

# Draft Revenue Estimates

2012/13



## Index

	<b>Page</b>
Provisional Summary	S 1
Corporate Services	CS 1 - CS 34
Environmental Health Services	EHS 1 - EHS 15
Housing Services	HS 1 - HS 13
Leisure Services	LS 1 - LS 30
Planning & Transportation Services	PTS 1 - PTS 15
Leisure Services Business Unit	LSBU 1 - LSBU 11

**Finance and Property Advisory Board 4 January 2012**  
**General Fund Revenue Estimates 2012/13**  
**PROVISIONAL SUMMARY**

SERVICE	2011/12 ESTIMATE		2012/13
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Corporate Services</b>	5,240,300	5,632,150	5,420,000
<b>Environmental Health Services</b>	4,156,450	4,296,650	4,576,500
<b>Housing Services</b>	1,831,850	1,723,700	1,783,150
<b>Leisure Services</b>	4,092,700	4,970,400	4,771,450
<b>Planning and Transportation Services</b>	1,894,950	2,164,200	2,162,850
<b>Economic Downturn</b>	1,125,000	-	-
Sub Total	18,341,250	18,787,100	18,713,950
<b>Capital Accounting Reversals</b>			
Non-Current Asset Depreciation	(2,624,700)	(2,516,550)	(2,557,800)
Non-Current Asset Impairment	-	(4,350)	-
<b>Contributions to / (from) Reserves</b>			
Building Repairs Reserve			
Withdrawals to fund expenditure	(450,350)	(549,850)	(418,100)
Contribution to Reserve	350,000	350,000	350,000
Contributions from Earmarked Reserves			
Community Enhancement Fund Reserve	-	(220,000)	(84,000)
Corporate MTFs Reserve	(250,000)	(250,000)	(250,000)
Crime & Disorder Initiatives Reserve	(20,000)	(10,000)	(20,000)
Democratic Representation Reserve	-	(35,650)	-
Election Expenses Reserve	(108,500)	(93,700)	(12,900)
Housing & Planning Delivery Grant Reserve	(63,600)	(106,700)	(60,400)
Housing Survey Reserve	(60,000)	(10,000)	(15,000)
Local Development Framework Reserve	(30,000)	(30,000)	(30,000)
Planning Inquiries Reserve	(30,000)	(30,000)	(27,000)
Repossessions Prevention Fund Reserve	(9,000)	(1,000)	(4,000)
Risk Management Support Reserve	-	(4,800)	-
Young Persons Initiatives Reserve	(8,550)	(8,550)	-
Contributions to Earmarked Reserves			
Community Enhancement Fund Reserve	-	500,000	-
Invest to Save Reserve	-	50,000	-
Election Expenses Reserve	25,000	25,000	25,000
Housing Survey Reserve	15,000	10,000	10,000
Local Development Framework Reserve	40,000	40,000	40,000
Revenue Reserve for Capital Schemes			
Withdrawals to fund expenditure			
Non-Current Assets	(1,536,000)	(1,470,000) #	(1,667,000) #
Revenue Expenditure Funded from Capital	(353,000)	(708,000)	(529,000)
Other contributions to / (from) Reserve (net)	350,000	350,000	350,000
<b>Capital Expenditure Charged to General Fund</b>	1,536,000	1,470,000 #	1,667,000 #
<b>International Accounting Standard 19</b>			
Retirement Benefit Costs	4,751,600	2,482,300	2,591,300
Employers Pension Contributions	(2,436,750)	(2,370,500)	(2,481,550)
Contribution to / (from) Pensions Reserve	(2,314,850)	(111,800)	(109,750)
<b>Council Tax Freeze Grant</b>	(211,900)	(210,650)	-
<b>New Homes Bonus</b>	-	(648,350)	(1,224,500)
<b>Contributions from KCC inc. Second Homes Grant</b>	-	(116,800)	(85,000)
Sub Total	14,901,650	14,557,150	14,171,250
<b>Contribution to / (from) General Revenue Reserve</b>	(1,586,600)	(1,242,100)	<b>To Be Determined</b>
<b>Budget Requirement</b>	<b>13,315,050</b>	<b>13,315,050</b>	<b>14,171,250</b>

# Based on the Capital Plan (List A) position as reported to Finance and Property Advisory Board on 4 January 2012. 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

	2011/12		2012/13
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
1-3 SALARIES AND OVERHEADS	509,250	884,000	810,100
4 DEMOCRATIC REPRESENTATION	1,633,400	1,590,250	1,649,600
5 CORPORATE MANAGEMENT	697,100	574,650	580,000
6 COMMUNITY SAFETY	183,250	129,150	153,000
7 COMMUNITY DEVELOPMENT	108,350	116,550	118,350
8 ELECTIONS	429,900	401,750	321,450
9 INFORMATION AND PUBLICITY	213,450	194,750	194,000
10 PUBLIC RIGHTS OF WAY	7,750	7,600	7,950
11 CIVIL CONTINGENCIES	120,650	114,300	108,600
12 LOCAL LAND CHARGES	(71,750)	(40,950)	(200)
13 CONCESSIONARY FARES	-	5,850	-
14 GRANTS & PAYMENTS	166,700	386,800	251,000
15 INDUSTRIAL ESTATE	(50,600)	(53,250)	(52,900)
16 COMMERCIAL PROPERTY	(240,700)	(241,450)	(240,600)
17 VALE RISE DEPOT	-	-	-
18 LAND REVIEW	48,200	49,150	59,250
19 LOCAL REVENUE & NNDR COLLECTION	562,100	525,500	539,700
20 COUNCIL TAX BENEFITS	100,650	86,450	108,950
21 INTEREST & TRANSFERS	(189,600)	(211,900)	(159,850)
22 DRAINAGE BOARDS SPECIAL LEVIES	398,350	390,650	410,150
23 FINANCIAL ARRANGEMENTS WITH PARISH COUNCILS	301,700	357,200	256,150
24 GENERAL ADVICE TO PARISH COUNCILS	70,400	67,750	70,100
25 ITINERANTS	15,850	16,350	16,600
26 CLIMATE CHANGE	79,100	72,600	76,400
27 ECONOMIC DEVELOPMENT & REGENER'N	79,150	88,950	77,800
	<hr/>	<hr/>	<hr/>
ANNUAL ESTIMATES	5,172,650	5,512,700	5,355,600
28 CAPITAL PROGRAMME - REVENUE EXP.	62,650	58,800	59,400
29 CONTRIBUTIONS TO PROVISIONS	5,000	25,000	5,000
30 ITEMS FUNDED FROM RESERVES	-	35,650	-
	<hr/>	<hr/>	<hr/>
	<b>5,240,300</b>	<b>5,632,150</b>	<b>5,420,000</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	85.60	79.47	78.56

**CORPORATE SERVICES**

	2011/12		2012/13
	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)	8,658,550	8,446,700 a)	8,431,050 a)
Employers' National Insurance Contributions	644,250	633,550 a)	643,650 a)
Employers' Superannuation Contributions	1,105,450	1,047,050 a)	1,078,850 a)
Superannuation Backfunding Lump Sum	987,900	986,800	1,024,600 b)
Staff Turnover Saving	(75,000)	(75,000)	(140,000) c)
Apprenticeship Scheme	16,500	9,000 d)	16,500 d)
	<hr/>	<hr/>	<hr/>
	11,337,650	11,048,100	11,054,650
	-----	-----	-----
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	272.80	261.68	256.35
<b>(b) <u>Termination Payments</u></b>			
Additional Annual Pension Contributions	294,000	285,000 e)	285,000
Long Service Awards	-	1,100 f)	-
Capitalised Pension Contributions	-	-	-
Redundancy Payments	-	40,500 g)	-
	<hr/>	<hr/>	<hr/>
	294,000	326,600	285,000
	-----	-----	-----
<b>(c) <u>Recruitment &amp; Training</u></b>			
Advertising & Other Recruitment Costs	5,000	5,000	5,000
Training - Course Fees & Expenses	107,800	107,800	100,000 h)
Health Screening & Miscellaneous	6,100	7,450	7,450
Employee Support Scheme	10,000	5,000 i)	5,000
	<hr/>	<hr/>	<hr/>
	128,900	125,250	117,450
	<hr/>	<hr/>	<hr/>
	<b>11,760,550</b>	<b>11,499,950</b>	<b>11,457,100</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 establishment changes. Forward estimate reflects full year effect of establishment changes and includes provision for a pay award.
- b) Superannuation backfunding payment attributable to the General Fund following 5% uplift.
- c) Increased savings target following a review of the permanent establishment.
- d) Reflects current level of payments to Apprentices. Forward estimate reflects the full year cost of employing three Apprentices.

### **TERMINATION PAYMENTS**

- e) Reduction in the level of retirement allowances payable in the current financial year.
- f) Long service awards payable following staff retirements.
- g) Redundancy payment following the commencement of a shared Building Control management arrangement with Sevenoaks District Council, reported to General Purposes Committee 27th June 2011. Revised estimate also includes two ex-gratia payments.

### **RECRUITMENT & TRAINING**

- h) Reflects reduction in residential courses and conferences.
- i) Reduction in provision following a review of budgets in order to address the funding gap.

**CORPORATE SERVICES**

**2 OVERHEAD EXPENSES**

**(a) COUNCIL OFFICES**

**Employees**

Salaries

	2011/12		2012/13
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
Salaries	161,300	133,500 a)	137,100
<b>Premises Related Expenses</b>			
Maintenance of Grounds	7,550	7,550	7,550
Energy Costs :			
Electricity	85,000	77,400 b)	83,900 b)
Gas	14,000	31,100 b)	34,500 b)
Rates	244,200	244,200	257,200 c)
Water Services :			
Water Charges (metered)	3,500	3,700	3,700
Sewerage & Environmental Services	5,500	5,500	5,500
Fixture & Fittings	5,000	5,000	4,000
Cleaning & Domestic Supplies	4,500	4,600	4,600
Insurance	17,000	17,300	18,400
Repairs expenditure	119,400	136,150 d)	124,900
<b>Supplies &amp; Services</b>			
Equipment, Furniture & Materials	2,050	1,100	1,100
Clothing, Uniforms & Laundry	3,850	3,850	3,850
Trade Refuse Charges	8,100	7,500	6,500
Security / Cleaning	-	10,000 e)	10,000
Miscellaneous Services	8,800	8,550	8,550
	<hr/>	<hr/>	<hr/>
	689,750	697,000	711,350
<b>Less Income</b>			
Customer & Client Receipts	(500)	(1,800)	(1,800)
Solemnization of Marriages	(13,000)	(12,000)	(12,000)
Hire of Tonbridge Council Chamber	(2,500)	(2,000)	(2,000)
Police Accommodation Licence Fee	-	(6,750) f)	(3,900) f)
	<hr/>	<hr/>	<hr/>
	(16,000)	(22,550)	(19,700)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	673,750	674,450	691,650
<b>Central, Departmental &amp; Technical Support Services</b>			
Information Technology Expenses	4,250	4,500	4,550
Central Salaries & Administration	32,350	31,100	31,200
Departmental Administrative Expenses	31,000	26,500	27,750
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	152,650	147,400	146,800
	<hr/>	<hr/>	<hr/>
	894,000	883,950	901,950
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	6.53	5.57	5.54

## **CORPORATE SERVICES**

### **COUNCIL OFFICES**

- a) Re-assessment of staff allocations from Customer Services Section.
- b) Reflects current energy costs achieved through flexible procurement option via Laser buying consortium. Revised and forward estimates include a provision for price increases.
- c) NNDR multiplier rate assumes an increase for inflation.
- d) Includes refurbishment of Gibson West building wing toilets slipped from 2010/11.
- e) External contract to provide a security and caretaking function at Tonbridge Castle. Provision previously shown within salary estimates.
- f) Income from Kent Police in respect of accommodation provided at the Kings Hill site for the Community Safety Unit. Revised estimate includes backdated rent.



**CORPORATE SERVICES**

**2 OVERHEAD EXPENSES-Continued**

**(b) PRINTING SECTION & PHOTOCOPYING**

**Employees**

Salaries

97,850

93,400

95,600

**Supplies & Services**

Purchases

4,350

3,500

3,500

Print Room Maintenance & Copy Charges

43,500

40,000

40,000

Photocopier Copy Charges

5,500

14,500 a)

19,000 a)

Paper

23,500

24,500

24,500

174,700

175,900

182,600

**Less Income**

Sales

(22,150)

(22,050)

(22,050)

Recharges to Other Services

(10,650)

(9,150)

(9,350)

(32,800)

(31,200)

(31,400)

**Sub-total**

141,900

144,700

151,200

**Central, Departmental & Technical Support Services**

Office Accommodation

29,250

30,350

30,950

Central Salaries & Administration

18,100

16,550

17,150

Departmental Administrative Expenses

10,150

9,350

9,900

**Depreciation & Impairment**

Non-Current Asset Depreciation

27,700

28,900

30,000

**227,100**

**229,850**

**239,200**

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

3.93

3.90

3.90

## CORPORATE SERVICES

### PRINTING SECTION & PHOTOCOPYING

- a) Revised estimate reflects introduction of multi-function devices and removal of desktop printers offset by savings in other budget areas. The forward estimate reflects the full year cost.

**CORPORATE SERVICES**

**2 OVERHEAD EXPENSES-Continued**

**(c) CUSTOMER SERVICES**

**Employees**

Salaries

291,200                      322,950 **a)**                      321,000

**Premises Related Expenses**

Rent

5,200                                      5,200                                      5,200

**Supplies & Services**

Purchases

1,200                                      1,200                                      900

Uniforms

1,000                                      4,500 **b)**                                      800

Stationery

700    550    550

Community Outreach

18,000                                      18,000                                      18,000

Postage

750    750    600

Mobile Telephones

1,000                                      1,000                                      1,000

General Subsistence Allowances

400    300    300

Office Security

-    34,000 **c)**                                      34,000

---

319,450                                      388,450                                      382,350

**Less Income**

Tonbridge Gateway Agreement / Licence

(141,600)                                      (132,550) **d)**                                      (132,550)

Gateway Partner Receipts

-    (12,900) **e)**                                      (12,900)

---

**Sub-total**                                      177,850                                      243,000                                      236,900

**Central, Departmental & Technical Support Services**

Information Technology Expenses

65,250                                      67,300                                      69,550

Central Salaries & Administration

5,850    51,450 **f)**                                      51,750

Departmental Administrative Expenses

70,400                                      91,950 **a)**                                      99,050

---

**319,350                                      453,700                                      457,250**

---

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

10.97    11.75    11.28

## CORPORATE SERVICES

### CUSTOMER SERVICES

- a) Re-assessment of staff allocations from Customer Services Section.
- b) Includes provision for the one-off replacement of uniforms.
- c) External contract to provide security at Tonbridge Gateway. Provision previously shown within salary estimates.
- d) Reflects review of agreement and part share of income received from other Gateway partners (see note below).
- e) Partner receipts from HMRC and Kent Probation for use of space at Tonbridge Gateway.
- f) Management support following re-assessment of staff allocations from Personnel Section.

**CORPORATE SERVICES**

**2 OVERHEAD EXPENSES-Continued**

**(d) GENERAL ADMINISTRATION**

**Employees**

Salaries

19,650

18,300

18,750

**Supplies & Services**

Insurance

104,700

114,550 a)

126,500 a)

Advertising

1,800

1,000

1,000

Post Delivery Guarantee

2,700

2,700

2,700

Council Diaries & Handbooks (Net Cost)

400

350

350

Office Removals

200

-

-

First Aid Supplies

-

2,250 b)

250

Copyright Licence

2,000

1,900

1,900

Equality Issues

1,000

1,000

1,000

132,450

142,050

152,450

**Less Income**

Old Plant & Equipment

(50)

(50)

(50)

**Sub-total**

132,400

142,000

152,400

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

11,750

18,250 c)

18,900

Departmental Administrative Expenses

3,400

3,350

3,450

147,550

163,600

174,750

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

0.97

1.00

1.00

## **CORPORATE SERVICES**

### **GENERAL ADMINISTRATION**

- a) Increased public liability insurance renewal premiums.
- b) Provision for purchase of defibrillators and other first aid supplies.
- c) Reflects review of staff allocations, primarily IT Services.

**CORPORATE SERVICES**

**2 OVERHEAD EXPENSES-Continued**

**(e) DEPARTMENTAL ADMINISTRATION**

**Staff Transport Related Expenses**

Car & Travelling Allowances

	2011/12	2012/13
	REVISED	ESTIMATE
	ESTIMATE	ESTIMATE
	£	£
307,050	300,400	295,350
<b>Supplies &amp; Services</b>		
Equipment, Furniture & Materials	11,800	10,950
Office Equipment - Maintenance	3,800	3,600
Protective Clothing	850	850
External Printing & Stationery	18,850	17,800
Postage	47,300	44,400
Telephones - Calls	13,500	13,000
Telephones - Other Costs	64,200	57,750 <b>b)</b>
Mobile Telephones & Pagers	8,400	7,800
Subscriptions to Organisations	21,350	22,450
Reference Books & Publications	32,900	27,150 <b>c)</b>
Subsistence Allowances	7,950	6,900
Legal Expenses	50,000	45,000 <b>c)</b>
Fees	18,400	16,250
Ordnance Survey Licence Charges	13,200	13,200
Insurance & Other Expenses	1,100	1,100
Contracted Services	12,250	8,250 <b>d)</b>
Risk Management Support	-	- <b>e)</b>
<b>632,900</b>	<b>627,300</b>	<b>591,800</b>
<b>Less Income</b>		
Recovery of Court Costs	(2,000)	(2,000)
Customer & Client Receipts	(5,250)	(5,250)
Partnership Receipts	(54,550)	(189,700) <b>g)</b>
<b>(61,800)</b>	<b>(182,400)</b>	<b>(196,950)</b>
<b><u>Sub-total</u></b>	<b>444,900</b>	<b>394,850</b>
<b>Depreciation &amp; Impairment</b>		
Non-Current Asset Depreciation	23,650	17,900
<b>594,750</b>	<b>460,700</b>	<b>412,750</b>

**Less Income**

Recovery of Court Costs

Customer & Client Receipts

Partnership Receipts

**Sub-total**

**Depreciation & Impairment**

Non-Current Asset Depreciation

## **CORPORATE SERVICES**

### **DEPARTMENTAL ADMINISTRATION**

- a) Revised estimate reflects delayed introduction of Voice over Internet Protocol between Kings Hill and Tonbridge Castle.
- b) Additional savings flowing from reduced disaster recovery costs following introduction of SIP trunks and cessation of a full page entry in the telephone directory.
- c) Reduction in provision following a review of budgets in order to address the funding gap.
- d) Reduced provision for fees payable for external debt recovery services and Personnel Services technical assistance budget no longer required.
- e) Risk management support met from an earmarked reserve.
- f) Revised estimate reflects partnership arrangements with:
  - 1) Gravesham Borough Council for shared cost of Joint Chief Executive;
  - 2) Gravesham Borough Council for shared cost of Principal Revenue Officer;
  - 3) Sevenoaks District Council for the cost of a Building Control Officer;
  - 4) Gravesham Borough Council for shared cost of Contaminated Land Officer; and
  - 5) includes additional income for resilience work.
- g) Forward estimate reflects partnership arrangements with:
  - 1) Gravesham Borough Council for shared cost of Joint Chief Executive;
  - 2) Gravesham Borough Council for shared cost of Principal Revenue Officer;
  - 3) Sevenoaks District Council for the cost of a Building Control Officer; and
  - 4) Gravesham Borough Council for shared cost of Contaminated Land Officer.



