

# Draft Revenue Estimates

2011/12



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**Finance and Property Advisory Board 5 January 2011**  
**General Fund Revenue Estimates 2011/12**  
**PROVISIONAL SUMMARY**

SERVICE	2010/11 ESTIMATE		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Corporate Services</b>	6,451,700	6,069,150	5,272,850
<b>Environmental Health Services</b>	4,144,250	4,005,450	4,156,450
<b>Housing Services</b>	1,630,000	1,755,100	1,831,850
<b>Leisure Services</b>	4,096,500	4,654,200	4,092,700
<b>Planning and Transportation Services</b>	1,744,250	1,958,500	1,894,950
<b>Economic Downturn</b>	1,025,000	825,000	1,125,000
Sub Total	19,091,700	19,267,400	18,373,800
<b>Depreciation Account</b>	(2,691,200)	(2,635,050)	(2,624,700)
<b>Revenue Expenditure Charged to Capital (RECS)</b>	(774,000)	(973,400)	(353,000)
<b>Contributions To (From) Reserves</b>			
Building Repairs Reserve			
Withdrawals to fund expenditure	(424,900)	(529,350)	(450,350)
Contribution to Reserve	350,000	350,000	350,000
Contributions From Earmarked Reserves			
Borough Signage Reserve	-	(2,100)	-
Community Development Initiatives Reserve	(5,000)	(15,000)	-
Corporate Establishment Review Reserve	-	(80,000)	-
Corporate MTFS Reserve	(250,000)	(250,000)	(250,000)
Crime & Disorder Initiatives Reserve	(20,000)	(20,000)	(20,000)
Democratic Representation Reserve	-	(7,650)	-
Development Control Scanning Reserve	-	(14,000)	-
Election Expenses Reserve	(13,900)	(200)	(108,500)
Equalities Reserve	-	(9,350)	-
Hadlow Tower Restoration Reserve	-	(13,150)	-
Housing & Planning Delivery Grant Reserve	(153,100)	(214,600)	(63,600)
Housing Survey Reserve	(45,000)	-	(60,000)
LABGI Scheme Grant Reserve	-	(58,800)	-
LSBU Reserve	-	(24,400)	-
Local Development Framework Reserve	(56,500)	(15,000)	(30,000)
Local Strategic Partnership Reserve	-	(5,450)	-
Planning Inquiries Reserve	(30,000)	(30,000)	(30,000)
Repossessions Prevention Fund Reserve	-	(22,950)	(9,000)
Risk Management Support Reserve	-	(8,300)	-
Young Persons Initiatives Reserve	(12,500)	(12,500)	(8,550)
Contributions To Earmarked Reserves			
Election Expenses Reserve	25,000	25,000	25,000
Housing Survey Reserve	15,000	15,000	15,000
Local Development Framework Reserve	40,000	40,000	40,000
Capital Reserve			
Expenditure funded from Capital Reserve	3,153,000	3,514,000	1,657,000
Withdrawals to fund expenditure	(3,153,000)	(3,514,000)	(1,657,000)
Other contributions to (from) Capital Reserve	2,500	127,050	350,000
<b>Financial Reporting Standard 17</b>			
Retirement Benefit Costs	3,676,600	4,531,900	4,751,600
Employers Pension Contributions	(2,712,200)	(2,646,000)	(2,436,750)
Pensions Reserve	(964,400)	(1,885,900)	(2,314,850)
<b>Area Based Grant</b>	(28,800)	(36,150)	-
<b>Performance Reward Grant</b>	-	10,900	-
Sub Total	15,019,300	14,857,950	15,146,100
<b>Contributions To (From) Revenue Reserve</b>	(23,000)	138,350	<b>To Be Determined</b>
<b>Budget Requirement</b>	<b>14,996,300</b>	<b>14,996,300</b>	<b>15,146,100</b>

# Based on the Capital Plan (List A) position as reported to Finance & Property Advisory Board 5/1/2011.  
The figures may need to be amended to reflect the impact of any new schemes added to the Plan.

This statement is **PROVISIONAL** at this stage and is designed to give an indication of the overall position.

## CORPORATE SERVICES

### SUMMARY

	2010/11	2011/12
	ORIGINAL ESTIMATE	REVISED ESTIMATE
	£	£
1-3 SALARIES AND OVERHEADS	1,764,750	816,700
4 DEMOCRATIC REPRESENTATION	1,550,950	1,612,050
5 CORPORATE MANAGEMENT	687,300	671,650
6 COMMUNITY SAFETY	173,850	161,400
7 COMMUNITY DEVELOPMENT	92,700	104,700
8 ELECTIONS	306,650	320,300
9 INFORMATION AND PUBLICITY	207,700	205,350
10 PUBLIC RIGHTS OF WAY	6,650	7,400
11 CIVIL CONTINGENCIES	111,750	121,450
12 LOCAL LAND CHARGES	(134,200)	(29,700)
13 CONCESSIONARY FARES	605,950	667,950
14 GRANTS & PAYMENTS	169,600	165,700
15 INDUSTRIAL ESTATE	(51,400)	(50,800)
16 COMMERCIAL PROPERTY	(237,500)	(240,350)
17 VALE RISE DEPOT	-	-
18 LAND REVIEW	54,250	48,000
19 LOCAL REVENUE & NNDR COLLECTION	491,800	580,600
20 COUNCIL TAX BENEFITS	(4,100)	98,100
21 INTEREST & TRANSFERS	(425,950)	(322,250)
22 DRAINAGE BOARDS SPECIAL LEVIES	396,250	390,550
23 FINANCIAL ARRANGEMENTS WITH PARISH COUNCILS	389,000	416,950
24 GENERAL ADVICE TO PARISH COUNCILS	64,150	69,350
25 ITINERANTS	8,200	15,550
26 CLIMATE CHANGE	66,350	74,550
27 ECONOMIC DEVELOPMENT & REGENER'N	82,600	98,250
	<hr/>	<hr/>
ANNUAL ESTIMATES	6,377,300	6,003,450
28 CAPITAL PROGRAMME - REVENUE EXP.	74,400	60,700
29 CONTRIBUTIONS TO PROVISIONS	-	5,000
	<hr/>	<hr/>
	<b>6,451,700</b>	<b>6,069,150</b>
	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	86.34	85.60

**CORPORATE SERVICES**

	2010/11		2011/12
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>1 <u>SALARIES AND ONCOSTS</u></b>			
<b>(a) <u>Salaries</u></b>			
Salaries (see analysis on page CS 34)	8,563,550	8,501,950 a)	8,658,550 a)
Employers' National Insurance Contributions	636,450	633,950 a)	644,250 a)
Employers' Superannuation Contributions	2,375,950	2,310,650 a)	1,105,450 b)
Staff Turnover Saving	(75,000)	(75,000)	(75,000)
Apprenticeship Scheme	13,700	11,400	16,500 c)
	<hr/>	<hr/>	<hr/>
	11,514,650	11,382,950	10,349,750
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	271.20	273.31	272.80
<b>(b) <u>Termination Payments</u></b>			
Additional Annual Pension Contributions	300,000	291,000 d)	294,000 e)
Long Service Awards	-	450 f)	-
Capitalised Pension Contributions	-	82,300 g)	-
Superannuation Backfunding Lump Sum	-	-	987,900 h)
Redundancy Payments	-	-	-
	<hr/>	<hr/>	<hr/>
	300,000	373,750	1,281,900
	<hr/>	<hr/>	<hr/>
<b>(c) <u>Recruitment &amp; Training</u></b>			
Advertising & Other Recruitment Costs	5,000	5,200	5,000
Training - Course Fees & Expenses	107,100	107,100	107,800 i)
Health Screening & Miscellaneous	5,900	6,100	6,100
Medical Insurance Scheme	-	(24,900) j)	-
Employee Support Scheme	10,000	10,000	10,000
	<hr/>	<hr/>	<hr/>
	128,000	103,500	128,900
	<hr/>	<hr/>	<hr/>
	<b>11,942,650</b>	<b>11,860,200</b>	<b>11,760,550</b>
	<hr/>	<hr/>	<hr/>

## **CORPORATE SERVICES**

### **SALARIES**

- a) Revised estimate reflects savings accruing during the first part of the current financial year and the part year effect of approved establishment changes. Forward estimate reflects full year effect of establishment changes.
- b) Reflects new employer superannuation contribution rate from April 2011.
- c) Reflects the full year cost of employing three Apprentices.

### **TERMINATION PAYMENTS**

- d) Reflects a reduction in the level of retirement allowances payable in the current financial year.
- e) Includes a provision for annual pensions increase.
- f) Long service awards payable following staff retirements.
- g) Termination costs following corporate review of the establishment as reported to General Purposes Committee 07 September 2009.
- h) Superannuation backfunding payment following change in employer superannuation contribution rate.

### **RECRUITMENT & TRAINING**

- i) Provision based on 1.3% of employees' basic salaries (i.e. excludes overtime, temporary staff, national insurance and superannuation provisions).
- j) Rebate received following cessation of the health care scheme.

**CORPORATE SERVICES**

**2 OVERHEAD EXPENSES**

**(a) COUNCIL OFFICES**

**Employees**

Salaries

	2010/11		2011/12
	ORIGINAL ESTIMATE £		REVISED ESTIMATE £
	147,900	156,400 a)	161,300
<b>Premises Related Expenses</b>			
Maintenance of Grounds	7,500	7,550	7,550
Energy Costs :			
Electricity	96,000	81,000 b)	85,000 b)
Gas	27,000	13,000 b)	14,000 b)
Rates	264,350	228,950 c)	244,200 c)
Office Alteration Costs	-	7,300 d)	-
Water Services :			
Water Charges (metered)	4,500	3,500	3,500
Sewerage & Environmental Services	5,000	5,500	5,500
Fixture & Fittings	5,000	5,000	5,000
Cleaning & Domestic Supplies	4,500	4,500	4,500
Insurance	16,600	16,400	17,000
Repairs expenditure	112,400	129,600 e)	119,400
<b>Supplies &amp; Services</b>			
Equipment, Furniture & Materials	2,400	2,050	2,050
Clothing, Uniforms & Laundry	3,850	3,850	3,850
Trade Refuse Charges	8,500	8,100	8,100
Miscellaneous Services	9,050	8,800	8,800
	714,550	681,500	689,750
<b>Less Income</b>			
Customer & Client Receipts	(500)	(500)	(500)
Solemnization of Marriages	(13,000)	(13,000)	(13,000)
Hire of Tonbridge Council Chamber	(2,000)	(2,000)	(2,500)
	(15,500)	(15,500)	(16,000)
	699,050	666,000	673,750
<b>Central, Departmental &amp; Technical Support Services</b>			
Information Technology Expenses	4,350	4,250	4,250
Central Salaries & Administration	28,900	31,900	32,350
Departmental Administrative Expenses	35,750	31,200 f)	31,000
<b>Depreciation &amp; Impairment</b>			
Fixed Asset Depreciation	154,550	150,400	152,650
	922,600	883,750	894,000
<b>Full Time Equivalent Number of Staff</b>			
(including Support Service Staff)	6.48	6.53	6.53

## CORPORATE SERVICES

### COUNCIL OFFICES

- a) Reflects increased employer superannuation contributions that are chargeable to Service budgets under Financial Reporting Standard 17 "Retirement Benefit Costs".
- b) Reduced costs achieved through flexible procurement option via Laser buying consortium. Revised and forward estimates include provision for price increases.
- c) Revised estimate reflects a reduction in NNDR multiplier rate for current year. Forward estimate assumes an increase of 4.6%.
- d) Costs associated with further office accommodation moves in May / June 2010 met from LABGI scheme grant.
- e) Includes refurbishment of Gibson West Building wing toilets.
- f) Reduced office accommodation costs attributable to Building and Facilities Management Section.



**CORPORATE SERVICES**

**2 OVERHEAD EXPENSES-Continued**

**(b) PRINTING SECTION & PHOTOCOPYING**

**Employees**

Salaries

	2010/11		2011/12
	ORIGINAL ESTIMATE £		ESTIMATE £
	88,950	97,050 a)	97,850
<b>Supplies &amp; Services</b>			
Purchases	5,200	4,350	4,350
Print Room Maintenance & Copy Charges	43,600	43,500	43,500
Photocopier Copy Charges	5,500	5,500	5,500
Paper	23,500	23,500	23,500
	<hr/>	<hr/>	<hr/>
	166,750	173,900	174,700
	-----	-----	-----
<b>Less Income</b>			
Sales	(18,250)	(22,150) b)	(22,150)
Recharges to Other Services	(11,450)	(10,650)	(10,650)
	<hr/>	<hr/>	<hr/>
	(29,700)	(32,800)	(32,800)
	-----	-----	-----
<b><u>Sub-total</u></b>	137,050	141,100	141,900
<b>Central, Departmental &amp; Technical Support Services</b>			
Office Accommodation	30,150	29,000	29,250
Central Salaries & Administration	17,500	17,750	18,100
Departmental Administrative Expenses	11,350	10,550	10,150
<b>Depreciation &amp; Impairment</b>			
Fixed Asset Depreciation	21,600	21,000	27,700 c)
	<hr/>	<hr/>	<hr/>
	217,650	219,400	227,100
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	3.94	3.92	3.93

## **CORPORATE SERVICES**

### **PRINTING SECTION & PHOTOCOPYING**

- a) Reflects increased employer superannuation contributions that are chargeable to Service budgets under Financial Reporting Standard 17 "Retirement Benefit Costs".
- b) Increased volume of work undertaken for external organisations.
- c) Reflects replacement of life expired equipment.

**CORPORATE SERVICES**

**2 OVERHEAD EXPENSES-Continued**

**(c) CUSTOMER SERVICES**

**Employees**

Salaries

237,050                      262,400 **a)**                      291,200 **a)**

**Premises Related Expenses**

Rent

5,200                                      5,200                                      5,200

**Supplies & Services**

Purchases

1,200                                      8,200 **b)**                                      1,200

Uniforms

500    4,000 **b)**                                      1,000

Stationery

700    700    700

Marketing

-    18,000 **c)**                                      18,000

Postage

500    750    750

Mobile Telephones

1,000    1,000    1,000

General Subsistence Allowances

400    400    400

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246,550                                      300,650                                      319,450

**Less Income**

Tonbridge Gateway Agreement / Licence

-    (141,600) **d)**                                      (141,600)

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**Sub-total**                                      246,550                                      159,050                                      177,850

**Central, Departmental & Technical Support Services**

Information Technology Expenses

67,900                                      81,150 **e)**                                      65,250 **e)**

Central Salaries & Administration

5,050    5,750    5,850

Departmental Administrative Expenses

77,850    68,650 **f)**                                      70,400

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**397,350                                      314,600                                      319,350**

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

10.37    11.09    10.97

## **CORPORATE SERVICES**

### **CUSTOMER SERVICES**

- a)** Reflects new Gateway Manager post and increased employer superannuation contributions that are chargeable to Service budgets under Financial Reporting Standard 17 "Retirement Benefit Costs". The revised estimate is offset by current staffing levels within the Customer Services Section.
  
- b)** Includes provision for the one-off replacement of uniforms and signage agreed by Management Team.
  
- c)** Provision for Tonbridge Castle Gateway marketing.
  
- d)** Income from Kent County Council in respect of Tonbridge Gateway agreement / licence.
  
- e)** Increased IT staff development costs associated with the Customer Relationship Management system. Forward estimate is offset by a reduction in fixed asset depreciation (capital charge) attributable to the system.
  
- f)** Reduced office accommodation costs chargeable to Customer Services Section and revised charge for attributable IT equipment.

**CORPORATE SERVICES**

**2 OVERHEAD EXPENSES-Continued**

**(d) GENERAL ADMINISTRATION**

**Employees**

Salaries

17,300

19,250

19,650

**Supplies & Services**

Insurance

99,500

99,650

104,700 a)

Advertising

2,000

1,800

1,800

Post Delivery Guarantee

2,700

2,700

2,700

Council Diaries & Handbooks (Net Cost)

150

400

400

Office Removals

200

1,300 b)

200

First Aid Supplies

200

-

-

Copyright Licence

2,500

1,800 c)

2,000

Equality Issues

1,000

10,350 d)

1,000

125,550

137,250

132,450

**Less Income**

Old Plant & Equipment

(50)

(50)

(50)

**Sub-total**

125,500

137,200

132,400

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

10,350

11,550

11,750

Departmental Administrative Expenses

3,400

3,400

3,400

139,250

152,150

147,550

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

0.95

0.97

0.97

## **CORPORATE SERVICES**

### **GENERAL ADMINISTRATION**

- a) Increased public liability insurance renewal premium.
- b) Costs associated with further office accommodation moves in May / June 2010 met from LABGI scheme grant.
- c) Reduction in licence fee payable.
- d) Reflects equality and diversity awareness training sessions funded from an earmarked reserve.

**CORPORATE SERVICES**

**2 OVERHEAD EXPENSES-Continued**

**(e) DEPARTMENTAL ADMINISTRATION**

**Staff Transport Related Expenses**

Car & Travelling Allowances

	2010/11	2011/12	
	REVISED	ESTIMATE	
	ESTIMATE	ESTIMATE	
	£	£	
	313,700	310,100	307,050
<b>Supplies &amp; Services</b>			
Equipment, Furniture & Materials	15,100	11,600 a)	11,800
Office Equipment - Maintenance	4,400	3,700	3,800
Protective Clothing	1,050	850	850
External Printing & Stationery	22,150	18,850 b)	18,850
Postage	50,150	47,000	47,300
Telephones - Calls	14,500	13,500	13,500
Telephones - Other Costs	63,750	76,200 c)	64,200
Mobile Telephones & Pagers	7,450	8,350	8,400
Subscriptions to Organisations	19,900	22,000	21,350
Reference Books & Publications	30,800	32,900	32,900
Subsistence Allowances	8,200	7,950	7,950
Legal Expenses	50,000	50,000	50,000
Fees	18,600	18,400	18,400
Ordnance Survey Licence Charges	13,100	13,300	13,200
Insurance & Other Expenses	1,300	1,100	1,100
Contracted Services	13,350	19,250 d)	12,250 e)
Risk Management Support	-	8,300 f)	-
	<hr/>	<hr/>	<hr/>
	647,500	663,350	632,900
	-----	-----	-----
<b>Less Income</b>			
Recovery of Court Costs	(2,000)	(2,000)	(2,000)
Customer & Client Receipts	(36,750)	(7,450)	(5,250)
Partnership Receipts	-	(98,400) g)	(54,550) h)
	<hr/>	<hr/>	<hr/>
	(38,750)	(107,850)	(61,800)
	-----	-----	-----
<b><u>Sub-total</u></b>	608,750	555,500	571,100
<b>Depreciation &amp; Impairment</b>			
Fixed Asset Depreciation	28,750	28,650	23,650
	<hr/>	<hr/>	<hr/>
	<b>637,500</b>	<b>584,150</b>	<b>594,750</b>
	<hr/>	<hr/>	<hr/>

## CORPORATE SERVICES

### DEPARTMENTAL ADMINISTRATION

- a) Reduced requirement for general purchases following review of service budgets.
- b) Reduced requirement for stationery purchases following review of service budgets.
- c) Reflects delayed introduction of Voice over Internet Protocol between Kings Hill and Tonbridge Castle.
- d) Reflects fees payable to Benefit Subsidy consultants for a subsidy review.
- e) Increased provision for fees payable for external debt recovery services, offset by a reduction in Administration & Property Services technical assistance budget.
- f) Risk management support met from an earmarked reserve.
- g) Income received in respect of partnership arrangements had previously been included under customer and client receipts. The revised estimate reflects partnership arrangements with:
  - 1) Gravesham Borough Council for shared cost of Principal Revenue Officer;
  - 2) Gravesham Borough Council for additional costs of a Senior Benefits Officer; and
  - 3) Sevenoaks District Council for the cost of a Building Control Officer to March 2011.
- h) Forward estimate reflects partnership arrangements with Gravesham Borough Council for:
  - 1) shared cost of Principal Revenue Officer; and
  - 2) shared cost of Scientific Officer.





