &amp; OPEN SPACES</b>			
<b><u>PLEASURE GROUNDS &amp; OPEN SPACES - TONBRIDGE CASTLE GROUNDS</u></b>			
<b>(a) <u>TONBRIDGE CASTLE GROUNDS</u></b>			
<b>Employees</b>			
Salaries	20,800	20,600	20,067
<b>Premises Related Expenses</b>			
Maintenance of Grounds	4,500	39,500	36,514
Electricity	1,400	1,400	2,469
Rates	1,400	1,400	1,597
Premises Insurance	50	50	57
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	10,000	10,000	9,230
Licences	0	0	295
<b>Third Party Payments</b>			
Grounds Maintenance Contract	87,150	87,150	83,740
Tonbridge Hanging Baskets	5,000	5,000	2,546
	<hr/>	<hr/>	<hr/>
	130,300	165,100	156,516
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Fees & Charges - Mooring Fees	(150)	(150)	(114)
Rents			
Rights over water	(2,550)	(2,550)	(2,685)
	<hr/>	<hr/>	<hr/>
	(2,700)	(2,700)	(2,799)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	127,600	162,400	153,716
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	17,350	19,050	18,238
Information Technology Expenses	400	500	439
Departmental Administrative Expenses	9,400	9,350	9,043
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	15,300	7,650	7,620
	<hr/>	<hr/>	<hr/>
	<b>170,050</b>	<b>198,950</b>	<b>189,057</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (Including Support Service Staff)</b>	0.61	0.90	

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

**11. PLEASURE GROUNDS & OPEN SPACES**

**(continued)**

**(b) HAYSDEN COUNTRY PARK**

**Employees**

Salaries	44,850	45,350	44,707
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**Premises Related Expenses**

Building Repairs Expenditure	14,600	16,300	9,493
Maintenance of Grounds	13,000	13,000	11,847
Electricity	7,700	7,700	8,193
Water Charges (Metered)	3,700	3,700	0
Sewerage & Environmental Services	2,650	1,000	1,185
Cleaning & Domestic Supplies	38,200	38,200	42,922
Premises Insurance	200	250	283

**Supplies & Services**

Purchases - Equipment & Materials	2,850	4,500	4,760
Maintenance - General	2,500	2,500	2,746
Clothing, Uniforms & Laundry	50	50	0
Cash Collection	1,850	1,850	1,179
Trade Refuse Charges	1,000	1,000	1,448
Dog Bin Emptying	400	400	383
Gates / Security	7,550	7,550	5,881
Rodent Control	1,400	1,400	1,453
Litter Collection	1,150	1,150	1,836
Advertising	450	450	0
General	0	0	875

**Third Party Payments**

Grounds Maintenance Contract	57,750	57,750	56,385
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**Carried Forward**

201,850	204,100	195,576
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**DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**

**11. PLEASURE GROUNDS & OPEN SPACES**

**(continued)**

**(b) HAYSDEN COUNTRY PARK (continued)**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b><u>Brought Forward</u></b>	201,850	204,100	195,576
<b>Less Income</b>			
Developer Contributions	0	0	(1,240)
Fees & Charges			
Car Parking Fees	(85,000)	(124,500)	(112,683) a)
Car Park Season Tickets	(10,000)	(13,000)	(14,122)
Rents			
Rights over Water	(6,050)	(6,050)	(6,130)
Mobile Catering Concession	(9,950)	(11,350)	(13,199)
	<hr/>	<hr/>	<hr/>
	(111,000)	(154,900)	(147,374)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	90,850	49,200	48,202
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	3,300	3,500	3,202
Information Technology Expenses	1,950	2,450	2,193
Departmental Administrative Expenses	21,650	21,800	20,909
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	34,400	29,500	29,491
	<hr/>	<hr/>	<hr/>
	<b>152,150</b>	<b>106,450</b>	<b>103,997</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (Including Support Service Staff)</b>	1.24	1.22	

a) Higher than anticipated take up of services over winter months.

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

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>11. PLEASURE GROUNDS &amp; OPEN SPACES</b>			
<b><u>(continued)</u></b>			
<b>(c) <u>OPEN SPACES</u></b>			
<b><u>&amp; AMENITY AREAS BOROUGH - WIDE</u></b>			
<b>Employees</b>			
Salaries	87,550	84,600	78,119
Maintenance of Grounds	34,600	32,700	33,696
Maintenance of Play Equipment	10,000	20,000	20,223
Bridge Maintenance	46,600	46,600	18,717 a)
Electricity	1,400	1,400	1,160
Premises Insurance	4,000	4,700	4,691
Purchases - Equipment & Materials	850	600	3,105
Dog Bin Emptying	200	200	204
Rodent Control	500	500	542
Miscellaneous Insurance	150	200	223
Telephones	50	50	37
Grounds Maintenance Contract	162,600	162,600	157,154
	<hr/>	<hr/>	<hr/>
<b><u>Carried Forward</u></b>	348,500	354,150	317,870
	<hr/>	<hr/>	<hr/>

a) Lower expected expenditure than anticipated.