**CORPORATE SERVICES**

**2 OVERHEAD EXPENSES- Continued**

**(f) SNACK FACILITIES**

**Supplies & Services**

Drinks Machine Purchases

Maintenance of Equipment

**Less Income**

Recharges to Other Services

**Sub-total**

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

**Depreciation & Impairment**

Non-Current Asset Depreciation

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

	<b>2011/12</b>		<b>2012/13</b>
	<b>ORIGINAL ESTIMATE £</b>	<b>REVISED ESTIMATE £</b>	<b>ESTIMATE  £</b>
	6,500	5,900	5,900
	300	150	150
	<hr/>	<hr/>	<hr/>
	6,800	6,050	6,050
	(10,500)	(9,000)	(9,000)
	<hr/>	<hr/>	<hr/>
	(3,700)	(2,950)	(2,950)
	4,050	3,800	3,900
	2,550	600	2,450
	<hr/>	<hr/>	<hr/>
	<b>2,900</b>	<b>1,450</b>	<b>3,400</b>
	<hr/>	<hr/>	<hr/>
	0.13	0.12	0.13

**CORPORATE SERVICES**

**CORPORATE SERVICES**

	2011/12		2012/13
	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	891,250	820,900 a)	874,350 a)
<b>Transport Related Expenses</b>			
Public Transport	250	250	250
<b>Supplies &amp; Services</b>			
Equipment - Purchases	4,000	4,000	4,000
Equipment - Maintenance	65,650	65,650	61,000 b)
Printing & Stationery	6,000	14,000 c)	6,000
Insurance	6,400	6,500	6,950
Reference Books & Publications	100	100	100
Subsistence Allowances	500	450	450
Other Expenses	2,350	2,350	2,350
Data Protection Registration	650	2,550 d)	2,550
Software Support, Hire & Maintenance	399,050	397,650	425,350 e)
Telephone leased lines and modems	42,100	30,850 f)	40,850 f)
Kent Connects	25,000	29,550 g)	29,550
	-----	-----	-----
	1,443,300	1,374,800	1,453,750
<b>Less Income</b>			
Web Site Advertising	(1,500)	(500)	(500)
Contributions from Other Bodies	-	(30,000) h)	-
	-----	-----	-----
<b><u>Sub-total</u></b>	1,441,800	1,344,300	1,453,250
<b>Central, Departmental &amp; Technical Support Services</b>			
Office Accommodation	89,250	87,800	89,900
Central Salaries & Administration	19,900	33,650 i)	34,450
Departmental Administrative Expenses	72,150	81,600	86,700
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	410,000	393,550	410,050
	-----	-----	-----
	<b>2,033,100</b>	<b>1,940,900</b>	<b>2,074,350</b>
	-----	-----	-----
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	18.19	18.29	18.35

## **CORPORATE SERVICES**

### **INFORMATION TECHNOLOGY SERVICES**

- a) Re-assessment of staff allocations from IT Services. The revised estimate only is further offset by a reduction in GIS temporary staff provision.
- b) Reduction in server and printer maintenance following server virtualisation and purchase of multi-function devices.
- c) Increased toner usage due to delay in installation of multi-function devices.
- d) Additional data protection licences required for individual Councillors.
- e) Additional software charges and provision for inflation (5.0%).
- f) Revised estimate reflects expected reduction in Kent Public Services Network (KPSN) charges and the transfer of £5k to Kent Connects budget. Forward estimate anticipates significant increase in KPSN charges as bandwidth usage increases.
- g) Increase of £5k transferred from Telephone Leased Lines budget to meet DWP charges for use of the GCSx secure link.
- h) Interreg funding in respect of customer profiling project.
- i) Reflects additional administrative support from Customer Services Section.

**CORPORATE SERVICES**

	2011/12		2012/13
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>3 <u>SALARIES &amp; OVERHEADS</u></b>			
<b>Salaries &amp; Oncosts</b>	11,760,550	11,499,950	11,457,100
<b>Overheads</b>			
(a) Council Offices	894,000	883,950	901,950
(b) Printing & Photocopying	227,100	229,850	239,200
(c) Customer Services	319,350	453,700	457,250
(d) Administration - General	147,550	163,600	174,750
(e) Administration - Departmental	594,750	460,700	412,750
(f) Snack Facilities	2,900	1,450	3,400
(g) Information Technology Services	2,033,100	1,940,900	2,074,350
	<hr/>	<hr/>	<hr/>
	15,979,300	15,634,100	15,720,750
<b>Less Recharge to :</b>	<hr/>	<hr/>	<hr/>
Planning & Transportation Services	(3,991,200)	(3,753,750)	(3,795,200)
Environmental Health Services	(1,645,850)	(1,567,650)	(1,598,200)
Housing Services	(1,809,400)	(1,787,900)	(1,771,800)
Leisure Services	(1,301,200)	(1,242,900)	(1,253,100)
Corporate Services	(4,595,450)	(4,252,300)	(4,263,400)
Other Services	(198,600)	(199,050)	(203,000)
Holding Accounts	(1,928,350)	(1,946,550)	(2,025,950)
	<hr/>	<hr/>	<hr/>
	(15,470,050)	(14,750,100)	(14,910,650)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	509,250	884,000	810,100
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>509,250</b>	<b>884,000</b>	<b>810,100</b>
	<hr/>	<hr/>	<hr/>

**CORPORATE SERVICES**

**4 DEMOCRATIC REPRESENTATION & MANAGEMENT**

**(a) DEMOCRATIC ADMINISTRATION**

**Employees**

# Salaries

	2011/12	2012/13	
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
	382,300	369,950	372,100
<b>Premises Related Expenses</b>			
Accommodation Expenses (Forum/Area1)	7,500	6,400 a)	7,500
<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	2,800	2,800
	<hr/>	<hr/>	<hr/>
<b>Sub-total</b>	402,400	388,250	391,500
<b>Central, Departmental &amp; Technical Support Services</b>			
Accommodation & Printing Services	77,150	81,500	83,350
# Central Salaries & Administration	322,250	295,250	305,350
Information Technology Expenses	24,300	19,100 b)	17,900
# Departmental Administrative Expenses	118,100	122,600	128,750
	<hr/>	<hr/>	<hr/>
	<b>944,200</b>	<b>906,700</b>	<b>926,850</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	16.66	16.42	16.27

**Premises Related Expenses**

Accommodation Expenses (Forum/Area1)

**Supplies & Services**

Members' Meeting Expenses

Twinning Committee Expenses

Remuneration Panel Expenses

**Sub-total**

**Central, Departmental & Technical Support Services**

Accommodation & Printing Services

# Central Salaries & Administration

Information Technology Expenses

# Departmental Administrative Expenses

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

**Memorandum**

# Service Salary & Overhead Allocations to Democratic Administration

Administration & Property Services	317,850	301,900	313,850
Chief Executives' Service	82,550	73,200	75,150
Environmental Health & Hsg Services	70,150	69,350	70,500
Financial Services	54,800	51,500	53,050
Information Technology Services	4,650	4,550	4,650
Legal Services	39,300	38,750	40,400
Leisure Services	84,500	84,200	86,150
Personnel Services	9,650	7,750	7,050
Planning & Transportation Services	159,200	156,600	155,400
	<hr/>	<hr/>	<hr/>
	822,650	787,800	806,200
	<hr/>	<hr/>	<hr/>

a) Reflects cancellation of two Area 1 Planning Committee meetings.

b) Re-assessed IT staff development costs associated with e-petitions system.

**CORPORATE SERVICES**

	2011/12		2012/13
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>(b) <u>PAYMENTS TO MEMBERS</u></b>			
<b>Transport Related Expenses</b>			
Members' Travel & Subsistence	15,450	13,500	13,500
<b>Supplies and Services</b>			
Basic Allowance	269,000	266,500	290,950 a)
Special Responsibility Allowance	138,550	141,100	157,400 a)
Mayors' and Deputy Mayors' Allowance	7,650	7,400	7,800
Members' National Insurance	12,900	15,000 b)	15,000
Carers' Allowance	800	700	700
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	444,350	444,200	485,350
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	19,000	19,150	19,700
Information Technology Expenses	4,250	6,200	6,400
	<hr/>	<hr/>	<hr/>
	<b>467,600</b>	<b>469,550</b>	<b>511,450</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.52	0.55	0.55

a) Allowances uplifted by 2011 Annual Survey of Hours and Earnings index, in line with the recommendations of the Joint Independent Remuneration Panel reported to Council 20 January 2009. Implementation of the recommendations has been phased with the final phase in 2013/14.

b) Increase reflects current level of Employers' National Insurance contributions.

**CORPORATE SERVICES**

	2011/12		2012/13
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>(c) <u>MAYORAL &amp; OTHER MEMBER SUPPORT (INC. MEMBER TRAINING)</u></b>			
<b>Employees</b>			
Salaries	44,450	42,800	43,750
<b>Transport Related Expenses</b>			
Mayors' Transport Allowance	23,000	23,000	21,500
<b>Supplies and Services</b>			
Stationery	350	200	200
Subscriptions	19,600	22,250 a)	22,250
Insurance	50	50	50
Civic Hospitality	12,000	12,000	10,000
Mobile Telephones	500	200	200
Other Expenses	2,000	2,000	2,000
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	101,950	102,500	99,950
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	87,550	79,450 b)	77,450
Information Technology Expenses	11,400	9,300	10,150
Departmental Administrative Expenses	20,700	22,750	23,750
	<hr/>	<hr/>	<hr/>
	<b>221,600</b>	<b>214,000</b>	<b>211,300</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	2.99	2.79	2.72
 <b><u>SUMMARY</u></b>			
<b>(a) DEMOCRATIC ADMINISTRATION</b>	944,200	906,700	926,850
<b>(b) PAYMENTS TO MEMBERS</b>	467,600	469,550	511,450
<b>(c) MAYORAL &amp; OTHER MEMBER SUPPORT INC. MEMBER TRAINING</b>	221,600	214,000	211,300
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>1,633,400</b>	<b>1,590,250</b>	<b>1,649,600</b>
	<hr/>	<hr/>	<hr/>

a) Reflects contribution to Kent Forum partly offset by a reduction in the Local Government Association subscription fee.

b) Re-assessment of staff allocations from Personnel Services and Administrative Services.



**CORPORATE SERVICES**

**5 CORPORATE MANAGEMENT**

**(a) CORPORATE POLICY**

**Employees**

# Salaries

82,100

80,150

88,400 a)

**Supplies and Services**

Consultation & Other Expenses

17,000

8,000 b)

8,000

**Sub-total**

99,100

88,150

96,400

**Central, Departmental & Technical Support Services**

# Central Salaries & Administration

406,650

300,750 c)

303,300

# Departmental Administrative Expenses

20,350

21,300

24,050

**526,100**

**410,200**

**423,750**

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

7.60

5.91

5.93

**(b) PUBLIC ACCOUNTABILITY**

**Supplies and Services**

External Audit Fees

105,000

104,000

94,000 d)

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

65,950

60,450 e)

62,250

Information Technology Expenses

50

-

-

**171,000**

**164,450**

**156,250**

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

1.22

1.09

1.09

**SUMMARY**

**(a) CORPORATE POLICY**

526,100

410,200

423,750

**(b) PUBLIC ACCOUNTABILITY**

171,000

164,450

156,250

**TO SUMMARY**

**697,100**

**574,650**

**580,000**

## CORPORATE SERVICES

	2011/12		2012/13
	ORIGINAL	REVISED	ESTIMATE
	ESTIMATE	ESTIMATE	
	£	£	£
<b>Memorandum</b>			
<b># Service Allocations to Corporate Policy</b>			
Admin & Property Services	64,550	68,050	74,100
Chief Executives' Service	153,250	113,400	107,700
Environmental Health & Housing Services	51,300	50,700	51,750
Financial Services	91,350	87,350	88,650
Information Technology Services	6,400	6,250	6,400
Leisure Services	9,300	10,950	15,600
Legal	14,050	13,850	14,450
Personnel Services	77,000	11,850	11,950
Planning & Transportation Services	41,900	39,800	45,150
	<hr/>	<hr/>	<hr/>
	509,100	402,200	415,750
	<hr/>	<hr/>	<hr/>

## CORPORATE POLICY

- a) Re-assessment of staff allocations primarily Leisure Services and Planning Services.
- b) Reduction following a review of budgets in order to address the funding gap. Provision has been retained to cover estimated cost of setting up an all electronic residents' panel
- c) Reflects revised staff allocations from Improvement and Development Unit, Customer Services Section and the effect of partnership income received from Gravesham Borough Council attributable to the Corporate Management Section.

## PUBLIC ACCOUNTABILITY

- d) Reflects reduced audit fee from Audit Commission.
- e) Reduction in Accountancy staffing costs following review of permanent establishment

**CORPORATE SERVICES**

	2011/12		2012/13
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>6 <u>COMMUNITY SAFETY</u></b>			
<b>Employees</b>			
Salaries	105,550	62,650 a)	63,950
<b>Supplies &amp; Services</b>			
Other Community Safety Initiatives	20,000	20,000	20,000
Crime & Disorder Initiatives	20,000	30,000 b)	20,000
	<hr/>	<hr/>	<hr/>
	145,550	112,650	103,950
<b>Less Income</b>			
Contribution to Community Safety Staffing	(64,100)	(64,100)	(34,850) c)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	81,450	48,550	69,100
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	52,550	44,100 d)	45,050
Information Technology Expenses	2,950	2,800	3,050
Departmental Administrative Expenses	46,300	33,700 a)	35,800
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	183,250	129,150	153,000
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	4.68	3.27	3.26
<b>7 <u>COMMUNITY DEVELOPMENT</u></b>			
<b>Employees</b>			
Salaries	59,400	53,300 e)	55,950
<b>Supplies &amp; Services</b>			
Local Strategic Partnership	5,000	5,000	3,750
Community Development Partnership	15,000	15,000	15,000
Healthy Living Initiatives	95,000	70,000 f)	50,000 g)
Capital Grants and Contributions (RECS)	-	39,000 h)	14,000 h)
	<hr/>	<hr/>	<hr/>
	174,400	182,300	138,700
<b>Less Income</b>			
Choosing Health	(95,000)	(95,000) f)	(50,000) g)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	79,400	87,300	88,700
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	12,700	9,050 i)	8,400
Departmental Administrative Expenses	16,250	20,200 j)	21,250
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	108,350	116,550	118,350
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.40	1.42	1.41

## **CORPORATE SERVICES**

### **COMMUNITY SAFETY**

- a) Reflects the current staff establishment within the Community Safety Section.
- b) Community Safety projects funded from second homes grant.
- c) Lower contribution to staff costs following reduction in Government grant.
- d) Re-assessment of staff allocations from Customer Services Section and lower staffing costs attributable to Corporate Management Section.

### **COMMUNITY DEVELOPMENT**

- e) Reflects the current staff establishment within the Corporate Services Section. Revised estimate is further offset by maternity leave.
- f) Reflects projects funded from Choosing Health. In total £132,153 was received from the Primary Care Trust in 2011/12, £25,000 of which funds a healthy living coordinator whose salary is included within the revised salary estimates. The remaining £37,153 is accounted for elsewhere in the Council's accounts.
- g) Anticipates a reduction in the funding available from Choosing Health.
- h) Underspends relating to Community Partnership Initiatives and remaining Local Strategic Partnership projects have been re-profiled to 2011/12 and 2012/13. Please see the Capital Plan for further details.
- i) Lower staffing costs attributable to Corporate Management Section.
- j) Re-assessment of staff allocations from Electoral Management Section.

**CORPORATE SERVICES**

**8 ELECTIONS**

(a) **ELECTORAL REGISTRATION**

**Employees**

Salaries

	2011/12		2012/13
	ORIGINAL ESTIMATE £		ESTIMATE £
	54,300	58,150 a)	53,250
<b>Supplies &amp; Services</b>			
Equipment & Materials - Purchases	6,150	4,000 b)	4,000
Stationery	500	150	500
Reference Books & Publications	-	750 c)	1,000
Canvassers' Fees & Delivery Expenses	25,000	25,000	25,000
Postages	8,500	15,100 d)	20,500 d)
Advertising	500	200	200
	<hr/>	<hr/>	<hr/>
	94,950	103,350	104,450
<b>Less Income</b>			
Sale of Registers	(1,500)	(1,500)	(1,500)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	93,450	101,850	102,950
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	39,900	32,550 e)	33,200
Information Technology Expenses	38,350	31,150 f)	31,500
Departmental Administrative Expenses	33,550	36,450	38,600
	<hr/>	<hr/>	<hr/>
	<b>205,250</b>	<b>202,000</b>	<b>206,250</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	3.46	3.30	3.28

**Supplies & Services**

Equipment & Materials - Purchases

Stationery

Reference Books & Publications

Canvassers' Fees & Delivery Expenses

Postages

Advertising

**Less Income**

Sale of Registers

**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)

## **CORPORATE SERVICES**

### **ELECTORAL REGISTRATION**

- a) Increased staffing costs attributable to Electoral Registration Section.
- b) Reduction in provision following a review of budgets in order to address the funding gap.
- c) Budget provision previously included within Conduct of Elections.
- d) Increased provision to cover costs arising from the requirement to refresh personal identifiers for postal voters.
- e) Re-assessment of staff allocations from Electoral Management Section.
- f) Reduction in IT staff development costs attributable to Electoral Register system.

**CORPORATE SERVICES**

	2011/12		2012/13
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>(b) <u>CONDUCT OF ELECTIONS</u></b>			
<b>Employees</b>			
Salaries	21,550	14,550 a)	13,300
<b>Premises Related Expenses</b>			
Rent	10,300	7,100 b)	1,600 d)
<b>Supplies &amp; Services</b>			
Equipment & Materials - Purchases	4,600	12,950 c)	100 d)
External Printing	11,550	13,500	1,000 d)
Stationery	250	-	-
Reference Books & Publications	1,000	-	-
Polling & Postal Vote Fees	53,000	46,900 b)	8,300 d)
Delivery Expenses	24,000	11,600 b)	1,900 d)
Postage	3,800	1,750 b)	-
	<hr/>	<hr/>	<hr/>
	130,050	108,350	26,200
<b>Less Income</b>			
Contributions from Other Bodies	-	(100)	-
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	130,050	108,250	26,200
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	68,700	70,600	67,400
Information Technology Expenses	14,550	11,800 e)	11,950
Departmental Administrative Expenses	11,350	9,100	9,650
	<hr/>	<hr/>	<hr/>
	224,650	199,750	115,200
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	2.06	1.81	1.72
<b>8 <u>ELECTIONS</u></b>			
<b><u>SUMMARY</u></b>			
(a) ELECTORAL REGISTRATION	205,250	202,000	206,250
(b) CONDUCT OF ELECTIONS	224,650	199,750	115,200
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	429,900	401,750	321,450
	<hr/>	<hr/>	<hr/>

## **CORPORATE SERVICES**

### **CONDUCT OF ELECTIONS**

- a) Re-assessment of staff allocations from Transportation Services.
- b) Reduction in overall costs due to combined Referendum and Borough Council election.
- c) Includes provision for purchase of ballot boxes and polling booths.
- d) Provision retained for a by-election.
- e) Reduction in IT staff development costs attributable to Electoral Register system.



**CORPORATE SERVICES**

	<b>2011/12</b>		<b>2012/13</b>
	<b>ORIGINAL ESTIMATE £</b>	<b>REVISED ESTIMATE £</b>	<b>ESTIMATE  £</b>
<b>9 <u>INFORMATION &amp; PUBLICITY</u></b>			
<b>Employees</b>			
Salaries	98,850	83,550 a)	81,150
<b>Supplies &amp; Services</b>			
Information and Publicity	3,150	2,500	2,500
Publication Costs - Here and Now	62,500	62,500	62,500
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	164,500	148,550	146,150
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	13,350	12,700	12,450
Information Technology Expenses	3,950	3,500	3,800
Departmental Administrative Expenses	31,650	30,000	31,600
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>213,450</b>	<b>194,750</b>	<b>194,000</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	2.92	2.33	2.33
<b>10 <u>PUBLIC RIGHTS OF WAY</u></b>			
<b>Employees</b>			
Salaries	5,450	5,250	5,650
	<hr/>	<hr/>	<hr/>
	5,450	5,250	5,650
<b>Less Income</b>			
Administration Costs Recovered	(500)	(500)	(500)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	4,950	4,750	5,150
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	500	500	500
Departmental Administrative Expenses	2,300	2,350	2,300
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>7,750</b>	<b>7,600</b>	<b>7,950</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.13	0.13	0.13

a) Reflects the current staff establishment within the Media & Communications Section.

**CORPORATE SERVICES**

	2011/12		2012/13
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>11 <u>CIVIL CONTINGENCIES</u></b>			
<b>Employees</b>			
Salaries	48,750	50,750	43,800 a)
<b>Premises Related Expenses</b>			
Fuel Oil	100	100	100
<b>Supplies &amp; Services</b>			
Equipment Purchases	500	500	500
Equipment Maintenance	1,000	750	1,000
Staff Telephone Expenses	500	500	500
Mobile Telephones	400	400	400
Provision of Sandbags	1,000	750	1,000
Out of Hours Call Service	11,000	11,500	12,000
Other Expenses	400	400	400
Civil Defence Planning	25,300	20,000 b)	20,000
	<hr/>	<hr/>	<hr/>
	88,950	85,650	79,700
<b>Less Income</b>	<hr/>	<hr/>	<hr/>
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>	82,250	78,950	73,000
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	20,600	16,750 c)	16,350
Information Technology Expenses	600	450	500
Departmental Administrative Expenses	17,200	18,150	18,750
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	120,650	114,300	108,600
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.50	1.56	1.44

a) Reduction in staff costs following Transportation Services restructure.

b) Reflects current level of spend following continued uncertainty of getting approval to use Airwave radios or something similar.

c) Reduced staffing costs principally Corporate Management Section.