**CORPORATE SERVICES**

**CORPORATE SERVICES**

	2010/11		2011/12
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>2    <u>OVERHEAD EXPENSES-Continued</u></b>			
<b>(g)   <u>INFORMATION TECHNOLOGY SERVICES</u></b>			
<b>Employees</b>			
Salaries	822,600	829,100 a)	891,250 a)
<b>Transport Related Expenses</b>			
Public Transport	100	250	250
<b>Supplies &amp; Services</b>			
Equipment - Purchases	4,000	4,000	4,000
Equipment - Maintenance	59,100	60,050	65,650 b)
Printing & Stationery	24,500	26,000	6,000 c)
Insurance	6,350	6,400	6,400
Reference Books & Publications	100	100	100
Subsistence Allowances	450	500	500
Other Expenses	2,600	2,350	2,350
Data Protection Registration	1,150	650	650
Software Support, Hire & Maintenance	410,550	342,950 d)	399,050 d)
Telephone leased lines and modems	38,850	36,450	42,100 e)
Kent Connects	20,000	20,000	25,000 f)
	-----	-----	-----
	1,390,350	1,328,800	1,443,300
<b>Less Income</b>			
Recycled Materials	(50)	(50)	-
Web Site Advertising	(4,000)	(1,500) g)	(1,500)
	-----	-----	-----
<b><u>Sub-total</u></b>	1,386,300	1,327,250	1,441,800
<b>Central, Departmental &amp; Technical Support Services</b>			
Office Accommodation	89,350	88,150	89,250
Central Salaries & Administration	19,400	19,900	19,900
Departmental Administrative Expenses	76,550	72,750	72,150
<b>Depreciation &amp; Impairment</b>			
Fixed Asset Depreciation	429,600	445,300	410,000
	-----	-----	-----
	<b>2,001,200</b>	<b>1,953,350</b>	<b>2,033,100</b>
	-----	-----	-----
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	18.09	18.20	18.19

## **CORPORATE SERVICES**

### **INFORMATION TECHNOLOGY SERVICES**

- a)** Reflects increased employer superannuation contributions that are chargeable to Service budgets under Financial Reporting Standard 17 "Retirement Benefit Costs". The revised estimate only is offset by a reduction in GIS temporary staff provision.
  
- b)** Includes provision for storage area network maintenance following evaluation / purchase, offset by the estimated reduction in server and printer maintenance due to server virtualisation and purchase of multi-function devices.
  
- c)** Estimated reduction in toner usage following introduction of multi-function devices and removal of desktop printers.
  
- d)** Various software changes, terminations and amended payment profiles plus income from the EU Interreg project for 2010/11 and 2011/12. Revised estimate also reflects the cancellation of creditor provisions no longer required. 2% inflation included for 2011/12.
  
- e)** Includes estimated £5k direct charge by DWP for use of the GCSx secure link to the Government Extranet. Previously funded by DWP for 3 years.
  
- f)** Includes estimated £5k recharge per authority for the network element of the GCSx secure link (see above) provided via Kent Connects and previously funded by DWP.
  
- g)** Reduced advertising revenue due to economic downturn.

**CORPORATE SERVICES**

	2010/11		2011/12
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>3 <u>SALARIES &amp; OVERHEADS</u></b>			
<b>Salaries &amp; Oncosts</b>	11,942,650	11,860,200	11,760,550
<b>Overheads</b>			
(a) Council Offices	922,600	883,750	894,000
(b) Printing & Photocopying	217,650	219,400	227,100
(c) Customer Services	397,350	314,600	319,350
(d) Administration - General	139,250	152,150	147,550
(e) Administration - Departmental	637,500	584,150	594,750
(f) Snack Facilities	2,400	3,300	2,900
(g) Information Technology Services	2,001,200	1,953,350	2,033,100
	<hr/>	<hr/>	<hr/>
	16,260,600	15,970,900	15,979,300
<b>Less Recharge to :</b>	<hr/>	<hr/>	<hr/>
Planning & Transportation Services	(3,698,500)	(3,759,100)	(3,991,200)
Environmental Health Services	(1,601,050)	(1,664,300)	(1,645,850)
Housing Services	(1,687,300)	(1,830,400)	(1,809,400)
Leisure Services	(1,253,600)	(1,281,850)	(1,301,200)
Corporate Services	(4,263,950)	(4,575,800)	(4,595,450)
Other Services	(195,950)	(198,600)	(198,600)
Holding Accounts	(1,795,500)	(1,844,150)	(1,928,350)
	<hr/>	<hr/>	<hr/>
	(14,495,850)	(15,154,200)	(15,470,050)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	1,764,750	816,700	509,250
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	1,764,750	816,700	509,250
	<hr/>	<hr/>	<hr/>

**CORPORATE SERVICES**

**CORPORATE SERVICES**

	2010/11		2011/12
	ORIGINAL	REVISED	ESTIMATE
	ESTIMATE	ESTIMATE	
	£	£	£
<b>4 <u>DEMOCRATIC REPRESENTATION &amp; MANAGEMENT</u></b>			
<b>(a) <u>DEMOCRATIC ADMINISTRATION</u></b>			
<b>Employees</b>			
# Salaries	341,000	376,000 a)	382,300
<b>Premises Related Expenses</b>			
Accommodation Expenses (Forum/Area1)	8,000	6,900 b)	7,500 b)
<b>Supplies &amp; Services</b>			
Members' Meeting Expenses	2,500	2,500	2,500
Twinning Committee Expenses	6,600	6,600	6,600
Remuneration Panel Expenses	3,500	3,500	3,500
Standards Committee Expenses	200	-	-
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	361,800	395,500	402,400
<b>Central, Departmental &amp; Technical Support Services</b>			
Accommodation & Printing Services	80,250	75,250 c)	77,150
# Central Salaries & Administration	290,600	310,150 a)	322,250
Information Technology Expenses	20,550	19,450	24,300 d)
# Departmental Administrative Expenses	118,900	116,950	118,100
	<hr/>	<hr/>	<hr/>
	<b>872,100</b>	<b>917,300</b>	<b>944,200</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	16.45	16.55	16.66

**Memorandum**

# Service Salary & Overhead Allocations to Democratic Administration

Administration & Property Services	293,100	309,950	317,850
Chief Executives' Service	69,500	77,300	82,550
Environmental Health & Hsg Services	60,650	73,650	70,150
Financial Services	50,100	53,000	54,800
Information Technology Services	4,250	4,650	4,650
Legal Services	36,600	37,650	39,300
Leisure Services	81,450	84,400	84,500
Personnel Services	9,750	9,150	9,650
Planning & Transportation Services	145,100	153,350	159,200
	<hr/>	<hr/>	<hr/>
	750,500	803,100	822,650
	<hr/>	<hr/>	<hr/>

## CORPORATE SERVICES

### DEMOCRATIC REPRESENTATION & MANAGEMENT

- a) Reflects increased employer superannuation contributions that are chargeable to Service budgets under Financial Reporting Standard 17 "Retirement Benefit Costs".
- b) Reflects review of service budgets. Forward estimate assumes increased PA system charge.
- c) Printing costs attributable to Member meetings.
- d) IT staff development costs associated with the Committee Management system and new e-Petitions system.



**CORPORATE SERVICES**

	2010/11		2011/12
	ORIGINAL	REVISED	ESTIMATE
	ESTIMATE	ESTIMATE	
	£	£	£
<b>(b) <u>PAYMENTS TO MEMBERS</u></b>			
<b>Transport Related Expenses</b>			
Members' Travel & Subsistence	15,450	15,450	15,450
<b>Supplies and Services</b>			
Basic Allowance	269,000	269,000	288,450 a)
Special Responsibility Allowance	138,550	138,550	151,650 a)
Mayors' and Deputy Mayors' Allowance	7,650	7,650	7,650
Members' National Insurance	12,900	12,900	12,900
Carers' Allowance	800	800	800
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	444,350	444,350	476,900
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	22,400	19,200	19,000
Information Technology Expenses	3,100	4,350	4,250
	<hr/>	<hr/>	<hr/>
	<b>469,850</b>	<b>467,900</b>	<b>500,150</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.61	0.51	0.52

- a) Reflects transitional arrangements following recommendations of the Joint Independent Remuneration Panel, reported to Council 20 January 2009

**CORPORATE SERVICES**

	2010/11		2011/12
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>(c) <u>MAYORAL &amp; OTHER MEMBER SUPPORT (INC. MEMBER TRAINING)</u></b>			
<b>Employees</b>			
Salaries	39,600	43,750 a)	44,450
<b>Transport Related Expenses</b>			
Mayors' Transport Allowance	23,000	23,000	23,000
<b>Supplies and Services</b>			
Stationery	350	350	350
Subscriptions	19,600	19,600	19,600
Insurance	50	50	50
Civic Hospitality	12,000	12,000	12,000
Mobile Telephones	500	500	500
Other Expenses	2,000	9,650 b)	2,000
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	97,100	108,900	101,950
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	80,650	86,250 a)	87,550
Information Technology Expenses	11,700	11,000	11,400
Departmental Administrative Expenses	19,550	20,700	20,700
	<hr/>	<hr/>	<hr/>
	<b>209,000</b>	<b>226,850</b>	<b>221,600</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	2.94	3.00	2.99
 <b><u>SUMMARY</u></b>			
<b>(a) DEMOCRATIC ADMINISTRATION</b>	872,100	917,300	944,200
<b>(b) PAYMENTS TO MEMBERS</b>	469,850	467,900	500,150
<b>(c) MAYORAL &amp; OTHER MEMBER SUPPORT     INC. MEMBER TRAINING</b>	209,000	226,850	221,600
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>1,550,950</b>	<b>1,612,050</b>	<b>1,665,950</b>
	<hr/>	<hr/>	<hr/>

a) Reflects increased employer superannuation contributions that are chargeable to Service budgets under Financial Reporting Standard 17 "Retirement Benefit Costs"

b) Provision for modification of mayoral chain met from an earmarked reserve.

**CORPORATE SERVICES**

**5 CORPORATE MANAGEMENT**

**(a) CORPORATE POLICY**

**Employees**

# Salaries

78,300

80,450

82,100

**Supplies and Services**

Consultation & Other Expenses

17,000

10,000 a)

17,000

**Sub-total**

95,300

90,450

99,100

**Central, Departmental & Technical Support Services**

# Central Salaries & Administration

398,500

395,900

406,650

# Departmental Administrative Expenses

21,550

19,950

20,350

**515,350**

**506,300**

**526,100**

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

8.15

7.64

7.60

**(b) PUBLIC ACCOUNTABILITY**

**Supplies and Services**

External Audit Fees

114,800

103,000 b)

105,000 c)

**Sub-total**

114,800

103,000

105,000

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

57,150

62,300 d)

65,950 e)

Information Technology Expenses

-

50

50

**171,950**

**165,350**

**171,000**

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

1.09

1.14

1.22

**SUMMARY**

**(a) CORPORATE POLICY**

515,350

506,300

526,100

**(b) PUBLIC ACCOUNTABILITY**

171,950

165,350

171,000

**TO SUMMARY**

**687,300**

**671,650**

**697,100**

## CORPORATE SERVICES

	2010/11		2011/12
	ORIGINAL	REVISED	ESTIMATE
	ESTIMATE £	ESTIMATE £	£
<b>Memorandum</b>			
<b># Service Allocations to Corporate Policy</b>			
Admin & Property Services	56,700	63,550	64,550
Chief Executives' Service	142,100	148,800	153,250
Environmental Health & Housing Services	50,700	51,950	51,300
Financial Services	92,200	92,600	91,350
Information Technology Services	6,950	6,950	6,400
Leisure Services	8,550	9,400	9,300
Legal	13,050	13,450	14,050
Personnel Services	87,500	70,500	77,000
Planning & Transportation Services	40,600	39,100	41,900
	498,350	496,300	509,100
	498,350	496,300	509,100

### CORPORATE POLICY

- a) Provision to enable a Residents' Panel survey to be undertaken and for "refreshing" the Panel.

### PUBLIC ACCOUNTABILITY

- b) Reflects 50% reduction in managing performance fee.
- c) Assumes an increase for inflation (2.0%).
- d) Reflects increased employer superannuation contributions that are chargeable to Service budgets under Financial Reporting Standard 17 "Retirement Benefit Costs"
- e) Reflects additional staff costs from Accountancy Section following Accountancy and Exchequer Services restructure.

**CORPORATE SERVICES**

	2010/11		2011/12
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>6 <u>COMMUNITY SAFETY</u></b>			
<b>Employees</b>			
Salaries	98,600	87,950 a)	105,550 b)
<b>Supplies &amp; Services</b>			
Other Community Safety Initiatives	20,000	20,000	20,000
Crime & Disorder Initiatives	20,000	20,000	20,000
	<hr/>	<hr/>	<hr/>
	138,600	127,950	145,550
<b>Less Income</b>			
Contribution to Community Safety Staffing	(64,100)	(64,100)	(64,100)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	74,500	63,850	81,450
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	41,700	49,400 c)	52,550
Information Technology Expenses	6,200	2,850 d)	2,950
Departmental Administrative Expenses	51,450	45,300	46,300
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	173,850	161,400	183,250
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	4.70	4.67	4.68
<b>7 <u>COMMUNITY DEVELOPMENT</u></b>			
<b>Employees</b>			
Salaries	45,300	53,850 e)	59,400 e)
<b>Supplies &amp; Services</b>			
Local Strategic Partnership	7,500	7,500	5,000 f)
Community Development Partnership	15,000	15,000	15,000
Choosing Health / Big Lottery	95,000	95,000	95,000
LSP - Performance Reward Grant	-	-	-
	<hr/>	<hr/>	<hr/>
	162,800	171,350	174,400
<b>Less Income</b>			
Contributions from Other Bodies	-	-	-
Choosing Health / Big Lottery	(95,000)	(95,000)	(95,000)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	67,800	76,350	79,400
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	10,200	12,550	12,700
Departmental Administrative Expenses	14,700	15,800	16,250
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	92,700	104,700	108,350
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.27	1.39	1.40

## **CORPORATE SERVICES**

### **COMMUNITY SAFETY**

- a) Reflects current staffing arrangements within Community Safety Section.
- b) Assumes full establishment and increased employer superannuation contributions that are chargeable to Service budgets under Financial Reporting Standard 17 "Retirement Benefit Costs".
- c) Reflects increased employer superannuation contributions that are chargeable to Service budgets under Financial Reporting Standard 17 "Retirement Benefit Costs", and staff allocation from Electoral Management Section.
- d) Re-assessed IT staff development costs associated with Uniform ASBO module.

### **COMMUNITY DEVELOPMENT**

- e) Reflects current establishment within Corporate Services Section and increased employer superannuation contributions that are chargeable to Service budgets under Financial Reporting Standard 17 "Retirement Benefit Costs". The revised estimate is partly offset by maternity leave.
- f) Agreed contribution towards joint funding of the West Kent Partnership.

**CORPORATE SERVICES**

**8 ELECTIONS**

(a) **ELECTORAL REGISTRATION**

**Employees**

Salaries	49,050	50,900	54,300
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**Supplies & Services**

Equipment & Materials - Purchases	7,500	5,000 a)	6,150 a)
Stationery	2,000	350 a)	500 a)
Canvassers' Fees & Delivery Expenses	25,000	25,000	25,000
Postage - Business Reply	10,000	8,500 a)	8,500 a)
Advertising	1,000	500	500

94,550	90,250	94,950
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**Less Income**

Sale of Registers	(1,500)	(1,500)	(1,500)
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**Sub-total**

93,050	88,750	93,450
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**Central, Departmental & Technical Support Services**

Central Salaries & Administration	33,950	39,300 b)	39,900
Information Technology Expenses	33,050	44,150 c)	38,350
Departmental Administrative Expenses	34,200	33,150	33,550

<b>194,250</b>	<b>205,350</b>	<b>205,250</b>
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**Full Time Equivalent Number of Staff**  
(including Support Service Staff)

3.47	3.56	3.46
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## **CORPORATE SERVICES**

### **ELECTORAL REGISTRATION**

- a) New individual voter registration system not yet commenced.
- b) Reflects increased employer superannuation contributions that are chargeable to Service budgets under Financial Reporting Standard 17 "Retirement Benefit Costs".
- c) Increased IT staff development costs associated with the Electoral Register system.



**CORPORATE SERVICES**

	2010/11		2011/12
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>(b) <u>CONDUCT OF ELECTIONS</u></b>			
<b>Employees</b>			
Salaries	18,100	20,450	21,550
<b>Premises Related Expenses</b>			
Rent	1,500	- a)	10,300 b)
<b>Supplies &amp; Services</b>			
Equipment & Materials - Purchases	1,000	- a)	4,600 b)
External Printing	2,000	- a)	11,550 b)
Stationery	250	- a)	250
Reference Books & Publications	1,000	200 a)	1,000
Polling & Postal Vote Fees	6,000	- a)	53,000 b)
Delivery Expenses	1,500	- a)	24,000 b)
Postage	650	- a)	3,800 b)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	32,000	20,650	130,050
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	56,550	66,000 c)	68,700
Information Technology Expenses	12,400	17,100 d)	14,550
Departmental Administrative Expenses	11,450	11,200	11,350
	<hr/>	<hr/>	<hr/>
	<b>112,400</b>	<b>114,950</b>	<b>224,650</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	1.89	2.05	2.06
<b>8 <u>ELECTIONS</u></b>			
<b><u>SUMMARY</u></b>			
(a) ELECTORAL REGISTRATION	194,250	205,350	205,250
(b) CONDUCT OF ELECTIONS	112,400	114,950	224,650
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>306,650</b>	<b>320,300</b>	<b>429,900</b>
	<hr/>	<hr/>	<hr/>

## **CORPORATE SERVICES**

### **CONDUCT OF ELECTIONS**

- a)** No by-election has been held, and no by-election may now be held before the end of the financial year.
  
- b)** All-out borough elections due in May 2011. This costing assumes the polls are combined with the proposed national Referendum on the voting system for use at UK Parliamentary Elections.
  
- c)** Reflects increased employer superannuation contributions that are chargeable to Service budgets under Financial Reporting Standard 17 "Retirement Benefit Costs".
  
- d)** Increased IT staff development costs associated with the Electoral Register system.

**CORPORATE SERVICES**

	<b>2010/11</b>		<b>2011/12</b>
	<b>ORIGINAL ESTIMATE £</b>	<b>REVISED ESTIMATE £</b>	<b>ESTIMATE  £</b>
<b>9 <u>INFORMATION &amp; PUBLICITY</u></b>			
<b>Employees</b>			
Salaries	87,800	91,450	98,850 a)
<b>Supplies &amp; Services</b>			
Information and Publicity	6,450	3,150 b)	3,150
Publication Costs - Here and Now	62,500	62,500	62,500
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	156,750	157,100	164,500
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	15,450	13,200	13,350
Information Technology Expenses	3,700	3,850	3,950
Departmental Administrative Expenses	31,800	31,200	31,650
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>207,700</b>	<b>205,350</b>	<b>213,450</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	2.93	2.92	2.92
<b>10 <u>PUBLIC RIGHTS OF WAY</u></b>			
<b>Employees</b>			
Salaries	4,850	5,150	5,450
	<hr/>	<hr/>	<hr/>
	4,850	5,150	5,450
<b>Less Income</b>			
Administration Costs Recovered	(1,000)	(500)	(500)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	3,850	4,650	4,950
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	450	500	500
Departmental Administrative Expenses	2,350	2,250	2,300
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>6,650</b>	<b>7,400</b>	<b>7,750</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.13	0.13	0.13

## **CORPORATE SERVICES**

### **INFORMATION & PUBLICITY**

- a) Reflects increased employer superannuation contributions that are chargeable to Service budgets under Financial Reporting Standard 17 "Retirement Benefit Costs".
- b) Reduced requirement following review of service budgets.

**CORPORATE SERVICES**

**11 CIVIL CONTINGENCIES**

**Employees**

Salaries

	2010/11		2011/12
	ORIGINAL	REVISED	ESTIMATE
	ESTIMATE	ESTIMATE	
	£	£	£
Salaries	42,050	49,850 a)	48,750
<b>Premises Related Expenses</b>			
Fuel Oil	100	100	100
<b>Supplies &amp; Services</b>			
Equipment Purchases	500	500	500
Equipment Maintenance	1,000	1,000	1,000
Staff Telephone Expenses	500	500	500
Mobile Telephones	400	400	400
Provision of Sandbags	1,000	1,000	1,000
Out of Hours Call Service	10,500	11,000	11,000
Other Expenses	400	400	400
Civil Defence Planning	25,300	25,300	25,300
	<hr/>	<hr/>	<hr/>
	81,750	90,050	88,950
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Recharged to Other Accounts			
- Out of Hours Call Service	(6,700)	(6,700)	(6,700)
	<hr/>	<hr/>	<hr/>
	(6,700)	(6,700)	(6,700)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	75,050	83,350	82,250
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	19,100	20,450	20,600
Information Technology Expenses	250	600	600
Departmental Administrative Expenses	17,350	17,050	17,200
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>111,750</b>	<b>121,450</b>	<b>120,650</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.45	1.51	1.50

## CORPORATE SERVICES

### CIVIL CONTINGENCIES

- a) Reflects increased employer superannuation contributions that are chargeable to Service budgets under Financial Reporting Standard 17 "Retirement Benefit Costs".