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

**11. PLEASURE GROUNDS & OPEN SPACES**

**(continued)**

**(c) OPEN SPACES**

**& AMENITY AREAS BOROUGH - WIDE**

**(continued)**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b><u>Brought Forward</u></b>	348,500	354,150	317,870
<b>Less Income</b>			
Interest Receipts	(2,650)	(2,650)	(1,761)
Rents			
Land	(27,000)	(27,000)	(27,442)
Wayleave Agreement	(1,250)	(1,250)	(1,248)
	<hr/>	<hr/>	<hr/>
	(30,900)	(30,900)	(30,450)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	317,600	323,250	287,420
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	8,500	9,000	8,685
Information Technology Expenses	1,600	2,000	1,789
Departmental Administrative Expenses	41,600	41,900	39,674
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	27,300	18,600	18,601
	<hr/>	<hr/>	<hr/>
	<b>396,600</b>	<b>394,750</b>	<b>356,169</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (Including Support Service Staff)</b>	2.30	2.25	

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

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>11. PLEASURE GROUNDS &amp; OPEN SPACES</b>			
<b><u>(continued)</u></b>			
<b>(d) PATROLLING</b>			
<b>Employees</b>			
Salaries	13,900	13,850	13,723
<b>Transport Related Expenses</b>			
Repairs & Maintenance	750	750	436
Licences	300	300	348
Petrol / Oil	800	800	921
Transport Insurance	700	1,050	1,174
<b>Supplies &amp; Services</b>			
Clothing, Uniform & Laundry	300	200	65
Gates / Security	8,250	9,300	9,289
Telephones	0	0	33
	<hr/> 25,000	<hr/> 26,250	<hr/> 25,989
<b>Less Income</b>			
Recharge to Sports Grounds	(17,650)	(17,650)	(18,258)
<b><u>Subtotal</u></b>	<hr/> 7,350	<hr/> 8,600	<hr/> 7,731
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	3,100	3,250	2,988
Information Technology Expenses	250	300	265
Departmental Administrative Expenses	6,950	6,850	6,585
	<hr/> <b>17,650</b>	<hr/> <b>19,000</b>	<hr/> <b>17,569</b>
<b>Full Time Equivalent Number of Staff (Including Support Service Staff)</b>	0.42	0.39	

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

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>11. PLEASURE GROUNDS &amp; OPEN SPACES</b>			
<b><u>(continued)</u></b>			
<b>(e) <u>COUNTRYSIDE / WOODLAND MANAGEMENT</u></b>			
<b>Employees</b>			
Salaries	18,750	18,800	18,653
<b>Premises Related Expenses</b>			
Maintenance of Grounds	20,000	20,000	21,631
Tree Planting Schemes	2,300	2,300	4,896
<b>Supplies &amp; Services</b>			
Health & Safety - Trees	109,000	109,000	111,007
Miscellaneous Insurance	100	100	101
<b>Third Party Payments</b>			
Medway Valley Countryside Partnership	9,000	9,000	8,760
<b>Less Income</b>			
Contribution from other bodies	0	0	(2,535)
<b><u>Sub-total</u></b>	<b>159,150</b>	<b>159,200</b>	<b>162,513</b>
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	8,000	8,400	9,021
Information Technology Expenses	1,650	2,050	1,836
Departmental Administrative Expenses	9,400	9,350	7,646
	<b>178,200</b>	<b>179,000</b>	<b>181,016</b>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	0.61	0.60	

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

**11. PLEASURE GROUNDS & OPEN SPACES**

**(continued)**

**(f) LEYBOURNE LAKES COUNTRY PARK**

**Employees**

Salaries	7,400	7,100	7,006
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**Premises Related Expenses**

Building Repairs Expenditure	16,900	26,700	19,880
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Premises Insurance	650	1,650	1,536
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Maintenance of Grounds	0	9,650	9,475
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**Transport Related Expenses**

Transport Insurance	700	1,050	1,047
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**Supplies & Services**

Maintenance - General	0	0	(4)
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Dog Bin Emptying	0	400	383
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**Third Party Payments**

**Carried Forward**

25,650

46,550

39,322

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

**11. PLEASURE GROUNDS & OPEN SPACES**

**(continued)**

**(f) LEYBOURNE LAKES COUNTRY PARK**

**(continued)**

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b><u>Brought Forward</u></b>	25,650	46,550	39,322
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	25,650	46,550	39,322
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	6,200	6,500	5,959
Information Technology Expenses	1,800	2,300	2,028
Departmental Administrative Expenses	2,650	2,600	2,512
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	77,250	71,700	68,511
Non-Current Asset Impairment	0	0	(15,227)
	<hr/>	<hr/>	<hr/>
	<b>113,550</b>	<b>129,650</b>	<b>103,106</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (Including Support Service Staff)</b>	0.28	0.22	

**PLEASURE GROUNDS & OPEN SPACES**

<b>(a) TONBRIDGE CASTLE GROUNDS</b>	<b>170,050</b>	<b>198,950</b>	<b>189,057</b>
<b>(b) HAYSDEN COUNTRY PARK</b>	<b>152,150</b>	<b>106,450</b>	<b>103,997</b>
<b>(c) OPEN SPACES &amp; AMENITY AREAS</b>	<b>396,600</b>	<b>394,750</b>	<b>356,169</b>
<b>(d) PATROLLING</b>	<b>17,650</b>	<b>19,000</b>	<b>17,569</b>
<b>(e) COUNTRYSIDE / WOODLAND MANAGE'T</b>	<b>178,200</b>	<b>179,000</b>	<b>181,016</b>
<b>(f) LEYBOURNE LAKES COUNTRY PARK</b>	<b>113,550</b>	<b>129,650</b>	<b>103,106</b>
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>1,028,200</b>	<b>1,027,800</b>	<b>950,912</b>
	<hr/>	<hr/>	<hr/>