**CORPORATE SERVICES**

	<b>2011/12</b>		<b>2012/13</b>
	<b>ORIGINAL ESTIMATE £</b>	<b>REVISED ESTIMATE £</b>	<b>ESTIMATE  £</b>
<b>12 LOCAL LAND CHARGES</b>			
<b>Employees</b>			
Salaries	136,300	128,150 <b>a)</b>	127,050
<b>Supplies &amp; Services</b>			
NLIS Transmission Fee	15,000	22,000 <b>b)</b>	22,000
Ordnance Survey Licence Fee	2,800	2,800	3,000
Insurance	6,050	6,050	5,450
Kent Highways	25,500	23,500	23,500
	<hr/>	<hr/>	<hr/>
	185,650	182,500	181,000
	-----	-----	-----
<b>Less Income</b>			
Government Grant	-	(34,350) <b>c)</b>	-
Fees & Charges	(385,000)	(307,500) <b>b)</b>	(307,500)
Local Land Charges - Cancellation Fees	(100)	(100)	(100)
	<hr/>	<hr/>	<hr/>
	(385,100)	(341,950)	(307,600)
	-----	-----	-----
<b><u>Sub-total</u></b>	(199,450)	(159,450)	(126,600)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	30,000	27,150	28,200
Information Technology Expenses	43,000	35,850 <b>d)</b>	40,750
Departmental Administrative Expenses	54,700	55,500	57,450
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>(71,750)</b>	<b>(40,950)</b>	<b>(200)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	4.79	4.41	4.43

**Memorandum**

Surplus from above	(71,750)	(40,950)	(200)
Share of:			
Democratic Administration	33,600	32,450	33,650
Corporate Management	14,050	11,700	11,950
Non Distributed Costs	10,300	18,000	18,850
	<hr/>	<hr/>	<hr/>
Deficit ( Surplus) for Trading Purposes	(13,800)	21,200	64,250

## CORPORATE SERVICES

### LOCAL LAND CHARGES

- a) Reflects the current staff establishment within the Land Charges Section following review.
- b) Revised and forward estimates assume current levels of activity as reported in income monitoring statement.
- c) Section 31 Government grant received following revocation of personal search fee.
- d) Reduction in system costs allocated to Land Charges principally Uniform.

**CORPORATE SERVICES**

	2011/12		2012/13
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>13 <u>CONCESSIONARY FARES</u></b>			
<b>Supplies &amp; Services</b>			
Payments to British Rail	-	650 a)	-
Pass Production & Dispatch	-	1,950 b)	-
Contribution to KCC	-	3,250 b)	-
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	-	<b>5,850</b>	-
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.00	0.00	0.00
<b>14 <u>GRANTS &amp; PAYMENTS</u></b>			
<b>Supplies &amp; Services</b>			
Grants to Citizens Advice Bureaux	111,000	111,000	111,000
Grants to Other Charitable & Voluntary Org.	37,500	39,000 c)	39,000
Malling Area Volunteer Bureau Accommodation	2,000	-	-
Tonbridge Historic Society Accommodation	2,500	2,500	2,500
Community Enhancement Fund	-	220,000 d)	84,000 d)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	153,000	372,500	236,500
<b>Central, Departmental and Technical     Support Services</b>			
Central Salaries & Administration	13,700	14,250	14,450
Information Technology Expenses	-	50	50
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>166,700</b>	<b>386,800</b>	<b>251,000</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.22	0.25	0.24

- a) Reflects the exchange of previously issued rail vouchers following discontinuation of concessionary travel scheme.
- b) Additional costs relating to final quarter of 2010/11 and the winding up of concessionary travel scheme.
- c) Includes provision for a grant to Kent Equality Cohesion Council.
- d) Provisional estimate for current round of Community Enhancement Fund bids. Forward estimate reflects a provisional estimate for Parish Council round and Jubilee events round of Community Enhancement Fund bids. To be reviewed after next Member meeting in December.

**CORPORATE SERVICES**

	<b>2011/12</b>		<b>2012/13</b>
	<b>ORIGINAL ESTIMATE £</b>	<b>REVISED ESTIMATE £</b>	<b>ESTIMATE £</b>
<b>15 <u>INDUSTRIAL ESTATE</u></b>			
<b>Employees</b>			
Salaries	1,550	1,450	1,550
	<hr/>	<hr/>	<hr/>
	1,550	1,450	1,550
<b>Less Income</b>			
Rents	(59,100)	(61,400) a)	(61,400)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(57,550)	(59,950)	(59,850)
<b>Central, Departmental and Technical Support Services</b>			
Central Salaries & Administration	6,150	5,950	6,200
Information Technology Expenses	100	50	50
Departmental Administrative Expenses	700	700	700
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>(50,600)</b>	<b>(53,250)</b>	<b>(52,900)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	0.16	0.15	0.15

a) Additional rental income following completion of a rent review.

**CORPORATE SERVICES**

	<b>2011/12</b>		<b>2012/13</b>
	<b>ORIGINAL ESTIMATE £</b>	<b>REVISED ESTIMATE £</b>	<b>ESTIMATE  £</b>
<b>16 <u>COMMERCIAL PROPERTY</u></b>			
<b>Employees</b>			
Salaries	4,800	4,550	4,800
<b>Premises Related Expenses</b>			
Insurance	1,400	1,400	1,500
Rates	950	950	1,000
Repairs Expenditure	6,300	6,300	6,300
	<hr/>	<hr/>	<hr/>
	13,450	13,200	13,600
	-----	-----	-----
<b>Less Income</b>			
Rents - Land	(7,000)	(7,000)	(7,000)
- Shops & Maisonettes	(225,700)	(225,700)	(225,700)
- Offices	(33,000)	(33,000)	(33,000)
	<hr/>	<hr/>	<hr/>
	(265,700)	(265,700)	(265,700)
	-----	-----	-----
<b><u>Sub-total</u></b>	(252,250)	(252,500)	(252,100)
<b>Central, Departmental and Technical Support Services</b>			
Central Salaries & Administration	8,650	8,350	8,650
Information Technology Expenses	550	300	300
Departmental Administrative Expenses	2,350	2,400	2,550
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>(240,700)</b>	<b>(241,450)</b>	<b>(240,600)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.28	0.28	0.28

**CORPORATE SERVICES**

	<b>2011/12</b>		<b>2012/13</b>
	<b>ORIGINAL ESTIMATE £</b>	<b>REVISED ESTIMATE £</b>	<b>ESTIMATE  £</b>
<b>17 VALE RISE DEPOT</b>			
<b>Employees</b>			
Salaries	2,800	2,650	2,750
<b>Premises Related Expenses</b>			
Premises Insurance	150	150	150
Rates	10,700	10,700	11,300
Repairs Expenditure	4,000	4,000	4,000
	<hr/>	<hr/>	<hr/>
	17,650	17,500	18,200
<b>Less Recharges to Other Services</b>	(28,650)	(32,150)	(28,600)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(11,000)	(14,650)	(10,400)
<b>Central, Departmental and Technical Support Services</b>			
Central Salaries & Administration	950	900	900
Departmental Administrative Expenses	1,050	1,100	1,200
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	9,000	8,300	8,300
Non-Current Asset Impairment	-	4,350 a)	-
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	-	-	-
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	0.09	0.09	0.09

a) Impairment of fencing around site which has been replaced by contractor



**CORPORATE SERVICES**

	2011/12		2012/13
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>18 <u>LAND REVIEW</u></b>			
<b>Employees</b>			
Salaries	34,050	32,150	33,950
<b>Premises Related Expenses</b>			
Depots held pending disposal / development	1,450	2,000	1,350
Estate Management	2,000	2,000	2,000
Maintenance of Grounds	1,000	1,000	1,000
Rates	1,300	1,300	1,500
Water Services	1,100	1,100	1,100
Insurance	850	900	950
Repairs Expenditure	12,600	14,600	22,350 a)
<b>Supplies &amp; Services</b>			
Professional Fees	6,000	6,000	6,000
	<hr/>	<hr/>	<hr/>
	60,350	61,050	70,200
	-----	-----	-----
<b>Less Income</b>			
Fees & Charges - General	(1,000)	(1,000)	(1,000)
De-Minimus Capital Receipts	-	-	-
River Walk Rent	(24,500)	(24,500)	(24,500)
Castle Lodge Rent	(5,500)	(5,500)	(5,500)
Wayleaves	(500)	(500)	(500)
	<hr/>	<hr/>	<hr/>
	(31,500)	(31,500)	(31,500)
	-----	-----	-----
<b><u>Sub-total</u></b>	28,850	29,550	38,700
<b>Central, Departmental and Technical Support Services</b>			
Central Salaries & Administration	3,350	3,150	3,250
Information Technology Expenses	250	100	100
Departmental Administrative Expenses	15,750	16,350	17,200
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	48,200	49,150	59,250
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	0.90	0.89	0.90

## CORPORATE SERVICES

### LAND REVIEW

- a) Reprogrammed external decoration works at River Walk and Castle Lodge.

**CORPORATE SERVICES**

	2011/12		2012/13
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>19 LOCAL REVENUE &amp; NNDR COLLECTION</b>			
<b>Employees</b>			
Salaries	413,850	391,100 a)	386,300
<b>Supplies &amp; Services</b>			
Equipment, Furniture & Materials - Purchases	500	1,750 b)	500
Direct Debit / Bank Charges	2,950	3,750	4,000
Giro / Swipe Card Charges	13,650	11,900	12,500
Court Fees	15,000	15,000	15,000
Bailiffs Commission	500	500	500
NNDR - Discretionary Relief	53,000	53,000	55,000 c)
External Printing & Stationery	5,850	5,000	5,000
Reference Books & Publications	500	1,000	750
Storage Facilities	250	250	250
Tracing Services	6,000	6,000	6,500
Advertising	750	750	750
Postages	37,800	37,800	39,000
Mobile Telephones	100	100	100
Subscriptions	700	700	700
Compensation Scheme	100	100	100
	<hr/>	<hr/>	<hr/>
	551,500	528,700	526,950
<b>Less Income</b>	<hr/>	<hr/>	<hr/>
Government Grants			
- Allowances for Cost of NNDR Collection	(164,500)	(167,150)	(167,150)
- Other	-	(5,000) d)	-
Summons Costs Recovered	(238,000)	(238,000)	(238,000)
	<hr/>	<hr/>	<hr/>
	(402,500)	(410,150)	(405,150)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	149,000	118,550	121,800
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	117,150	120,500	122,050
Information Technology Expenses	115,850	105,150 e)	107,500
Departmental Administrative Expenses	180,100	181,300	188,350 f)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	562,100	525,500	539,700
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	18.89	18.29	18.12

## **CORPORATE SERVICES**

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

- a) Reflects the current staff establishment within the Revenue Section. Revised estimate also includes additional temporary staff provision.
- b) Reflects small business relief software update to be met from a Government grant (note d)).
- c) Assumes an increase for inflation.
- d) Anticipated Government grant for small business relief software update.
- e) Reduction in IT staff development costs following introduction of the corporate Document Management System.
- f) Increase reflects attributable IT equipment for Revenue Section.

**CORPORATE SERVICES**

	2011/12		2012/13
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>20 <u>COUNCIL TAX BENEFITS</u></b>			
<b>Employees</b>			
Salaries	221,550	220,550 a)	200,900 a)
<b>Supplies &amp; Services</b>			
Printing & Stationery	850	850	500
Reference Books & Publications	200	100	-
Storage Facilities	300	300	300
Postage	10,500	10,500	13,000 b)
Mobile Telephones	200	100	100
Subscriptions	250	250	250
Audit Fees	10,200	10,200	10,200
Kent Benefit Partnership	3,000	3,750	3,750
<b>Transfer Payments</b>			
Benefits	7,718,250	7,270,600 c)	7,270,600 d)
Local Scheme	27,300	21,000 c)	21,000 d)
	<hr/>	<hr/>	<hr/>
	7,992,600	7,538,200	7,520,600
	-----	-----	-----
<b>Less Income</b>			
Government Grants - Benefits	(7,837,400)	(7,373,950 c)	(7,373,950 d)
- Administration	(213,500)	(234,800 e)	(195,600 f)
- Other	-	-	(2,000 b)
Local Scheme	(20,500)	(15,750 c)	(15,750 d)
	<hr/>	<hr/>	<hr/>
	(8,071,400)	(7,624,500)	(7,587,300)
	-----	-----	-----
<b><u>Sub-total</u></b>	(78,800)	(86,300)	(66,700)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	11,600	11,100	11,400
Information Technology Expenses	42,250	35,550 g)	35,200
Departmental Administrative Expenses	125,600	126,100	129,050
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>100,650</b>	<b>86,450</b>	<b>108,950</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	9.63	9.21	8.92

## CORPORATE SERVICES

### COUNCIL TAX BENEFITS

- a) Reflects the current staff establishment within the Benefits & Verification Section. Revised estimate also includes additional temporary staff provision to assist with the increased workload, funded from additional administration grant.
- b) Includes provision for additional mail shots to inform claimants of replacement scheme, to be met by anticipated Government grant.
- c) Reflects current level of benefit payments and subsidy due.
- d) Forward estimate assumes no increase in council tax or caseload.
- e) 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.
- f) Actual administration grant awarded by DWP for 2012/13 (an overall cut of 7.3%).
- g) Reduction in IT staff development costs following introduction of the corporate Document Management System.

**CORPORATE SERVICES**

	<b>2011/12</b>		<b>2012/13</b>
	<b>ORIGINAL ESTIMATE £</b>	<b>REVISED ESTIMATE £</b>	<b>ESTIMATE £</b>
<b>21 <u>INTEREST &amp; TRANSFERS</u></b>			
<b>Employees</b>			
Salaries	26,100	23,550	24,250
<b>Supplies &amp; Services</b>			
Fund Manager & Treasury Advisor Fees	34,000	36,000	33,500
Legal Fees	1,000	3,000 <b>a)</b>	-
Credit / Debit Card Charges	29,850	9,950 <b>b)</b>	10,450
Bank / Swipe Card Charges	41,250	25,400 <b>b)</b>	26,700
Other Hired and Contracted Services	43,650	2,250 <b>b)</b>	2,400
Transfers in Lieu of Interest	42,100	37,850 <b>c)</b>	30,350 <b>c)</b>
	<hr/>	<hr/>	<hr/>
	217,950	138,000	127,650
	-----	-----	-----
<b>Less Income</b>			
Interest on Investments & Cash Flow	(343,850)	(364,600) <b>d)</b>	(302,900) <b>d)</b>
Credit Card Fee	(4,650)	(3,600)	(3,600)
Recharges to Other Accounts	(77,950)	- <b>b)</b>	-
	<hr/>	<hr/>	<hr/>
	(426,450)	(368,200)	(306,500)
	-----	-----	-----
<b><u>Sub-total</u></b>	(208,500)	(230,200)	(178,850)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	6,200	6,050	6,250
Information Technology Expenses	3,750	3,550	3,650
Departmental Administrative Expenses	8,950	8,700	9,100
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>(189,600)</b>	<b>(211,900)</b>	<b>(159,850)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	0.86	0.78	0.78

## CORPORATE SERVICES

### INTEREST & TRANSFERS

- a) Legal fees associated with recovery of Landsbanki deposit.
- b) Reflects revised accounting practice. The budget now shows corporate banking costs that are not attributable to specific services.
- c) Reflects revised accounting practice. Interest is no longer accrued against contributions unapplied.
- d) Returns reflect the current low interest rate environment. Revised estimate includes gain on sale of Gilts.



**CORPORATE SERVICES**

	<b>2011/12</b>		<b>2012/13</b>
	<b>ORIGINAL ESTIMATE £</b>	<b>REVISED ESTIMATE £</b>	<b>ESTIMATE  £</b>
<b>22 <u>DRAINAGE BOARDS SPECIAL LEVIES</u></b>			
<b>Payments to Drainage Boards</b>	398,000	390,300 a)	409,800 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>398,350</b>	<b>390,650</b>	<b>410,150</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>	295,550	295,550	250,300 c)
<b>Supplies &amp; Services</b>			
Capital Grants and Contributions (RECS)	-	56,000 d)	-
<b>Central, Departmental &amp; Technical     Support Services</b>			
Central Salaries & Administration	6,050	5,550	5,750
Information Technology Expenses	100	100	100
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>301,700</b>	<b>357,200</b>	<b>256,150</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.12	0.10	0.10
<b>24 <u>GENERAL ADVICE TO PARISH COUNCILS</u></b>			
<b>Employees</b>			
Salaries	36,000	35,000	35,950
<b>Central, Departmental &amp; Technical     Support Services</b>			
Central Salaries & Administration	21,950	19,650	20,250
Departmental Administrative Expenses	12,450	13,100	13,900
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>70,400</b>	<b>67,750</b>	<b>70,100</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.33	1.30	1.30

## CORPORATE SERVICES

### DRAINAGE BOARDS SPECIAL LEVIES

- a) Reflects actual levies for 2011/12.
- b) Assumes an increase for inflation (5.0%).

### FINANCIAL ARRANGEMENTS WITH PARISH COUNCILS

- c) Reflects recommendation of Finance and Property Advisory Board 28 September 2011 and subsequent decision of Cabinet on 12 October 2011.
- d) Underspends in respect of Capital Grants to Parish Councils have been re-profiled to 2011/12. Please see the Capital Plan for further details.

**CORPORATE SERVICES**

	2011/12		2012/13
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>25 <u>ITINERANTS</u></b>			
<b>Employees</b>			
Salaries	2,250	2,200	2,250
<b>Central, Departmental &amp; Technical     Support Services</b>			
Central Salaries & Administration	12,850	13,400	13,550
Departmental Administrative Expenses	750	750	800
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>15,850</b>	<b>16,350</b>	<b>16,600</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.35	0.35	0.35
<b>26 <u>CLIMATE CHANGE</u></b>			
<b>Employees</b>			
Salaries	55,450	47,700 a)	50,450 a)
<b>Supplies &amp; Services</b>			
LA21 Initiatives	8,000	6,000	6,000
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	63,450	53,700	56,450
<b>Central, Departmental &amp; Technical     Support Services</b>			
Central Salaries & Administration	500	500	500
Departmental Administrative Expenses	15,150	18,400 b)	19,450
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>79,100</b>	<b>72,600</b>	<b>76,400</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.20	1.18	1.18

a) Reflects the current staff establishment within the Corporate Services Section. Revised estimate is further offset by maternity leave.

b) Re-assessment of staff allocations from Electoral Management Section.

**CORPORATE SERVICES**

	2011/12		2012/13
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>27 <u>ECONOMIC DEVELOPMENT AND REGENERATION</u></b>			
<b>Employees</b>			
Salaries	19,550	17,850	18,450
<b>Supplies &amp; Services</b>			
Economic Development Expenses	5,000	5,000	4,000
Area Investment Framework	5,000	5,000	3,750
Business Support			
Grants	2,500	2,500	2,500
Accommodation / Parking	5,700	5,700	5,700
Borough Christmas Lighting	27,000	27,000	27,000
Farmers Markets Expenses	1,000	-	-
Capital Grants and Contributions (RECS)	-	10,000 a)	-
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	65,750	73,050	61,400
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	3,600	3,450	3,550
Departmental Administrative Expenses	5,500	7,000	7,400
Information Technology Expenses	100	50	50
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	4,200	5,400	5,400
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>79,150</b>	<b>88,950</b>	<b>77,800</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.49	0.51	0.51

- a) Reflects re-profiling of Christmas Displays Capital Plan schemes. Please see the Capital Plan for further details.