**CORPORATE SERVICES**

	2010/11		2011/12
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>12 LOCAL LAND CHARGES</b>			
<b>Employees</b>			
Salaries	132,750	138,650 a)	136,300 a)
<b>Supplies &amp; Services</b>			
NLIS Transmission Fee	41,600	25,000 b)	15,000 c)
Ordnance Survey Licence Fee	2,800	2,800	2,800
Insurance	6,500	6,500	6,050
Kent Highways	27,600	25,500 d)	25,500
	<hr/>	<hr/>	<hr/>
	211,250	198,450	185,650
	-----	-----	-----
<b>Less Income</b>			
Fees & Charges	(481,600)	(350,000) e)	(385,000) e)
Local Land Charges - Cancellation Fees	(350)	(100)	(100)
	<hr/>	<hr/>	<hr/>
	(481,950)	(350,100)	(385,100)
	-----	-----	-----
<b><u>Sub-total</u></b>	(270,700)	(151,650)	(199,450)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	32,600	29,150	30,000
Information Technology Expenses	40,350	39,200	43,000
Departmental Administrative Expenses	63,550	53,600 f)	54,700
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>(134,200)</b>	<b>(29,700)</b>	<b>(71,750)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	5.16	4.76	4.79

**Memorandum**

Surplus from above	(134,200)	(29,700)	(71,750)
Share of:			
Democratic Administration	33,800	33,600	33,600
Corporate Management	15,050	14,000	14,050
Non Distributed Costs	38,850	18,150	10,300
	<hr/>	<hr/>	<hr/>
Deficit ( Surplus) for Trading Purposes	(46,500)	36,050	(13,800)

## **CORPORATE SERVICES**

### **LOCAL LAND CHARGES**

- a) Reflects increased employer superannuation contributions that are chargeable to Service budgets under Financial Reporting Standard 17 "Retirement Benefit Costs". Revised estimate also includes additional provision for temporary staff and overtime.
- b) Reflects current level of electronic searches.
- c) Assumes a reduction in the discount rate applied to electronic searches.
- d) Current level of charges payable for Common Land, Highways and Public Rights of Way information.
- e) Reflects the current level of activity and impact on income arising from revocation of the fee payable for personal searches of the Local Land Charges Register. Forward estimate anticipates an increase in activity.
- f) Revised charge for attributable IT equipment for Land Charges Section.



**CORPORATE SERVICES**

**13 CONCESSIONARY FARES**

**Supplies & Services**

Payments to Bus Companies via KCC	694,300	725,650	a)	-
Payments to British Rail	8,700	9,150		-
Postage & Stationery	600	150		-
Pass Production & Dispatch	6,800	5,000	b)	-
Contribution to KCC	9,200	9,200		-

	2010/11			2011/12
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £		ESTIMATE £
	719,600	749,150		-
<b>Less Income</b>				
Government Grant	(132,000)	(105,350)	c)	-
Fees & Charges				
Sale of Permits	(2,200)	(2,200)		-
	585,400	641,600		-
<b><u>Sub-total</u></b>				
<b>Central, Departmental &amp; Technical Support Services</b>				
Central Salaries & Administration	16,650	17,500		-
Information Technology Expenses	3,900	8,850	d)	-
	605,950	667,950		-
<b><u>TO SUMMARY</u></b>				e)
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	0.48	0.55		0.00

- a) Reflects latest projections of scheme costs by county-wide scheme consultant
- b) Anticipated cost of smart card passes for remainder of financial year.
- c) Actual level of grant receivable following outcome of Government consultation.
- d) Increased IT staff development costs associated with the Faredeal system in preparator for transfer of function to Kent County Council.
- e) Reflects the transfer of the function to Kent County Council from 1st April 2011.

**CORPORATE SERVICES**

	2010/11		2011/12
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>14 GRANTS &amp; PAYMENTS</b>			
<b>Supplies &amp; Services</b>			
Grants to Citizens Advice Bureaux	111,000	111,000	111,000
Grants to Other Charitable & Voluntary Org.	40,750	37,500 a)	37,500
Malling Area Volunteer Bureau Accommodation	2,000	2,000	2,000
Tonbridge Historic Society Accommodation	2,500	2,500	2,500
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	156,250	153,000	153,000
<b>Central, Departmental and Technical Support Services</b>			
Central Salaries & Administration	13,350	12,700	13,700
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>169,600</b>	<b>165,700</b>	<b>166,700</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.25	0.22	0.22
<b>15 INDUSTRIAL ESTATE</b>			
<b>Employees</b>			
Salaries	1,300	1,550	1,550
	<hr/>	<hr/>	<hr/>
	1,300	1,550	1,550
<b>Less Income</b>			
Rents	(59,100)	(59,100)	(59,100)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(57,800)	(57,550)	(57,550)
<b>Central, Departmental and Technical Support Services</b>			
Central Salaries & Administration	5,700	6,000	6,150
Information Technology Expenses	50	100	100
Departmental Administrative Expenses	650	650	700
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>(51,400)</b>	<b>(50,800)</b>	<b>(50,600)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.15	0.16	0.16

a) Reflects recommendation of Scrutiny Committee following review of grant funding arrangements, and provision for a grant to Tonbridge and Malling Access Group.

**CORPORATE SERVICES**

	2010/11		2011/12
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE  £
<b>16 <u>COMMERCIAL PROPERTY</u></b>			
<b>Employees</b>			
Salaries	4,100	4,750	4,800
<b>Premises Related Expenses</b>			
Insurance	1,400	1,400	1,400
Rates	-	900 a)	950
Repairs Expenditure	6,300	6,300	6,300
	<hr/>	<hr/>	<hr/>
	11,800	13,350	13,450
	-----	-----	-----
<b>Less Income</b>			
Rents - Land	(5,900)	(7,000) b)	(7,000)
- Shops & Maisonettes	(221,250)	(225,000) c)	(225,700)
- Offices	(33,000)	(33,000)	(33,000)
	<hr/>	<hr/>	<hr/>
	(260,150)	(265,000)	(265,700)
	-----	-----	-----
<b><u>Sub-total</u></b>	(248,350)	(251,650)	(252,250)
<b>Central, Departmental and Technical Support Services</b>			
Central Salaries & Administration	8,100	8,400	8,650
Information Technology Expenses	500	600	550
Departmental Administrative Expenses	2,250	2,300	2,350
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>(237,500)</b>	<b>(240,350)</b>	<b>(240,700)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.28	0.28	0.28

a) Rates payable for Twisden Road car park.

b) Reflects current level of income received.

c) Additional rental income following completion of rent reviews.

**CORPORATE SERVICES**

	2010/11		2011/12
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>17 VALE RISE DEPOT</b>			
<b>Employees</b>			
Salaries	2,750	2,800	2,800
<b>Premises Related Expenses</b>			
Premises Insurance	100	100	150
Rates	10,200	10,250	10,700
Repairs Expenditure	4,000	4,000	4,000
	<hr/>	<hr/>	<hr/>
	17,050	17,150	17,650
<b>Less Recharges to Other Services</b>	(28,750)	(28,100)	(28,650)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(11,700)	(10,950)	(11,000)
<b>Central, Departmental and Technical Support Services</b>			
Central Salaries & Administration	1,300	900	950
Departmental Administrative Expenses	1,400	1,050	1,050
<b>Depreciation &amp; Impairment</b>			
Fixed Asset Depreciation	9,000	9,000	9,000
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	-	-	-
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	0.11	0.09	0.09

**CORPORATE SERVICES**

	2010/11		2011/12
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>18 <u>LAND REVIEW</u></b>			
<b>Employees</b>			
Salaries	28,800	33,750 a)	34,050
<b>Premises Related Expenses</b>			
Depots held pending disposal / development	1,600	1,450	1,450
Estate Management	2,000	2,000	2,000
Maintenance of Grounds	1,000	1,000	1,000
Rates	1,100	1,150	1,300
Water Services	750	1,100	1,100
Insurance	950	850	850
Repairs Expenditure	24,350	8,600 b)	12,600
<b>Supplies &amp; Services</b>			
Professional Fees	6,000	6,000	6,000
	<hr/>	<hr/>	<hr/>
	66,550	55,900	60,350
	-----	-----	-----
<b>Less Income</b>			
Fees & Charges - General	(1,000)	(1,000)	(1,000)
De-Minimus Capital Receipts	-	-	-
River Walk Rent	(23,800)	(20,000) c)	(24,500)
Castle Lodge Rent	(5,500)	(5,500)	(5,500)
Wayleaves	(500)	(500)	(500)
	<hr/>	<hr/>	<hr/>
	(30,800)	(27,000)	(31,500)
	-----	-----	-----
<b><u>Sub-total</u></b>	35,750	28,900	28,850
<b>Central, Departmental and Technical Support Services</b>			
Central Salaries & Administration	3,050	3,250	3,350
Information Technology Expenses	200	300	250
Departmental Administrative Expenses	15,250	15,550	15,750
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	54,250	48,000	48,200
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	0.89	0.90	0.90

## **CORPORATE SERVICES**

### **LAND REVIEW**

- a) Reflects increased employer superannuation contributions that are chargeable to Service budgets under Financial Reporting Standard 17 "Retirement Benefit Costs".
- b) Reflects reprogramming of external decoration works at River Walk and Castle Lodge and reduced requirement for maintenance work on community areas.
- c) Rent free period following new lease granted to Tonbridge CAB for occupation of 2 River Walk - report to Finance & Property Advisory Board 05 January 2010 refers.

**CORPORATE SERVICES**

	2010/11		2011/12
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>19 LOCAL REVENUE &amp; NNDR COLLECTION</b>			
<b>Employees</b>			
Salaries	386,400	422,600 a)	413,850 a)
<b>Supplies &amp; Services</b>			
Equipment, Furniture & Materials - Purchases	500	16,000 b)	500
Direct Debit / Bank Charges	3,000	2,900	2,950
Giro / Swipe Card Charges	13,100	13,400	13,650
Court Fees	15,000	15,000	15,000
Bailiffs Commission	1,000	500	500
NNDR - Discretionary Relief	50,000	50,000	53,000 c)
External Printing & Stationery	5,700	5,700	5,850
Reference Books & Publications	1,000	1,000	500
Storage Facilities	250	250	250
Tracing Services	5,100	11,000 d)	6,000
Advertising	800	700	750
Postages	39,750	39,750	37,800
Mobile Telephones	100	100	100
Subscriptions	700	700	700
Compensation Scheme	100	100	100
	<hr/>	<hr/>	<hr/>
	522,500	579,700	551,500
<b>Less Income</b>	<hr/>	<hr/>	<hr/>
Government Grants			
- Allowances for Cost of NNDR Collection	(166,700)	(164,500)	(164,500)
- Other	-	(4,000) e)	-
Summons Costs Recovered	(238,000)	(238,000)	(238,000)
Legal Fees Recovered	(1,500)	(1,500)	- f)
Contributions from Other Bodies	-	(14,600) g)	-
	<hr/>	<hr/>	<hr/>
	(406,200)	(422,600)	(402,500)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	116,300	157,100	149,000
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	115,500	121,750 h)	117,150
Information Technology Expenses	108,200	121,750 i)	115,850
Departmental Administrative Expenses	151,800	180,000 j)	180,100
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	491,800	580,600	562,100
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	18.82	19.11	18.89

## CORPORATE SERVICES

### LOCAL REVENUE & NNDR COLLECTION

- a) Reflects increased employer superannuation contributions that are chargeable to Service budgets under Financial Reporting Standard 17 "Retirement Benefit Costs". Revised estimate also includes additional temporary staff provision.
- b) Reflects small business relief software update to be met from a Government grant (note e)) and estimated £11.5k fee for review of single person discounts, which is to be met in part by contributions from Kent County Council, Kent Police Authority and Kent & Medway Fire & Rescue (note g)).
- c) Assumes an increase for inflation (4.7%).
- d) Reflects "missing addresses" project fee of £5k, which is to be met in part by contributions from Kent County Council, Kent Police Authority and Kent & Medway Fire & Rescue (note g)).
- e) Anticipated Government grant for small business relief software update.
- f) Reflects pending bankruptcy case in the current financial year.
- g) Contributions received in respect of "missing addresses" exercise and towards review of single person discounts.
- h) Re-assessment of staff allocations from Exchequer Section.
- i) Increased IT staff development costs associated with Cash Receipting systems and an increased fixed asset depreciation (capital charge) attributable to the system.
- j) Partnership income received from Gravesham Borough Council is now reflected against employee salary costs above.





## **CORPORATE SERVICES**

### **COUNCIL TAX BENEFITS**

- a) Reflects increased employer superannuation contributions that are chargeable to Service budgets under Financial Reporting Standard 17 "Retirement Benefit Costs". Revised estimate also includes additional temporary staff provision to assist with the increased workload, funded from additional administration grant.
- b) Reduced requirement following review of service budgets.
- c) Actual cost of auditing benefit subsidy claim.
- d) Reflects current level of benefit payments and subsidy due.
- e) Includes provision for increase in Council Tax and caseload.
- f) Additional administration grant to assist with the additional workload arising from the current economic conditions. The additional grant has been shared between Housing Benefits (HS 6), Fraud Prevention (HS 7) and Council Tax Benefits.
- g) Reflects increased office accommodation costs attributable to Benefits Section.

**CORPORATE SERVICES**

	2010/11		2011/12
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>21 <u>INTEREST &amp; TRANSFERS</u></b>			
<b>Employees</b>			
Salaries	25,150	22,750 a)	26,100 a)
<b>Supplies &amp; Services</b>			
Fund Manager & Treasury Advisor Fees	31,800	33,800	34,000
Legal Fees	1,000	1,000	1,000
Credit / Debit Card Charges	24,800	29,250 b)	29,850
Bank / Swipe Card Charges	39,200	40,450	41,250
Other Hired and Contracted Services	40,500	42,800	43,650
Transfers in Lieu of Interest	68,350	52,500 c)	42,100 c)
	<hr/>	<hr/>	<hr/>
	230,800	222,550	217,950
	-----	-----	-----
<b>Less Income</b>			
Interest on Investments & Cash Flow	(606,750)	(498,300 d)	(343,850 d)
Credit Card Fee	(5,000)	(4,650)	(4,650)
Recharges to Other Accounts	(72,100)	(76,450)	(77,950)
	<hr/>	<hr/>	<hr/>
	(683,850)	(579,400)	(426,450)
	-----	-----	-----
<b><u>Sub-total</u></b>	(453,050)	(356,850)	(208,500)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	7,850	23,100 a)	6,200 a)
Information Technology Expenses	3,000	3,800	3,750
Departmental Administrative Expenses	16,250	7,700 a)	8,950 a)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	(425,950)	(322,250)	(189,600)
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.28	1.20	0.86

## CORPORATE SERVICES

### INTEREST & TRANSFERS

- a) Reflects re-assessed staff allocations within Accountancy and Exchequer Sections following transfer of Treasury Management and Banking functions to Accountancy.
- b) Increased volume of payments by card.
- c) Reflects a reduction in interest rates.
- d) Returns reflect the current low interest rate environment. Revised estimate includes interest on deposits taken out prior to credit crunch / downturn in the economy.

**CORPORATE SERVICES**

	2010/11		2011/12
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>22 <u>DRAINAGE BOARDS SPECIAL LEVIES</u></b>			
<b>Payments to Drainage Boards</b>	395,900	390,200 a)	398,000 b)
<b>Central, Departmental &amp; Technical     Support Services</b>			
Central Salaries & Administration	350	350	350
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>396,250</b>	<b>390,550</b>	<b>398,350</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.01	0.01	0.01
<b>23 <u>FINANCIAL ARRANGEMENTS WITH PARISH COUNCILS</u></b>			
<b>Payments to Parish Councils</b>	292,150	292,150	295,550 c)
<b>Supplies &amp; Services</b>			
Capital Grants and Contributions (RECS)	87,000	119,000 d)	- e)
<b>Central, Departmental &amp; Technical     Support Services</b>			
Central Salaries & Administration	9,750	5,700 f)	6,050
Information Technology Expenses	100	100	100
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>389,000</b>	<b>416,950</b>	<b>301,700</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.19	0.11	0.12
<b>24 <u>GENERAL ADVICE TO PARISH COUNCILS</u></b>			
<b>Employees</b>			
Salaries	31,750	35,700 g)	36,000
<b>Central, Departmental &amp; Technical     Support Services</b>			
Central Salaries & Administration	19,850	21,300	21,950
Departmental Administrative Expenses	12,550	12,350	12,450
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>64,150</b>	<b>69,350</b>	<b>70,400</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.31	1.32	1.33

## **CORPORATE SERVICES**

### **DRAINAGE BOARDS SPECIAL LEVIES**

- a) Reflects actual levies for 2010/11.
- b) Assumes an increase for inflation (2.0%).

### **FINANCIAL ARRANGEMENTS WITH PARISH COUNCILS**

- c) Increase recommended by Finance and Property Advisory Board 29 September 2010.
- d) Slippage from 2009/10.
- e) Reflects cessation of the Grants to Parish Councils Capital Plan scheme.
- f) Re-assessment of staff allocations from Accountancy Section.

### **GENERAL ADVICE TO PARISH COUNCILS**

- g) Reflects increased employer superannuation contributions that are chargeable to Service budgets under Financial Reporting Standard 17 "Retirement Benefit Costs".