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

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>12. ALLOTMENTS</b>			
<b>Employees</b>			
Salaries	650	700	687
<b>Premises Related Expenses</b>			
Drainage Rates	50	50	0
Premises Insurance	50	100	118
<b>Third Party Payments</b>			
Management Fee to T.A.G.A.	5,100	5,100	5,100
	<hr/> 5,850	<hr/> 5,950	<hr/> 5,905
<b>Less Income</b>			
Rents	0	0	(1)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	5,850	5,950	5,904
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	650	650	643
Information Technology Expenses	300	300	24
Departmental Administrative Expenses	0	50	309
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	400	500	472
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	7,200	7,450	7,351
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (Including Support Service Staff)</b>	0.02	0.02	

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

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>13. CHURCHYARDS</b>			
<b>Employees</b>			
Salaries	3,250	3,150	2,968
<b>Premises Related Expenses</b>			
Maintenance of Grounds	1,800	1,800	1,000
<b>Third Party Payments</b>			
Grounds Maintenance Contract	10,150	10,150	10,664
	<hr/> 15,200	<hr/> 15,100	<hr/> 14,632
<b>Less Income</b>			
Contributions from Other Bodies	(50)	(50)	(13)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	15,150	15,050	14,619
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	1,400	1,450	1,396
Information Technology Expenses	150	200	183
Departmental Administrative Expenses	1,350	1,400	1,313
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>18,050</b>	<b>18,100</b>	<b>17,511</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (Including Support Service Staff)</b>	0.09	0.09	

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

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>14. <u>TONBRIDGE CEMETERY</u></b>			
<b>Employees</b>			
Salaries	30,450	30,700	30,483
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	2,300	3,600	1,714
Maintenance of Grounds	5,600	7,500	15,662
Electricity	3,000	3,000	1,851
Rates	8,150	8,150	7,735
Water Charges (Metered)	150	100	34
Sewerage & Environmental Services	100	100	140
Premises Insurance	650	1,000	975
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	2,500	3,000	2,625
<b>Third Party Payments</b>			
Grounds Maintenance Contract	69,650	69,650	76,294
	<hr/>	<hr/>	<hr/>
<b><u>Carried Forward</u></b>	122,550	126,800	137,513
	<hr/>	<hr/>	<hr/>

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

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>14. <u>TONBRIDGE CEMETERY (continued)</u></b>			
<u><b>Brought Forward</b></u>	122,550	126,800	137,513
<b>Less Income</b>			
Fees & Charges			
Graves - Exclusive Right of Burial	(41,400)	(34,000)	(43,482)
Interments	(56,900)	(56,900)	(45,204) a)
Memorials - Erection	(9,300)	(9,300)	(9,728)
Memorials - Inscription	(4,150)	(4,150)	(6,642)
Register Search	(3,100)	(3,100)	(2,350)
Memorial Garden - Lease of Tablet / Vault	(25,850)	(28,750)	(40,452) b)
Memorial Garden - Plaque / Inscription	(6,200)	(6,200)	(5,802)
Use of Chapel	(4,150)	(4,150)	(2,106)
	<hr/>	<hr/>	<hr/>
	(151,050)	(146,550)	(155,765)
	<hr/>	<hr/>	<hr/>
<u><b>Sub-total</b></u>	(28,500)	(19,750)	(18,253)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	5,800	6,050	5,816
Information Technology Expenses	1,400	1,700	1,534
Departmental Administrative Expenses	14,550	14,600	14,020
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	22,900	25,550	25,549
	<hr/>	<hr/>	<hr/>
<u><b>TO SUMMARY</b></u>	<b>16,150</b>	<b>28,150</b>	<b>28,667</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (Including Support Service Staff)</b>	0.88	0.85	

a) Lower number of burials.

b) Higher demand for purchase of ashes vaults.

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

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>15. LEISURE STRATEGY</b>			
<b>Employees</b>			
Salaries	58,850	57,650	56,535
<b>Supplies &amp; Services</b>			
Market Research / Audit Programme	4,000	4,000	0
Community Group Funding	5,000	5,000	373
<b>Less Income</b>			
Audit Programme	0	0	(10,000) a)
<b><u>Sub-total</u></b>	<b>67,850</b>	<b>66,650</b>	<b>56,908</b>
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	2,600	2,700	2,595
Information Technology Expenses	50	50	59
Departmental Administrative Expenses	17,650	18,000	17,295
<b><u>TO SUMMARY</u></b>	<b>88,150</b>	<b>87,400</b>	<b>66,857</b>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	0.54	0.92	

Analysis of Salaries:-	£	£	£
Leisure Planning / Policy	£37,500	£36,150	£35,345
Market Research	£1,500	£1,500	£1,511
Liaison with Outside Bodies	£19,850	£20,000	£19,679
	<u>58,850</u>	<u>57,650</u>	<u>56,535</u>

a) Historical creditor in relation to Valley Landscape no longer required.