**CORPORATE SERVICES**

	2011/12		2012/13
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>28 CAPITAL PROGRAM REVENUE EXP.</b>			
<b>Employees</b>			
# Salaries	161,350	152,450	125,350 a)
<b>Central, Departmental &amp; Technical Support Services</b>			
# Central Salaries & Administration	55,350	53,250	53,600
# Departmental Administrative Expenses	52,450	52,100	49,100
Information Technology Expenses	7,300	5,350	5,700
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	276,450	263,150	233,750
	<hr/>	<hr/>	<hr/>
<b>Less Recharges to :</b>			
Planning & Transportation Services	(173,100)	(149,800)	(134,300)
Environmental Health Services	(3,100)	(2,650)	(2,750)
Leisure Services	(37,600)	(51,900)	(37,300)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>62,650</b>	<b>58,800</b>	<b>59,400</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	4.76	4.61	3.94
Less FTE recharged to Services	(3.62)	(3.52)	(2.87)
	<hr/>	<hr/>	<hr/>
Net FTE retained on Corporate Services	1.14	1.09	1.07

**Memorandum**

**# Service Allocations to Capital Programme**

Administration & Property Services	5,900	5,950	4,650
Environmental Health & Housing Services	3,100	2,650	2,750
Financial Services	37,400	35,400	36,550
Legal Services	12,050	11,850	12,400
Leisure Services	25,200	23,200	22,300
Planning & Transportation Services	170,500	163,750	134,400
LSBU	15,000	15,000	15,000
	<hr/>	<hr/>	<hr/>
	269,150	257,800	228,050
	<hr/>	<hr/>	<hr/>

a) Reduction in staff costs following Transportation Services restructure.

**CORPORATE SERVICES**

	2011/12		2012/13
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>29 <u>CONTRIBUTIONS TO PROVISIONS</u></b>			
General Bad Debts Provision	5,000	25,000 a)	5,000
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>5,000</b>	<b>25,000</b>	<b>5,000</b>
	<hr/>	<hr/>	<hr/>
<b>30 <u>ITEMS FUNDED FROM RESERVES</u></b>			
Aldermen/Freedom Ceremonies	-	35,650 b)	-
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>-</b>	<b>35,650</b>	<b>-</b>
	<hr/>	<hr/>	<hr/>

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

b) Costs associated with the Freedom Parade in June 2011, met from an earmarked reserve

**EMPLOYEES - SALARIES**

**SERVICE ANALYSIS OF EXPENDITURE**

	Basic Salaries	Overtime	Temporary Staff	Total Salaries	Council Contributions		Total Salaries & Oncosts
	£	£	£	£	Nat. Ins.	Supern.	£
<b><u>2011/12 ESTIMATE</u></b>							
Original Estimate	8,292,550	40,700	325,300	8,658,550	644,250	1,105,450	10,408,250
Revised Estimate	7,880,000	45,950	520,750	8,446,700	633,550	1,047,050	10,127,300
<b><u>2012/13 ESTIMATE</u></b>							
Service							
Administration & Property	577,850	16,800	6,000	600,650	45,450	75,950	722,050
Environmental Health & Housing	1,444,300	3,700	5,950	1,453,950	112,100	193,450	1,759,500
Executive	522,400	3,000	14,900	540,300	44,200	70,950	655,450
Information Technology	618,700	2,000	85,650	706,350	55,150	79,300	840,800
Finance	1,498,100	3,500	53,450	1,555,050	114,050	206,550	1,875,650
Legal	357,250	2,200	-	359,450	29,100	50,350	438,900
Leisure	490,150	500	68,000	558,650	40,800	63,850	663,300
Personnel	482,100	550	66,150	548,800	33,900	61,800	644,500
Planning & Transportation	2,073,550	1,100	33,200	2,107,850	168,900	276,650	2,553,400
	8,064,400	33,350	333,300	8,431,050	643,650	1,078,850	10,153,550

## ENVIRONMENTAL HEALTH SERVICES

### SUMMARY

	2011/12 ESTIMATE		2012/13
	ORIGINAL £	REVISED £	ESTIMATE £
1. REFUSE COLLECTION	1,205,250	1,208,700	1,272,200
2. PUBLIC CONVENIENCES	253,900	255,000	259,700
3. STREET SCENE	1,273,050	1,274,650	1,333,300
4. ENVIRONMENTAL PROTECTION	312,750	290,650	298,800
5. FOOD & SAFETY	444,500	416,950	420,500
6. RECYCLING	563,000	744,550	877,050
7. PEST CONTROL	70,550	88,000	90,250
8. PUBLIC HEALTH ACT 1984	4,400	4,200	4,250
9. LICENCES	4,500	(8,000)	(5,100)
10. ENVIRONMENTAL PROTECTION ACT - PART 1	21,450	19,300	22,800
	<hr/>	<hr/>	<hr/>
ANNUAL ESTIMATES	4,153,350	4,294,000	4,573,750
11. CAPITAL PROGRAMME - REVENUE EXPENSES	3,100	2,650	2,750
	<hr/>	<hr/>	<hr/>
	<b>4,156,450</b>	<b>4,296,650</b>	<b>4,576,500</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	34.46	33.12	33.03



**ENVIRONMENTAL HEALTH SERVICES**

	2011/12 ESTIMATE		2012/13
	ORIGINAL £	REVISED £	ESTIMATE £
<b>1. <u>REFUSE COLLECTION</u></b>			
<b>Employees</b>			
Salaries	125,150	119,900 a)	122,650
<b>Premises Related Expenses</b>			
Vale Rise Depot Recharge	25,850	28,250	26,000
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	4,500	4,500	4,500
Leasing Charges - Wheeled Bins	2,500	- b)	- b)
Emergency Arrangements	2,400	2,300	2,300
Information Leaflets	1,200	1,200	1,200
Other Expenses	3,400	3,400	3,400
<b>Third Party Payments</b>			
Refuse Collection Contract	960,000	977,350 c)	1,039,500 d)
Bulky Household Refuse Collection	35,400	33,000 c)	35,000 d)
	<hr/>	<hr/>	<hr/>
	1,160,400	1,169,900	1,234,550
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Fees & Charges			
Bulky Household Refuse Collection	(37,800)	(35,000) e)	(37,500) f)
Contributions from KCC	(22,900)	(22,900)	(22,900)
	<hr/>	<hr/>	<hr/>
	(60,700)	(57,900)	(60,400)
	<hr/>	<hr/>	<hr/>
	1,099,700	1,112,000	1,174,150
	<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>		
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	9,250	8,700	9,000
Information Technology Expenses	3,900	9,200	4,550
Departmental Administrative Expenses	47,000	49,200	51,450
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	45,400	29,600 g)	33,050 g)
	<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>	<b>1,208,700</b>	<b>1,272,200</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	4.26	4.30	4.25

## **ENVIRONMENTAL HEALTH SERVICES**

### **REFUSE COLLECTION**

- a) Reduction in current service costs under International Accounting Standard 19 "Employee Benefits".
- b) Lease payments no longer payable.
- c) Higher than anticipated increase for inflation in March 2011.
- d) Assumes 5.0% increase for inflation in line with contract conditions, plus provision for new housing developments.
- e) Reduction in requests for collection service.
- f) Includes proposed increase in fees from April 2012 considered by Local Environmental Management Advisory Board on 22 November 2011.
- g) Life attributed to refuse bins increased, reducing the annual charge for depreciation.

**ENVIRONMENTAL HEALTH SERVICES**

**2. PUBLIC CONVENIENCES**

**Employees**

Salaries

15,100                      14,350                      14,800

**Premises Related Expenses**

Building Repairs Expenditure

15,850                      18,200 a)                      15,850 b)

Electricity

13,000                      12,000                      12,000

Rates

18,600                      18,600                      19,900

Water Charges (Metered)

9,000                      9,000                      9,000

Sewerage & Environmental Services

12,000                      13,000                      13,000

Premises Insurance

2,600                      2,650                      2,850

**Third Party Payments**

Public Convenience Cleansing Contract

89,400                      90,800 c)                      95,300 d)

**Sub-total**

175,550                      178,600                      182,700

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

9,750                      8,000                      8,300

Information Technology Expenses

300                      250                      250

Departmental Administrative Expenses

5,900                      6,150                      6,450

**Depreciation & Impairment**

Non-Current Asset Depreciation

62,400                      62,000                      62,000

**TO SUMMARY**

**253,900                      255,000                      259,700**

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

0.66                      0.64                      0.64

## **ENVIRONMENTAL HEALTH SERVICES**

### **PUBLIC CONVENIENCES**

- a) Includes general response work (£6,500) and window/door repairs (£4,150).
- b) Includes general response work (£6,500).
- c) Higher than anticipated increase for inflation in March 2011.
- d) Assumes 5.0% increase for inflation in line with contract conditions.

**ENVIRONMENTAL HEALTH SERVICES**

**3. STREET SCENE**

**Employees**

Salaries

	2011/12 ESTIMATE ORIGINAL £	REVISED £		2012/13 ESTIMATE £
	139,000	130,550	a)	134,550
<b>Supplies &amp; Services</b>				
Purchases - Equipment & Materials	20,000	15,000	b)	10,000
Abatement Initiatives (Self Help)	15,000	15,000		15,000
Responsible Dog Ownership	28,600	29,000		30,500
Graffiti Removal	20,000	10,000	d)	10,000
Dog Warden	48,000	48,700		51,100
Emergency Arrangements	1,600	1,500		1,500
Animal Welfare	300	-		-
Contribution to Clean Kent Campaign	5,000	5,000		5,100
<b>Third Party Payments</b>				
Amenity & Street Cleansing Contract	1,066,000	1,082,000	e)	1,146,000
	<hr/>	<hr/>		<hr/>
	1,343,500	1,336,750		1,403,750
	<hr/>	<hr/>		<hr/>
<b>Less Income</b>				
Fees & Charges				
Amenity Cleansing for Russet Homes	(52,800)	(53,400)		(56,300)
Recharge to Utility Companies	(2,000)	(1,150)		(1,150)
Stray Dogs Redemption Fees	(6,300)	(6,300)		(6,300)
Fixed Penalty Notices	(9,250)	(4,500)	g)	(4,500)
Recharge to Other Accounts	(62,400)	(63,300)		(66,500)
	<hr/>	<hr/>		<hr/>
	(132,750)	(128,650)		(134,750)
	<hr/>	<hr/>		<hr/>
<b><u>Sub-total</u></b>	1,210,750	1,208,100		1,269,000
<b>Central, Departmental &amp; Technical Support Services</b>				
Central Salaries & Administration	7,600	7,300		7,500
Information Technology Expenses	5,450	8,500		3,850
Departmental Administrative Expenses	49,250	50,750		52,950
	<hr/>	<hr/>		<hr/>
<b><u>TO SUMMARY</u></b>	1,273,050	1,274,650		1,333,300
	<hr/>	<hr/>		<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	4.17	4.12		4.07

**Supplies & Services**

Purchases - Equipment & Materials

Abatement Initiatives (Self Help)

Responsible Dog Ownership

Graffiti Removal

Dog Warden

Emergency Arrangements

Animal Welfare

Contribution to Clean Kent Campaign

**Third Party Payments**

Amenity & Street Cleansing Contract

**Less Income**

Fees & Charges

Amenity Cleansing for Russet Homes

Recharge to Utility Companies

Stray Dogs Redemption Fees

Fixed Penalty Notices

Recharge to Other Accounts

**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)

## **ENVIRONMENTAL HEALTH SERVICES**

### **STREET SCENE**

- a) Reduction in current service costs under International Accounting Standard 19 "Employee Benefits".
- b) Funding is for repair of existing bins only. Does not include installation and purchase of additional bins.
- c) Assumes 5.0% increase for inflation in line with contract conditions.
- d) New contract arrangements have led to reduced costs.
- e) Higher than anticipated increase for inflation in March 2011.
- f) Assumes 5.0% increase for inflation in line with contract conditions, plus provision for new housing developments.
- g) Reduction in littering and dog fouling offences witnessed by officers has led to fewer FPNs being served.

**ENVIRONMENTAL HEALTH SERVICES**

**4. ENVIRONMENTAL PROTECTION**

**Employees**

Salaries

201,350                      176,050 **a)**                      180,850 **a)**

**Supplies & Services**

Purchases - Equipment & Materials

700                              500                              500

Calibration of Instruments

3,300                              3,000                              3,000

Emergency Arrangements

4,600                              3,900                              3,900

**Third Party Payments**

Water Sampling

1,100                              1,800 **b)**                              1,500 **b)**

General

750                                      750                                      750

Drainage Investigations

5,000                              3,000 **c)**                              1,000 **c)**

Landfill & Pollution Monitoring

5,000                              2,000 **d)**                              2,000 **d)**

Air Quality

12,750                              12,750                              12,750

Contaminated Land - Site Inspections

1,000                              3,000 **e)**                              1,000

235,550                              206,750                              207,250

**Less Income**

Court Costs

(200)                                      -                                      -

Fees & Charges

    Water Sampling

(1,250)                              (2,700) **b)**                              (1,500) **b)**

    Provision of Information

(1,300)                              (1,000)                              (1,000)

Drainage Investigations Recharge

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

(4,750)                                      (3,700)                                      (2,500)

**Sub-total**

230,800                              203,050                              204,750

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

12,400                              12,050                              12,500

Information Technology Expenses

5,700                                      11,600 **f)**                              12,500 **f)**

Departmental Administrative Expenses

61,000                              61,050                              63,750

**Depreciation & Impairment**

Non-Current Asset Depreciation

2,850                                      2,900                                      5,300 **g)**

**TO SUMMARY**

312,750                                      290,650                                      298,800

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

5.54                                      5.23                                      5.24

## **ENVIRONMENTAL HEALTH SERVICES**

### **ENVIRONMENTAL PROTECTION**

- a) Savings arising from sharing the Scientific Officer post with Gravesham Borough Council.
- b) Rise in expenditure in 2011/12 due to a training course on the new private sewers regulations set up and run by TMBC. Partly off-set by a rise in income from delegates attending course.
- c) Transfer of responsibility of private water sewers from householders to water undertakers will reduce investigations.
- d) Reduction in monitoring requirements due to decreasing gas production in old landfills.
- e) Increase in 2011/12 due to a site specific investigation.
- f) Increase in time spent by IT staff on development of the Environmental Health and Housing module of the Uniform system.
- g) Renewal of sound and vibration measurement equipment purchased in 2001/02.



**ENVIRONMENTAL HEALTH SERVICES**

**5. FOOD & SAFETY**

**(a) GENERAL**

**Employees**

Salaries

158,600                      140,700 **a)**                      142,300 **a)**

**Supplies & Services**

Protective Clothing

500                                      200                                      200

Health Education

1,900                                      15,900 **b)**                                      1,900

Health General

1,700                                      1,000                                      1,500

Miscellaneous Insurance

1,400                                      1,450                                      1,450

**Third Party Payments**

District Medical Officer / Port Health Authority

400                                      400                                      400

---

164,500                                      159,650                                      147,750

---

**Less Income**

Court Costs

(500)                                      -                                      -

Fees & Charges

    Smoking Fixed Penalties

(50)                                      -                                      -

    Choosing Health / Big Lottery

-                                      (10,000) **b)**                                      -

---

(550)                                      (10,000)                                      -

---

**Sub-total**

163,950                                      149,650                                      147,750

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

16,950                                      16,450                                      17,100

Information Technology Expenses

7,450                                      4,700                                      5,050

Departmental Administrative Expenses

53,750                                      52,500                                      54,800

---

**242,100                                      223,300                                      224,700**

---

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

4.82                                      4.31                                      4.32

**a)** Savings arising from deletion of vacant Food & Safety Officer post.

**b)** Change 4 Life project funded from NHS Primary Care Trust. Expenditure includes underspend from 2010/11 funding. Any underspend in 2011/12 will be carried forward to 2012/13.

**ENVIRONMENTAL HEALTH SERVICES**

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

**(b) FOOD SAFETY**

**Employees**

Salaries

145,650                      129,150 **a)**                      130,550 **a)**

**Supplies & Services**

Health General

2,000                      1,500                      1,500

Other Expenses

-                      3,300 **b)**                      3,300 **b)**

**Third Party Payments**

Food Sampling

300                      200                      200

147,950                      134,150                      135,550

**Less Income**

Court Costs

(1,000)                      (500)                      (500)

Fees & Charges

Food Inspection

(1,500)                      (300) **c)**                      (300) **c)**

Training Courses

(3,000)                      (2,500)                      (2,500)

(5,500)                      (3,300)                      (3,300)

**Sub-total**

142,450                      130,850                      132,250

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

3,100                      3,050                      3,150

Information Technology Expenses

7,100                      11,100                      9,600

Departmental Administrative Expenses

49,750                      48,650                      50,800

202,400                      193,650                      195,800

**Full Time Equivalent Number of Staff**

(including Support Service Staff)

4.27                      3.90                      3.88

**FOOD & SAFETY**

**(a) GENERAL**

**242,100                      223,300                      224,700**

**(b) FOOD SAFETY**

**202,400                      193,650                      195,800**

**TO SUMMARY**

**444,500                      416,950                      420,500**

**a)** Savings arising from deletion of vacant Food & Safety Officer post.

**b)** Budget provision for inspection work by external contractor transferred from temporary staff.

**c)** Significant decrease in requests for exported and condemned food certificates.

**ENVIRONMENTAL HEALTH SERVICES**

**6. RECYCLING**

**Employees**

Salaries

123,150                      117,600 **a)**                      120,900

**Premises Related Expenses**

Recycling Centres - Servicing

3,000                              3,000                              3,000

Rates

850                                850                                900

**Transport Related Expenses**

Vehicle Maintenance / Fuel etc

60,000                              60,000                              60,000

Vehicle Driver / Insurance / Licence

76,500                              76,500                              77,000

**Supplies & Services**

Publicity & Promotion

9,450                                9,450                                9,450

Emergency Arrangements

500                                 400                                 400

Contribution to Kent Waste Partnership

5,000                                5,000                                5,000

Other Expenses

3,300                                3,300                                3,300

**Third Party Payments**

Recycling Collection Contract

400,000                              406,000 **b)**                              431,000 **c)**

Green Waste Collection Contract

752,000                              763,000 **b)**                              813,000 **c)**

Oil Recycling

3,000                                3,000                                3,000

Plastic Recycling

110,000                              110,000                              115,500 **d)**

Recycling Credits - Collection

37,000                                9,000 **e)**                                600 **e)**

School Initiatives

1,050                                1,050                                1,050

**Carried Forward**

1,584,800                              1,568,150                              1,644,100

- a) Reduction in current service costs under International Accounting Standard 19 "Employee Benefits".
- b) Higher than anticipated increase for inflation in March 2011.
- c) Assumes 5.0% increase for inflation in line with contract conditions, plus provision for new housing developments.
- d) Assumes 5.0% increase for inflation in line with contract conditions.
- e) Administration of third party collections recycling credit scheme passed to Kent County Council from July 2011. This saving will be off-set by reduction in disposal credits paid to the Council by KCC. The Council will continue to pay, via KCC, collection credits to third parties.

**ENVIRONMENTAL HEALTH SERVICES**

**6. RECYCLING (continued)**

	2011/12 ESTIMATE		2012/13
	ORIGINAL £	REVISED £	ESTIMATE £
<b><u>Brought Forward</u></b>	1,584,800	1,568,150	1,644,100
<b>Less Income</b>			
Glass Recycling	(90,000)	(65,000) <b>f)</b>	(65,000) <b>f)</b>
Can Recycling	(25,000)	(29,000) <b>g)</b>	(29,000) <b>g)</b>
Textile Recycling	(11,000)	(25,000) <b>h)</b>	(25,000) <b>h)</b>
Paper Recycling	(370,000)	(380,000) <b>i)</b>	(334,000) <b>i)</b>
Green Waste Recycling	(85,000)	- <b>j)</b>	- <b>j)</b>
Recycling Credits - Disposal	(588,000)	(418,000) <b>k)</b>	(413,000) <b>k)</b>
Contributions from Other Bodies	(21,000)	(35,250) <b>l)</b>	(35,250) <b>l)</b>
	<hr/>	<hr/>	<hr/>
	(1,190,000)	(952,250)	(901,250)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	394,800	615,900	742,850
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	7,750	7,350	7,600
Information Technology Expenses	2,300	4,600	2,300
Departmental Administrative Expenses	45,250	47,300	49,250
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	112,900	69,400 <b>m)</b>	75,050 <b>m)</b>
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>563,000</b>	<b>744,550</b>	<b>877,050</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	3.88	3.88	3.86

**f)** Reduction in prices and tonnages. This will be partly off-set by additional contribution from Tunbridge Wells Borough Council - see note l) below.

**g)** Increases in prices.

**h)** Increases in prices and tonnages.

**i)** Revised and forwards estimates reflect actual levels of tonnages. Revised estimate includes temporary increases in prices between April and December 2011. Forward estimate assumes a 4% reduction in tonnages due to changes in behaviour.

**j)** Formal income share arrangement with KCC ended March 2011.

**k)** Revised and forwards estimates reflect actual levels of tonnages. In addition, the Council has ceased receiving recycling credits on third party collections from July 2011 as the administration of the scheme has passed to KCC. Forward estimate assumes a 4% reduction in tonnages due to changes in behaviour, off-set by a 3% increase in price from April 2012.