**CORPORATE SERVICES**

	2010/11		2011/12
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>25 <u>ITINERANTS</u></b>			
<b>Employees</b>			
Salaries	2,000	2,150	2,250
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	5,450	12,650 a)	12,850
Departmental Administrative Expenses	750	750	750
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>8,200</b>	<b>15,550</b>	<b>15,850</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.18	0.35	0.35
 <b>26 <u>CLIMATE CHANGE</u></b>			
<b>Employees</b>			
Salaries	43,450	50,900 b)	55,450
<b>Supplies &amp; Services</b>			
LA21 Initiatives	8,000	8,000	8,000
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	<b>51,450</b>	<b>58,900</b>	<b>63,450</b>
	<hr/>	<hr/>	<hr/>
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	450	500	500
Departmental Administrative Expenses	14,450	15,150	15,150
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>66,350</b>	<b>74,550</b>	<b>79,100</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.14	1.22	1.20

a) Re-assessment of staff allocations from Licensing Section.

b) Reflects increased employer superannuation contributions that are chargeable to Service budgets under Financial Reporting Standard 17 "Retirement Benefit Costs"

**CORPORATE SERVICES**

	2010/11		2011/12
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>27 <u>ECONOMIC DEVELOPMENT AND REGENERATION</u></b>			
<b>Employees</b>			
Salaries	16,000	17,700	19,550
<b>Supplies &amp; Services</b>			
Economic Development Expenses	5,000	5,000	5,000
Area Investment Framework	7,500	7,500	5,000 a)
Business Support			
Grants	2,500	2,500	2,500
Accommodation / Parking	5,000	5,700	5,700
Borough Christmas Lighting	27,000	25,650 b)	27,000
Farmers Markets Expenses	1,000	1,000	1,000
Capital Grants and Contributions (RECS)	6,000	20,000 c)	- c)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	70,000	85,050	65,750
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	5,050	3,550	3,600
Departmental Administrative Expenses	5,400	5,350	5,500
Information Technology Expenses	50	100	100
<b>Depreciation &amp; Impairment</b>			
Fixed Asset Depreciation	2,100	4,200	4,200
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	82,600	98,250	79,150
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.52	0.49	0.49

a) Agreed contribution towards joint funding of the West Kent Partnership.

b) Grant funding for current financial year assumes that a grant will not be claimed by Liberty Square, Kings Hill.

c) Revised reflects re-profiling of the Local Strategic Partnership and Christmas Displays Christmas Displays Capital Plan schemes. No planned expenditure in 2011/12



**CORPORATE SERVICES**

	2010/11		2011/12
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>28 CAPITAL PROGRAM REVENUE EXP.</b>			
<b>Employees</b>			
# Salaries	124,500	155,050 a)	161,350
<b>Central, Departmental &amp; Technical Support Services</b>			
# Central Salaries & Administration	56,300	59,850	55,350
# Departmental Administrative Expenses	45,800	51,750	52,450
Information Technology Expenses	9,150	7,300	7,300
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	235,750	273,950	276,450
	<hr/>	<hr/>	<hr/>
<b>Less Recharges to :</b>			
Planning & Transportation Services	(120,300)	(154,850)	(173,100)
Environmental Health Services	(2,850)	(3,100)	(3,100)
Leisure Services	(38,200)	(55,300)	(37,600)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>74,400</b>	<b>60,700</b>	<b>62,650</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	4.13	4.83	4.76
Less FTE recharged to Services	(2.74)	(3.70)	(3.62)
	<hr/>	<hr/>	<hr/>
Net FTE retained on Corporate Services	1.39	1.13	1.14

**Memorandum**

**# Service Allocations to Capital Programme**

Administration & Property Services	6,800	11,500	5,900
Environmental Health & Housing Services	2,850	3,100	3,100
Financial Services	38,300	36,800	37,400
Legal Services	11,200	11,550	12,050
Leisure Services	22,100	25,150	25,200
Planning & Transportation Services	130,350	163,550	170,500
LSBU	15,000	15,000	15,000
	<hr/>	<hr/>	<hr/>
	226,600	266,650	269,150
	<hr/>	<hr/>	<hr/>

- a) Reflects increased employer superannuation contributions that are chargeable to Service budgets under Financial Reporting Standard 17 "Retirement Benefit Costs"

**CORPORATE SERVICES**

**29 CONTRIBUTIONS TO PROVISIONS**

General Bad Debts Provision

**TO SUMMARY**

	2010/11	2011/12
ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
-	5,000 a)	5,000 a)
-----	-----	-----
-	5,000	5,000
-----	-----	-----

a) Assessment of potential bad debts and write offs during the year

**EMPLOYEES - SALARIES**

**SERVICE ANALYSIS OF EXPENDITURE**

	Basic Salaries	Overtime	Temporary Staff	Total Salaries	Council Contributions		Total Salaries & Oncosts
	£	£	£	£	Nat. Ins. £	Supern. £	£
<b><u>2010/11 ESTIMATE</u></b>							
Original Estimate	8,239,200	61,250	263,100	8,563,550	636,450	2,375,950	11,575,950
Revised Estimate	8,043,650	56,650	401,650	8,501,950	633,950	2,310,650	11,446,550
<b><u>2011/12 ESTIMATE</u></b>							
Service							
Administration & Property	579,900	17,500	3,000	600,400	44,500	76,350	721,250
Environmental Health & Housing	1,445,850	5,900	11,050	1,462,800	108,300	196,600	1,767,700
Executive	559,400	5,350	-	564,750	46,550	76,300	687,600
Information Technology	613,150	2,550	85,650	701,350	52,950	74,500	828,800
Finance	1,495,150	3,250	101,500	1,599,900	111,000	204,200	1,915,100
Legal	329,050	2,600	3,400	335,050	25,050	46,950	407,050
Leisure	506,550	950	100,000	607,500	43,050	64,750	715,300
Personnel	569,400	1,500	20,700	591,600	38,000	74,550	704,150
Planning & Transportation	2,194,100	1,100	-	2,195,200	174,850	291,250	2,661,300
	8,292,550	40,700	325,300	8,658,550	644,250	1,105,450	10,408,250

## HOUSING SERVICES

### SUMMARY

	2010/11 ESTIMATE		2011/12
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. HOMELESSNESS	190,400	220,450	212,600
2. PRIVATE SECTOR HOUSING RENEWAL	525,200	557,400	565,500
3. HOUSING ADVANCES	13,550	14,300	14,700
4. HOUSING BENEFITS & COUNTER FRAUD	297,800	340,450	393,400
5. PRIVATE SECTOR HOUSING STANDARDS	129,700	91,350	143,200
6. HOME SAFETY	5,150	4,700	4,700
7. HOME IMPROVEMENT AGENCY	56,600	57,250	57,300
8. HOUSING STRATEGY & ENABLING ROLE	172,250	295,900	266,100
9. HOUSING ADVICE	239,350	173,300	174,350
	<hr/>	<hr/>	<hr/>
	<b>1,630,000</b>	<b>1,755,100</b>	<b>1,831,850</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	39.41	40.90	40.62

## HOUSING SERVICES

	2010/11 ESTIMATE		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
<b>1. <u>HOMELESSNESS</u></b>			
<b>Employees</b>			
Salaries	117,450	127,300 a)	127,950 a)
<b>Supplies &amp; Services</b>			
Bed & Breakfast Charges	60,000	75,000 b)	70,000 b)
Storage of Furniture, Transport, etc.	1,000	500	500
Repossession Prevention Fund	-	18,200 c)	9,000 c)
Rent Deposits / Rent in Advance - Payments to Landlords	33,550	33,550	33,550
Publicity & Promotion	500	300	300
Contribution to Bad Debt Provision	10,000	10,000	10,000
<b>Third Party Payments</b>			
Medical Assessments	1,500	4,000 d)	4,000 d)
	224,000	268,850	255,300
<b>Less Income</b>			
Government Grant	(40,000)	(41,050)	(41,050)
Customer & Client Receipts - Accommodation	(58,000)	(73,000) b)	(68,000) b)
Customer & Client Receipts - Service Charge	-	(2,000) b)	(2,000) b)
Contribution from Other Bodies	(2,500)	-	-
	(100,500)	(116,050)	(111,050)
<b><u>Sub-total</u></b>	123,500	152,800	144,250
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	17,150	21,850	21,400
Information Technology Expenses	4,750	7,350	7,650
Departmental Administrative Expenses	45,000	38,450 e)	39,300 e)
	190,400	220,450	212,600
<b><u>TO SUMMARY</u></b>	190,400	220,450	212,600
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	4.13	4.21	4.21

## **HOUSING SERVICES**

### **HOMELESSNESS**

- a) Restructuring of staffing allocations.
- b) Increasing demand for emergency accommodation offset by recharges to clients.
- c) Funded from government grant received in 2009/10.
- d) Increasing number of housing register applications that require evidence of medical conditions.
- e) Reduced office accommodation and IT equipment costs following the relocation of the Housing Needs and Strategy section.

## HOUSING SERVICES

### 2. PRIVATE SECTOR HOUSING RENEWAL

**Employees**

Salaries

147,500                      159,300 **a)**                      159,700 **a)**

**Supplies & Services**

Capital Grants & Contributions (RECS)

1,185,000                      1,392,000 **b)**                      639,000 **c)**

---

1,332,500                      1,551,300                      798,700

**Less Income**

Capital Grants Received (RECS)

(884,000)                      (1,061,000) **b)**                      (301,000) **c)**

**Sub-total**

448,500                      490,300                      497,700

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

6,250                      6,750                      6,950

Information Technology Expenses

10,850                      12,400                      12,450

Departmental Administrative Expenses

59,600                      47,950 **d)**                      48,400 **d)**

**TO SUMMARY**

---

**525,200                      557,400                      565,500**

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

4.64                      4.56                      4.57

- a)** Restructuring of staffing allocations.
- b)** Additional Regional Housing Board funding and Disabled Facilities Grant subsidy received.
- c)** No further Regional Housing Board funding expected.
- d)** Reduced office accommodation costs following the relocation of the Private Sector Housing section.

## HOUSING SERVICES

### 3. HOUSING ADVANCES

**Premises Related Expenses**

Premises Insurance

	2010/11 ESTIMATE ORIGINAL £	REVISED £	2011/12 ESTIMATE £
Premises Insurance	350	350	350
<b>Supplies &amp; Services</b>			
Contract Services	2,500	2,500	2,500
Other Expenses	50	50	50
	2,900	2,900	2,900
<b>Less Income</b>			
Redemption Fees	-	(50)	(50)
Interest	(1,450)	(1,250)	(1,200)
	(1,450)	(1,300)	(1,250)
<b><u>Sub-total</u></b>	1,450	1,600	1,650
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	11,900	12,450	12,850
Information Technology Expenses	200	250	200
	<b>13,550</b>	<b>14,300</b>	<b>14,700</b>
	<b>13,550</b>	<b>14,300</b>	<b>14,700</b>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	0.24	0.25	0.25

**Supplies & Services**

Contract Services

Other Expenses

**Less Income**

Redemption Fees

Interest

**Sub-total**

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration  
Information Technology Expenses

**TO SUMMARY**

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



## HOUSING SERVICES

### 4. HOUSING BENEFITS & COUNTER FRAUD

#### (a) HOUSING BENEFITS

##### Employees

	2010/11 ESTIMATE ORIGINAL £	2011/12 ESTIMATE REVISED £	2011/12 ESTIMATE £
Salaries	256,800	324,200 a)	297,300 b)

##### Supplies & Services

Printing & Stationery	1,800	1,800	1,800
Reference Books & Publications	400	400	400
Storage Facilities	500	300	300
Bailiffs Commission	4,000	2,500 c)	2,500 c)
Tracing Services	500	500	500
Bank Charges	150	50	50
Audit Fee	20,000	24,000 d)	24,500 d)
Kent Benefits Partnership	3,000	3,000	3,000
Postages	6,850	6,050	6,050
Subscriptions	250	250	250

##### Housing Benefits

Rent Allowances	29,884,500	28,519,000 e)	31,374,400 f)
Non HRA Rent Rebates	63,000	74,200 e)	81,600 f)
Local Scheme	60,400	70,000 e)	77,000 f)
Discretionary Housing Payments	33,000	24,300 e)	26,700 f)
Overpayments	(440,000)	(600,000) e)	(475,000) f)
Bad Debts Provision	190,000	370,000 e)	160,000 f)
Compensation Scheme	450	200	200

##### Carried Forward

30,085,600	28,820,750	31,581,550
------------	------------	------------

- a) Increase reflects use of additional temporary staff to assist with increase in workload funded from additional administration grant (see note g) on next page), increase in current service costs under Financial Reporting Standard 17 "Retirement Benefit Costs" and two supernumerary posts.
- b) Increase in current service costs under Financial Reporting Standard 17 "Retirement Benefit Costs" and two supernumerary posts.
- c) Lower than anticipated costs.
- d) Reflects actual cost of auditing benefit subsidy claim.
- e) Revised estimates reflect current levels of benefit payments, overpayments recovered 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. Benefit payments are lower than originally estimated due to lower than anticipated increases in rents. Overall the budget is £27,100 lower than the 2010/11 original estimate.
- f) Assumes 10% increase due to increases in caseloads and rent. Overall the budget is £2,800 more than the 2010/11 original estimate.

## HOUSING SERVICES

### 4. HOUSING BENEFITS & COUNTER FRAUD

#### (a) HOUSING BENEFITS (continued)

	2010/11 ESTIMATE		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
<b><u>Brought Forward</u></b>	30,085,600	28,820,750	31,581,550
<b>Less Income</b>			
Rent Allowance Subsidy	(29,723,000)	(28,425,000) e)	(31,175,000) f)
Non HRA Rent Rebate Subsidy	(46,000)	(39,100) e)	(38,700) f)
Local Scheme Subsidy	(45,300)	(52,600) e)	(57,900) f)
Discretionary Housing Payment Contribution	(33,000)	(24,300) e)	(26,700) f)
Administration Grant	(358,300)	(393,000) g)	(350,300) h)
	<hr/>	<hr/>	<hr/>
	(30,205,600)	(28,934,000)	(31,648,600)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(120,000)	(113,250)	(67,050)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	135,850	145,550 i)	142,800 i)
Information Technology Expenses	50,600	53,050	54,150
Departmental Administrative Expenses	153,700	166,050 j)	166,150 j)
	<hr/>	<hr/>	<hr/>
	<b>220,150</b>	<b>251,400</b>	<b>296,050</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	15.26	16.29	16.01

- g)** The DWP has awarded the Council additional Administration Grant of £62,300 to assist with the additional workload arising from the current economic conditions. This has been used to fund temporary staff and staff overtime. The additional grant has been shared between Housing Benefits, Fraud Prevention (page HS 7) and Council Tax Benefits (page CS 27).
- h)** Actual Administration Grant awarded by DWP for 2011/12.
- i)** Review of allocation by Exchequer Services.
- j)** Increased office accommodation costs following the relocation of the Benefits section.

## HOUSING SERVICES

### 4. HOUSING BENEFITS & COUNTER FRAUD (continued)

#### (b) FRAUD PREVENTION

##### Employees

Salaries

81,150                      86,100 **a)**                      88,050 **a)**

##### Supplies & Services

Other Expenses

4,500                      4,500                      4,500

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85,650                      

---

90,600                      

---

92,550

##### Less Income

Administration Grant

(100,800)                      (104,200) **b)**                      (97,500) **c)**

Administrative Penalties

(4,000)                      (1,000)                      (1,000)

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(104,800)                      

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(105,200)                      

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(98,500)

#### Sub-total

(19,150)                      (14,600)                      (5,950)

##### Central, Departmental & Technical Support Services

Central Salaries & Administration

30,550                      30,350                      29,950

Information Technology Expenses

4,700                      5,900                      6,050

Departmental Administrative Expenses

61,550                      67,400 **a)**                      67,300 **a)**

---

**77,650**                      

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**89,050**                      

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**97,350**

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

3.81                      4.20                      4.14

### HOUSING BENEFITS & COUNTER FRAUD

(a) HOUSING BENEFITS

**220,150**                      **251,400**                      **296,050**

(b) FRAUD PREVENTION

**77,650**                      **89,050**                      **97,350**

#### TO SUMMARY

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**297,800**                      

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**340,450**                      

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**393,400**

a) Reflects increase in current service costs under Financial Reporting Standard 17 "Retirement Benefit Costs".

b) The DWP has awarded the Council additional Administration Grant of £62,300 to assist with the additional workload arising from the current economic conditions. This has been used to fund temporary staff and staff overtime. The additional grant has been shared between Housing Benefits (page HS 6), Fraud Prevention and Council Tax Benefits (page CS 27).

c) Actual Administration Grant awarded by DWP for 2011/12.

## HOUSING SERVICES

### 5. PRIVATE SECTOR HOUSING STANDARDS

**Employees**

Salaries

56,600                      61,300                      61,100

**Supplies & Services**

Other Expenses

-                                      8,300 a)

Private Sector House Condition Survey

45,000                      - b)                      60,000 b)

**Less Income**

Houses in Multiple Occupation Licences

(300)                                      (300)                                      (300)

**Sub-total**

101,300                                      69,300                                      120,800

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

1,550                                      1,650                                      1,750

Information Technology Expenses

4,800                                      2,350                                      2,450

Departmental Administrative Expenses

22,050                                      18,050                                      18,200

**TO SUMMARY**

129,700                                      91,350                                      143,200

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

1.72                                      1.66                                      1.67

a) Expenditure in respect of e-documentation to be met in full from the unallocated 2009/10 Local Authority Business Growth Incentive scheme grant.

b) Survey postponed until 2011/12. Estimated higher cost pending procurement to be met in full from an earmarked reserve.

**HOUSING SERVICES**

**6. HOME SAFETY**

**Employees**

Salaries

2,250

2,450

2,450

**Supplies & Services**

Publicity & Promotion

1,200

700

700

**Sub-total**

3,450

3,150

3,150

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

750

800

800

Departmental Administrative Expenses

950

750

750

**TO SUMMARY**

**5,150**

**4,700**

**4,700**

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

0.09

0.09

0.09

**HOUSING SERVICES**

**7. HOME IMPROVEMENT AGENCY**

**Employees**

Salaries

2010/11 ESTIMATE		2011/12 ESTIMATE
ORIGINAL	REVISED	ESTIMATE
£	£	£
6,400	7,000	6,950

**Supplies & Services**

Professional Fees

1,000	500	500
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Miscellaneous Insurance

500	500	500
-----	-----	-----

**Third Party Payments**

Home Improvement Agency

45,000	45,000	45,000
--------	--------	--------

52,900	53,000	52,950
--------	--------	--------

**Less Income**

Fees & Charges

(1,000)	-	-
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**Sub-total**

51,900	53,000	52,950
--------	--------	--------

**Central, Departmental & Technical**

**Support Services**

Central Salaries & Administration

2,000	2,050	2,150
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Information Technology Expenses

-	50	50
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Departmental Administrative Expenses

2,700	2,150	2,150
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**TO SUMMARY**

56,600	57,250	57,300
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**Full Time Equivalent Number of Staff**

(including Support Service Staff)

0.24	0.23	0.23
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## HOUSING SERVICES

### 8. HOUSING STRATEGY & ENABLING ROLE

#### (a) HOUSING STRATEGY

##### Employees

	2010/11 ESTIMATE ORIGINAL £	2010/11 ESTIMATE REVISED £	2011/12 ESTIMATE £
Salaries	59,150	63,000 a)	62,300 a)
<b>Supplies &amp; Services</b>			
Advertising	200	-	-
Publicity & Promotion	1,750	750	750
Energy Efficiency Initiatives	4,600	4,600	4,600
Support for External Agencies	6,000	6,000	6,000
Other Expenses	-	(4,300) b)	-
Capital Grants & Contributions (RECS)	-	36,000 c)	-
	71,700	106,050	73,650
<b>Sub-total</b>			
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	20,350	21,450	22,500
Information Technology Expenses	400	600	700
Departmental Administrative Expenses	21,850	18,150 d)	18,250 d)
	<b>114,300</b>	<b>146,250</b>	<b>115,100</b>
	2.15	2.03	2.04
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)			

- a) Restructuring of staffing allocations.
- b) Cost of Coldharbour Gypsy site resubmission lower than estimated.
- c) Renewable Energy Schemes slipped from 2009/10.
- d) Reduced office accommodation and IT equipment costs following the relocation of the Housing Needs and Strategy section.

## HOUSING SERVICES

### 8. HOUSING STRATEGY & ENABLING ROLE (continued)

#### (b) HOUSING REGISTER

**Employees**

Salaries

	2010/11 ESTIMATE ORIGINAL £	REVISED £	2011/12 ESTIMATE £
Salaries	35,950	108,150 a)	108,700 a)
<b>Third Party Payments</b>			
Choice Based Lettings	7,000	7,000	7,000
	<hr/>	<hr/>	<hr/>
<b>Sub-total</b>	42,950	115,150	115,700
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	200	200	200
Information Technology Expenses	1,150	550	600
Departmental Administrative Expenses	13,650	33,750 a)	34,500 a)
	<hr/>	<hr/>	<hr/>
	<b>57,950</b>	<b>149,650</b>	<b>151,000</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.12	3.28	3.30

**Third Party Payments**

Choice Based Lettings

**Sub-total**

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

Information Technology Expenses

Departmental Administrative Expenses

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

#### HOUSING STRATEGY & ENABLING ROLE

(a) HOUSING STRATEGY

(b) HOUSING REGISTER

**TO SUMMARY**

a) Restructuring of staffing allocations.





## LEISURE SERVICES

### SUMMARY

	<b>2010/11 ESTIMATE</b>		<b>2011/12</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	£	£	£
1. ANGEL CENTRE	664,750	783,050	661,600
2. LARKFIELD LEISURE CENTRE	964,800	1,066,350	959,450
3. TONBRIDGE SWIMMING POOL	555,500	748,500	623,500
4. SPORTS GROUNDS	458,150	462,400	456,750
5. POULT WOOD GOLF CENTRE	(70,450)	(85,650)	(63,850)
6. PLEASURE GROUNDS & OPEN SPACES	692,850	688,900	710,450
7. ALLOTMENTS	9,700	9,300	10,150
8. CHURCHYARDS	11,650	11,750	11,900
9. CEMETERY	97,950	105,850	100,500
10. YOUTH & PLAY DEVELOPMENT	166,650	189,600	188,050
11. GRANTS	130,800	151,950	1,900
12. SPORTS DEVELOPMENT	66,650	67,350	70,100
13. ARTS PROGRAMME	71,550	86,150	75,100
14. LEISURE STRATEGY / MANAGEMENT	207,250	279,200	217,650
15. TONBRIDGE CASTLE GATEHOUSE	30,500	34,200	31,800
	<hr/>	<hr/>	<hr/>
ANNUAL ESTIMATES	4,058,300	4,598,900	4,055,050
16. CAPITAL PROGRAMME - REVENUE EXPENSES	38,200	55,300	37,650
	<hr/>	<hr/>	<hr/>
	<b>4,096,500</b>	<b>4,654,200</b>	<b>4,092,700</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	24.71	25.09	24.82

## LEISURE SERVICES

	2010/11 ESTIMATE		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
<b>1. <u>ANGEL CENTRE</u></b>			
<b>Employees</b>			
Salaries	8,000	8,550	8,600
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	45,250	46,950 a)	27,750 b)
Rates	48,700	50,500	52,800
Premises Insurance	15,100	15,000	16,200
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	6,950	6,600	6,600
Miscellaneous Insurance	1,300	1,300	1,300
<b>LSBU Operating Costs (from LSBU 6)</b>	162,200	277,000 c)	164,600 d)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	287,500	405,900	277,850
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	17,200	18,150	19,850
Information Technology Expenses	3,200	4,400	4,300
Departmental Administrative Expenses	38,400	36,850	38,250
<b>Depreciation &amp; Impairment</b>			
Fixed Asset Depreciation	318,450	317,750	321,350
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>664,750</b>	<b>783,050</b>	<b>661,600</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	0.89	0.89	0.91

- a) Includes replacement of sports hall lighting (£13,000) and servicing of plant and equipment (£15,600).
- b) Includes servicing of plant and equipment (£17,100).
- c) Revised estimate is based on actual levels of activity and therefore incorporates fall in income due to the economic conditions. Partly offset by savings in salaries. Please see pages LSBU 4 to LSBU 6.
- d) Assumes normal levels of activity. Please see pages LSBU 4 to LSBU 6.