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

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>16. <u>TONBRIDGE CHRISTMAS LIGHTING</u></b>			
<b>Employees</b>			
Salaries	6,800	5,650	4,038
<b>Supplies &amp; Services</b>			
Christmas Lighting	23,750	23,750	21,988
	<hr/>	<hr/>	<hr/>
	30,550	29,400	26,026
<b>Less Income</b>			
	<hr/>	<hr/>	<hr/>
	30,550	29,400	26,026
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	30,550	29,400	26,026
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	700	750	671
Information Technology Expenses	300	400	342
Departmental Administrative Expenses	2,800	2,800	2,546
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	4,450	800	798
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>38,800</b>	<b>34,150</b>	<b>30,383</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (Including Support Service Staff)</b>	0.15	0.14	

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

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>17. <u>PARKING SERVICES</u></b>			
<b>(a) <u>OFF-STREET</u></b>			
<b>Employees</b>			
Salaries	349,800	325,300	288,861 <b>a)</b>
<b>Premises Related Expenses</b>			
Maintenance of Grounds	263,250	267,800	246,600 <b>b)</b>
Repairs & Maintenance	30,000	35,000	36,468
Winter Maintenance	10,000	10,000	9,915
Electricity	5,850	5,850	17,650 <b>c)</b>
Rates	279,650	305,350	305,384
Premises Insurance	1,500	2,300	2305.35
Council Tax	0	0	8,463
<b>Transport Related Expenses</b>			
Repairs & Maintenance	2,000	2,000	2,940
Licences	600	350	296
Petrol / Oil	2,000	2,000	879
Transport Insurance	1,350	2,100	2,349
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	2,000	9,900	7,255
Maintenance - General	30,000	28,300	28,753
Uniforms	750	4,500	3,817
Stationery	7,500	6,500	6,998
Professional Fees	0	0	(934)
Cash Collection	77,900	77,900	34,082 <b>d)</b>
Payment to Principals / Ticket Refunds	437,850	437,850	397,034 <b>e)</b>
Advertising	500	600	792
Adjudication & Enforcement Services	12,200	12,200	14,390
Security Services Mgt. Recharge (CCTV)	192,900	192,900	192,900
	<hr/>	<hr/>	<hr/>
<b><u>Carried Forward</u></b>	1,707,600	1,728,700	1,607,198
	<hr/>	<hr/>	<hr/>

- a) Management savings arising from staff turnover within the Parking Enforcement team.
- b) Contract cost variance on cleansing and maintenance of grounds.
- c) Investigation on-going to resolve potential issue with unmetered supply rates and charges from supplier.
- d) Contractor underperforming against specification leading to reduced payments.
- e) Lower than expected, in comparison to prior years.

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

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>17. PARKING SERVICES (continued)</b>			
<b>(a) OFF-STREET (continued)</b>			
<u><b>Brought Forward</b></u>	1,707,600	1,728,700	1,607,198
<b>Less Income</b>			
Fees & Charges			
Car Park Season Tickets	(112,000)	(130,000)	(183,075) <b>f)</b>
Short Stay Parking	(2,150,000)	(2,060,000)	(2,231,712) <b>g)</b>
Long Stay Parking	(780,000)	(982,000)	(1,122,219) <b>h)</b>
Penalty Charge Notices	(300,000)	(250,000)	(218,475) <b>i)</b>
General	(38,900)	(73,200)	(102,450) <b>j)</b>
Management of Angel / Botany Car Parks	(114,650)	(114,650)	(118,568)
Rent - Snodland & Tonbridge Town Market	(9,950)	(5,500)	(5,397)
Electric Vehicle Charging	(4,400)	(4,400)	(5,773)
	<hr/>	<hr/>	<hr/>
	(3,509,900)	(3,619,750)	(3,987,670)
	<hr/>	<hr/>	<hr/>
<u><b>Sub-total</b></u>	(1,802,300)	(1,891,050)	(2,380,472)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	34,550	36,150	34,508
Information Technology Expenses	55,100	68,850	61,257
Departmental Administrative Expenses	101,750	102,350	101,423
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	92,500	102,900	102,876
Non Current Asset Impairment	0	0	(1,694,302) <b>k)</b>
	<hr/>	<hr/>	<hr/>
	<b>(1,518,400)</b>	<b>(1,580,800)</b>	<b>(3,774,710)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	8.03	9.97	

**f)** Higher than anticipated take up of services especially over autumn months.

**g)** Overall 8% higher than anticipated use of services.

**h)** Higher than anticipated demand following shift in long term parking use.

**i)** Lower than anticipated due to recruitment challenges.

**j)** Higher than anticipated demand.

**k)** Impairment reversal following the valuation of car parks in 2025/26, resulting in an increase to the asset valuations.

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

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>17. <u>PARKING SERVICES (continued)</u></b>			
<b>(b) <u>ON-STREET</u></b>			
<b>Employees</b>			
Salaries	490,300	463,500	420,210 a)
<b>Premises Related Expenses</b>			
Repairs & Maintenance	15,000	15,000	16,349
Car Parking Action Plans	15,000	15,000	12,529
<b>Transport Related Expenses</b>			
Repairs & Maintenance	2,000	2,000	3,598
Licences	600	600	996
Petrol / Oil	2,000	2,000	890
Transport Insurance	2,050	3,150	3,523
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	1,950	1,950	1,631
Maintenance - General	12,500	12,500	12,323
Uniforms	1,500	21,500	19,406
Stationery	500	500	0
Cash Collection	1,650	1,650	0
Advertising	1,500	1,500	0
Adjudication & Enforcement Services	6,500	9,000	9,794
	<hr/>	<hr/>	<hr/>
<b><u>Carried Forward</u></b>	553,050	549,850	501,250
	<hr/>	<hr/>	<hr/>

a) Management savings arising from staff turnover within the Parking Enforcement team.