**l)** Increased contribution from Tunbridge Wells Borough Council due to reduction in glass income.

**m)** Life attributed to recycling bins increased, reducing the annual charge for depreciation.

**ENVIRONMENTAL HEALTH SERVICES**

**7. PEST CONTROL**

	2011/12 ESTIMATE		2012/13
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Employees</b>			
Salaries	25,750	24,900	25,100
<b>Supplies &amp; Services</b>			
Emergency Arrangements	500	400	400
<b>Third Party Payments</b>			
Pest Control Contract	39,500	40,000	41,000 a)
<b>Financial Hardship Subsidy</b>	3,500	9,500 b)	10,000 b)
	<hr/>	<hr/>	<hr/>
	69,250	74,800	76,500
<b>Less Income</b>			
Rats & Mice Treatment	(18,850)	(8,000) c)	(8,600) d)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	50,400	66,800	67,900
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	6,350	6,050	6,250
Information Technology Expenses	3,800	4,650	5,000
Departmental Administrative Expenses	10,000	10,500	11,100
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>70,550</b>	<b>88,000</b>	<b>90,250</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.13	1.14	1.14

- a) Increase for inflation in line with contract conditions.
- b) Increase in requests for free wasp and flea treatments.
- c) Reduced requests for service.
- d) Includes proposed increase in fees from April 2012 considered by Local Environmental Management Advisory Board on 22 November 2011.

**ENVIRONMENTAL HEALTH SERVICES**

**8. PUBLIC HEALTH ACT 1984**

**Employees**

Salaries

900

800

800

**Third Party Payments**

Funeral Expenses

2,500

2,500

2,500

**Sub-total**

3,400

3,300

3,300

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

700

650

650

Departmental Administrative Expenses

300

250

300

**TO SUMMARY**

**4,400**

**4,200**

**4,250**

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

0.04

0.04

0.04

**ENVIRONMENTAL HEALTH SERVICES**

**9. LICENCES**

**(a) FEE PAYING**

**Employees**

Salaries

	2011/12 ESTIMATE ORIGINAL £	REVISED £	2012/13 ESTIMATE £
Employees Salaries	121,950	121,700	121,750
<b>Premises Related Expenses</b>			
Rents	50	50	50
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	500	2,000	2,000
Professional Fees	6,000	6,000	6,000
Advertising	500	400	400
	<hr/>	<hr/>	<hr/>
	129,000	130,150	130,200
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Licence Fees			
Animal Boarding Establishments	(2,750)	(2,000)	(2,000)
Pet Shops	(950)	(950)	(950)
Hackney Carriages & Private Hire	(135,000)	(135,000)	(135,000)
Riding Establishments	(1,700)	(1,700)	(1,700)
Alcohol & Entertainment - Premises	(77,000)	(77,000)	(77,000)
Alcohol & Entertainment - Personal	(3,000)	(3,000)	(3,000)
Acupuncture / Tattooing / Ear Piercing	-	(250)	(250)
Pleasure Boats & Boatmen	(50)	(250)	(250)
Street Trading	(1,300)	(1,300)	(1,300)
Sex Establishments	(6,000)	(6,000)	(6,000)
Dangerous Wild Animals	(750)	(750)	(750)
Gambling	(16,000)	(16,000)	(16,000)
	<hr/>	<hr/>	<hr/>
	(244,500)	(244,200)	(244,200)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(115,500)	(114,050)	(114,000)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	19,450	18,900	19,700
Information Technology Expenses	23,150	11,050	11,800
Departmental Administrative Expenses	49,250	49,500	50,950
	<hr/>	<hr/>	<hr/>
	<b>(23,650)</b>	<b>(34,600)</b>	<b>(31,550)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	4.36	4.21	4.21

**Premises Related Expenses**

Rents

**Supplies & Services**

Purchases - Equipment & Materials

Professional Fees

Advertising

**Less Income**

Licence Fees

Animal Boarding Establishments

Pet Shops

Hackney Carriages & Private Hire

Riding Establishments

Alcohol & Entertainment - Premises

Alcohol & Entertainment - Personal

Acupuncture / Tattooing / Ear Piercing

Pleasure Boats & Boatmen

Street Trading

Sex Establishments

Dangerous Wild Animals

Gambling

**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)

**ENVIRONMENTAL HEALTH SERVICES**

**9. LICENCES (continued)**

**(b) NON FEE PAYING**

**Employees**

Salaries

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

Information Technology Expenses

Departmental Administrative Expenses

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

	2011/12 ESTIMATE		2012/13 ESTIMATE
	ORIGINAL £	REVISED £	£
Employees Salaries	14,450	13,650	13,100
Central Salaries & Administration	8,000	7,800	8,100
Information Technology Expenses	500	-	-
Departmental Administrative Expenses	5,200	5,150	5,250
	<hr/> 28,150	<hr/> 26,600	<hr/> 26,450
Full Time Equivalent Number of Staff (including Support Service Staff)	0.56	0.62	0.62

**LICENCES**

**(a) FEE PAYING**

**(b) NON FEE PAYING**

**TO SUMMARY**

(a) FEE PAYING	(23,650)	(34,600)	(31,550)
(b) NON FEE PAYING	28,150	26,600	26,450
	<hr/> 4,500	<hr/> (8,000)	<hr/> (5,100)



**ENVIRONMENTAL HEALTH SERVICES**

**10. ENVIRONMENTAL PROTECTION ACT - PART 1**

**Employees**

Salaries

27,000

23,550

24,200

**Less Income**

Fees & Charges

(15,700)

(16,150)

(16,200)

**Sub-total**

11,300

7,400

8,000

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

1,500

1,450

1,450

Information Technology Expenses

700

2,500 a)

5,050 a)

Departmental Administrative Expenses

7,950

7,950

8,300

**TO SUMMARY**

21,450

19,300

22,800

**Full Time Equivalent Number of Staff**

(including Support Service Staff)

0.71

0.68

0.71

- a) Increase in time spent by IT staff on development of the Environmental Health and Housing module of the Uniform system.

**Memorandum**

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

Total from above

21,450

19,300

22,800

Share of:

Democratic Administration

5,950

5,400

5,750

Corporate Management

2,500

1,950

2,050

Non Distributed Costs

1,850

3,000

3,250

Full Cost of LAPPC / LA-IPPC

31,750

29,650

33,850

**ENVIRONMENTAL HEALTH SERVICES**

**11. CAPITAL PROGRAMME**  
**- REVENUE EXPENSES**

**Direct Salaries, Central, Departmental  
& Technical Support Services**  
Service Allocations  
Env Health & Housing Services

**TO SUMMARY**

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

	<b>2011/12 ESTIMATE</b>		<b>2012/13</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
	3,100	2,650	2,750
	<hr/>	<hr/>	<hr/>
	<b>3,100</b>	<b>2,650</b>	<b>2,750</b>
	<hr/>	<hr/>	<hr/>
	0.06	0.05	0.05

## HOUSING SERVICES

### SUMMARY

	2011/12 ESTIMATE		2012/13
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. HOMELESSNESS	212,600	190,850	191,350
2. PRIVATE SECTOR HOUSING RENEWAL	565,500	631,600	558,950
3. HOUSING ADVANCES	14,700	12,000	13,950
4. HOUSING BENEFITS & COUNTER FRAUD	393,400	273,250	380,350
5. PRIVATE SECTOR HOUSING STANDARDS	143,200	87,450	95,500
6. HOME SAFETY	4,700	4,350	3,900
7. HOME IMPROVEMENT AGENCY	57,300	56,550	56,800
8. HOUSING STRATEGY & ENABLING ROLE	266,100	284,850	305,900
9. HOUSING ADVICE	174,350	182,800	176,450
	<hr/>	<hr/>	<hr/>
	<b>1,831,850</b>	<b>1,723,700</b>	<b>1,783,150</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	40.62	40.43	39.04

## HOUSING SERVICES

	2011/12 ESTIMATE		2012/13
	ORIGINAL £	REVISED £	ESTIMATE £
<b>1. <u>HOMELESSNESS</u></b>			
<b>Employees</b>			
Salaries	127,950	132,150 a)	127,600
<b>Supplies &amp; Services</b>			
Bed & Breakfast Charges	70,000	70,000	70,000
Storage of Furniture, Transport, etc.	500	1,500	500
Repossession Prevention Fund	9,000	5,000 b)	4,000 b)
Rent Deposits / Rent in Advance - Payments to Landlords	33,550	33,550	33,550
Publicity & Promotion	300	100	300
Contribution to Bad Debt Provision	10,000	40,000 c)	40,000 c)
<b>Third Party Payments</b>			
Medical Assessments	4,000	4,000	4,000
	255,300	286,300	279,950
<b>Less Income</b>			
Government Grant	(41,050)	(57,500) d)	(57,500) d)
Repossession Prevention Fund - Recharges	-	(4,000) e)	-
Rent Deposits / Rent in Advance - Recharges to Tenants	-	(33,550) f)	(33,550) f)
Customer & Client Receipts - Accommodation	(68,000)	(68,000)	(68,000)
Customer & Client Receipts - Service Charge	(2,000)	(2,000)	(2,000)
	(111,050)	(165,050)	(161,050)
<b><u>Sub-total</u></b>	144,250	121,250	118,900
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	21,400	21,550	22,100
Information Technology Expenses	7,650	4,900	6,950
Departmental Administrative Expenses	39,300	43,150	43,400
	212,600	190,850	191,350
<b><u>TO SUMMARY</u></b>	212,600	190,850	191,350
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	4.21	4.48	4.22

## **HOUSING SERVICES**

### **HOMELESSNESS**

- a) Temporary Housing Options Officer post funded partly by additional homelessness grant (see note d) below).
- b) Funded from government grant received in 2009/10.
- c) Reassessment of the bad debt provision having regard to the age and size of the debt and level of write-offs.
- d) Increased grant awarded by the Department for Communities and Local Government.
- e) Recharging to customers given loans from the repossession prevention fund. In some cases grants are provided which are not recharged (see note b) above).
- f) Recharging to customers given rent and deposit assistance to prevent homelessness.

## HOUSING SERVICES

	2011/12 ESTIMATE		2012/13
	ORIGINAL £	REVISED £	ESTIMATE £
<b>2. PRIVATE SECTOR</b>			
<b><u>HOUSING RENEWAL</u></b>			
<b>Employees</b>			
Salaries	159,700	143,500 a)	144,250
<b>Supplies &amp; Services</b>			
Professional Fees	-	100	100
Capital Grants & Contributions (RECS)	639,000	915,000 b)	757,000 c)
	<hr/>	<hr/>	<hr/>
	798,700	1,058,600	901,350
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Fees & Charges	-	(100)	(100)
Capital Grants Received (RECS)	(301,000)	(491,000) d)	(410,000) e)
	<hr/>	<hr/>	<hr/>
	(301,000)	(491,100)	(410,100)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	497,700	567,500	491,250
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	6,950	6,600	6,800
Information Technology Expenses	12,450	10,100	11,500
Departmental Administrative Expenses	48,400	47,400	49,400
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>565,500</b>	<b>631,600</b>	<b>558,950</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	4.57	4.15	4.15

- a) Savings arising from deletion of vacant Housing Technician post.
- b) Budgets increased to reflect additional grant (see note d) below) and underspends in the Housing Assistance and Disabled Facilities Grant budgets brought forward from 2010/11. Please see the Capital Plan for further details.
- c) Budgets increased to reflect assumed additional grant (see note e) below) and underspends in the Housing Assistance budget brought forward from 2010/11. Please see the Capital Plan for further details.
- d) Higher than anticipated Disabled Facilities Grant subsidy (£410,000) awarded by the Department for Communities and Local Government plus unused Regional Housing Board Grant (£81,000) brought forward from 2010/11.
- e) Assumes the current level of Disabled Facilities Grant subsidy will continue.

## HOUSING SERVICES

### 3. HOUSING ADVANCES

**Premises Related Expenses**

Premises Insurance

	2011/12 ESTIMATE ORIGINAL £	REVISED £	2012/13 ESTIMATE £
Premises Insurance	350	350	350
<b>Supplies &amp; Services</b>			
Contract Services	2,500	2,850	3,000
Other Expenses	50	-	-
	2,900	3,200	3,350
<b>Less Income</b>			
Redemption Fees	(50)	-	-
Interest	(1,200)	(1,100)	(1,100)
	(1,250)	(1,100)	(1,100)
<b><u>Sub-total</u></b>	1,650	2,100	2,250
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	12,850	9,700	11,500
Information Technology Expenses	200	200	200
	14,700	12,000	13,950
<b><u>TO SUMMARY</u></b>			
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.25	0.18	0.21

**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

	2011/12 ESTIMATE ORIGINAL £	REVISED £	2012/13 ESTIMATE £
Salaries	297,300	296,400 a)	269,850 a)

##### Supplies & Services

Printing & Stationery	1,800	1,800	1,000
Reference Books & Publications	400	500	400
Storage Facilities	300	300	300
Consultancy	-	17,000 b)	-
Bailiffs Commission	2,500	2,500	2,500
Tracing Services	500	100	100
Bank Charges	50	-	-
Audit Fee	24,500	21,000	21,000
Kent Benefits Partnership / Welfare Advice Service	3,000	3,750	3,750
Postages	6,050	6,050	8,550 c)
Subscriptions	250	250	250
Other Expenses	-	16,600 d)	-

##### Housing Benefits

Rent Allowances	31,374,400	31,189,400 e)	32,749,600 f)
Non HRA Rent Rebates	81,600	93,600 e)	130,000 f)
Local Scheme	77,000	77,100 e)	81,000 f)
Discretionary Housing Payments	26,700	32,800 e)	42,000 f)
Overpayments	(475,000)	(425,000) e)	(375,000) f)
Contribution to Bad Debt Provision	160,000	180,000 e)	160,000 f)
Compensation Scheme	200	100	100

31,581,550	31,514,250	33,095,400
------------	------------	------------

##### Less Income

Government Grant	-	(20,900) d)	(2,000) c)
Rent Allowance Subsidy	(31,175,000)	(31,135,000) e)	(32,690,000) f)
Non HRA Rent Rebate Subsidy	(38,700)	(42,300) e)	(58,800) f)
Local Scheme Subsidy	(57,900)	(57,900) e)	(60,800) f)
Discretionary Housing Payment Contribution	(26,700)	(32,800) e)	(42,000) f)
Administration Grant	(350,300)	(387,000) g)	(322,500) h)

(31,648,600)	(31,675,900)	(33,176,100)
--------------	--------------	--------------

#### Sub-total Carried Forward

(67,050)	(161,650)	(80,700)
----------	-----------	----------



## HOUSING SERVICES

### 4. HOUSING BENEFITS & COUNTER FRAUD

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

	2011/12 ESTIMATE		2012/13 ESTIMATE
	ORIGINAL £	REVISED £	
<b><u>Brought Forward</u></b>	(67,050)	(161,650)	(80,700)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	142,800	138,750	143,450
Information Technology Expenses	54,150	45,750 i)	45,450 i)
Departmental Administrative Expenses	166,150	167,050	170,850
	<b>296,050</b>	<b>189,900</b>	<b>279,050</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	16.01	15.46	15.01

- a) Revised estimate includes use of additional temporary staff to assist with increase in workload, funded from additional administration grant (see note g) below). Forward estimate has been reduced due to cut in government grant.
- b) Subsidy review by external consultant.
- c) Additional mail shots to inform claimants of changes to benefits scheme, funded by grant from the Department for Work and Pensions (DWP).
- d) There have been a number of changes to benefits regulations which have required upgrades to the Revenues & Benefits IT system. This has been funded in full by grants from the DWP.
- 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. Overall the budget is £66,500 lower than the 2011/12 original estimate.
- f) Assumes 5% increase due to increases in caseloads and rent. Increase in non-HRA rent rebate expenditure reflects anticipated increase in homelessness cases due to changes in benefits regulations, such as the increase in the age threshold from 25 to 35 for restricting housing benefit to the shared accommodation rate for single people. Overall the budget is £10,400 lower than the 2011/12 original estimate.
- g) The DWP has awarded the Council additional Administration Grant of £66,700 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 2012/13 (an overall cut of 7.3%).
- i) Reduced software hire and support costs following the introduction of the corporate Document Management System.

## HOUSING SERVICES

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

#### (b) FRAUD PREVENTION

##### Employees

Salaries

88,050

86,350

89,150

##### Supplies & Services

Other Expenses

4,500

3,000

3,000

92,550

89,350

92,150

##### Less Income

Administration Grant

(97,500)

(106,300) a)

(94,800) b)

Administrative Penalties

(1,000)

(1,400)

(1,000)

(98,500)

(107,700)

(95,800)

#### Sub-total

(5,950)

(18,350)

(3,650)

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

Central Salaries & Administration

29,950

29,100

30,050

Information Technology Expenses

6,050

4,350

4,300

Departmental Administrative Expenses

67,300

68,250

70,600

97,350

83,350

101,300

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

4.14

4.20

4.20

### HOUSING BENEFITS & COUNTER FRAUD

(a) HOUSING BENEFITS

296,050

189,900

279,050

(b) FRAUD PREVENTION

97,350

83,350

101,300

#### TO SUMMARY

393,400

273,250

380,350

- a) The DWP has awarded the Council additional Administration Grant of £66,700 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).
- b) Actual Administration Grant awarded by DWP for 2012/13 (an overall cut of 7.3%).

## HOUSING SERVICES

### 5. PRIVATE SECTOR HOUSING STANDARDS

**Employees**

Salaries

61,100                      56,200 **a)**                      56,700

**Supplies & Services**

Private Sector House Condition Survey

60,000                      10,000 **b)**                      15,000 **b)**

---

121,100                      66,200                      71,700

**Less Income**

Houses in Multiple Occupation Licences

(300)                      (1,550)                      (400)

**Sub-total**

120,800                      64,650                      71,300

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

1,750                      1,600                      1,650

Information Technology Expenses

2,450                      3,050                      3,650

Departmental Administrative Expenses

18,200                      18,150                      18,900

**TO SUMMARY**

**143,200                      87,450                      95,500**

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

1.67                      1.56                      1.56

- a) Savings arising from deletion of vacant Housing Technician post.
- b) Alternative arrangement put in place for survey work that does not require collection of primary data. Work due to start in last quarter of 2011/12.

**HOUSING SERVICES**

**6. HOME SAFETY**

**Employees**

Salaries

2011/12 ESTIMATE		2012/13 ESTIMATE
ORIGINAL	REVISED	ESTIMATE
£	£	£
2,450	2,200	2,250
<b>Supplies &amp; Services</b>		
Purchases - Equipment & Materials		
-	550	-
Publicity & Promotion		
700	50	-
<b><u>Sub-total</u></b>		
3,150	2,800	2,250
<b>Central, Departmental &amp; Technical Support Services</b>		
Central Salaries & Administration		
800	750	800
Information Technology Expenses		
-	50	50
Departmental Administrative Expenses		
750	750	800
<b><u>TO SUMMARY</u></b>		
<b>4,700</b>	<b>4,350</b>	<b>3,900</b>
<b>Full Time Equivalent Number of Staff</b>		
(including Support Service Staff)		
0.09	0.08	0.08

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

800 750 800

Information Technology Expenses

- 50 50

Departmental Administrative Expenses

750 750 800

**TO SUMMARY**

**4,700 4,350 3,900**

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

0.09 0.08 0.08

## HOUSING SERVICES

### 7. HOME IMPROVEMENT AGENCY

**Employees**

Salaries

	2011/12 ESTIMATE ORIGINAL £	REVISED £	2012/13 ESTIMATE £
Salaries	6,950	6,250	6,350
<b>Supplies &amp; Services</b>			
Professional Fees	500	500	500
Miscellaneous Insurance	500	550	550
<b>Third Party Payments</b>			
Home Improvement Agency	45,000	45,000	45,000
	52,950	52,300	52,400
<b><u>Sub-total</u></b>			
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	2,150	2,100	2,150
Information Technology Expenses	50	50	50
Departmental Administrative Expenses	2,150	2,100	2,200
	57,300	56,550	56,800
<b><u>TO SUMMARY</u></b>			
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.23	0.22	0.22

**Supplies & Services**

Professional Fees

Miscellaneous Insurance

**Third Party Payments**

Home Improvement Agency

**Sub-total**

**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)

## HOUSING SERVICES

### 8. HOUSING STRATEGY & ENABLING ROLE

#### (a) HOUSING STRATEGY

##### Employees

	2011/12 ESTIMATE ORIGINAL £	2011/12 ESTIMATE REVISED £	2012/13 ESTIMATE £
Salaries	62,300	62,600	61,600

##### Supplies & Services

Publicity & Promotion	750	750	750
Energy Efficiency Initiatives	4,600	3,500	3,500
Support for External Agencies	6,000	6,000	6,000
Capital Grants & Contributions (RECS)	-	-	36,000 a)
Other Expenses	-	11,000 b)	-

##### Sub-total

73,650	83,850	107,850
--------	--------	---------

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

Central Salaries & Administration	22,500	21,000	21,800
Information Technology Expenses	700	450	650
Departmental Administrative Expenses	18,250	19,600	19,950

<b>115,100</b>	<b>124,900</b>	<b>150,250</b>
----------------	----------------	----------------

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

2.04	2.08	1.99
------	------	------

- a) Reprofitting of Renewable Energy Schemes Capital Plan scheme from 2010/11 to 2012/13 to coincide with the launch of the Government's *Green Deal* energy efficiency improvement initiative.
- b) Contribution towards Coldharbour project management costs, funded entirely from Second Homes Grant.