## LEISURE SERVICES

### 2. LARKFIELD LEISURE CENTRE

	2010/11 ESTIMATE		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Employees</b>			
Salaries	12,150	11,750	11,800
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	67,300	118,150 a)	85,900 b)
Rates	184,300	186,300	194,900 c)
Premises Insurance	26,750	27,400	28,650
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	6,550	6,550	6,550
Miscellaneous Insurance	3,300	2,750	3,450
<b>LSBU Operating Costs (from LSBU 3)</b>	(11,450)	49,400 d)	(32,300) e)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	288,900	402,300	298,950
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	21,600	22,700	23,350
Information Technology Expenses	4,300	5,650	5,550
Departmental Administrative Expenses	91,200	84,350 f)	87,600 f)
<b>Depreciation &amp; Impairment</b>			
Fixed Asset Depreciation	558,800	551,350	544,000
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>964,800</b>	<b>1,066,350</b>	<b>959,450</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	1.48	1.42	1.44

- a) Includes servicing of plant and equipment (£52,800), plant renewals (£22,000) and renewal of handrails to pools (£10,000).
- b) Includes servicing of plant and equipment (£23,700), relining/refilling of filters (£11,000), renewal of handrails to pools (£10,000) and plant renewals (£8,000).
- c) Assumes the NNDR "multiplier" will increase by 4.6% for inflation in April 2011.
- d) Revised estimate is based on actual levels of activity and therefore incorporates fall in income due to the economic conditions. Partly offset by savings in salaries. Please see pages LSBU 2 to LSBU 3.
- e) Assumes normal levels of activity. Please see pages LSBU 2 to LSBU 3.
- f) Reduced IT equipment costs.

## LEISURE SERVICES

### 3. TONBRIDGE SWIMMING POOL

	2010/11 ESTIMATE		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Employees</b>			
Salaries	6,500	7,100	7,100
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	77,150	104,950 a)	104,600 b)
Rates	85,900	83,200	87,000 c)
Premises Insurance	18,750	18,200	19,700
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	3,500	3,400	3,400
Miscellaneous Insurance	1,350	1,350	1,400
<b>LSBU Operating Costs (from LSBU 9)</b>	56,200	205,200 d)	76,900 e)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	249,350	423,400	300,100
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	15,200	15,900	16,250
Information Technology Expenses	3,150	4,400	4,300
Departmental Administrative Expenses	32,800	33,600	34,900
<b>Depreciation &amp; Impairment</b>			
Fixed Asset Depreciation	255,000	271,200	267,950
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	555,500	748,500	623,500
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	0.75	0.77	0.78

- a) Includes servicing of plant and equipment (£34,000), plant renewals (£10,000), exterior entrance ramp works (£10,000) and water flow meter replacements (£10,000).
- b) Includes servicing of plant and equipment (£26,300), main roof tile repairs (£25,000), relining/refilling filters (£16,000) and plant renewals (£10,000).
- c) Assumes the NNDR "multiplier" will increase by 4.6% for inflation in April 2011.
- d) Revised estimate is based on actual levels of activity and therefore incorporates fall in income due to the economic conditions. Please see pages LSBU 7 to LSBU 9.
- e) Assumes normal levels of activity. Please see pages LSBU 7 to LSBU 9.

**LEISURE SERVICES**

**4. SPORTS GROUNDS**

**(a) LEISURE MANAGEMENT**

**Employees**

	2010/11 ESTIMATE ORIGINAL £	REVISED £	2011/12 ESTIMATE £
Salaries	3,350	3,700	3,750
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	10,850	21,450 a)	9,150
Premises Insurance	2,000	2,100	2,350
<b>Transport Related Expenses</b>			
Car Allowances	100	150	150
<b>Supplies &amp; Services</b>			
Stationery	50	50	50
Honoraria	1,050	1,050	1,100
Postages	100	100	100
Telephones	50	50	50
	17,550	28,650	16,700
<b>Less Income</b>			
Rents - Land	(7,000)	(7,000)	(7,000)
	10,550	21,650	9,700
<b><u>Sub-total</u></b>			
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	7,000	7,400	7,750
Information Technology Expenses	150	150	150
Departmental Administrative Expenses	1,450	1,400	1,400
<b>Depreciation &amp; Impairment</b>			
Fixed Asset Depreciation	19,250	22,500	19,600
	<b>38,400</b>	<b>53,100</b>	<b>38,600</b>
<b>Full Time Equivalent Number of Staff</b>			
(Including Support Service Staff)	0.24	0.24	0.25

a) Includes roof tile infill repairs (£8,000) at Tonbridge Farm Pavilion.

**LEISURE SERVICES**

**4. SPORTS GROUNDS (continued)**

**(b) GROUND MAINTENANCE**

**Employees**

Salaries

34,200                      38,050 **a)**                      38,200 **a)**

**Premises Related Expenses**

Building Repairs Expenditure

8,200                      6,000                      8,200

Maintenance of Grounds

20,650                      24,450 **b)**                      20,650

Electricity

800                      800                      800

Sewerage & Environmental Services

-                      2,000 **c)**                      2,000 **c)**

**Supplies & Services**

Clothing, Uniforms & Laundry

150                      150                      150

Telephones

150                      150                      150

Gates / Security

3,650                      3,400                      3,400

Licences

100                      100                      100

**Third Party Payments**

Ground Maintenance Contract

217,000                      216,500 **d)**                      224,100 **d)**

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284,900                      291,600                      297,750

**Less Income**

Rents - Land

(4,000)                      (2,500) **e)**                      (2,500) **e)**

Developer Contributions

-                      (3,800) **b)**                      -

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(4,000)                      (6,300)                      (2,500)

**Sub-total Carried Forward**

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280,900                      285,300                      295,250

- a)** Reflects increase in current service costs under Financial Reporting Standard 17 "Retirement Benefit Costs".
- b)** Refurbishment of the tennis courts at the Tonbridge Racecourse Sports Ground funded from developer contributions.
- c)** Charge from Southern Water for wastewater at Tonbridge Racecourse Sports Ground.
- d)** Assumes 4.0% increase for inflation in January 2011 and 2.0% in January 2012 in line with contract conditions.
- e)** Reduction in rents as Tonbridge Garden Show no longer takes place.

**LEISURE SERVICES**

**4. SPORTS GROUNDS (continued)**

**(b) GROUND MAINTENANCE (continued)**

	2010/11 ESTIMATE		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
<b><u>Sub-total Brought Forward</u></b>	280,900	285,300	295,250
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	7,300	7,800	8,100
Information Technology Expenses	450	350	350
Departmental Administrative Expenses	14,750	14,300	14,450
<b>Depreciation &amp; Impairment</b>			
Fixed Asset Depreciation	116,350	101,550	100,000
	<hr/>	<hr/>	<hr/>
	<b>419,750</b>	<b>409,300</b>	<b>418,150</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	1.24	1.25	1.26

**SPORTS GROUNDS**

- (a) LEISURE MANAGEMENT**  
**(b) GROUND MAINTENANCE**

**TO SUMMARY**

<b>38,400</b>	<b>53,100</b>	<b>38,600</b>
<b>419,750</b>	<b>409,300</b>	<b>418,150</b>
<hr/>	<hr/>	<hr/>
<b>458,150</b>	<b>462,400</b>	<b>456,750</b>
<hr/>	<hr/>	<hr/>



**LEISURE SERVICES**

**5. POULT WOOD GOLF CENTRE**

**(a) LEISURE MANAGEMENT**

**Employees**

	2010/11 ESTIMATE ORIGINAL £	REVISED £	2011/12 ESTIMATE £
Salaries	48,050	51,500	51,800

**Premises Related Expenses**

Building Repairs Expenditure	15,850	17,550	27,200 a)
Fuel Oil	5,600	5,600	5,600
Electricity	17,500	17,500	17,500
Rates	25,300	28,500 b)	35,700 b)
Water Charges (Metered)	1,300	1,400	1,400
Sewerage & Environmental Services	350	350	350
Premises Insurance	3,300	3,400	3,600

**Supplies & Services**

Purchases - Equipment & Materials	6,400	6,400	6,400
Maintenance - General	5,650	5,650	5,650
External Printing	4,750	4,600	4,600
Stationery	50	-	-
Security Services	1,600	2,100	2,100
Streamline Service	2,400	2,400	2,400
Marketing	13,500	13,500	13,500
Miscellaneous Insurance	50	50	50
Telephones	1,700	1,700	1,700

**Third Party Payments**

Golf Professional	38,200	39,100 c)	40,400 d)
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**Carried Forward**

191,550	201,300	219,950
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- a) Includes external decoration (£10,000).
- b) Significant increase in rateable values following revaluation in April 2010, partly offset by a reduction in the NNDR "multiplier" from 48.5p to 41.4p. Transitional relief has been awarded to mitigate some of the increase but the amount of relief will fall in future years.
- c) Higher than anticipated inflation increase in September 2010.
- d) Assumes 2.0% increase for inflation in September 2011 in line with contract conditions.

**LEISURE SERVICES**

**5. POULT WOOD GOLF CENTRE**  
**(continued)**

**(a) LEISURE MANAGEMENT (continued)**

	2010/11 ESTIMATE		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
<b><u>Brought Forward</u></b>	191,550	201,300	219,950
<b>Less Income</b>			
Fees & Charges			
Registration Fees	(14,000)	(14,000)	(14,000)
Green Fees	(668,900)	(668,900) <b>e)</b>	(668,900) <b>f)</b>
Season Tickets	(1,000)	(1,000)	(1,000)
Rents - Catering Concession	(63,900)	(65,800) <b>g)</b>	(67,600) <b>g)</b>
	<hr/>	<hr/>	<hr/>
	(747,800)	(749,700)	(751,500)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(556,250)	(548,400)	(531,550)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	21,150	22,250	22,600
Information Technology Expenses	2,100	4,000	3,950
Departmental Administrative Expenses	36,500	33,150	33,750
<b>Depreciation &amp; Impairment</b>			
Fixed Asset Depreciation	96,900	103,700	106,200
	<hr/>	<hr/>	<hr/>
	<b>(399,600)</b>	<b>(385,300)</b>	<b>(365,050)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	2.41	2.42	2.42

**e)** Assumes normal levels of activity.

**f)** Proposed increase in fees from April 2011 considered by Leisure and Arts Advisory Board on 13 December 2010 are not expected to generate additional income due to the increase in the standard rate of VAT from January 2011.

**g)** Assumes 4.0% increase for inflation in January 2011 and 2.0% in January 2012 in line with contract conditions.

**LEISURE SERVICES**

**5. POULT WOOD GOLF CENTRE**  
**(continued)**

**(b) GROUND MAINTENANCE**

**Employees**

Salaries	9,500	10,300	10,350
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**Premises Related Expenses**

Building Repairs Expenditure	4,350	3,800	3,600
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Maintenance of Grounds	4,850	4,500	4,500
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Premises Insurance	350	400	400
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<b>LSBU Operating Costs (from LSBU 10)</b>	288,800	262,250 a)	262,300 b)
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**Sub-total**

307,850	281,250	281,150
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**Central, Departmental & Technical Support Services**

Central Salaries & Administration	6,950	5,950	7,600
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Information Technology Expenses	100	100	100
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Departmental Administrative Expenses	4,450	4,300	4,300
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**Depreciation & Impairment**

Fixed Asset Depreciation	9,800	8,050	8,050
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<b>329,150</b>	<b>299,650</b>	<b>301,200</b>
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**Full Time Equivalent Number of Staff**  
(Including Support Service Staff)

0.48	0.46	0.49
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**POULT WOOD GOLF CENTRE**

**(a) LEISURE MANAGEMENT**

<b>(399,600)</b>	<b>(385,300)</b>	<b>(365,050)</b>
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**(b) GROUND MAINTENANCE**

<b>329,150</b>	<b>299,650</b>	<b>301,200</b>
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**TO SUMMARY**

<b>(70,450)</b>	<b>(85,650)</b>	<b>(63,850)</b>
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a) Savings in salaries. Please see page LSBU 10.

b) Assumes full establishment. Please see page LSBU 10.

**LEISURE SERVICES**

**6. PLEASURE GROUNDS & OPEN SPACES**

**(a) TONBRIDGE CASTLE GROUNDS**

**Employees**

Salaries	20,700	23,050	24,000
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**Premises Related Expenses**

Maintenance of Grounds	5,150	5,150	5,150
Electricity	600	600	600
Premises Insurance	50	50	50

**Supplies & Services**

Purchases - Equipment & Materials	11,100	11,100	11,100
Licences	300	300	300

**Third Party Payments**

Ground Maintenance Contracts	92,400	91,600 a)	94,800 a)
Tonbridge in Bloom	8,000	8,000	8,000

	138,300	139,850	144,000
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**Less Income**

Rents			
Land	(50)	(100)	(100)
Landing Stage	(1,200)	- b)	(1,200)
Mobile Catering Concession	(9,050)	(13,200) c)	(12,000) c)

	(10,300)	(13,300)	(13,300)
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**Sub-total**

	128,000	126,550	130,700
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**Central, Departmental & Technical Support Services**

Central Salaries & Administration	2,850	3,000	3,100
Information Technology Expenses	200	300	300
Departmental Administrative Expenses	8,050	7,650	7,750

**Depreciation & Impairment**

Fixed Asset Depreciation	13,750	12,750	12,200
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	152,850	150,250	154,050
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**Full Time Equivalent Number of Staff  
(Including Support Service Staff)**

	0.78	0.81	0.81
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- a) Assumes 4.0% increase for inflation in January 2011 and 2.0% in January 2012 in line with contract conditions.
- b) Franchise for boat hire not taken up this year, new operator being sought.
- c) New contract commenced 31 March 2010 but contractor has given notice that he will only continue until 31 March 2011. New contractor being sought.

**LEISURE SERVICES**

**6. PLEASURE GROUNDS & OPEN SPACES**  
**(continued)**

**(b) HAYSDEN COUNTRY PARK**

**Employees**

	2010/11 ESTIMATE ORIGINAL £	REVISED £	2011/12 ESTIMATE £
Salaries	32,700	35,750	36,050

**Premises Related Expenses**

Building Repairs Expenditure	6,500	2,000	3,950
Maintenance of Grounds	26,200	26,700	27,300
Maintenance of Play Equipment	7,000	7,200	7,400
Electricity	300	1,000	1,000
Water Charges (Metered)	100	50	50
Sewerage & Environmental Services	1,250	750	750
Cleaning & Domestic Supplies	4,500	4,650	4,850
Premises Insurance	150	100	100

**Transport Related Expenses**

Repairs & Maintenance	100	50	50
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**Supplies & Services**

Purchases - Equipment & Materials	2,850	2,850	2,850
Maintenance - General	500	500	500
Clothing, Uniforms & Laundry	100	100	100
Cash Collection	2,700	1,500 a)	1,500 a)
Trade Refuse Charges	650	650	650
Dog Bin Emptying	550	500	500
Rodent Control	1,150	1,150	1,150
Litter Collection	5,400	5,500	5,700
Advertising	800	800	800
Telephones	100	600	600

93,600

92,400

95,850

**Less Income**

Fees & Charges			
Car Parking Fees	(18,000)	(18,000)	(18,000)
Car Park Season Tickets	(4,400)	(5,000)	(5,000)
Rents			
Rights over Water	(4,150)	(4,250)	(4,250)
Mobile Catering Concession	(5,000)	(5,500)	(5,500)

(31,550)

(32,750)

(32,750)

**Sub-total Carried Forward**

62,050

59,650

63,100

a) New car park cash collection contract commenced 1 February 2010.

**LEISURE SERVICES**

**6. PLEASURE GROUNDS & OPEN SPACES**  
**(continued)**

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

	2010/11 ESTIMATE		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
<b><u>Sub-total Brought Forward</u></b>	62,050	59,650	63,100
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	3,250	2,800	2,900
Information Technology Expenses	1,600	1,950	1,900
Departmental Administrative Expenses	14,600	13,700	13,850
<b>Depreciation &amp; Impairment</b>			
Fixed Asset Depreciation	24,450	23,900	24,500
	<b>105,950</b>	<b>102,000</b>	<b>106,250</b>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	1.24	1.21	1.22

**LEISURE SERVICES**

**6. PLEASURE GROUNDS & OPEN SPACES**  
**(continued)**

**(c) OPEN SPACES**  
**& AMENITY AREAS BOROUGH - WIDE**

**Employees**

Salaries	50,400	57,900 a)	58,350 a)
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**Premises Related Expenses**

Building Repairs Expenditure	2,000	2,000	2,000
Maintenance of Grounds	29,650	29,650	29,650
Maintenance of Play Equipment	6,000	6,000	6,000
Electricity	600	700	700
Premises Insurance	2,400	2,000	2,050

**Supplies & Services**

Purchases - Equipment & Materials	800	1,800	800
Security Services	550	400	400
Dog Bin Emptying	200	250	250
Rodent Control	500	500	500
Telephones	450	450	450

**Third Party Payments**

Ground Maintenance Contracts	137,500	135,600 b)	140,400 b)
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<hr/>	231,050	<hr/>	<hr/>
	237,250		241,550
<hr/>		<hr/>	<hr/>

**Less Income**

Interest Receipts	(4,200)	(4,350)	(4,500)
Rents			
Land	(13,100)	(14,100)	(14,600)
Wayleave Agreement	(1,250)	(1,250)	(1,250)

<hr/>	(18,550)	<hr/>	<hr/>
	(19,700)		(20,350)
<hr/>		<hr/>	<hr/>

**Sub-total Carried Forward**

<hr/>	212,500	<hr/>	<hr/>
	217,550		221,200
<hr/>		<hr/>	<hr/>

- a) Increase reflects reallocation of duties carried out by Park Rangers for specific work on public open spaces, e.g. tree surgery.
- b) Assumes 4.0% increase for inflation in January 2011 and 2.0% in January 2012 in line with contract conditions.