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

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>17. <u>PARKING SERVICES (continued)</u></b>			
<b>(b) <u>ON-STREET (continued)</u></b>			
<u>Brought Forward</u>	553,050	549,850	501,250
<b>Less Income</b>			
Fees & Charges			
Business Parking Permits	(26,000)	(26,000)	(30,838)
Residents Parking Permits	(145,000)	(145,000)	(153,964)
Visitors Parking Permits	(35,150)	(35,150)	(50,170) <b>c)</b>
Dispensations	(19,000)	(19,000)	(13,117)
On-street Parking	(72,000)	(260,000)	(273,212) <b>d)</b>
Penalty Charge Notices	(400,000)	(300,000)	(289,658) <b>e)</b>
General Income	0	0	1,258
	<hr/>	<hr/>	<hr/>
	(697,150)	(785,150)	(809,702)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(144,100)	(235,300)	(308,452)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	23,200	24,300	23,361
Information Technology Expenses	41,200	51,450	45,787
Departmental Administrative Expenses	140,050	140,900	141,758
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	4,800	15,100	15,090
	<hr/>	<hr/>	<hr/>
	<b>65,150</b>	<b>(3,550)</b>	<b>(82,457)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	10.53	13.64	
	<hr/>	<hr/>	<hr/>
<b><u>PARKING SERVICES</u></b>			
(a) OFF-STREET	<b>(1,518,400)</b>	<b>(1,580,800)</b>	<b>(3,774,710)</b>
(b) ON-STREET	<b>65,150</b>	<b>(3,550)</b>	<b>(82,457)</b>
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	<b>(1,453,250)</b>	<b>(1,584,350)</b>	<b>(3,857,167)</b>
	<hr/>	<hr/>	<hr/>

c) Higher than anticipated demand for Visitor parking permits.

d) Higher than anticipated demand for on-street parking.

e) Lower than anticipated income due to recruitment challenges, offset by a reduction in salary costs.

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

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>18. <u>TRANSPORTATION</u></b>			
<b>Employees</b>			
Salaries	94,500	94,650	87,590
<b>Premises Related Expenses</b>			
Repairs, Alterations & Maintenance	17,000	19,900	19,668
Electricity	900	900	674
Vale Rise Depot Recharge	2,000	1,600	1,530
Premises Insurance	0	0	13
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	5,000	5,000	5,192
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	119,400	122,050	114,667
<b>Less Income</b>			
Other Contributions		(2,900)	(3,302)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	9,050	9,500	8,767
Information Technology Expenses	3,500	4,450	3,940
Departmental Administrative Expenses	34,000	34,050	33,232
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	0	500	483
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>165,950</b>	<b>167,650</b>	<b>157,788</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	1.95	2.02	

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

	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>19. SECURITY SERVICES MANAGEMENT</b>			
<b>Employees</b>			
Salaries	33,300	29,000	23,857
<b>Premises Related Expenses</b>			
Electricity	0	200	432
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	1,500	1,000	1,467
Maintenance - General	10,000	10,000	6,420
Miscellaneous Insurance	2,800	4,300	4,277
<b>Third Party Payments</b>			
CCTV Monitoring Station	167,000	181,300	186,763
	<hr/>	<hr/>	<hr/>
	214,600	225,800	223,217
<b>Less Income</b>			
Recharge to Parking Services	(192,900)	(192,900)	(192,900)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	21,700	32,900	30,317
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	6,050	6,350	5,810
Information Technology Expenses	1,400	1,750	1,544
Departmental Administrative Expenses	15,100	14,700	14,051
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	27,100	31,700	31,700
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>71,350</b>	<b>87,400</b>	<b>83,422</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	0.78	0.75	

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

**20. BOROUGH DRAINAGE  
& LAND DRAINAGE RELATED WORK**

**Employees**

Salaries	44,450	45,300	43,165
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**Supplies & Services**

Purchases - Equipment & Materials	50	50	0
Professional Fees	5,400	5,400	(834)
Capital Grants & Contributions (RECS)	116,000	116,000	116,000

**Third Party Payments**

Contract Payments	2,100	2,100	2,600
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**Sub-total**

168,000	168,850	160,931
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**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration	2,300	2,400	2,264
Information Technology Expenses	950	1,200	1,081
Departmental Administrative Expenses	19,200	18,600	18,211

**Depreciation & Impairment**

Non-Current Asset Depreciation	100	100	92
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**TO SUMMARY**

<b>190,550</b>	<b>191,150</b>	<b>182,579</b>
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**Full Time Equivalent Number of Staff**

0.93	0.93
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(including Support Service Staff)

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

**21. CIVIL CONTINGENCIES**

**Employees**

Salaries	75,100	97,700	94,873
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**Supplies & Services**

Purchases - Equipment & Materials	1,000	1,000	58
Provision of Sandbags	500	500	500
Other Expenses	250	200	161
Contribution to Kent Resilience Forum	14,700	14,700	7,257

**Sub-total**

91,550	114,100	102,849
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**Central, Departmental & Technical Support Services**

Central Salaries & Administration	35,000	35,600	34,013
Information Technology Expenses	300	350	327
Departmental Administrative Expenses	32,800	40,250	39,539

**TO SUMMARY**

<b>159,650</b>	<b>190,300</b>	<b>176,728</b>
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**Full Time Equivalent Number of Staff**  
(including Support Service Staff)

1.86	2.26
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	<b>ORIGINAL ESTIMATE £</b>	<b>2025/26 REVISED ESTIMATE £</b>	<b>PROVISIONAL OUTTURN £</b>
<b>21. <u>CIVIL CONTINGENCIES</u></b>			
<b>Employees</b>			
Salaries	75,100	97,700	94,873
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	1,000	1,000	58
Provision of Sandbags	500	500	500
Other Expenses	250	200	161
Contribution to Kent Resilience Forum	14,700	14,700	7,257
<b><u>Sub-total</u></b>	91,550	114,100	102,849
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	35,000	35,600	34,013
Information Technology Expenses	300	350	327
Departmental Administrative Expenses	32,800	40,250	39,539
<b><u>TO SUMMARY</u></b>	<b>159,650</b>	<b>190,300</b>	<b>176,728</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.86	2.26	