## HOUSING SERVICES

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

#### (b) HOUSING REGISTER

**Employees**

Salaries

	2011/12 ESTIMATE ORIGINAL £	REVISED £	2012/13 ESTIMATE £
Salaries	108,700	113,300 a)	108,350
<b>Third Party Payments</b>			
Choice Based Lettings	7,000	7,000	7,000
	115,700	120,300	115,350
<b>Sub-total</b>			
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	200	200	200
Information Technology Expenses	600	1,250	1,900
Departmental Administrative Expenses	34,500	38,200	38,200
	<b>151,000</b>	<b>159,950</b>	<b>155,650</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	3.30	3.58	3.31

**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) Temporary Housing Options Officer post funded partly by additional homelessness grant (see page HS 2).

## HOUSING SERVICES

### 9. HOUSING ADVICE

**Employees**

Salaries

124,300

130,550 a)

123,850

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

2,650

2,300

2,250

Information Technology Expenses

6,650

4,550

5,050

Departmental Administrative Expenses

40,750

45,400

45,300

**TO SUMMARY**

**174,350**

**182,800**

**176,450**

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

4.11

4.44

4.09

- a) Temporary Housing Options Officer post funded partly by additional homelessness grant (see page HS 2).



## LEISURE SERVICES

### SUMMARY

	2011/12 ESTIMATE		2012/13
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. ANGEL CENTRE	661,600	867,250	813,350
2. LARKFIELD LEISURE CENTRE	959,450	1,178,550	1,245,250
3. TONBRIDGE SWIMMING POOL	620,500	818,000	800,550
4. SPORTS GROUNDS	456,750	456,850	473,350
5. POULT WOOD GOLF CENTRE	(60,850)	15,500	8,250
6. PLEASURE GROUNDS & OPEN SPACES	710,450	741,650	722,200
7. ALLOTMENTS	10,150	10,200	10,350
8. CHURCHYARDS	11,900	11,250	12,000
9. CEMETERY	100,500	116,300	99,700
10. YOUTH & PLAY DEVELOPMENT	188,050	204,850	180,700
11. GRANTS	1,900	50,850	1,400
12. SPORTS DEVELOPMENT	70,100	66,800	71,000
13. ARTS PROGRAMME	75,100	75,900	73,450
14. LEISURE STRATEGY / MANAGEMENT	217,650	265,400	198,850
15. TONBRIDGE CASTLE GATEHOUSE	31,800	39,150	23,750
	<hr/>	<hr/>	<hr/>
ANNUAL ESTIMATES	4,055,050	4,918,500	4,734,150
16. CAPITAL PROGRAMME - REVENUE EXPENSES	37,650	51,900	37,300
	<hr/>	<hr/>	<hr/>
	<b>4,092,700</b>	<b>4,970,400</b>	<b>4,771,450</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	24.82	23.94	23.52

## LEISURE SERVICES

	2011/12 ESTIMATE		2012/13
	ORIGINAL £	REVISED £	ESTIMATE £
<b>1. <u>ANGEL CENTRE</u></b>			
<b>Employees</b>			
Salaries	8,600	8,600	8,750
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	27,750	69,750 a)	24,750 b)
Rates	52,800	52,800	55,800 c)
Premises Insurance	16,200	15,650	15,800
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	6,600	6,600	5,000
Miscellaneous Insurance	1,300	1,300	1,300
<b>LSBU Operating Costs (from LSBU 6)</b>	164,600	328,350 d)	321,300 d)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	277,850	483,050	432,700
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	19,850	18,300	18,900
Information Technology Expenses	4,300	5,100	4,300
Departmental Administrative Expenses	38,250	37,950	38,300
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	321,350	322,850	319,150
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>661,600</b>	<b>867,250</b>	<b>813,350</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	0.91	0.91	0.91

a) Includes servicing of plant and equipment (£24,100) and refurbishment of lift (£17,000).

b) Includes servicing of plant and equipment (£15,600).

c) Assumes the NNDR "multiplier" will increase by 5.6% for inflation in April 2012.

d) Revised and forwards estimates reflect actual levels of usage. Forward estimates include proposed increases in fees from April 2012 considered by Leisure and Arts Advisory Board on 12 December 2011, off-set by pay award and increases in energy charges. Please see pages LSBU 4 to LSBU 6 for further details.

## LEISURE SERVICES

### 2. LARKFIELD LEISURE CENTRE

	2011/12 ESTIMATE		2012/13
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Employees</b>			
Salaries	11,800	12,800	11,550
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	85,900	101,200 a)	86,900 b)
Rates	194,900	194,900	205,700 c)
Premises Insurance	28,650	28,650	29,200
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	6,550	6,550	5,000
Miscellaneous Insurance	3,450	3,450	3,500
<b>LSBU Operating Costs (from LSBU 3)</b>	(32,300)	153,200 d)	240,350 d)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	298,950	500,750	582,200
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	23,350	19,350	20,050
Information Technology Expenses	5,550	6,600	5,600
Departmental Administrative Expenses	87,600	84,200	84,200
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	544,000	567,650 e)	553,200
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	959,450	1,178,550	1,245,250
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	1.44	1.40	1.39

- a) Includes servicing of plant and equipment (£23,700), relining/refilling filters (£12,000), renewal of handrails to pools (£10,000), plant renewals (£8,000) and duct cleaning (£7,500).
- b) Includes servicing of plant and equipment (£23,700), relining/refilling of filters (£17,000), leisure pool re-grouting (£10,000), plant renewals (£8,000) and renewal of fire alarm / emergency light batteries (£6,000).
- c) Assumes the NNDR "multiplier" will increase by 5.6% for inflation in April 2012.
- d) Revised and forwards estimates reflect actual levels of usage. Forward estimates include proposed increases in fees from April 2012 considered by Leisure and Arts Advisory Board on 12 December 2011, off-set by pay award and increases in energy charges. Please see pages LSBU 2 to LSBU 3 for further details.
- e) Reprofiting of capital renewals provisions and associated depreciation.

**LEISURE SERVICES**

**3. TONBRIDGE SWIMMING POOL**

	2011/12 ESTIMATE		2012/13
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Employees</b>			
Salaries	7,100	7,200	7,300
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	104,600	104,950 a)	85,700 b)
Rates	87,000	87,000	91,900 c)
Premises Insurance	19,700	19,350	19,550
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	3,400	3,400	3,400
Miscellaneous Insurance	1,400	1,400	1,400
<b>LSBU Operating Costs (from LSBU 9)</b>	73,900	270,900 d)	272,450 d)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	297,100	494,200	481,700
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	16,250	15,450	16,050
Information Technology Expenses	4,300	5,100	4,300
Departmental Administrative Expenses	34,900	34,650	34,900
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	267,950	268,600	263,600
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>620,500</b>	<b>818,000</b>	<b>800,550</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	0.78	0.79	0.79

- a) Includes servicing of plant and equipment (£30,800), relining/refilling filters (£17,000) and plant renewals (£10,000).
- b) Includes servicing of plant and equipment (£25,800), refurbishment of foyer toilets (£20,000) and plant renewals (£10,000).
- c) Assumes the NNDR "multiplier" will increase by 5.6% for inflation in April 2012.
- d) Revised and forwards estimates reflect actual levels of usage. Forward estimates include proposed increases in fees from April 2012 considered by Leisure and Arts Advisory Board on 12 December 2011, off-set by pay award and increases in energy charges. Please see pages LSBU 7 to LSBU 9 for further details.

**LEISURE SERVICES**

**4. SPORTS GROUNDS**

**(a) LEISURE MANAGEMENT**

**Employees**

Salaries	3,750	3,700	3,650
----------	-------	-------	-------

**Premises Related Expenses**

Building Repairs Expenditure	9,150	13,450	11,250
Premises Insurance	2,350	2,000	2,100

**Transport Related Expenses**

Car Allowances	150	150	150
----------------	-----	-----	-----

**Supplies & Services**

Stationery	50	50	50
Honoraria	1,100	1,100	1,100
Postages	100	50	50
Telephones	50	50	50

	16,700	20,550	18,400
--	--------	--------	--------

**Less Income**

Rents - Land	(7,000)	(7,000)	(7,000)
--------------	---------	---------	---------

**Sub-total**

	9,700	13,550	11,400
--	-------	--------	--------

**Central, Departmental & Technical Support Services**

Central Salaries & Administration	7,750	7,050	7,350
Information Technology Expenses	150	150	150
Departmental Administrative Expenses	1,400	1,550	1,600

**Depreciation & Impairment**

Non-Current Asset Depreciation	19,600	24,850 a)	24,850 a)
--------------------------------	--------	-----------	-----------

	38,600	47,150	45,350
--	--------	--------	--------

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

	0.25	0.24	0.24
--	------	------	------

a) Replacement of crazy golf course which was fully depreciated in 2011/12 original estimate.

**LEISURE SERVICES**

**4. SPORTS GROUNDS (continued)**

**(b) GROUND MAINTENANCE**

**Employees**

Salaries	38,200	36,800	38,250
----------	--------	--------	--------

**Premises Related Expenses**

Building Repairs Expenditure	8,200	3,700	5,700
------------------------------	-------	-------	-------

Maintenance of Grounds	20,650	20,650	20,650
------------------------	--------	--------	--------

Electricity	800	800	800
-------------	-----	-----	-----

Sewerage & Environmental Services	2,000	2,000	2,000
-----------------------------------	-------	-------	-------

**Transport Related Expenses**

Repairs & Maintenance	-	100 a)	100 a)
-----------------------	---	--------	--------

Licences	-	100 a)	150 a)
----------	---	--------	--------

Petrol / Oil	-	250 a)	250 a)
--------------	---	--------	--------

Transport Insurance	-	300 a)	400 a)
---------------------	---	--------	--------

**Supplies & Services**

Clothing, Uniform & Laundry	150	100	100
-----------------------------	-----	-----	-----

Gates / Security	3,400	2,650 a)	2,500 a)
------------------	-------	----------	----------

Telephones	150	200	200
------------	-----	-----	-----

Licences	100	100	100
----------	-----	-----	-----

**Third Party Payments**

Ground Maintenance Contract	224,100	227,300 b)	237,650 c)
-----------------------------	---------	------------	------------

	297,750	295,050	308,850
--	---------	---------	---------

**Less Income**

Rents - Land	(2,500)	(2,500)	(2,500)
--------------	---------	---------	---------

	(2,500)	(2,500)	(2,500)
--	---------	---------	---------

**Sub-total Carried Forward**

	295,250	292,550	306,350
--	---------	---------	---------

- a) Transport costs of van off-set by reduction in gates / security cost.
- b) Higher than anticipated increase for inflation in January 2011.
- c) Assumes 5.0% increase for inflation in January 2012 and 3.0% in January 2013 in line with contract conditions.

**LEISURE SERVICES**

**4. SPORTS GROUNDS (continued)**

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

	2011/12 ESTIMATE		2012/13
	ORIGINAL £	REVISED £	ESTIMATE £
<b><u>Sub-total Brought Forward</u></b>	295,250	292,550	306,350
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	8,100	7,300	7,600
Information Technology Expenses	350	200	200
Departmental Administrative Expenses	14,450	15,800	17,350
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	100,000	93,850 d)	96,500
	<hr/>	<hr/>	<hr/>
	<b>418,150</b>	<b>409,700</b>	<b>428,000</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	1.26	1.29	1.30

**SPORTS GROUNDS**

- (a) LEISURE MANAGEMENT  
(b) GROUND MAINTENANCE

**TO SUMMARY**

<b>38,600</b>	<b>47,150</b>	<b>45,350</b>
<b>418,150</b>	<b>409,700</b>	<b>428,000</b>
<hr/>	<hr/>	<hr/>
<b>456,750</b>	<b>456,850</b>	<b>473,350</b>
<hr/>	<hr/>	<hr/>

- d) Reprofiting of capital renewals provisions and associated depreciation for equipment at Tonbridge Farm Sports Ground.

**LEISURE SERVICES**

**5. POULT WOOD GOLF CENTRE**

**(a) LEISURE MANAGEMENT**

**Employees**

Salaries

51,800                      49,400                      50,600

**Premises Related Expenses**

Building Repairs Expenditure

27,200                      31,200 **a)**                      17,350 **b)**

Fuel Oil

5,600                      7,000                      7,000

Electricity

17,500                      16,000                      16,000

Rates

35,700                      34,900                      42,000 **c)**

Water Charges (Metered)

1,400                      1,450                      1,450

Sewerage & Environmental Services

350                      400                      400

Premises Insurance

3,600                      3,650                      3,700

**Supplies & Services**

Purchases - Equipment & Materials

6,400                      6,400                      6,400

Maintenance - General

5,650                      5,650                      5,650

External Printing

4,600                      4,500                      4,500

Security Services

2,100                      2,100                      2,100

Streamline Service

2,400                      2,500                      2,500

Marketing

13,500                      13,500                      13,500

Miscellaneous Insurance

50                      50                      50

Telephones

1,700                      1,700                      1,700

**Third Party Payments**

Golf Professional

40,400                      41,100 **d)**                      42,800 **e)**

**Carried Forward**

219,950                      221,500                      217,700

- a)** Includes external decoration (£12,000) and servicing of plant and equipment (£10,450).
- b)** Includes servicing of plant and equipment (£8,450).
- c)** Reduction in transitional relief and allowance for the NNDR "multiplier" increasing by 5.6% for inflation in April 2012.
- d)** Higher than anticipated inflation increase in September 2011.
- e)** Assumes 3.0% increase for inflation in September 2012 in line with contract conditions.



**LEISURE SERVICES**

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

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

	2011/12 ESTIMATE		2012/13
	ORIGINAL £	REVISED £	ESTIMATE £
<b><u>Brought Forward</u></b>	219,950	221,500	217,700
<b>Less Income</b>			
Fees & Charges			
Registration Fees	(14,000)	(13,000)	(13,000)
Green Fees	(668,900)	(595,300) <b>f)</b>	(605,800) <b>f)</b>
Season Tickets	(1,000)	(600)	(600)
Rents - Catering Concession	(67,600)	(63,800) <b>g)</b>	(66,450) <b>h)</b>
	<hr/>	<hr/>	<hr/>
	(751,500)	(672,700)	(685,850)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(531,550)	(451,200)	(468,150)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	22,600	21,400	22,150
Information Technology Expenses	3,950	2,600	2,700
Departmental Administrative Expenses	33,750	34,200	35,100
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	106,200	107,300	108,950
	<hr/>	<hr/>	<hr/>
	<b>(365,050)</b>	<b>(285,700)</b>	<b>(299,250)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	2.42	2.39	2.39

**f)** Revised and forwards estimates reflect actual levels of usage. Forward estimates include proposed increases in fees from April 2012 considered by Leisure and Arts Advisory Board on 12 December 2011.

**g)** Assumes no threshold payment will be received from caterers.

**h)** Assumes 5.0% increase for inflation in January 2012 and 3.0% in January 2012 in line with contract conditions.

**LEISURE SERVICES**

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

**(b) GROUND MAINTENANCE**

**Employees**

Salaries

10,350                      10,150                      10,350

**Premises Related Expenses**

Building Repairs Expenditure

3,600                      3,100                      3,100

Maintenance of Grounds

4,500                      4,500                      3,500

Premises Insurance

400                      400                      400

**LSBU Operating Costs (from LSBU 10)**

265,300                      264,100                      270,600 a)

**Sub-total**

**284,150                      282,250                      287,950**

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

7,600                      6,900                      7,200

Information Technology Expenses

100                      50                      50

Departmental Administrative Expenses

4,300                      4,600                      4,900

**Depreciation & Impairment**

Non-Current Asset Depreciation

8,050                      7,400                      7,400

**304,200                      301,200                      307,500**

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

0.49                      0.48                      0.48

**POULT WOOD GOLF CENTRE**

**(a) LEISURE MANAGEMENT**

**(365,050)                      (285,700)                      (299,250)**

**(b) GROUND MAINTENANCE**

**304,200                      301,200                      307,500**

**TO SUMMARY**

**(60,850)                      15,500                      8,250**

## **LEISURE SERVICES**

### **POULT WOOD GOLF CENTRE - GROUND MAINTENANCE**

- a) Includes pay award. Please see page LSBU 10 for further details.

**LEISURE SERVICES**

**6. PLEASURE GROUNDS & OPEN SPACES**

**(a) TONBRIDGE CASTLE GROUNDS**

**Employees**

Salaries	24,000	14,400 a)	15,450 a)
----------	--------	-----------	-----------

**Premises Related Expenses**

Maintenance of Grounds	5,150	5,150	5,150
Electricity	600	800	800
Rates	-	1,000 b)	1,100 b)
Premises Insurance	50	50	50

**Supplies & Services**

Purchases - Equipment & Materials	11,100	11,100	10,000
Licences	300	300	300

**Third Party Payments**

Ground Maintenance Contracts	94,800	96,300 c)	100,600 d)
Tonbridge in Bloom	8,000	8,000	8,000

	144,000	137,100	141,450
--	---------	---------	---------

**Less Income**

Rents			
Land	(100)	(100)	(100)
Landing Stage	(1,200)	(1,200)	(1,200)
Mobile Catering Concession	(12,000)	(12,000)	(12,000)

	(13,300)	(13,300)	(13,300)
--	----------	----------	----------

**Sub-total**

	130,700	123,800	128,150
--	---------	---------	---------

**Central, Departmental & Technical Support Services**

Central Salaries & Administration	3,100	2,900	3,000
Information Technology Expenses	300	150	150
Departmental Administrative Expenses	7,750	6,100	6,850

**Depreciation & Impairment**

Non-Current Asset Depreciation	12,200	9,850 e)	13,900
--------------------------------	--------	----------	--------

	154,050	142,800	152,050
--	---------	---------	---------

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

	0.81	0.51	0.52
--	------	------	------

## **LEISURE SERVICES**

### **PLEASURE GROUNDS & OPEN SPACES - TONBRIDGE CASTLE GROUNDS**

- a) Reduced Customer Services support.
- b) Rates due in respect of moorings in Tonbridge.
- c) Higher than anticipated increase for inflation in January 2011.
- d) Assumes 5.0% increase for inflation in January 2012 and 3.0% in January 2013 in line with contract conditions.
- e) Renewal of floodlighting originally planned for 2011/12 has been delayed till 2012/13

**LEISURE SERVICES**

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

**(b) HAYSDEN COUNTRY PARK**

**Employees**

	2011/12 ESTIMATE ORIGINAL £	REVISED £	2012/13 ESTIMATE £
Salaries	36,050	34,800	35,150

**Premises Related Expenses**

Building Repairs Expenditure	3,950	1,500	1,500
Maintenance of Grounds	27,300	27,650 a)	28,500 b)
Maintenance of Play Equipment	7,400	7,500 a)	7,700 b)
Electricity	1,000	750	800
Water Charges (Metered)	50	50	50
Sewerage & Environmental Services	750	700	700
Cleaning & Domestic Supplies	4,850	4,950	4,950
Premises Insurance	100	100	150

**Transport Related Expenses**

Repairs & Maintenance	50	50	50
-----------------------	----	----	----

**Supplies & Services**

Purchases - Equipment & Materials	2,850	2,850	2,850
Maintenance - General	500	500	500
Clothing, Uniforms & Laundry	100	100	100
Cash Collection	1,500	1,850	1,850
Trade Refuse Charges	650	700	700
Dog Bin Emptying	500	500	500
Gates / Security	-	6,250 c)	6,250 c)
Rodent Control	1,150	1,150	1,150
Litter Collection	5,700	5,800 a)	6,100 b)
Advertising	800	800	800
Telephones	600	600	600

	<hr/> 95,850	<hr/> 99,150	<hr/> 100,950
--	--------------	--------------	---------------

**Less Income**

Fees & Charges			
Car Parking Fees	(18,000)	(19,500 d)	(21,000 d)
Car Park Season Tickets	(5,000)	(5,500 e)	(5,500 e)
Rents			
Rights over Water	(4,250)	(4,250)	(4,250)
Mobile Catering Concession	(5,500)	(5,500)	(5,500)

	<hr/> (32,750)	<hr/> (34,750)	<hr/> (36,250)
--	----------------	----------------	----------------

**Sub-total Carried Forward**

	<hr/> 63,100	<hr/> 64,400	<hr/> 64,700
--	--------------	--------------	--------------

**LEISURE SERVICES**

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

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

	2011/12 ESTIMATE		2012/13
	ORIGINAL £	REVISED £	ESTIMATE £
<b><u>Sub-total Brought Forward</u></b>	63,100	64,400	64,700
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	2,900	2,350	2,450
Information Technology Expenses	1,900	1,550	1,600
Departmental Administrative Expenses	13,850	15,250	16,500
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	24,500	20,850 f)	22,100
	<hr/>	<hr/>	<hr/>
	<b>106,250</b>	<b>104,400</b>	<b>107,350</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	1.22	1.25	1.24

- a) Higher than anticipated increase for inflation in January 2011.
- b) Assumes 5.0% increase for inflation in January 2012 and 3.0% in January 2013 in line with contract conditions.
- c) Budget provision for opening / closing gates and other duties by external contractor transferred from temporary staff to gates / security.
- d) Reflects increase in fees from October 2011 as reported to Car Parking Charges Advisory Board on 19 July 2011.
- e) Reflects actual number of season tickets sold.
- f) Life attributed to sewerage system extended reducing annual charge for depreciation.