**LEISURE SERVICES**

**6. PLEASURE GROUNDS & OPEN SPACES**  
**(continued)**

**(c) OPEN SPACES**  
**& AMENITY AREAS BOROUGH - WIDE**  
**(continued)**

	2010/11 ESTIMATE		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
<b><u>Sub-total Brought Forward</u></b>	212,500	217,550	221,200
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	5,250	4,250	5,850
Information Technology Expenses	800	600	600
Departmental Administrative Expenses	22,800	22,150	22,350
<b>Depreciation &amp; Impairment</b>			
Fixed Asset Depreciation	33,700	34,400	34,950
	<b>275,050</b>	<b>278,950</b>	<b>284,950</b>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	1.81	1.88	1.90



**LEISURE SERVICES**

**6. PLEASURE GROUNDS & OPEN SPACES**  
**(continued)**

**(d) PATROLLING**

**Employees**

Salaries

2010/11 ESTIMATE ORIGINAL £	REVISED £	2011/12 ESTIMATE £
5,300	5,750	5,800
<b>Supplies &amp; Services</b>		
Clothing, Uniforms & Laundry	200	150
Telephones	150	150
Gates / Security	3,650	3,400
<hr/>		
<b>Sub-total</b>	9,300	9,450
<b>Central, Departmental &amp; Technical Support Services</b>		
Central Salaries & Administration	1,000	1,100
Information Technology Expenses	-	50
Departmental Administrative Expenses	2,350	2,200
<hr/>		
	<b>12,650</b>	<b>12,800</b>
<hr/>		
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	0.20	0.20

**Supplies & Services**

Clothing, Uniforms & Laundry

Telephones

Gates / Security

**Sub-total**

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

Information Technology Expenses

Departmental Administrative Expenses

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

**LEISURE SERVICES**

**6. PLEASURE GROUNDS & OPEN SPACES**  
**(continued)**

**(e) COUNTRYSIDE / WOODLAND**  
**MANAGEMENT**

**Employees**

Salaries	9,850	10,900	11,000
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**Premises Related Expenses**

Maintenance of Grounds	14,700	14,700	14,700
Tree Planting Schemes	4,300	4,300	4,300

**Supplies & Services**

Purchases - Equipment & Materials	500	500	500
Health & Safety - Trees	5,000	5,000	5,000
Miscellaneous Insurance	50	50	50

**Third Party Payments**

Medway Valley Countryside Partnership	10,600	10,600	10,600
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**Sub-total**

45,000	46,050	46,150
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**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration	5,950	6,500	6,800
Information Technology Expenses	100	200	200
Departmental Administrative Expenses	4,350	4,150	4,150

<b>55,400</b>	<b>56,900</b>	<b>57,300</b>
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**Full Time Equivalent Number of Staff**  
(Including Support Service Staff)

0.45	0.45	0.46
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**LEISURE SERVICES**

**6. PLEASURE GROUNDS & OPEN SPACES**  
**(continued)**

**(f) LEYBOURNE LAKES COUNTRY PARK**

**Employees**

	2010/11 ESTIMATE ORIGINAL £	REVISED £	2011/12 ESTIMATE £
Salaries	72,000	74,450	75,450

**Premises Related Expenses**

Building Repairs Expenditure	1,400	1,900	4,050
Maintenance of Grounds	12,050	12,050	12,050
Electricity	2,800	3,000	3,000
Water Charges (Metered)	300	300	300
Sewerage & Environmental Services	100	-	-
Cleaning & Domestic Supplies	6,100	6,250	6,500
Premises Insurance	450	400	350

**Transport Related Expenses**

Repairs & Maintenance	550	550	550
Petrol / Oil	100	100	100
Mileage Allowance	400	-	-
Transport Insurance	150	150	150

**Supplies & Services**

Purchases - Equipment & Materials	850	850	850
Clothing, Uniforms & Laundry	750	750	750
Printing & Stationery	800	800	800
Cash Collection	1,750	2,750 a)	2,750 a)
Trade Refuse Charges	2,000	2,500	2,500
Dog Bin Emptying	300	300	300
Pest Control	500	400	400
Wildlife Monitoring	500	400	400
Hall Hire for User Group	100	100	100
Car Park Management Charges	1,000	900	900
Telephones	850	900	900

	105,800	109,800	113,150
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**Less Income**

Car Parking Fees	(17,000)	(17,000)	(17,000)
Educational Visits	-	(300)	(300)
Interest Receipts	(18,850)	(13,600) b)	(10,600) b)
Rents			
Land	(250)	(250)	(250)
Mobile Catering Concession	(4,500)	(6,500) c)	(6,500) c)
Windsurfing / Diving Concession	(6,000)	(6,650) d)	(6,650) d)
Fishing Concession	(12,000)	(13,300) d)	(13,300) d)
Contributions from Other Bodies	(12,500)	(12,500)	(12,500)

	(71,100)	(70,100)	(67,100)
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**Sub-total Carried Forward**

	34,700	39,700	46,050
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**LEISURE SERVICES**

**6. PLEASURE GROUNDS & OPEN SPACES**  
**(continued)**

**(f) LEYBOURNE LAKES COUNTRY PARK**  
**(continued)**

	2010/11 ESTIMATE		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
<b><u>Sub-total Brought Forward</u></b>	34,700	39,700	46,050
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	3,500	3,800	3,950
Information Technology Expenses	1,050	1,050	1,050
Departmental Administrative Expenses	23,650	19,450	19,900
<b>Depreciation &amp; Impairment</b>			
Fixed Asset Depreciation	28,050	24,000	24,000
	<b>90,950</b>	<b>88,000</b>	<b>94,950</b>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	2.91	2.65	2.65

**PLEASURE GROUNDS & OPEN SPACES**

<b>(a) TONBRIDGE CASTLE GROUNDS</b>	152,850	150,250	154,050
<b>(b) HAYSDEN COUNTRY PARK</b>	105,950	102,000	106,250
<b>(c) OPEN SPACES &amp; AMENITY AREAS BOROUGH - WIDE</b>	275,050	278,950	284,950
<b>(d) PATROLLING</b>	12,650	12,800	12,950
<b>(e) COUNTRYSIDE / WOODLAND MANAGEMENT</b>	55,400	56,900	57,300
<b>(f) LEYBOURNE LAKES COUNTRY PARK</b>	90,950	88,000	94,950
	<b>692,850</b>	<b>688,900</b>	<b>710,450</b>
<b><u>TO SUMMARY</u></b>			

- a) New car park cash collection contract commenced 1 February 2010.
- b) Reduction in interest rates.
- c) New contract commenced 31 March 2010.
- d) Increase for inflation in April 2010 in line with contract conditions.

**LEISURE SERVICES**

**7. ALLOTMENTS**

**Employees**

Salaries

300                      500                      550

**Premises Related Expenses**

Premises Insurance

100                      100                      100

**Third Party Payments**

Management Fee to T.A.G.A.

5,100                      5,100                      5,100

---

5,500                      5,700                      5,750

**Less Income**

Rents

(50)                      (50)                      (50)

---

5,450                      5,650                      5,700

**Sub-total**

**Central, Departmental & Technical**

**Support Services**

Central Salaries & Administration

50                      50                      50

Departmental Administrative Expenses

150                      200                      200

**Depreciation & Impairment**

Fixed Asset Depreciation

4,050                      3,400                      4,200

---

**9,700                      9,300                      10,150**

---

**TO SUMMARY**

**Full Time Equivalent Number of Staff**

(Including Support Service Staff)

0.01                      0.02                      0.02

**LEISURE SERVICES**

**8. CHURCHYARDS**

**Employees**

Salaries

2,750

2,750

2,750

**Premises Related Expenses**

Maintenance of Grounds

6,700

6,850 a)

6,950 a)

9,450

9,600

9,700

**Less Income**

Contributions from Other Bodies

(50)

(50)

(50)

**Sub-total**

9,400

9,550

9,650

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

1,150

1,200

1,250

Information Technology Expenses

50

50

50

Departmental Administrative Expenses

1,050

950

950

**TO SUMMARY**

**11,650**

**11,750**

**11,900**

**Full Time Equivalent Number of Staff**

(Including Support Service Staff)

0.10

0.10

0.10

- a) Assumes 4.0% increase for inflation in January 2011 and 2.0% in January 2012 in line with contract conditions.

**LEISURE SERVICES**

**9. CEMETERY**

**Employees**

Salaries

25,150                      27,850                      28,150

**Premises Related Expenses**

Building Repairs Expenditure

10,800                      16,300 **a)**                      11,100 **b)**

Maintenance of Grounds

5,600                      5,600                      5,600

Electricity

800                      800                      800

Rates

4,800                      4,900                      5,600

Water Charges (Metered)

100                      100                      100

Sewerage & Environmental Services

1,100                      1,050                      1,050

Premises Insurance

850                      800                      900

**Supplies & Services**

Purchases - Equipment & Materials

1,950                      1,950                      1,950

Laundry

50                      50                      50

Telephones

400                      400                      400

**Third Party Payments**

Ground Maintenance Contract

54,300                      55,000 **c)**                      55,100 **c)**

---

105,900                      114,800                      110,800

---

**Less Income**

Fees & Charges

Graves - Annual Maintenance

(300)                      (400)                      (400)

Graves - Exclusive Right of Burial

(12,400)                      (12,400)                      (13,000)

Interments

(17,500)                      (17,500)                      (18,300)

Memorials - Erection

(2,600)                      (2,600)                      (2,700)

Memorials - Inscription

(2,600)                      (2,500)                      (2,600)

Register Search

(500)                      (600)                      (600)

Memorial Garden - Lease of Tablet / Vault

(5,200)                      (6,000)                      (6,300)

Memorial Garden - Plaque / Inscription

(3,600)                      (2,800)                      (2,900)

Use of Chapel

(1,500)                      (1,400)                      (1,500)

---

(46,200)                      (46,200)                      (48,300) **d)**

---

**Sub-total Carried Forward**

59,700                      68,600                      62,500

- a)** Includes chapel stonework repairs (£9,600) and cemetery wall repairs (£5,000).
- b)** Includes chapel stonework repairs (£10,000).
- c)** Assumes 4.0% increase for inflation in January 2011 and 2.0% in January 2012 in line with contract conditions.
- d)** Incorporates proposed increase in fees from April 2011 considered by Leisure and Arts Advisory Board on 13 December 2010.

**LEISURE SERVICES**

**9. CEMETERY (continued)**

**Sub-total Brought Forward**

**Central, Departmental & Technical Support Services**  
 Central Salaries & Administration  
 Information Technology Expenses  
 Departmental Administrative Expenses

**Depreciation & Impairment**  
 Fixed Asset Depreciation

**TO SUMMARY**

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

	2010/11 ESTIMATE		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
<b><u>Sub-total Brought Forward</u></b>	59,700	68,600	62,500
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	8,200	7,750	7,950
Information Technology Expenses	700	1,000	950
Departmental Administrative Expenses	11,550	11,000	11,100
<b>Depreciation &amp; Impairment</b>			
Fixed Asset Depreciation	17,800	17,500	18,000
	<hr/>	<hr/>	<hr/>
	<b>97,950</b>	<b>105,850</b>	<b>100,500</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	1.07	1.06	1.06



**LEISURE SERVICES**

**10. YOUTH & PLAY DEVELOPMENT**

	2010/11 ESTIMATE		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Employees</b>			
Salaries	107,500	100,300 a)	101,250 a)
<b>Premises Related Expenses</b>			
Maintenance of Grounds	100	-	-
Rent	10,000	10,150	10,150
<b>Transport Related Expenses</b>			
Hire of Transport	5,100	4,500	4,500
Car Allowances	200	-	-
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	5,700	5,700	5,700
Printing & Stationery	3,500	3,500	3,500
Shows & Performances	4,700	4,700	4,700
Partnership Fees	36,700	43,850 b)	44,000 b)
Telephones	250	250	250
Registration & Inspection of Centres	300	350	350
<b>Youth Development</b>			
Youth Together	1,000	- c)	- c)
Development Programme	10,000	- c)	- c)
Youth Development Initiatives	12,500	18,000 c)	9,000 c)
Activate	-	39,000 c)	35,000 c)
	<hr/>	<hr/>	<hr/>
	197,550	230,300	218,400
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Fees & Charges			
Playscheme Registration Fees	(59,600)	(49,100) d)	(50,500) e)
Activate	-	(20,000) c)	(20,000) c)
Contributions from Other Bodies			
Playscheme - Parish Councils	(11,750)	(10,750) f)	(10,750) f)
Youth Development	-	(13,500) c)	(500) c)
Big Lottery Funding	(3,600)	(3,600)	- g)
	<hr/>	<hr/>	<hr/>
	(74,950)	(96,950)	(81,750)
	<hr/>	<hr/>	<hr/>
	122,600	133,350	136,650
<b><u>Sub-total</u></b>			
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	10,900	12,450	12,350
Information Technology Expenses	6,850	12,150 h)	7,400
Departmental Administrative Expenses	26,300	31,650 i)	31,650 i)
	<hr/>	<hr/>	<hr/>
	166,650	189,600	188,050
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>			
	166,650	189,600	188,050
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	1.96	2.18	2.11

## **LEISURE SERVICES**

### **YOUTH & PLAY DEVELOPMENT**

- a) Temporary staff budget reduced to reflect increase in partnership fees - note b) below.
- b) Increase reflects additional partnership for East Malling Playscheme 2010.
- c) Youth development budgets have been redesigned following an internal audit review.
- d) Reduced income due to economic climate and increased Leisure Pass take-up.
- e) Incorporates proposed increase in fees from April 2011 considered by Leisure and Arts Advisory Board on 13 December 2010.
- f) Burham Parish Council did not contribute to week 4 of the playscheme.
- g) Big Lottery Funding ended September 2010.
- h) Increased IT staff development costs associated with the Activate / Playscheme system and the new Leisure Pass database.
- i) Increased internal printing costs and support from the Leisure Services administration section.



**LEISURE SERVICES**

**12. SPORTS DEVELOPMENT**

**Employees**

Salaries

2010/11 ESTIMATE		2011/12 ESTIMATE
ORIGINAL	REVISED	ESTIMATE
£	£	£
53,200	48,350 a)	44,700 a)
<hr/>		
5,000	12,600 b)	5,000 b)
<hr/>		
58,200	60,950	49,700
<hr/>		
-	(500) b)	-
-	(7,600) b)	(500) b)
(11,500)	(6,300) a)	- a)
<hr/>		
(11,500)	(14,400)	(500)
<hr/>		
<b>Sub-total</b>	46,700	46,550
<hr/>		
<b>Central, Departmental &amp; Technical Support Services</b>		
Central Salaries & Administration	1,500	1,600
Information Technology Expenses	600	650
Departmental Administrative Expenses	17,850	18,550
<hr/>		
<b><u>TO SUMMARY</u></b>	<b>66,650</b>	<b>70,100</b>
<hr/>		
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	1.04	1.08
		1.09

**Supplies & Services**

Sports Development Programme

**Less Income**

Fees & Charges

Contributions from Other Bodies

Big Lottery Funding

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

Information Technology Expenses

Departmental Administrative Expenses

**TO SUMMARY**

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

- a) Big Lottery funding for student placement ended September 2010.
- b) Sports development budget has been redesigned following an internal audit review.

**LEISURE SERVICES**

**13. ARTS PROGRAMME**

**Employees**

Salaries

26,950                      29,450 a)                      30,200 a)

**Supplies & Services**

West Kent Arts Group

6,000                      6,000                      6,000

Street Theatres / Performers

4,000                      4,000                      4,000

Arts for Special Needs Groups

2,000                      2,000                      2,000

Publicity & Promotion

2,000                      2,000                      2,000

Subscriptions

5,600                      5,600                      5,600

Licences

500                      500                      500

Youth Art Initiatives

2,000                      2,000                      2,000

**Third Party Payments**

Festival of Music & Fireworks

5,000                      17,000 b)                      5,000

**Sub-total**

54,050                      68,550                      57,300

**Central, Departmental & Technical**

**Support Services**

Central Salaries & Administration

3,600                      3,800                      3,850

Information Technology Expenses

1,300                      1,500                      1,550

Departmental Administrative Expenses

12,600                      12,300                      12,400

**TO SUMMARY**

71,550                      86,150                      75,100

**Full Time Equivalent Number of Staff**

(Including Support Service Staff)

0.98                      0.98                      0.99

a) Reflects increase in current service costs under Financial Reporting Standard 17 "Retirement Benefit Costs".

b) Reflects fall in ticket sales - please see report to Leisure and Arts Advisory Board on 22 September 2010. Further report on future of event submitted to L&AAB on 13 December 2010.

**LEISURE SERVICES**

**14. LEISURE STRATEGY / MANAGEMENT**

**Employees**

Salaries

77,550                      83,400 a)                      83,950 a)

**Supplies & Services**

Maintenance - General

500                              500                              500

Market Research / Audit Programme

6,350                              6,350                              6,350

Communication Expenses

100                                      50                                      50

Subscriptions

3,600                              3,600                              3,600

Tourism & Promotion of Facilities

40,350                              40,350                              40,350

Capital Grants & Contributions (RECS)

-    66,000 b)                              -

**Sub-total**

128,450                              200,250                              134,800

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

41,650                              42,400                              46,100 c)

Information Technology Expenses

3,400                                      3,500                                      3,600

Departmental Administrative Expenses

28,100                              27,400                              27,550

**Depreciation & Impairment**

Fixed Asset Depreciation

5,650                                      5,650                                      5,600

**TO SUMMARY**

**207,250                              279,200                              217,650**

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

3.24                                      3.26                                      3.27

a) Reflects increase in current service costs under Financial Reporting Standard 17 "Retirement Benefit Costs".

b) Contributions towards Wrotham School and Hayesbrook School all weather pitches.

c) Increased cost of Customer Services.

Analysis of Salaries:-

	£	£	£
Tourism & Promotion	21,550	22,000	22,400
Leisure Planning / Policy	29,000	32,900	32,900
Market Research	2,600	2,450	2,450
Liaison with Outside Bodies	24,400	26,050	26,200
	<u>77,550</u>	<u>83,400</u>	<u>83,950</u>

**LEISURE SERVICES**

**15. TONBRIDGE CASTLE GATEHOUSE**

	2010/11 ESTIMATE		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Employees</b>			
Salaries	17,750	19,300	21,300
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	2,700	5,900	4,700
Rates	250	250	250
Premises Insurance	3,650	3,700	3,850
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	4,000	2,600	2,600
Streamline Service	700	500	500
Marketing	10,500	10,500	10,500
	<hr/>	<hr/>	<hr/>
	39,550	42,750	43,700
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Fees & Charges			
Weddings / Hire of Gatehouse	(5,000)	(5,000)	(5,000)
Commission	(1,000)	(1,000)	(1,000)
Tonbridge Castle Attraction	(25,000)	(22,000)	(25,000)
Profit on Stock Sales	(4,500)	(4,500)	(4,500)
	<hr/>	<hr/>	<hr/>
	(35,500)	(32,500)	(35,500)
	<hr/>	<hr/>	<hr/>
	4,050	10,250	8,200
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	10,350	8,050	8,150
Information Technology Expenses	3,250	3,950	3,950
Departmental Administrative Expenses	6,100	5,200	5,300
<b>Depreciation &amp; Impairment</b>			
Fixed Asset Depreciation	6,750	6,750	6,200
	<hr/>	<hr/>	<hr/>
	<b>30,500</b>	<b>34,200</b>	<b>31,800</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	0.97	0.98	0.95





**PLANNING AND TRANSPORTATION SERVICES**

**SUMMARY**

	2010/11 ESTIMATE		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
1. PLANNING & BUILDING CONTROL	1,846,200	1,931,450	1,953,400
2. TRANSPORTATION	256,650	236,400	138,400
3. SECURITY SERVICES MANAGEMENT (CCTV)	117,750	116,900	123,750
4. PARKING SERVICES	(741,650)	(600,150)	(554,750)
5. BOROUGH DRAINAGE & LAND DRAINAGE RELATED WORK	145,000	119,050	61,050
	<hr/>	<hr/>	<hr/>
ANNUAL ESTIMATES	1,623,950	1,803,650	1,721,850
6. CAPITAL PROGRAMME - REVENUE EXPENSES	120,300	154,850	173,100
	<hr/>	<hr/>	<hr/>
	<b>1,744,250</b>	<b>1,958,500</b>	<b>1,894,950</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	83.28	83.47	84.84

**PLANNING AND TRANSPORTATION SERVICES**

**1. PLANNING & BUILDING CONTROL**

**(a) PREPARATION OF LOCAL DEVELOPMENT FRAMEWORK**

**Employees**

Salaries	288,450	276,650 a)	197,950 a)
----------	---------	------------	------------

**Local Development Framework Expenses**

Public Examination Costs	46,500	-	-
Supplementary Planning Guidance	10,000	15,000	-
Other LDF Expenses	-	-	30,000

<hr/>	344,950	291,650	227,950
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**Less Income**

Sales - Publications - Local Plan	(200)	(150)	(100)
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**Sub-total**

<hr/>	344,750	291,500	227,850
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**Central, Departmental & Technical Support Services**

Central Salaries & Administration	750	2,550	2,650
Information Technology Expenses	100	50	50
Departmental Administrative Expenses	114,350	101,350 a)	59,600 a)

<hr/>	459,950	395,450	290,150
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**Full Time Equivalent Number of Staff**  
(including Support Service Staff)

<hr/>	8.32	8.17	5.01
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## **PLANNING AND TRANSPORTATION SERVICES**

### **PLANNING & BUILDING CONTROL - PREPARATION OF LOCAL DEVELOPMENT FRAMEWORK**

- a) Reflects progress on LDF and shift of workload, partly offset by increase in current service costs under Financial Reporting Standard 17 "Retirement Benefit Costs".
- b) These elements of the LDF are to be funded from an earmarked reserve in 2010/11 and 2011/12.