**CAPITAL OUTTURN  
SUMMARY OF SERVICES**

	Expenditure To 31/03/25	2025/26 Including Prior Year Slippage	2025/26 Actual to 31 March 2026
	£'000	£'000	£'000
<b>Capital Plan Schemes</b>			
Planning, Housing & Regulatory Services	81	2,977	1,969
Less Grants & Contributions	(20)	(1,749)	(1,205)
Street Scene, Leisure & Technical Services	1,131	3,254	1,973
Less Grants & Contributions	0	(509)	(85)
Corporate	2,534	3,371	2,547
Less Grants & Contributions	(1,312)	(1,379)	0
Sub-total	2,414	5,965	5,199
<b>Capital Renewals</b>			
Planning, Housing & Regulatory Services	n/a	1	0
Street Scene, Leisure & Technical Services	n/a	719	388
Corporate	n/a	770	84
Sub-total	n/a	1,490	472
<b>Total</b>	2,414	7,455	5,671

**CAPITAL OUTTURN**  
**PLANNING, HOUSING AND REGULATORY SERVICES**

	Expenditure To 31/03/25	2025/26 Including Prior Year Slippage	2025/26 Actual to 31 March 2026
	£'000	£'000	£'000
<b>Capital Plan Schemes</b>			
Housing			
Better Care Fund Grants	59	1,768	1,203
Less Government Grants & Repayments	n/a	(1,738)	(1,205)
Temporary Accommodation	0	1,200	766
Environmental Health	22	9	0
Less Government Grants & Repayments	(20)	(11)	0
Sub-total	61	1,228	764
Total Planning, Housing and Regulatory Services	61	1,228	764
<b>Capital Renewals</b>			
Environmental Protection	0	1	0
Sub-total	0	1	0
Total Capital Renewals to Summary	0	1	0

**CAPITAL OUTTURN**  
**PLANNING, HOUSING AND REGULATORY SERVICES**

	Code	Expenditure To 31/03/25	2025/26 Including Prior Year Slippage	2025/26 Actual to 31 March 2026	Notes	
		£'000	£'000	£'000		
<b>Housing</b>						
(a) Better Care Fund						
(i) Mandatory Grants Less Repayments	P03AC	n/a n/a	1,317 (10)	1,029 (16)	Government grant support of £1.322m attributed to Mandatory and Discretionary works carried out in 2025/26. This included £147k of grant funding applied to related revenue initiatives in 2025/26. Unused government grant carried forward to 2026/27.	
(ii) Discretionary Grants	P03AT	59	391	146		
(iii) Government Grant		n/a	(1,698)	(1,159)		
Sub-total		59	0	0		
(b) Housing Assistance Less Repayments	P03AD	n/a n/a	60 (30)	28 (30)		
Sub-total		n/a	30	(2)		
<b>Total Grants to Summary</b>		59	30	(2)		
(c) Temporary Accommodation & Resettlement Scheme						
(i) Temporary Accomodation & Resettlement Scheme	P03AW	0	1,200	766		
Sub-total		0	1,200	766		
<b>Total Temporary Accommodation to Summary</b>		0	1,200	766		

**CAPITAL OUTTURN**  
**PLANNING, HOUSING AND REGULATORY SERVICES**

	Code	Expenditure To 31/03/25	2025/26 Including Prior Year Slippage	2025/26 Actual to 31 March 2026	Notes
		£'000	£'000	£'000	
<b>Environmental Health</b>					
(a) Anti-idling Campaign Project Less Government Grant	P02EM	22	9	0	
		(20)	(11)	0	
Sub-total		2	(2)	0	
Total Environmental Health to Summary		2	(2)	0	
<b>Capital Renewals</b>					
(b) Environmental Protection	P02EB CR01	n/a	1	0	
Provision for Inflation		n/a	0		
Sub-total		0	1	0	
Total Capital Renewals to Summary		0	1	0	

**CAPITAL OUTTURN**  
**STREET SCENE, LEISURE & TECHNICAL SERVICES**

	Expenditure To 31/03/25	2025/26 Including Prior Year Slippage	2025/26 Actual to 31 March 2026
	£'000	£'000	£'000
<b>Capital Plan Schemes</b>			
<b>Street Scene</b>	21	168	248
Less Grants & Contributions	0	(60)	0
<b>Leisure</b>			
Sports Grounds	263	98	80
Larkfield Leisure Centre	130	280	192
Angel Centre	0	1,400	1,106
Leisure Centres	13	272	0
Other Leisure Schemes	0	456	80
Less Grants & Contributions	0	(449)	0
<b>Technical Services</b>			
Car Parking	100	460	151
Transportation	195	4	0
Land Drainage / Flood Defence	409	116	116
Less Grants & Contributions	0	0	(85)
Sub-total	1,131	2,745	1,888
<b>Capital Renewals</b>	n/a	719	388
<b>Total Street Scene, Leisure &amp; Technical Services</b>	1,131	3,464	2,276