**LEISURE SERVICES**

	2011/12 ESTIMATE		2012/13
	ORIGINAL £	REVISED £	ESTIMATE £
<b>6. <u>PLEASURE GROUNDS &amp; OPEN SPACES</u></b>			
<b>(continued)</b>			
<b>(c) <u>OPEN SPACES</u></b>			
<b><u>&amp; AMENITY AREAS BOROUGH - WIDE</u></b>			
<b>Employees</b>			
Salaries	58,350	55,300	56,400
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	2,000	2,000	4,000 a)
Maintenance of Grounds	29,650	29,650	29,650
Maintenance of Play Equipment	6,000	6,000	6,000
Electricity	700	700	700
Premises Insurance	2,050	2,050	2,100
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	800	800	800
Security Services	400	400	400
Dog Bin Emptying	250	250	250
Rodent Control	500	500	500
Telephones	450	400	400
Capital Grants & Contributions (RECS)	-	44,000 b)	-
<b>Third Party Payments</b>			
Ground Maintenance Contracts	140,400	139,250 c)	145,500 d)
	241,550	281,300	246,700
<b>Less Income</b>			
Interest Receipts	(4,500)	(4,550)	(4,800)
Rents			
Land	(14,600)	(14,600)	(14,600)
Wayleave Agreement	(1,250)	(1,250)	(1,250)
	(20,350)	(20,400)	(20,650)
<b><u>Sub-total Carried Forward</u></b>	221,200	260,900	226,050

a) Wall repairs at New Road, East Malling (£3,000).

b) Larkfield Recreation Ground Improved Play Facilities and Tonbridge Memorial Garden Improvements Capital Plan schemes approved by Council on 2 November 2010 and 17 February 2011 respectively. Please see the Capital Plan for further details.

c) Reflects variation orders deductions.

d) Assumes 5.0% increase for inflation in January 2012 and 3.0% in January 2013 in line with contract conditions.



**LEISURE SERVICES**

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

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

	2011/12 ESTIMATE		2012/13
	ORIGINAL £	REVISED £	ESTIMATE £
<b><u>Sub-total Brought Forward</u></b>	221,200	260,900	226,050
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	5,850	4,600	4,800
Information Technology Expenses	600	550	550
Departmental Administrative Expenses	22,350	24,100	26,200
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	34,950	40,250 e)	36,750
	<b>284,950</b>	<b>330,400</b>	<b>294,350</b>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	1.90	1.92	1.92

- e) Increase reflects depreciation of new Public Open Spaces Site Improvements Capital Plan project at Scotchers Field, Tonbridge and Leybourne Lakes.

**LEISURE SERVICES**

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

**(d) PATROLLING**

**Employees**

Salaries	5,800	5,050	5,550
----------	-------	-------	-------

**Transport Related Expenses**

Repairs & Maintenance	-	150 a)	150 a)
Licences	-	50 a)	100 a)
Petrol / Oil	-	250 a)	250 a)
Transport Insurance	-	300 a)	400 a)

**Supplies & Services**

Clothing, Uniform & Laundry	150	100	100
Gates / Security	3,400	2,650 a)	2,500 a)
Telephones	150	200	200

**Sub-total**

	9,500	8,750	9,250
--	-------	-------	-------

**Central, Departmental & Technical Support Services**

Central Salaries & Administration	1,200	1,100	1,150
Information Technology Expenses	50	50	50
Departmental Administrative Expenses	2,200	2,250	2,550

	<b>12,950</b>	<b>12,150</b>	<b>13,000</b>
--	---------------	---------------	---------------

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

	0.20	0.19	0.20
--	------	------	------

a) Transport costs of van off-set by reduction in gates / security cost.

**LEISURE SERVICES**

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

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

**Employees**

Salaries

2011/12 ESTIMATE		2012/13
ORIGINAL	REVISED	ESTIMATE
£	£	£
11,000	10,600	10,650
<b>Premises Related Expenses</b>		
Maintenance of Grounds		
14,700	14,700	14,700
Tree Planting Schemes		
4,300	4,300	4,300
<b>Supplies &amp; Services</b>		
Purchases - Equipment & Materials		
500	500	500
Health & Safety - Trees		
5,000	5,000	5,000
Miscellaneous Insurance		
50	50	50
<b>Third Party Payments</b>		
Medway Valley Countryside Partnership		
10,600	10,600	10,600
<hr/>	<hr/>	<hr/>
<b>Sub-total</b>	<b>45,750</b>	<b>45,800</b>
<hr/>	<hr/>	<hr/>
<b>57,300</b>	<b>56,350</b>	<b>56,950</b>
<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b>	<b>0.46</b>	<b>0.45</b>
(Including Support Service Staff)		

**Premises Related Expenses**

Maintenance of Grounds

14,700

Tree Planting Schemes

4,300

**Supplies & Services**

Purchases - Equipment & Materials

500

Health & Safety - Trees

5,000

Miscellaneous Insurance

50

**Third Party Payments**

Medway Valley Countryside Partnership

10,600

**Sub-total**

46,150

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

6,800

Information Technology Expenses

200

Departmental Administrative Expenses

4,150

5,950

100

4,550

6,150

100

4,900

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

0.46

0.46

0.45

**LEISURE SERVICES**

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

**(f) LEYBOURNE LAKES COUNTRY PARK**

**Employees**

	2011/12 ESTIMATE ORIGINAL £	REVISED £	2012/13 ESTIMATE £
Salaries	75,450	71,900 a)	72,100 a)

**Premises Related Expenses**

Building Repairs Expenditure	4,050	650 b)	650 b)
Maintenance of Grounds	12,050	12,050	12,050
Electricity	3,000	3,500 c)	3,500 c)
Rates	-	50	50
Water Charges (Metered)	300	300	300
Cleaning & Domestic Supplies	6,500	6,600	6,600
Premises Insurance	350	350	400

**Transport Related Expenses**

Repairs & Maintenance	550	550	550
Petrol / Oil	100	100	100
Transport Insurance	150	150	150

**Supplies & Services**

Purchases - Equipment & Materials	850	850	850
Clothing, Uniforms & Laundry	750	750	750
Printing & Stationery	800	800	800
Professional Fees	3,000	3,000 d)	- d)
Cash Collection	2,750	2,750	2,750
Trade Refuse Charges	2,500	2,500	2,000
Dog Bin Emptying	300	300	300
Gates / Security	-	3,200 a)	3,200 a)
Pest Control	400	400	400
Wildlife Monitoring	400	400	400
Hall Hire for User Group	100	100	100
Car Park Management Charges	900	950	950
Telephones	900	900	900

<b>116,150</b>	<b>113,100</b>	<b>109,850</b>
----------------	----------------	----------------

**Less Income**

Car Parking Fees	(17,000)	(17,500 e)	(18,000 e)
Car Park Season Tickets	-	(50)	(50)
Educational Visits	(300)	(250)	(250)
Interest Receipts	(10,600)	(11,100)	(10,800)
Rents			
Land	(250)	(250)	(250)
Mobile Catering Concession	(6,500)	(6,500)	(6,500)
Windsurfing / Diving Concession	(6,650)	(7,000 f)	(7,000 f)
Fishing Concession	(13,300)	(13,700 f)	(13,700 f)
Contributions from Other Bodies	(12,500)	(12,500)	(12,500)
Developer Contributions	(3,000)	(3,000 a)	- a)

<b>(70,100)</b>	<b>(71,850)</b>	<b>(69,050)</b>
-----------------	-----------------	-----------------

**Sub-total Carried Forward**

<b>46,050</b>	<b>41,250</b>	<b>40,800</b>
---------------	---------------	---------------

**LEISURE SERVICES**

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

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

	2011/12 ESTIMATE		2012/13
	ORIGINAL £	REVISED £	ESTIMATE £
<b><u>Sub-total Brought Forward</u></b>	46,050	41,250	40,800
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	3,950	3,400	3,500
Information Technology Expenses	1,050	1,450	1,250
Departmental Administrative Expenses	19,900	23,500 <b>g)</b>	27,000 <b>g)</b>
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	24,000	25,950	25,950
	<b>94,950</b>	<b>95,550</b>	<b>98,500</b>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	2.65	2.71	2.71

**PLEASURE GROUNDS & OPEN SPACES**

<b>(a) TONBRIDGE CASTLE GROUNDS</b>	154,050	142,800	152,050
<b>(b) HAYSDEN COUNTRY PARK</b>	106,250	104,400	107,350
<b>(c) OPEN SPACES &amp; AMENITY AREAS</b>	284,950	330,400	294,350
<b>(d) PATROLLING</b>	12,950	12,150	13,000
<b>(e) COUNTRYSIDE / WOODLAND MANAGE'T</b>	57,300	56,350	56,950
<b>(f) LEYBOURNE LAKES COUNTRY PARK</b>	94,950	95,550	98,500
	<b>710,450</b>	<b>741,650</b>	<b>722,200</b>
<b><u>TO SUMMARY</u></b>			

- a) Budget provision for opening / closing gates and other duties by external contractor transferred from temporary staff to gates / security.
- b) External decoration / pre-decoration repairs (£3,400) now scheduled for 2013/14.
- c) Actual cost of electricity.
- d) One-off fees to evaluate capital scheme funded by developer contribution.
- e) Reflects increase in fees from October 2011 as reported to Car Parking Charges Advisory Board on 19 July 2011.
- f) Increase in line with contract conditions.
- g) Increased printing, customer service and IT equipment costs allocated to the Park Rangers section.

**LEISURE SERVICES**

**7. ALLOTMENTS**

**Employees**

Salaries

2011/12 ESTIMATE		2012/13 ESTIMATE
ORIGINAL	REVISED	ESTIMATE
£	£	£
550	500	500
<b>Premises Related Expenses</b>		
Premises Insurance		
100	50	100
<b>Third Party Payments</b>		
Management Fee to T.A.G.A.		
5,100	5,100	5,100
<hr/>	<hr/>	<hr/>
5,750	5,650	5,700
<b>Less Income</b>		
Rents		
(50)	(50)	(50)
<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	5,600	5,650
<b>Central, Departmental &amp; Technical Support Services</b>		
Central Salaries & Administration		
50	250	200
Departmental Administrative Expenses		
200	250	250
<b>Depreciation &amp; Impairment</b>		
Non-Current Asset Depreciation		
4,200	4,100	4,250
<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>10,200</b>	<b>10,350</b>
<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b>	0.02	0.02
(Including Support Service Staff)		

**Premises Related Expenses**

Premises Insurance

**Third Party Payments**

Management Fee to T.A.G.A.

**Less Income**

Rents

**Sub-total**

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

Departmental Administrative Expenses

**Depreciation & Impairment**

Non-Current Asset Depreciation

**TO SUMMARY**

**Full Time Equivalent Number of Staff**

(Including Support Service Staff)

**LEISURE SERVICES**

**8. CHURCHYARDS**

**Employees**

Salaries

2,750

2,150

2,650

**Premises Related Expenses**

Maintenance of Grounds

6,950

7,050 a)

7,200 b)

9,700

9,200

9,850

**Less Income**

Contributions from Other Bodies

(50)

(50)

(50)

**Sub-total**

9,650

9,150

9,800

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

1,250

1,150

1,050

Information Technology Expenses

50

50

50

Departmental Administrative Expenses

950

900

1,100

**TO SUMMARY**

**11,900**

**11,250**

**12,000**

**Full Time Equivalent Number of Staff**

(Including Support Service Staff)

0.10

0.09

0.09

- a) Higher than anticipated increase for inflation in January 2011.
- b) Assumes 5.0% increase for inflation in January 2012 and 3.0% in January 2013 in line with contract conditions.

## LEISURE SERVICES

### 9. CEMETERY

	2011/12 ESTIMATE		2012/13
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Employees</b>			
Salaries	28,150	27,550	27,650
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	11,100	22,100 a)	1,100
Maintenance of Grounds	5,600	5,600	5,600
Electricity	800	800	800
Rates	5,600	5,500	6,400 b)
Water Charges (Metered)	100	100	100
Sewerage & Environmental Services	1,050	1,100	1,100
Premises Insurance	900	900	900
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	1,950	1,950	1,950
Laundry	50	50	50
Telephones	400	350	350
<b>Third Party Payments</b>			
Ground Maintenance Contract	55,100	60,650 c)	63,700 d)
	110,800	126,650	109,700
<b>Less Income</b>			
Fees & Charges			
Graves - Annual Maintenance	(400)	(450)	(450)
Graves - Exclusive Right of Burial	(13,000)	(13,000)	(13,650)
Interments	(18,300)	(18,300)	(19,300)
Memorials - Erection	(2,700)	(2,700)	(2,850)
Memorials - Inscription	(2,600)	(2,600)	(2,750)
Register Search	(600)	(600)	(650)
Memorial Garden - Lease of Tablet / Vault	(6,300)	(6,300)	(6,650)
Memorial Garden - Plaque / Inscription	(2,900)	(2,900)	(3,050)
Use of Chapel	(1,500)	(1,500)	(1,600)
	(48,300)	(48,350)	(50,950) e)
<b><u>Sub-total Carried Forward</u></b>	62,500	78,300	58,750

- a) Includes chapel stonework repairs (£15,500) and cemetery wall repairs (£5,000).
- b) Reduction in transitional relief and allowance for the NNDR "multiplier" increasing by 5.6% for inflation in April 2012.
- c) Higher than anticipated increase for inflation in January 2011.
- d) Assumes 5.0% increase for inflation in January 2012 and 3.0% in January 2013 in line with contract conditions.
- e) Includes proposed increases in fees from April 2012 considered by Leisure and Arts Advisory Board on 12 December 2011.



**LEISURE SERVICES**

**9. CEMETERY (continued)**

	2011/12 ESTIMATE		2012/13
	ORIGINAL £	REVISED £	ESTIMATE £
<b><u>Sub-total Brought Forward</u></b>	62,500	78,300	58,750
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	7,950	7,650	7,900
Information Technology Expenses	950	650	700
Departmental Administrative Expenses	11,100	12,000	13,000
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	18,000	17,700	19,350
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>100,500</b>	<b>116,300</b>	<b>99,700</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	1.06	1.08	1.08

**LEISURE SERVICES**

**10. YOUTH & PLAY DEVELOPMENT**

**Employees**

Salaries

101,250                      104,900 **a)**                      87,600 **b)**

**Premises Related Expenses**

Rent

10,150                      11,200 **c)**                      8,000 **d)**

**Transport Related Expenses**

Hire of Transport

4,500                      4,500                      4,500

**Supplies & Services**

Purchases - Equipment & Materials

5,700                      5,700                      5,200 **d)**

Printing & Stationery

3,500                      3,500                      3,500

Shows & Performances

4,700                      4,000 **e)**                      3,500 **d)**

Partnership Fees

44,000                      44,000                      35,300 **d)**

Telephones

250                      250                      250

Registration & Inspection of Centres

350                      350                      350

**Youth Development**

Activate

35,000                      32,000 **f)**                      35,000

Youth Development Initiatives

9,000                      9,000                      9,000

218,400                      219,400                      192,200

**Less Income**

Fees & Charges

Playscheme Registration Fees

(50,500)                      (41,600) **g)**                      (34,000) **d)**

Activate

(20,000)                      (16,600) **f)**                      (20,000)

Contributions from Other Bodies

Playscheme - Parish Councils

(10,750)                      (11,000)                      (11,000)

Youth Development

(500)                      (500)                      (500)

(81,750)                      (69,700)                      (65,500)

**Sub-total**

136,650                      149,700                      126,700

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

12,350                      12,100                      12,500

Information Technology Expenses

7,400                      12,750 **h)**                      8,950

Departmental Administrative Expenses

31,650                      30,300                      32,550

**TO SUMMARY**

**188,050                      204,850                      180,700**

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

2.11                      2.16                      2.11

## **LEISURE SERVICES**

### **YOUTH & PLAY DEVELOPMENT**

- a) Increased use of temporary staff to cover maternity leave.
- b) Temporary staff budget reduced to reflect return of post holder from maternity leave and reduction of playscheme from 4 weeks to 3 weeks from 2012.
- c) Actual cost of hiring of venues.
- d) Summer playscheme to be reduced from 4 weeks to 3 weeks from 2012. Please see report to Leisure and Arts Advisory Board on 12 December 2011 for further details.
- e) Reflects revised approach to delivery of external activities.
- f) Budget reduced to off-set reduction in income caused by fall in demand.
- g) Reflects current levels of demand and high levels of use by Leisure Pass holders.
- h) Increase in time spent by IT staff on development of the Activate/Playscheme system.

**LEISURE SERVICES**

**11. GRANTS**

**Employees**

Salaries

1,300

1,250

900

**Supplies & Services**

Capital Grants & Contributions (RECS)

-

49,000 a)

-

**Sub-total**

1,300

50,250

900

**Central, Departmental & Technical**

**Support Services**

Central Salaries & Administration

200

200

200

Departmental Administrative Expenses

400

400

300

**TO SUMMARY**

**1,900**

**50,850**

**1,400**

**Full Time Equivalent Number of Staff**

(Including Support Service Staff)

0.03

0.03

0.02

- a) Some of the underspends in 2010/11 in the Capital Grants to Organisations and Capital Grants to Village / Community Halls budgets have been reprofiled to 2011/12 and 2012/13. Please see the Capital Plan for further details.

**LEISURE SERVICES**

**12. SPORTS DEVELOPMENT**

**Employees**

Salaries

2011/12 ESTIMATE		2012/13 ESTIMATE
ORIGINAL	REVISED	ESTIMATE
£	£	£
44,700	41,750	44,900
<hr/>		
5,000	5,000	5,000
<hr/>		
49,700	46,750	49,900
<hr/>		
(500)	(500)	(500)
<hr/>		
49,200	46,250	49,400
<hr/>		
1,600	1,550	1,600
650	800	450
18,650	18,200	19,550
<hr/>		
<b>70,100</b>	<b>66,800</b>	<b>71,000</b>
<hr/>		
1.09	1.07	1.08

**Supplies & Services**

Sports Development Programme

**Less Income**

Contributions from Other Bodies

**Sub-total**

**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)

**LEISURE SERVICES**

**13. ARTS PROGRAMME**

**Employees**

Salaries

2011/12 ESTIMATE		2012/13 ESTIMATE
ORIGINAL	REVISED	ESTIMATE
£	£	£
30,200	28,850	29,600

**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	100	100
-----	-----	-----

Youth Art Initiatives

2,000	2,000	1,000
-------	-------	-------

**Third Party Payments**

Festival of Music & Fireworks

5,000	8,600 a)	5,000
-------	----------	-------

**Sub-total**

57,300	59,150	55,300
--------	--------	--------

**Central, Departmental & Technical**

**Support Services**

Central Salaries & Administration

3,850	3,650	3,800
-------	-------	-------

Information Technology Expenses

1,550	600	500
-------	-----	-----

Departmental Administrative Expenses

12,400	12,500	13,850
--------	--------	--------

**TO SUMMARY**

75,100	75,900	73,450
--------	--------	--------

**Full Time Equivalent Number of Staff**

(Including Support Service Staff)

0.99	0.97	0.97
------	------	------

- a) Ticket sales were very low resulting in the festival making a loss and the Council having to subsidise the organiser for the loss.