**PLANNING AND TRANSPORTATION SERVICES**

**1. PLANNING & BUILDING CONTROL**  
**(continued)**

**(b) PLANNING POLICY**

**Employees**

Salaries	20,450	19,600	185,700 a)
----------	--------	--------	------------

**Supplies & Services**

AONB Management	5,600	5,550	5,550
Local Wildlife Sites Register Update	5,800	6,500	6,600
Capital Grants & Contributions (RECS)	31,000	31,000	- b)

<hr/>	62,850	<hr/>	62,650	<hr/>	197,850
-------	--------	-------	--------	-------	---------

**Less Income**

Government Grant	-	(16,850) c)	-
Sales - Copies of Documents, Plans, etc.	(100)	(100)	(100)

<hr/>	(100)	<hr/>	(16,950)	<hr/>	(100)
-------	-------	-------	----------	-------	-------

**Sub-total**

<hr/>	62,750	<hr/>	45,700	<hr/>	197,750
-------	--------	-------	--------	-------	---------

**Central, Departmental & Technical Support Services**

Central Salaries & Administration	4,600	2,900	2,950
Information Technology Expenses	5,800	5,700	8,300
Departmental Administrative Expenses	7,350	6,100	56,450 a)

<hr/>	<b>80,500</b>	<hr/>	<b>60,400</b>	<hr/>	<b>265,450</b>
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**Full Time Equivalent Number of Staff**  
(including Support Service Staff)

0.71	0.62	4.87
------	------	------

- a) Reflects shift in workload away from direct LDF pending review and increase in current service costs under Financial Reporting Standard 17 "Retirement Benefit Costs".
- b) Countryside Management Grants and Medway Gap Countryside Partnership Capital Plan Schemes expected to conclude in 2010/11.
- c) Grant from the Department for Communities and Local Government in respect of new burdens associated with the Habitats Regulations Assessments. The grant is expected to be subsumed within formula grant from 2011/12.

**PLANNING AND TRANSPORTATION SERVICES**

**1. PLANNING & BUILDING CONTROL**  
**(continued)**

**(c) CONSERVATION**

**Employees**

Salaries

42,700                      45,050                      46,450

**Supplies & Services**

Hadlow Tower Restoration

-                                      19,000 **a)**                      -

Archaeological Advice

4,000                                      8,000 **b)**                      8,000 **b)**

Capital Grants & Contributions (RECS)

4,000                                      8,000                                      - **c)**

**Sub-total**

**50,700                                      80,050                                      54,450**

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

9,250                                      8,650                                      8,950

Information Technology Expenses

950    1,100                                      1,600

Departmental Administrative Expenses

15,950                                      15,000                                      14,650

**76,850                                      104,800                                      79,650**

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

1.50                                      1.49                                      1.45

- a)** Costs associated with the compulsory purchase of Hadlow Tower, funded mostly from an earmarked reserve.
- b)** Budget transferred from Development Control (page PTS 5).
- c)** Reflects cessation of the Historic Buildings Grants Capital Plan scheme.

**PLANNING AND TRANSPORTATION SERVICES**

**1. PLANNING & BUILDING CONTROL**  
**(continued)**

**(d) DEVELOPMENT CONTROL**

**Employees**

Salaries	984,750	1,073,800 a)	1,116,750 a)
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**Supplies & Services**

Microfilming & Storage Facilities	7,000	21,000 b)	7,000
Professional Fees - Agricultural Advice	3,700	3,700	3,700
Application & Appeals	15,000	25,000 c)	15,000
Advertising	40,000	30,000 d)	30,000 d)
Archaeological Advice	4,000	- e)	- e)

<hr/>	<hr/>	<hr/>
1,054,450	1,153,500	1,172,450
<hr/>	<hr/>	<hr/>

**Less Income**

Fees & Charges			
Planning Applications	(650,000)	(650,000 f)	(650,000 g)
Pre-Planning Advice	(5,000)	(5,000)	(5,000)
S.106 Agreements	(6,000)	(4,000)	(4,100)
Sales			
Copies of Documents, Plans, etc.	(250)	(250)	(250)

<hr/>	<hr/>	<hr/>
(661,250)	(659,250)	(659,350)
<hr/>	<hr/>	<hr/>

**Sub-total**

393,200	494,250	513,100
---------	---------	---------

**Central, Departmental & Technical Support Services**

Central Salaries & Administration	213,650	218,750 a)	227,050 a)
Information Technology Expenses	118,000	128,100 h)	150,950 h)
Departmental Administrative Expenses	374,250	355,650 i)	358,350 i)

<hr/>	<hr/>	<hr/>
1,099,100	1,196,750	1,249,450
<hr/>	<hr/>	<hr/>

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

35.68	36.12	36.30
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## **PLANNING AND TRANSPORTATION SERVICES**

### **PLANNING & BUILDING CONTROL - DEVELOPMENT CONTROL**

- a) Reflects increase in current service costs under Financial Reporting Standard 17 "Retirement Benefit Costs".
- b) This spend was held back from previous years until the technical capacity of the system was confirmed - this has now been successfully achieved. Additional expenditure funded from an earmarked reserve.
- c) The level of spend is determined by the nature of applications submitted and need for external advice thereon and also the outcomes of appeals.
- d) This is determined by the number of applications requiring statutory publicity. Keener rates have also been negotiated.
- e) Budget transferred to Conservation (page PTS 4).
- f) Assumes normal levels of activity.
- g) Planning application fees are currently set nationally. The Department for Communities and Local Government is currently carrying out a consultation on proposals to allow local planning authorities to set their own fees from 2011/12 and to widen the categories of applications that incur a fee.
- h) Increased IT staff development costs associated with the Geographic Information System.
- i) Reduced IT equipment and Customer Services costs.

**PLANNING AND TRANSPORTATION SERVICES**

**1. PLANNING & BUILDING CONTROL**  
**(continued)**

**(e) BUILDING CONTROL**

**Employees**

Salaries	335,650	329,000 a)	371,750 b)
----------	---------	------------	------------

**Supplies & Services**

Purchases - Equipment & Materials	850	900	900
Microfilming & Storage Facilities	5,550	5,500	5,500
Professional Fees	11,500	7,500 c)	8,000 c)
Advertising - Promotional Expenses	1,000	1,000	1,000
Other Expenses	1,700	2,000	2,000

356,250	345,900	389,150
---------	---------	---------

**Less Income**

Fees & Charges			
Building Regulations	(537,300)	(537,300 d)	(537,300 e)

(181,050)	(191,400)	(148,150)
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**Sub-total**

**Central, Departmental & Technical Support Services**

Central Salaries & Administration	15,750	17,000	17,150
Information Technology Expenses	26,400	26,400	26,800
Departmental Administrative Expenses	115,600	107,450 f)	109,300 f)

<b>(23,300)</b>	<b>(40,550)</b>	<b>5,100</b>
-----------------	-----------------	--------------

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

9.76	9.74	9.75
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- a) Partnership working with Sevenoaks District Council, partly offset by increase in current service costs under Financial Reporting Standard 17 "Retirement Benefit Costs".
- b) End of partnership working with Sevenoaks District Council and increase in current service costs under Financial Reporting Standard 17 "Retirement Benefit Costs".
- c) New arrangements for structural engineering advice is achieving savings at present.
- d) Assumes normal levels of activity.
- e) Next fees and charges review will not take place until part way through 2011/12.
- f) Reduced IT equipment and Customer Services costs.



**PLANNING AND TRANSPORTATION SERVICES**

	2010/11 ESTIMATE		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
<b>1. <u>PLANNING &amp; BUILDING CONTROL</u></b>			
<b>(continued)</b>			
<b>(f) <u>HOUSING &amp; PLANNING DELIVERY GRANT</u></b>			
<b>Employees</b>			
Temporary Staff	98,800	113,600 a)	63,600
<b>Local Development Framework Expenses</b>			
Character Area Assessments / Conservation Area Appraisals	54,300	52,600	-
<b>Supplies &amp; Services</b>			
Specialist Advice	-	17,200 b)	-
Scanning Planning Histories	-	20,200 b)	-
Purchases - Equipment & Materials	-	3,000 b)	-
Rural Housing Needs Studies	-	2,000 b)	-
Urban Design Advice	-	2,000 b)	-
Other Consultancy	-	4,000 b)	-
	<hr/>	<hr/>	<hr/>
	<b>153,100</b>	<b>214,600 c)</b>	<b>63,600 c)</b>
	<hr/>	<hr/>	<hr/>

**PLANNING & BUILDING CONTROL**

<b>(a) PREPARATION OF LOCAL DEVELOPMENT FRAMEWORK</b>	459,950	395,450	290,150
<b>(b) PLANNING POLICY</b>	80,500	60,400	265,450
<b>(c) CONSERVATION</b>	76,850	104,800	79,650
<b>(d) DEVELOPMENT CONTROL</b>	1,099,100	1,196,750	1,249,450
<b>(e) BUILDING CONTROL</b>	(23,300)	(40,550)	5,100
<b>(f) HOUSING &amp; PLANNING DELIVERY GRANT</b>	153,100	214,600	63,600
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>1,846,200</b>	<b>1,931,450</b>	<b>1,953,400</b>
	<hr/>	<hr/>	<hr/>

- a) Fund used to some support resourcing for unexpected long term sickness in the development control section.
- b) Underspend brought forward from 2009/10.
- c) Funded from Housing and Planning Delivery Grant earmarked reserve.

**PLANNING AND TRANSPORTATION SERVICES**

**2. TRANSPORTATION**

	2010/11 ESTIMATE		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Employees</b>			
Salaries	81,700	60,300 a)	63,800 a)
<b>Premises Related Expenses</b>			
Repairs, Alterations & Maintenance	15,000	15,000	15,000
Electricity	300	300	300
Vale Rise Depot Recharge	1,400	1,350	1,350
Premises Insurance	50	50	50
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	5,750	5,500	5,500
In-House Sign Provision	1,000	500	500
Mobile Communications	2,000	1,500	1,500
Public Transport Initiatives	4,000	4,000	4,000
Advertising	5,000	5,000	5,000
Emergency Arrangements	100	100	100
Capital Grants & Contributions (RECS)	94,000	108,000 b)	- b)
	<hr/>	<hr/>	<hr/>
	210,300	201,600	97,100
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Fees & Charges			
Street / House Naming & Numbering	(10,000)	(10,000)	(10,000)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	200,300	191,600	87,100
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	8,500	9,250	9,600
Information Technology Expenses	4,050	4,300	4,350
Departmental Administrative Expenses	31,950	19,500 a)	20,600 a)
<b>Depreciation &amp; Impairment</b>			
Fixed Asset Depreciation	11,850	11,750	16,750 c)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	256,650	236,400	138,400
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	2.43	1.69	1.76

- a) Reflects the long term trend away from highways related activity and towards core activities since the end of the Kent Highway Partnership.
- b) Local Transport Plan Partnership and Community Partnership Initiatives Capital Plan schemes expected to conclude in 2010/11.
- c) Depreciation charge for new infrastructure assets arising from the Tonbridge Town Centre Enhancement Phase 1 Capital Plan scheme.

**PLANNING AND TRANSPORTATION SERVICES**

**3. SECURITY SERVICES MANAGEMENT**

	2010/11 ESTIMATE		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Employees</b>			
Salaries	70,500	86,850 a)	83,450 a)
<b>Premises Related Expenses</b>			
Electricity	750	750	750
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	1,000	700	700
Maintenance - General	22,000	22,000	22,000
Stationery	350	150	150
Miscellaneous Insurance	3,950	3,950	4,100
Emergency Arrangements	100	50	50
<b>Third Party Payments</b>			
CCTV Monitoring Station	195,000	195,000	206,000 b)
	<hr/>	<hr/>	<hr/>
	293,650	309,450	317,200
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Recharge to Parking Services	(318,400)	(316,050)	(334,500)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(24,750)	(6,600)	(17,300)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	4,000	4,350	4,600
Information Technology Expenses	1,250	1,500	1,500
Departmental Administrative Expenses	31,050	31,550	31,900
<b>Depreciation &amp; Impairment</b>			
Fixed Asset Depreciation	106,200	86,100 c)	103,050
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>117,750</b>	<b>116,900</b>	<b>123,750</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	2.08	2.26	2.26

- a) Significant focus on upgrading the CCTV system.
- b) Increased costs arising from extension of the monitoring contract so that options for future upgrade of the system can be fully evaluated.
- c) Re-profiling of provisions for replacement of CCTV monitoring station equipment.

**PLANNING AND TRANSPORTATION SERVICES**

**4. PARKING SERVICES**

**(a) OFF-STREET**

**Employees**

Salaries	172,900	177,500 a)	177,150 a)
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**Premises Related Expenses**

Maintenance of Grounds	39,000	40,000	40,000
Repairs & Maintenance	27,000	27,000	27,000
Salt / Grit	-	25,000 b)	25,000 b)
Electricity	850	850	850
Rents	4,500	4,500	4,500
Rates	156,000	159,000 c)	179,400 c)
Premises Insurance	1,600	1,600	1,550

**Transport Related Expenses**

Repairs & Maintenance	350	350	350
Licences	450	150	150
Petrol / Oil	2,200	2,200	2,200
Transport Insurance	750	750	800

**Supplies & Services**

Purchases - Equipment & Materials	1,500	1,500	1,500
Mobile Communications	-	1,400	100
Maintenance - General	23,000	21,000	23,000
Uniforms	1,500	1,000	1,500
Stationery	8,000	3,500 d)	4,000 d)
Professional Fees	1,500	-	-
Cash Collection	35,000	34,000	35,000
Payment to Principals / Ticket Refunds	365,000	397,000 e)	397,000 e)
Advertising	1,000	1,000	1,000
Publicity & Promotion	1,000	1,000	1,000
Miscellaneous Insurance	500	500	500
Adjudication & Enforcement Services	5,000	4,500	5,000
Mobile Telephones	2,000	2,500	2,500
Emergency Arrangements	200	200	200
Security Services Mgt. Recharge (CCTV)	318,400	316,050	334,500 f)

**Carried Forward**

1,169,200	1,224,050	1,265,750
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- a) Increasing focus on car park maintenance.
- b) New budget to meet the requirement for increased resilience following the severe winter last year, as reported to Planning and Transportation Advisory Board on 23 February 2010.
- c) Significant increase in rateable values following revaluation in April 2010, partly offset by a reduction in the NNDR "multiplier" from 48.5p to 41.4p. Transitional relief has been awarded to mitigate some of the increase but the amount of relief will fall in future years.
- d) Change in process for recouping advertising costs on tickets.
- e) Re-instatement of the real rate of dual ticket refunds at the Angel car park.
- f) Increased costs arising from extension of the monitoring contract so that options for future upgrade of the system can be fully evaluated. Please see page PTS 9.

**PLANNING AND TRANSPORTATION SERVICES**

**4. PARKING SERVICES (continued)**

**(a) OFF-STREET (continued)**

	2010/11 ESTIMATE		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
<b><u>Brought Forward</u></b>	1,169,200	1,224,050	1,265,750
<b>Less Income</b>			
Fees & Charges			
Car Park Season Tickets	(160,000)	(160,000)	(160,000)
Business Parking Permits (Ryarsh Lane)	(10,000)	(10,000)	(10,000)
Short Stay Parking	(1,510,000)	(1,500,000) <b>g)</b>	(1,470,000) <b>g)</b>
Long Stay Parking	(460,000)	(460,000)	(460,000)
Penalty Charge Notices	(160,000)	(155,000) <b>h)</b>	(155,000) <b>h)</b>
General	(6,000)	(4,500) <b>d)</b>	(4,500) <b>d)</b>
Management of Angel / Botany Car Parks	(76,000)	(78,000)	(78,000)
Rent - Snodland Town Market	(2,500)	(2,500)	(2,500)
	<hr/>	<hr/>	<hr/>
	(2,384,500)	(2,370,000)	(2,340,000)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(1,215,300)	(1,145,950)	(1,074,250)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	32,400	34,500	34,750
Information Technology Expenses	23,700	30,800 <b>i)</b>	31,050 <b>i)</b>
Departmental Administrative Expenses	70,500	57,850 <b>j)</b>	57,700 <b>j)</b>
<b>Depreciation &amp; Impairment</b>			
Fixed Asset Depreciation	99,150	109,450 <b>k)</b>	111,200 <b>k)</b>
	<hr/>	<hr/>	<hr/>
	<b>(989,550)</b>	<b>(913,350)</b>	<b>(839,550)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	7.64	7.30	7.23

- g)** Loss of income due to the increase in standard rate of VAT from January 2011.
- h)** Increasing levels of compliance with the waiting restrictions.
- i)** Increased IT staff development costs associated with the Langdale system.
- j)** Reduced support from the Transportation Services administration section and office accommodation costs.
- k)** Increase reflects depreciation attributable to the vehicle and equipment flowing from the Winter Emergency Response Capital Plan scheme.

**PLANNING AND TRANSPORTATION SERVICES**

**4. PARKING SERVICES (continued)**

**(b) ON-STREET**

**Employees**

Salaries

273,600                      309,150 **a)**                      311,350 **a)**

**Premises Related Expenses**

Repairs & Maintenance

10,000                      10,000                      10,000

**Transport Related Expenses**

Repairs & Maintenance

350                      350                      350

Licences

300                      150                      150

Petrol / Oil

2,200                      2,000                      2,000

Transport Insurance

750                      750                      800

**Supplies & Services**

Purchases - Equipment & Materials

1,500                      500                      500

Mobile Communications

-                      1,400                      1,400

Maintenance - General

5,500                      5,500                      6,000

Uniforms

1,200                      1,200                      1,200

Stationery

4,000                      2,000                      4,000

Professional Fees

1,500                      -                      -

Cash Collection

650                      650                      650

Advertising

1,000                      1,000                      1,000

Adjudication & Enforcement Services

5,000                      4,500                      5,000

Mobile Telephones

-                      500                      400

Capital Grants & Contributions (RECS)

44,000                      41,400                      15,000 **b)**

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351,550                      381,050                      359,800

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**Less Income**

Fees & Charges

Business Parking Permits

(30,000)                      (30,000)                      (30,000)

Residents Parking Permits

(85,000)                      (80,000) **c)**                      (80,000) **c)**

Visitors Parking Permits

(10,000)                      (12,000)                      (12,000)

Dispensations

(5,000)                      -                      **d)**                      (5,000)

On-street Parking

(10,000)                      (10,000)                      (10,000)

Penalty Charge Notices

(115,000)                      (95,000) **e)**                      (95,000) **e)**

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(255,000)                      (227,000)                      (232,000)

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**Sub-total Carried Forward**

96,550                      154,050                      127,800

**PLANNING AND TRANSPORTATION SERVICES**

**4. PARKING SERVICES (continued)**

**(b) ON-STREET (continued)**

	2010/11 ESTIMATE		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
<b><u>Sub-total Brought Forward</u></b>	96,550	154,050	127,800
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	22,950	24,200	24,450
Information Technology Expenses	16,750	22,850 <b>f)</b>	23,200 <b>f)</b>
Departmental Administrative Expenses	96,000	93,000 <b>g)</b>	92,550 <b>g)</b>
<b>Depreciation &amp; Impairment</b>			
Fixed Asset Depreciation	15,650	19,100	16,800
	<hr/>	<hr/>	<hr/>
	<b>247,900</b>	<b>313,200</b>	<b>284,800</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	11.68	12.15	12.02

**PARKING SERVICES**

**(a) OFF-STREET**

**(b) ON-STREET**

**TO SUMMARY**

<b>(989,550)</b>	<b>(913,350)</b>	<b>(839,550)</b>
<b>247,900</b>	<b>313,200</b>	<b>284,800</b>
<hr/>	<hr/>	<hr/>
<b>(741,650)</b>	<b>(600,150)</b>	<b>(554,750)</b>
<hr/>	<hr/>	<hr/>

- a) More systematic analysis of the distribution of resources between on and off street enforcement.
- b) Reflects profiling of expenditure associated with Car Parking Action Plan Capital Plan schemes.
- c) Reflects the reality of the numbers of permits being purchased.
- d) New dispensation procedure requires further assessment and refinement before it can be introduced.
- e) Reflects greater clarity in parking management and an increasing compliance with waiting restrictions.
- f) Increased IT staff development costs associated with the Langdale system.
- g) Reduced Customer Services and office accommodation costs.