<b>CAPITAL OUTTURN</b>					
<b>STREET SCENE, LEISURE &amp; TECHNICAL SERVICES</b>					
	Code	Expenditure To 31/03/25	2025/26 Including Prior Year Slippage	2025/26 Actual to 31 March 2026	Notes
		£'000	£'000	£'000	
<b>Street Scene</b>					
(a) Green Waste Bins Growth / Replacement	P02BC	n/a	31	74	Recycling and refuse provisions cater for growth in the number of properties served and the replacement of existing collection bins and boxes which has led to an overspend.
(b) Refuse Bins Growth / Replacement	P02DA	n/a	61	83	
(c) Garden Waste Bin Replacement	P02CF	n/a	37	31	
(d) Food Waste - Communal Properties	P02EP	21	39	60	
Less Grants & Contributions		n/a	(60)	0	
<b>Total Street Scene to Summary</b>		21	108	248	
<b>Sports Grounds</b>					
(e) Racecourse Sports Ground Riverside Revetment	P05DD	240	0	0	Scheme completed.
Less Grants & Contributions		(19)	0	0	
Sub-total		221	0	0	
(f) Racecourse Sportsground Rugby Pitch Drainage	P05DE	23	8	0	
Less Developer Contributions		(10)	(8)	0	
Sub-total		13	0	0	
(g) Racecourse Sportsground Tennis Court Improvements	P05DU	n/a	65	58	
Less Developer Contributions		n/a	(65)	0	
Sub-total		0	0	58	
(h) Swanmead Sportsground Flood Alleviation	P05DB	n/a	25	22	
Sub-total			0	25	22
<b>Total Sports Grounds to Summary</b>		234	25	80	

**CAPITAL OUTTURN**  
**STREET SCENE, LEISURE & TECHNICAL SERVICES**

	Code	Expenditure To 31/03/25	2025/26 Including Prior Year Slippage	2025/26 Actual to 31 March 2026	Notes
		£'000	£'000	£'000	
<b>Larkfield Leisure Centre</b>					
(i) Photovoltaic System	P05LR	130	10	0	Scheme completed.
Sub-total		130	10	0	
(j) Wetside Changing Room Refurbishment Less Grant & Contributions (TBC)	P05LS	n/a	270	192	
Sub-total		n/a	(120)	0	
		0	150	192	
Total Larkfield Leisure Centre to Summary		130	160	192	
<b>Angel Centre</b>					
(k) Angel Centre Replacement Less Grant & Contributions	P05BG	n/a	1,400	1,106	RIBA stage 1 - 3 has completed.
Sub-total		n/a	0	0	
		0	1,400	1,106	
Total Angel Centre to Summary		0	1,400	1,106	

<b>CAPITAL OUTTURN</b>					
<b>STREET SCENE, LEISURE &amp; TECHNICAL SERVICES</b>					
	Code	Expenditure To 31/03/25	2025/26 Including Prior Year Slippage	2025/26 Actual to 31 March 2026	Notes
		£'000	£'000	£'000	
<b>Leisure Centres</b>					
(a) Boiler Replacement Programme	P05BF	13	187	0	
Sub-total		13	187	0	
(b) Installation of Digital CCTV Systems	P05KP	n/a	85	0	
Sub-total		0	85	0	
Total Leisure Centres to Summary		13	272	0	
<b>Other Leisure Schemes</b>					
(a) Ton Cemetery / Closed Churchyards - Memorial Safety Less Developer Contributions	P05KV	142 (3)	4 0	0 0	Scheme completed.
Sub-total		139	4	0	
(b) Tonbridge Cemetery Vaults		n/a	43	30	Scheme completed.
Sub-total		0	43	30	
(c) Haysden Country Park Site Improvements Works Less Developer Contributions	P05FD	n/a n/a	50 (50)	50	
Sub-total		0	0	50	
(d) Riverside Route Lighting Less Developer Contributions	P05JB	n/a n/a	94 (94)		
Sub-total		0	0	0	
(e) Shallows Bridge Less Developer Contributions	P05JC	n/a n/a	265 (112)	0 0	Consent from Network Rail to use a crane lift to remove the current structure has delayed the project, impacting on the overall timeline of the scheme. The scheme is expected to progress in 2026/27.
Sub-total		0	153	0	
Total Other Leisure Schemes to Summary		139	200	80	

<b>CAPITAL OUTTURN</b>					
<b>STREET SCENE, LEISURE &amp; TECHNICAL SERVICES</b>					
	Code	Expenditure To 31/03/25	2025/26 Including Prior Year Slippage	2025/26 Actual to 31 March 2026	Notes
		£'000	£'000	£'000	
<b>Car Parking</b>					
(a) Existing Car Parks Improvement Rolling Programme Less Grants & Contributions	P01AB	n/a	30	116	
		n/a	0	(85)	
Sub-total		0	30	31	
(b) Bailey Bridge East Car Park Improvements	P01AE	n/a	300	15	
(c) Introduction of Automatic Number Plate Recognition	P01AF	n/a	70	0	
(d) Parking Amendments to Car Parks & On-Street Parking	P01AG	100	60	20	
Total Car Parking to Summary		100	460	66	
<b>Transportation</b>					
(e) Electric Vehicle Charging Points Less Grants & Contributions	P01EA	195	4	0	Scheme completed.
		(184)	0	0	
Sub-total		11	4	0	
Total Transportation to Summary		11	4	0	
<b>Land Drainage / Flood Defence</b>					
(f) Wouldham River Wall	P01HS	25	0	0	
(g) Leigh FSA Enhancement Contribution	P01HV	384	116	116	
Total Land Drainage / Flood Defence to Summary		409	116	116	