**PLANNING AND TRANSPORTATION SERVICES**

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

	2010/11 ESTIMATE		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Employees</b>			
Salaries	39,500	33,250 a)	38,050 a)
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	1,000	1,000	1,000
Structural Investigations	1,000	1,000	1,000
Emergency Arrangements	100	150	150
Capital Grants & Contributions (RECS)	78,000	91,000 b)	- b)
<b>Third Party Payments</b>			
Contract Payments	3,000	3,000	3,000
	<hr/>	<hr/>	<hr/>
	122,600	129,400	43,200
<b>Less Income</b>			
Capital Grants Received (RECS)	-	(28,000) b)	- b)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	122,600	101,400	43,200
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	2,850	2,950	3,050
Information Technology Expenses	1,350	1,350	1,350
Departmental Administrative Expenses	18,200	13,350 a)	13,450 a)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	145,000	119,050	61,050
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.22	1.04	1.04

a) Diminished land drainage activity during current year.

b) Reflects profiling of expenditure associated with the Drainage Improvement Programme and other Capital Plan drainage schemes.



**PLANNING AND TRANSPORTATION SERVICES**

**6. CAPITAL PROGRAMME**  
**- REVENUE EXPENSES**

**Direct Salaries, Central, Departmental  
& Technical Support Services**

Service Allocations  
     Planning & Transportation Services  
     Leisure Services

**TO SUMMARY**

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

	2010/11 ESTIMATE		2011/12
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
	120,050	154,850 a)	170,500 a)
	250	-	2,600
	<hr/>	<hr/>	<hr/>
	<b>120,300</b>	<b>154,850</b>	<b>173,100</b>
	<hr/>	<hr/>	<hr/>
	2.26	2.89	3.15

- a) Increased resourcing for Car Park Enhancement and Parking Action Plan schemes in the Capital Plan.

**LEISURE SERVICES BUSINESS UNIT**

**SUMMARY**

	<b>2010/11 ESTIMATE</b>		<b>2011/12</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
1. LARKFIELD LEISURE CENTRE	(11,450)	49,400	(32,300)
2. ANGEL CENTRE	162,200	277,000	164,600
3. TONBRIDGE SWIMMING POOL	56,200	205,200	76,900
4. POULT WOOD GOLF CENTRE	288,800	262,250	262,300
	<hr/>	<hr/>	<hr/>
	<b>495,750</b>	<b>793,850</b>	<b>471,500</b>
	<hr/>	<hr/>	<hr/>

**LEISURE SERVICES BUSINESS UNIT**

**1. LARKFIELD LEISURE CENTRE**

**Employees**

	2010/11 ESTIMATE ORIGINAL £	REVISED £		2011/12 ESTIMATE £
Salaries (see analysis on page LSBU 11)	1,401,950	1,338,200	a)	1,419,850
Employers' National Insurance Contributions	63,750	75,000		66,250
Employers' Superannuation Contributions	194,500	194,500		98,150
Recruitment	2,000	2,000		2,000
Health Care	750	1,000		750
Training	13,000	13,000		13,000
Redundancy	-	3,900		-
Superannuation - Lump Sum	-	-		87,650
Employee Insurance	10,750	12,050		11,050

**Premises Related Expenses**

General Maintenance	5,000	13,000		5,000
Redecoration	3,000	3,000		3,000
Floor Maintenance	2,200	2,200		2,200
Electrical Spares	3,000	2,500		2,500
Maintenance of Grounds	2,750	2,750		2,750
Repairs & Maintenance of Fixed Plant	5,000	4,000		4,000
Electricity	137,650	127,000	c)	141,800
Gas	105,300	116,300	c)	121,600
Water Charges (Metered)	19,000	19,000		19,000
Sewerage & Environmental Services	16,000	16,000		16,000
Fixture & Fittings	1,500	1,500		1,500
Cleaning & Domestic Supplies	12,000	11,000		11,000
Cleaning Contract	53,000	46,500	d)	47,500

**Transport Related Expenses**

Essential Users	5,800	5,000		5,000
Casual Users	2,400	2,000		2,000
Appendix E Payments	1,000	800		-
Leased Car Leasing Costs	3,150	3,150		3,150
Leased Car Mileage	600	500		500

**Supplies & Services**

Purchases - Equipment & Materials	24,000	24,000		24,000
Purchases - Chemicals	21,000	21,000		21,500
Maintenance - General	16,000	16,000		16,000
Maintenance - Contracts	35,000	35,000		35,700
Uniforms	8,000	7,000		7,000
Stationery & Photocopying	3,500	3,500		3,500
Security Services	1,650	3,200		3,300
Trade Refuse Charges	5,500	7,500		7,650
Special Events	20,000	17,000		17,000
Coaching Expenses	7,000	5,000		5,000
Credit Card / Direct Debit Charges	6,800	7,200		7,350
Publicity & Promotion	45,000	42,100	e)	40,000
Postages	5,000	4,000		4,000
Telephones	10,500	10,000		10,500
Hospitality	800	1,200		1,000
Licences & Subscriptions	14,400	15,000		15,300

**Carried Forward**

2,289,200	2,234,550	2,306,000
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## **LEISURE SERVICES BUSINESS UNIT**

### **LARKFIELD LEISURE CENTRE**

- a) Reflects savings in permanent staffing and reduced coaching and exercise class costs.
- b) Reflects new superannuation rates and backfunding from April 2011.
- c) Reflects recent price rise in utilities costs.
- d) New contract commenced April 2010, 2011/12 estimate allows for inflation.
- e) Reflects current marketing expenditure.



**LEISURE SERVICES BUSINESS UNIT**

**2. ANGEL CENTRE**

**(a) ANGEL CENTRE**

**Employees**

	2010/11 ESTIMATE ORIGINAL £	REVISED £	2011/12 ESTIMATE £
Salaries (see analysis on page LSBU 11)	551,050	527,000	547,600
Employers' National Insurance Contributions	25,150	31,000	25,000
Employers' Superannuation Contributions	64,950	61,000	29,150 a)
Recruitment	1,000	1,200	1,000
Health Care	500	500	500
Training	6,500	5,000	6,500
Superannuation - Lump Sum	-	-	24,750 a)
Employee Insurance	4,200	4,200	4,200

**Premises Related Expenses**

General Maintenance	4,000	4,000	3,000
Redecoration	3,000	3,000	3,000
Floor Maintenance	2,500	2,500	2,500
Electrical Spares	1,500	1,500	1,500
Internal Planters	1,500	1,650	1,500
Repairs & Maintenance of Fixed Plant	1,000	1,000	1,000
Electricity	54,150	53,000 b)	53,000 b)
Gas	29,550	23,900 b)	38,600 b)
Water Charges (Metered)	11,000	9,000	11,000
Sewerage & Environmental Services	9,500	8,500	9,500
Cleaning & Domestic Supplies	6,500	6,500	6,500
Cleaning Contract	20,000	16,500	16,800

**Transport Related Expenses**

Essential Users	1,500	1,300	1,300
Casual Users	400	100	100

**Supplies & Services**

Purchases - Equipment & Materials	10,000	10,000	10,000
Maintenance - General	3,000	2,500	2,500
Maintenance - Contracts	18,500	19,000	19,400
Uniforms	3,000	2,000	3,000
Stationery	3,000	3,000	3,000
Security Services	800	800	850
Trade Refuse Charges	3,500	4,000	4,100
Coaching Expenses	5,000	5,000	5,000
Credit Card / Direct Debit Charges	2,100	1,800	1,850
Printing & Marketing	18,000	15,000	18,000
Postages	2,500	2,500	2,500
Telephones	6,500	5,500	6,000
Hospitality	250	250	250
Licences & Subscriptions	13,500	14,500	14,800

**Carried Forward**

889,100	848,200	879,250
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a) Reflects new superannuation rates and backfunding from April 2011.

b) Reflects recent price rise in utilities costs.

**LEISURE SERVICES BUSINESS UNIT**

**2. ANGEL CENTRE (continued)**

**(a) ANGEL CENTRE (continued)**

	2010/11 ESTIMATE		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
<b><u>Brought Forward</u></b>	889,100	848,200	879,250
<b>Less Income</b>			
Coaching Courses	(59,600)	(42,000) <b>c)</b>	(59,600) <b>d)</b>
Exercise Classes	(38,400)	(31,000) <b>c)</b>	(39,500) <b>d)</b>
Medway Hall	(47,500)	(38,000) <b>c)</b>	(47,500) <b>d)</b>
Meeting Rooms	(84,000)	(67,000) <b>c)</b>	(84,000) <b>d)</b>
Fitness Room	(340,000)	(302,000) <b>c)</b>	(335,000) <b>d)</b>
Sports Hall	(113,300)	(80,000) <b>c)</b>	(114,500) <b>d)</b>
All Weather Area	(37,800)	(28,500) <b>c)</b>	(40,000) <b>d)</b>
Sports Grounds Pitches	(25,000)	(21,500) <b>c)</b>	(25,000) <b>d)</b>
Hire of Equipment	(1,500)	(1,000) <b>c)</b>	(1,500) <b>d)</b>
Use of Music	(400)	(1,000) <b>c)</b>	(1,000) <b>d)</b>
Crèche	(11,300)	(8,500) <b>c)</b>	(11,500) <b>d)</b>
Annual Membership	(11,300)	(6,000) <b>c)</b>	(11,600) <b>d)</b>
Special Events	(10,000)	(10,000) <b>c)</b>	(10,000) <b>d)</b>
Sponsorship	(1,000)	(500) <b>c)</b>	(1,000) <b>d)</b>
Dance Studio	(34,000)	(26,500) <b>c)</b>	(34,000) <b>d)</b>
Schools	(1,100)	(850) <b>c)</b>	(1,100) <b>d)</b>
Big Lottery Fund	(12,500)	(12,500)	- <b>e)</b>
	<hr/>	<hr/>	<hr/>
	(828,700)	(676,850)	(816,800)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	60,400	171,350	62,450
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Services	3,600	3,600	3,600
Financial Services	46,950	46,950	46,950
Personnel Services	6,600	6,600	6,600
LSBU Central Management	55,000	55,000	55,000
	<hr/>	<hr/>	<hr/>
	<b>172,550</b>	<b>283,500</b>	<b>174,600</b>
	<hr/>	<hr/>	<hr/>

**c)** Reflects current usage and increase in VAT from Jan 2011.

**d)** Reflects normal activity, increase in fees and charges and increase in VAT from Jan 2011.

**e)** Reflects cessation of funding from 2011/12.





**LEISURE SERVICES BUSINESS UNIT**

**3. TONBRIDGE SWIMMING POOL**

**(a) TONBRIDGE SWIMMING POOL**

**Employees**

Salaries (see analysis on page LSBU 11)	554,750	542,000	565,900
Employers' National Insurance Contributions	25,250	31,500	24,550 a)
Employers' Superannuation Contributions	42,600	63,000	31,200
Recruitment	1,500	3,000	1,500
Health Care	500	1,000	500
Training	6,500	4,000	6,500
Superannuation - Lump Sum	-	-	29,200 a)
Employee Insurance	4,750	5,200	5,200

**Premises Related Expenses**

General Maintenance	6,000	8,000	7,500
Electrical Spares	1,500	3,500	4,000
Maintenance of Grounds	750	750	750
Internal Planters	1,000	800	800
Repairs & Maintenance of Fixed Plant	7,500	3,000	3,000
Electricity	92,350	78,000 b)	86,900 b)
Gas	42,200	38,900 b)	47,500 b)
Water Charges (Metered)	25,000	29,000 c)	25,000
Sewerage & Environmental Services	18,000	23,000 c)	18,000
Fixtures & Fittings	500	500	500
Cleaning & Domestic Supplies	12,000	14,000	14,000

**Transport Related Expenses**

Casual Users	600	1,000	1,000
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**Supplies & Services**

Purchases - Equipment & Materials	7,000	6,000	6,500
Purchases - Chemicals	27,500	30,000	27,500
Maintenance - General	4,000	3,000	3,000
Maintenance - Contracts	24,000	23,500	24,000
Uniforms	5,000	5,000	5,000
Stationery & Photocopying	2,000	2,000	2,000
Security Services	1,200	2,200	2,300
Trade Refuse Charges	3,000	3,000	3,100
Coaching Expenses	5,000	3,000	4,000
Credit Card / Direct Debit Charges	4,400	4,650	4,750
Publicity & Promotion	14,000	14,000	12,000 d)
Postages	600	400	400
Telephones	4,000	3,200	3,200
Hospitality	250	250	250
Licences & Subscriptions	3,500	2,700	2,800

**Carried Forward**

948,700	953,050	974,300
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## **LEISURE SERVICES BUSINESS UNIT**

### **TONBRIDGE SWIMMING POOL**

- a) Reflects new superannuation rates and backfunding from April 2011.
- b) Reflects recent price rise in utilities costs.
- c) Reflects some costs left from 2009/10.
- d) Reflects current marketing expenditure.

**LEISURE SERVICES BUSINESS UNIT**

	2010/11 ESTIMATE		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
<b>3. <u>TONBRIDGE SWIMMING POOL (continued)</u></b>			
<b>(a) <u>TONBRIDGE SWIMMING POOL (continued)</u></b>			
<u>Brought Forward</u>	948,700	953,050	974,300
<b>Less Income</b>			
Courses - Internal	(183,500)	(165,000) e)	(183,500) f)
Exercise Classes	(14,800)	(15,800) e)	(16,500) f)
Health Suite	(77,000)	(54,000) e)	(75,000) f)
Swimming - Individuals	(480,000)	(430,000) e)	(472,000) f)
Swimming - Schools	(33,000)	(30,000) e)	(34,000) f)
Swimming - Club	(19,000)	(19,000) e)	(19,500) f)
Tennis	(2,600)	(1,400) e)	(2,600) f)
Golf	(14,600)	(10,000) e)	(15,500) f)
Other	(2,000)	(2,000) e)	(2,000) f)
Annual Membership	-	-	(8,000) f)
Special Events	(22,500)	(22,500) e)	(22,500) f)
One to One Swim	(71,600)	(51,000) e)	(72,300) f)
Sponsorship	(1,400)	(500) e)	(1,400) f)
Profit on Stock Sales	(9,000)	(9,000)	(9,000)
	<hr/>	<hr/>	<hr/>
	(931,000)	(810,200)	(933,800)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	17,700	142,850	40,500
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Services	3,050	3,050	3,050
Financial Services	27,200	27,200	27,200
Personnel Services	4,200	4,200	4,200
LSBU Central Management	56,600	56,600	56,600
	<hr/>	<hr/>	<hr/>
	<b>108,750</b>	<b>233,900</b>	<b>131,550</b>
	<hr/>	<hr/>	<hr/>

e) Reflects current usage and increase in VAT from Jan 2011.

f) Reflects normal activity, increase in fees and charges and increase in VAT from Jan 2011.

**LEISURE SERVICES BUSINESS UNIT**

**3. TONBRIDGE SWIMMING POOL (continued)**

**(b) CATERING & VENDING**

**Employees**

	2010/11 ESTIMATE ORIGINAL £	REVISED £	2011/12 ESTIMATE £
Salaries (see analysis on page LSBU 11)	106,100	109,600	115,400
Employers' National Insurance Contributions	3,950	5,500	3,350
Employers' Superannuation Contributions	21,000	16,800	9,100 a)
Superannuation - Lump Sum	-	-	8,500 a)

**Supplies & Services**

Purchases - Equipment & Materials	7,000	7,000	7,000
Catering Stock Issues	92,000	102,000 b)	94,000

	230,050	240,900	237,350
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**Less Income**

Vending	(4,600)	(4,600)	(7,000)
Catering	(278,000)	(265,000)	(285,000)

	(282,600)	(269,600)	(292,000)
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	<b>(52,550)</b>	<b>(28,700)</b>	<b>(54,650)</b>
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**TONBRIDGE SWIMMING POOL**

**(a) TONBRIDGE SWIMMING POOL**

**(b) CATERING & VENDING**

	<b>108,750</b>	<b>233,900</b>	<b>131,550</b>
	<b>(52,550)</b>	<b>(28,700)</b>	<b>(54,650)</b>

**TO LEISURE SERVICES (see page LS 4)**

	<b>56,200</b>	<b>205,200</b>	<b>76,900</b>
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**a)** Reflects new superannuation rates and backfunding from April 2011.

**b)** Reflects some costs left from 2009/10.

**LEISURE SERVICES BUSINESS UNIT**

**4. POULT WOOD GOLF CENTRE**

	2010/11 ESTIMATE		2011/12
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Employees</b>			
Salaries (see analysis on page LSBU 11)	138,900	120,000	120,350
Employers' National Insurance Contributions	9,900	8,800	8,750
Employers' Superannuation Contributions	32,500	30,500	14,100 a)
Recruitment	500	-	500
Health Care	100	100	100
Training	1,500	750	1,500
Superannuation - Lump Sum	-	-	12,000 a)
Employee Insurance	1,100	1,000	1,000
<b>Premises Related Expenses</b>			
General Maintenance	200	200	200
Electricity	100	100	100
Water Charges (Metered) (metered)	3,150	6,000	6,000
Sewerage & Environmental Services	550	750	750
Cleaning & Domestic Supplies	500	250	250
<b>Transport Related Expenses</b>			
Repair & Maintenance	6,000	6,000	6,000
Licences	300	300	300
Petrol & Oil	6,500	5,000	5,000
Tyres	800	500	500
Vehicle Insurance	2,700	2,400	2,500
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	32,000	32,000	32,000
Maintenance - General	1,000	1,000	1,000
Protective Clothing	500	500	500
Skip Services	500	500	500
Telephones	600	300	300
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<b><u>Sub-total</u></b>	239,900	216,950	214,200
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Services	650	650	650
Financial Services	4,900	4,900	4,900
Personnel Services	1,350	1,350	1,350
LSBU Central Management	14,400	14,400	14,400
<b>Depreciation &amp; Impairment</b>			
Fixed Asset Depreciation	27,600	24,000	26,800
	<hr/>	<hr/>	<hr/>
<b><u>TO LEISURE SERVICES (see page LS 10)</u></b>	<b>288,800</b>	<b>262,250</b>	<b>262,300</b>
	<hr/>	<hr/>	<hr/>

a) Reflects new superannuation rates and backfunding from April 2011.

**LEISURE SERVICES BUSINESS UNIT****EMPLOYEES - SALARIES**

	Basic Salaries £	Overtime General £	Overtime Training £	Temporary Staff £	Total Salaries £	Council Contributions Nat. Ins. £	Council Contributions Supern. £	Salaries & Oncosts £
<b><u>2010/11 ESTIMATE</u></b>								
Original Estimate								
Larkfield Leisure Centre	936,950	28,200	8,300	428,500	1,401,950	63,750	194,500	1,660,200
Angel Centre	384,850	24,600	-	141,600	551,050	25,150	64,950	641,150
Tonbridge Swimming Pool	369,950	17,800	5,000	162,000	554,750	25,250	42,600	622,600
Tonbridge Swimming Pool Catering	77,900	4,200	-	24,000	106,100	3,950	21,000	131,050
Poult Wood Golf Centre	138,900	-	-	-	138,900	9,900	32,500	181,300
	<b>1,908,550</b>	<b>74,800</b>	<b>13,300</b>	<b>756,100</b>	<b>2,752,750</b>	<b>128,000</b>	<b>355,550</b>	<b>3,236,300</b>
Revised Estimate								
Larkfield Leisure Centre	890,000	28,200	10,000	410,000	1,338,200	75,000	194,500	1,607,700
Angel Centre	371,000	21,000	-	135,000	527,000	31,000	61,000	619,000
Tonbridge Swimming Pool	329,000	28,000	5,000	180,000	542,000	31,500	63,000	636,500
Tonbridge Swimming Pool Catering	66,000	5,500	16,800	36,000	124,300	7,500	100	131,900
Poult Wood Golf Centre	120,000	-	-	-	120,000	8,800	30,500	159,300
	<b>1,776,000</b>	<b>82,700</b>	<b>31,800</b>	<b>761,000</b>	<b>2,651,500</b>	<b>153,800</b>	<b>349,100</b>	<b>3,154,400</b>
<b><u>2011/12 ESTIMATE</u></b>								
Larkfield Leisure Centre	949,950	25,200	8,800	435,900	1,419,850	66,250	98,150	1,584,250
Angel Centre	376,500	22,100	-	149,000	547,600	25,000	29,150	601,750
Tonbridge Swimming Pool	370,900	20,000	5,000	170,000	565,900	24,550	31,200	621,650
Tonbridge Swimming Pool Catering	80,900	5,500	-	26,000	112,400	3,350	9,100	124,850
Poult Wood Golf Centre	120,350	-	-	3,000	123,350	8,750	14,100	146,200
	<b>1,898,600</b>	<b>72,800</b>	<b>13,800</b>	<b>783,900</b>	<b>2,769,100</b>	<b>127,900</b>	<b>181,700</b>	<b>3,078,700</b>