**CAPITAL OUTTURN  
STREET SCENE, LEISURE & TECHNICAL SERVICES**

	Code	Expenditure To 31/03/25	2025/26 Including Prior Year Slippage	2025/26 Actual to 31 March 2026	Notes
		£'000	£'000	£'000	
<b>Capital Renewals</b>					
Sports Grounds & Open Spaces	P05KGBC05	n/a	228	135	} Underspend / carry forward to 2026/27, to be reviewed in Autumn 2026.
Less Grant & Contributions		n/a	0	0	
		n/a	228	135	
<b>Technical Services</b>					
(a) CCTV Capital Renewals	P01BA	n/a	40	30	}
(b) Car Parking	P01JF	n/a	0	0	}
Sub-total		n/a	268	165	
<b>Leisure Centres</b>					
(c) Angel Centre	P05KGBC01	n/a	51	28	}
(d) Larkfield Leisure Centre	P05KGBC02	n/a	272	72	}
(e) Tonbridge Swimming Pool	P05KGBC04	n/a	164	33	}
(f) Poulton Wood Golf					
Clubhouse	P05KGBC03	n/a	87	90	}
Course	P05KGBC07	n/a	26	0	}
Grounds Maintenance	P05KGBC06	n/a	45	0	}
			645	223	
Provision for inflation	P05KZ	n/a	0	0	}
Savings Target (assumes 25%)		n/a	(194)	0	}
Sub-total		n/a	451	223	
<b>Total Capital Renewals to Summary</b>		0	719	388	

<b>CAPITAL OUTFURN</b>			
<b>CORPORATE</b>			
	Expenditure To 31/03/25	2025/26 Including Prior Year Slippage	2025/26 Actual to 31 March 2026
	£'000	£'000	£'000
<b>Capital Plan Schemes</b>			
Land & Property	1,466	3,134	2,347
Information Technology Initiatives	96	43	6
Other Schemes	972	194	194
Less Grants & Contributions	(1,312)	(1,379)	0
Sub-total	1,222	1,992	2,547
<b>Capital Renewals</b>	n/a	770	84
<b>Total Corporate</b>	1,222	2,762	2,631

<b>CAPITAL OUTTURN</b>					
<b>CORPORATE</b>					
	Code	Expenditure To 31/03/25	2025/26 Including Prior Year Slippage	2025/26 Actual to 31 March 2026	Notes
		£'000	£'000	£'000	
<b>Land &amp; Property</b>					
(a) Tonbridge Castle Offices: Re-tile Roof	P06AA	10	0	0	Works deferred to 2026/27.
(b) Gibson East Refurbishment	P06AL	97	1,403	1,468	Work will be completed Autumn 2026.
(c) De-carbonising the Council's Estate [1]	P06AM				
Solar PV at Tonbridge Pool	AM10	103	0	4	Scheme completed.
LED at Tonbridge Pool	AM20	21	0	0	Scheme completed.
LED at Larkfield Leisure Centre	AM30	53	7	0	Scheme completed.
Solar PV at Larkfield Leisure Centre	AM40	329	64	0	
Re-felt & roof insulation upgrade at Larkfield Leisure Centre	AM50	330	245	24	
Air Source Heat Pumps at Larkfield Leisure Centre	AM60	523	1,165	824	
Sub-metering at Larkfield Leisure Centre & Tonbridge Pool	AM70	0	0	0	Scheme completed.
Boiler Replacement at Poult Wood Golf Club	AM80	0	250	27	
Less Grants		(460)	(1,185)	0	
Total Land and Property to Summary		1,006	1,949	2,347	
<b>Information Technology Initiatives</b>					
(d) General Data Protections Regs	P06DR	58	0	6	Scheme to upgrade the income software to SmartPay6 completed.
(e) Integra Centros Financial Management System [2]	P06CS	38	43	0	Scheme completed.
Total Information Technology Initiatives to Summary		96	43	6	
<b>Other Schemes</b>					
(f) UK Shared Prosperity Fund Projects/Initiatives:	P06FN				
Mobile CCTV	FN10	29	0	0	
Tonbridge Wayfinding	FN20	10	0	0	
Digital Information Boards	FN30	53	0	0	
Shopfront and Vacant Unit Improvements	FN40	94	0	0	
Bus Shelter Green Roofs Pilot	FN50	31	0	0	
West Kent Green Business Grants	FN60	85	20	14	
Carbon Descent Plans	FN70	123	40	46	
Safer Sustainable Car Parks	FN80	111	0	0	
Less Grants	FN90	(505)	(60)	0	
Total Other Schemes to Summary		31	0	60	

<b>CAPITAL OUTFURN</b>					
<b>CORPORATE</b>					
	Code	Expenditure To 31/03/25	2025/26 Including Prior Year Slippage	2025/26 Actual to 31 March 2026	Notes
		£'000	£'000	£'000	
<b>Other Schemes Con't/...</b>					
(g) Rural England Prosperity Fund Projects/Initiatives:	P06F0	0	134	0	Scheme completed.
Investment in Micro & Small Enterprises	F010	175	0	114	
Develop and Promote Visitor Economy	F020	133	0	20	
Create/Improvements to Local Green Spaces	F030	25	0	0	
Existing Cultural, Historic & Heritage Institutions	F040	61	0	0	
Active Travel Enhancements in the Local Area	F050	0	0	0	
Rural Circular Economy Projects	F060	42	0	0	
Less Grants	F090	(347)	(134)	0	
Total Other Schemes Con't/... to Summary		89	0	134	