**LEISURE SERVICES**

**14. LEISURE STRATEGY / MANAGEMENT**

**Employees**

Salaries

2011/12 ESTIMATE		2012/13 ESTIMATE
ORIGINAL	REVISED	ESTIMATE
£	£	£
83,950	81,800	82,900

**Supplies & Services**

Maintenance - General

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

Market Research / Audit Programme

6,350	6,350	5,350
-------	-------	-------

Communication Expenses

50	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 a)	-
---	-----------	---

**Sub-total**

134,800	198,650	132,750
---------	---------	---------

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

46,100	28,000 b)	25,950 b)
--------	-----------	-----------

Information Technology Expenses

3,600	4,500	4,800
-------	-------	-------

Departmental Administrative Expenses

27,550	28,650	30,900
--------	--------	--------

**Depreciation & Impairment**

Non-Current Asset Depreciation

5,600	5,600	4,450
-------	-------	-------

**TO SUMMARY**

217,650	265,400	198,850
---------	---------	---------

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

3.27	2.68	2.62
------	------	------

- a) Wrotham School and Hayesbrook School All Weather Pitches Capital Plan schemes slipped from 2010/11 to 2011/12. Please see the Capital Plan for further details.
- b) Reduced Customer Services support.

Analysis of Salaries:-

	£	£	£
Tourism & Promotion	22,400	20,300	20,500
Leisure Planning / Policy	32,900	32,600	33,150
Market Research	2,450	2,300	1,950
Liaison with Outside Bodies	26,200	26,600	27,300
	<u>83,950</u>	<u>81,800</u>	<u>82,900</u>

**LEISURE SERVICES**

**15. TONBRIDGE CASTLE GATEHOUSE**

	2011/12 ESTIMATE		2012/13
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Employees</b>			
Salaries	21,300	12,350 a)	12,500 a)
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	4,700	17,000 b)	2,700
Rates	250	300	300
Premises Insurance	3,850	4,000	4,200
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	-	1,000	1,000
Maintenance - General	2,600	3,100	3,000
Streamline Service	500	500	500
Marketing	10,500	6,500 c)	6,500 c)
Subscriptions	-	300	300
Licences	-	700	700
	<hr/>	<hr/>	<hr/>
	43,700	45,750	31,700
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Fees & Charges			
Weddings / Hire of Gatehouse	(5,000)	(3,000) d)	(5,000)
Commission	(1,000)	(1,000)	(1,000)
Tonbridge Castle Attraction	(25,000)	(20,000) e)	(20,000) e)
Profit on Stock Sales	(4,500)	(4,500)	(4,500)
	<hr/>	<hr/>	<hr/>
	(35,500)	(28,500)	(30,500)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	8,200	17,250	1,200
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	8,150	9,300	9,650
Information Technology Expenses	3,950	2,650	2,500
Departmental Administrative Expenses	5,300	3,750	4,200
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	6,200	6,200	6,200
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>31,800</b>	<b>39,150</b>	<b>23,750</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	0.95	0.61	0.59



## **LEISURE SERVICES**

### **TONBRIDGE CASTLE GATEHOUSE**

- a) Reduced Customer Services support.
- b) Includes stonework repairs (£9,300) and lighting controller overhaul (£3,000).
- c) Marketing more cost effectively.
- d) The current economic climate has affected the income in this area for this year as people seem to be looking at cheaper venues.
- e) The current economic climate has reduced income.



**PLANNING AND TRANSPORTATION SERVICES**

**SUMMARY**

	2011/12 ESTIMATE		2012/13
	ORIGINAL £	REVISED £	ESTIMATE £
1. PLANNING & BUILDING CONTROL	1,953,400	2,241,600	2,202,300
2. TRANSPORTATION	138,400	145,400	189,200
3. SECURITY SERVICES MANAGEMENT (CCTV)	123,750	105,250	107,450
4. PARKING SERVICES	(554,750)	(549,100)	(592,400)
5. BOROUGH DRAINAGE & LAND DRAINAGE RELATED WORK	61,050	71,250	122,000
	<hr/>	<hr/>	<hr/>
ANNUAL ESTIMATES	1,721,850	2,014,400	2,028,550
6. CAPITAL PROGRAMME - REVENUE EXPENSES	173,100	149,800	134,300
	<hr/>	<hr/>	<hr/>
	<b>1,894,950</b>	<b>2,164,200</b>	<b>2,162,850</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	84.84	82.77	79.93

**PLANNING AND TRANSPORTATION SERVICES**

**1. PLANNING & BUILDING CONTROL**

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

**Employees**

Salaries

197,950                      155,750 a)                      187,500 b)

**Local Development Framework Expenses**

Other LDF Expenses

30,000                      30,000                      30,000

---

227,950                      185,750                      217,500

**Less Income**

Sales - Publications - Local Plan

(100)                      (150)                      (100)

**Sub-total**

---

227,850                      185,600                      217,400

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

2,650                      2,450                      2,550

Information Technology Expenses

50                      5,150 c)                      6,200 c)

Departmental Administrative Expenses

59,600                      61,050                      66,250

---

**290,150**                      **254,250**                      **292,400**

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

5.01                      4.85                      4.96

## **PLANNING AND TRANSPORTATION SERVICES**

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

- a)** Savings arising from the delayed appointment of the new Planning Policy Manager post and deletion of vacant Graphic Design Officer post.
- b)** Savings arising from the deletion of vacant Graphic Design Officer post, off-set by revised allocation between Policy and Development Control Sections to reflect new management structure.
- c)** Increase reflects use of the Development Control module of the Geographic Information System (GIS) for LDF work.

**PLANNING AND TRANSPORTATION SERVICES**

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

**(b) PLANNING POLICY**

**Employees**

Salaries

185,700                      148,600 **a)**                      159,500 **b)**

**Supplies & Services**

AONB Management

5,550                      5,350                      4,750

Local Wildlife Sites Register Update

6,600                      6,600                      6,700

Capital Grants & Contributions (RECS)

-                      4,000 **c)**                      -

---

197,850                      164,550                      170,950

**Less Income**

Sales - Copies of Documents, Plans, etc.

(100)                      -                      -

**Sub-total**

197,750                      164,550                      170,950

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

2,950                      2,800                      2,900

Information Technology Expenses

8,300                      1,850 **d)**                      3,500 **d)**

Departmental Administrative Expenses

56,450                      58,900                      57,100

---

**265,450                      228,100                      234,450**

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

4.87                      4.68                      4.25

- a)** Savings arising from the delayed appointment of the new Planning Policy Manager post and deletion of vacant Graphic Design Officer post.
- b)** Savings arising from the deletion of vacant Graphic Design Officer post.
- c)** Countryside Management Grants in Areas of Outstanding Natural Beauty Capital Plan scheme slipped from 2010/11 to 2011/12. Please see the Capital Plan for further details.
- d)** Decrease reflects reduced use of the Development Control module of the Geographic Information System (GIS) for planning policy work.

**PLANNING AND TRANSPORTATION SERVICES**

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

**(c) CONSERVATION**

**Employees**

Salaries

	2011/12 ESTIMATE ORIGINAL £	REVISED £	2012/13 ESTIMATE £
Employees			
Salaries	46,450	43,750	44,200
<b>Supplies &amp; Services</b>			
Hadlow Tower Restoration	-	17,400 a)	-
Archaeological Advice	8,000	8,000	8,000
	<hr/>	<hr/>	<hr/>
<b>Sub-total</b>	54,450	69,150	52,200
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	8,950	8,800	9,150
Information Technology Expenses	1,600	1,300	1,550
Departmental Administrative Expenses	14,650	15,000	15,750
	<hr/>	<hr/>	<hr/>
	<b>79,650</b>	<b>94,250</b>	<b>78,650</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.45	1.41	1.41

**Supplies & Services**

Hadlow Tower Restoration

Archaeological Advice

**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)

- a) Reflects costs incurred to bring the purchase and transfer of Hadlow Tower to conclusion to enable the restoration project to proceed.

**PLANNING AND TRANSPORTATION SERVICES**

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

**(d) DEVELOPMENT CONTROL**

**Employees**

Salaries	1,116,750	1,057,800 a)	1,071,100 b)
----------	-----------	--------------	--------------

**Supplies & Services**

Microfilming & Storage Facilities	7,000	7,000	7,000
Professional Fees - Agricultural Advice	3,700	3,700	3,700
Application & Appeals	15,000	30,000 c)	15,000
Advertising	30,000	30,000	30,000

<hr/>	<hr/>	<hr/>
1,172,450	1,128,500	1,126,800
<hr/>	<hr/>	<hr/>

**Less Income**

Fees & Charges			
Planning Applications	(650,000)	(505,000 d)	(505,000 d)
Pre-Planning Advice	(5,000)	(5,000)	(5,000)
S.106 Agreements	(4,100)	(6,000 e)	(6,000 e)
Sales			
Copies of Documents, Plans, etc.	(250)	(250)	(250)

<hr/>	<hr/>	<hr/>
(659,350)	(516,250)	(516,250)
<hr/>	<hr/>	<hr/>

**Sub-total**

513,100	612,250	610,550
---------	---------	---------

**Central, Departmental & Technical Support Services**

Central Salaries & Administration	227,050	222,550	227,800
Information Technology Expenses	150,950	121,600 f)	136,100 f)
Departmental Administrative Expenses	358,350	367,250 g)	381,900 g)

<hr/>	<hr/>	<hr/>
1,249,450	1,323,650	1,356,350
<hr/>	<hr/>	<hr/>

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

36.30	35.62	35.15
-------	-------	-------



## **PLANNING AND TRANSPORTATION SERVICES**

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

- a) Reduction in current service costs under International Accounting Standard 19 "Employee Benefits".
- b) Increase reflects pay award, off-set by revised allocation between Policy and Development Control Sections to reflect new management structure.
- c) This expenditure is driven by external factors such as the range and nature of applications / appeals submitted.
- d) Revised and forwards estimates reflect actual and predicted levels of activity.
- e) This income is driven by external factors such as the range and nature of applications submitted.
- f) Reduced software hire and support costs following the introduction of the corporate Document Management System.
- g) Increased IT equipment costs allocated to the Development Control section.

**PLANNING AND TRANSPORTATION SERVICES**

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

**(e) BUILDING CONTROL**

**Employees**

Salaries	371,750	326,450 a)	296,300 a)
----------	---------	------------	------------

**Supplies & Services**

Purchases - Equipment & Materials	900	600	600
Microfilming & Storage Facilities	5,500	3,700	5,500
Professional Fees	8,000	7,000	7,000
Advertising - Promotional Expenses	1,000	1,000	1,000
Other Expenses	2,000	1,000	1,000

389,150	339,750	311,400
---------	---------	---------

**Less Income**

Fees & Charges			
Building Regulations	(537,300)	(250,000) b)	(280,000) b)

(148,150)	89,750	31,400
-----------	--------	--------

**Sub-total**

**Central, Departmental & Technical Support Services**

Central Salaries & Administration	17,150	16,450	17,000
Information Technology Expenses	26,800	24,100	25,700
Departmental Administrative Expenses	109,300	104,350	105,950

<b>5,100</b>	<b>234,650</b>	<b>180,050</b>
--------------	----------------	----------------

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

9.75	8.58	8.37
------	------	------

- a)** Savings arising from sharing a Building Control Officer post with Sevenoaks District Council and new shared management arrangements as reported to General Purposes Committee on 27 June 2011.
- b)** Revised and forwards estimates reflect actual levels of activity. Forward estimate includes proposed increase in fees considered by Planning and Transportation Advisory Board on 16 November 2011.

**PLANNING AND TRANSPORTATION SERVICES**

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

**(f) HOUSING & PLANNING DELIVERY GRANT**

**Employees**

Temporary Staff

**Supplies & Services**

Other Expenses

	2011/12 ESTIMATE		2012/13 ESTIMATE £
	ORIGINAL £	REVISED £	
Temporary Staff	63,600	103,700 a)	57,400
Other Expenses	-	3,000 b)	3,000 b)
	<u>63,600</u>	<u>106,700 c)</u>	<u>60,400 c)</u>

**PLANNING & BUILDING CONTROL**

- (a) PREPARATION OF LOCAL DEVELOPMENT FRAMEWORK**
- (b) PLANNING POLICY**
- (c) CONSERVATION**
- (d) DEVELOPMENT CONTROL**
- (e) BUILDING CONTROL**
- (f) HOUSING & PLANNING DELIVERY GRANT**

**TO SUMMARY**

	290,150	254,250	292,400
	265,450	228,100	234,450
	79,650	94,250	78,650
	1,249,450	1,323,650	1,356,350
	5,100	234,650	180,050
	63,600	106,700	60,400
	<u>1,953,400</u>	<u>2,241,600</u>	<u>2,202,300</u>

- a)** Supporting staffing changes committed in previous years and / or funding the replacement resources lost by staff moving to part time status.
- b)** Support for the Kent Design Initiative.
- c)** Funded from Housing and Planning Delivery Grant earmarked reserve.

**PLANNING AND TRANSPORTATION SERVICES**

	2011/12 ESTIMATE		2012/13
	ORIGINAL £	REVISED £	ESTIMATE £
<b>2. <u>TRANSPORTATION</u></b>			
<b>Employees</b>			
Salaries	63,800	71,200 a)	68,450 a)
<b>Premises Related Expenses</b>			
Repairs, Alterations & Maintenance	15,000	15,000	15,000
Electricity	300	300	300
Vale Rise Depot Recharge	1,350	1,900	1,250
Premises Insurance	50	50	50
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	5,500	5,500	5,500
In-House Sign Provision	500	500	500
Mobile Communications	1,500	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)	-	-	40,000 b)
	<hr/>	<hr/>	<hr/>
	97,100	105,050	141,650
<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>	87,100	95,050	131,650
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	9,600	9,000	9,150
Information Technology Expenses	4,350	4,600	5,000
Departmental Administrative Expenses	20,600	23,750	26,650
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	16,750	13,000 c)	16,750
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>138,400</b>	<b>145,400</b>	<b>189,200</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.76	2.06	2.05

- a) Increased emphasis on analysis and advocacy of transportation matters, especially in the light of current campaigns on A21 Dualling scheme and Southeastern Railway fares and services.
- b) Local Transport Plan Partnership Programme Capital Plan scheme slipped from 2010/11 to 2012/13. Please see the Capital Plan for further details.
- c) Reflects reprofiling of the Tonbridge Town Centre Enhancement Capital Plan project.

**PLANNING AND TRANSPORTATION SERVICES**

	2011/12 ESTIMATE		2012/13
	ORIGINAL £	REVISED £	ESTIMATE £
<b>3. <u>SECURITY SERVICES MANAGEMENT</u></b>			
<b>Employees</b>			
Salaries	83,450	74,150 a)	45,600 a)
<b>Premises Related Expenses</b>			
Electricity	750	1,200	1,200
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	700	700	700
Maintenance - General	22,000	22,000	22,000
Stationery	150	150	150
Miscellaneous Insurance	4,100	4,000	4,050
Emergency Arrangements	50	50	50
<b>Third Party Payments</b>			
CCTV Monitoring Station	206,000	190,000 b)	200,000 c)
	<hr/>	<hr/>	<hr/>
	317,200	292,250	273,750
<b>Less Income</b>			
Recharge to Parking Services	(334,500)	(284,500)	(290,600)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(17,300)	7,750	(16,850)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	4,600	4,250	4,400
Information Technology Expenses	1,500	1,300	1,400
Departmental Administrative Expenses	31,900	27,700 a)	21,300 a)
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	103,050	64,250 d)	97,200 d)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>123,750</b>	<b>105,250</b>	<b>107,450</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	2.26	2.00	1.39

- a) Savings arising from management restructure within the Transportation Division to be reported to General Purposes Committee on 30 January 2012.
- b) Demand led expenditure - less than expected costs arising within the maintenance contract.
- c) Demand led expenditure - estimated amount set to reflect potential increase in need for replacement parts.
- d) Upgrade of CCTV equipment from analogue to digital originally planned for 2011/12 has been delayed till 2012/13 pending a review of options.

**PLANNING AND TRANSPORTATION SERVICES**

**4. PARKING SERVICES**

**(a) OFF-STREET**

**Employees**

Salaries

177,150                      172,550 **a)**                      173,750 **a)**

**Premises Related Expenses**

Maintenance of Grounds

40,000                      40,000                      40,000

Repairs & Maintenance

27,000                      27,000                      27,000

Winter Maintenance

25,000                      25,000                      25,000

Electricity

850                      850                      850

Rents

4,500                      4,500                      4,500

Rates

179,400                      176,600                      194,200 **b)**

Premises Insurance

1,550                      1,600                      1,550

**Transport Related Expenses**

Repairs & Maintenance

350                      800                      350

Licences

150                      150                      150

Petrol / Oil

2,200                      3,000                      3,000

Transport Insurance

800                      750                      800

**Supplies & Services**

Purchases - Equipment & Materials

1,500                      1,000                      1,000

Mobile Communications

100                      1,050                      1,050

Maintenance - General

23,000                      25,500 **c)**                      25,500 **c)**

Uniforms

1,500                      1,500                      1,500

Stationery

4,000                      6,000 **d)**                      4,000

Cash Collection

35,000                      35,000                      35,000

Payment to Principals / Ticket Refunds

397,000                      417,000 **e)**                      471,000 **e)**

Advertising

1,000                      1,000                      1,000

Publicity & Promotion

1,000                      1,000                      1,000

Miscellaneous Insurance

500                      450                      450

Adjudication & Enforcement Services

5,000                      5,000                      5,000

Mobile Telephones

2,500                      -                      -

Emergency Arrangements

200                      150                      150

Security Services Mgt. Recharge (CCTV)

334,500                      284,500 **f)**                      290,600 **f)**

**Carried Forward**

1,265,750                      1,231,950                      1,308,400

- a) Reduction in current service costs under International Accounting Standard 19 "Employee Benefits".
- b) Reduction in transitional relief and allowance for the NNDR "multiplier" increasing by 5.6% for inflation in April 2012.
- c) Results from increased accuracy in allocating to this budget heading.
- d) Turn of year expenditure on large order of tickets, PCNs and permits.
- e) Revised estimate reflects a more accurate figure for the expected number of refunds. The forward estimate includes provision for a half year's worth of increased one hour ticket prices.
- f) Upgrade of CCTV equipment from analogue to digital delayed from 2011/12 to 2012/13 and savings arising from management restructure within the Transportation Division - please see page PTS 9 for further details.

**PLANNING AND TRANSPORTATION SERVICES**

**4. PARKING SERVICES (continued)**

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

	2011/12 ESTIMATE		2012/13
	ORIGINAL £	REVISED £	ESTIMATE £
<b><u>Brought Forward</u></b>	1,265,750	1,231,950	1,308,400
<b>Less Income</b>			
Fees & Charges			
Car Park Season Tickets	(160,000)	(140,000) <b>g)</b>	(142,000) <b>g)</b>
Business Parking Permits (Ryarsh Lane)	(10,000)	(10,000)	(10,000)
Short Stay Parking	(1,470,000)	(1,435,000) <b>g)</b>	(1,502,000) <b>g)</b>
Long Stay Parking	(460,000)	(465,000) <b>g)</b>	(490,000) <b>g)</b>
Penalty Charge Notices	(155,000)	(145,000) <b>h)</b>	(155,000)
General	(4,500)	(200) <b>i)</b>	(200) <b>i)</b>
Management of Angel / Botany Car Parks	(78,000)	(81,500)	(85,000) <b>j)</b>
Rent - Snodland Town Market / Sunday Farmers' Market	(2,500)	(5,150) <b>k)</b>	(6,000) <b>k)</b>
	<hr/>	<hr/>	<hr/>
	(2,340,000)	(2,281,850)	(2,390,200)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(1,074,250)	(1,049,900)	(1,081,800)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	34,750	33,550	34,650
Information Technology Expenses	31,050	27,550	29,050
Departmental Administrative Expenses	57,700	61,050	65,950
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	111,200	108,000 <b>l)</b>	101,950 <b>m)</b>
	<hr/>	<hr/>	<hr/>
	<b>(839,550)</b>	<b>(819,750)</b>	<b>(850,200)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	7.23	7.41	7.27

**g)** Includes increase in fees from October 2011 as reported to Car Parking Charges Advisory Board on 19 July 2011, off-set by revised and forwards estimates reflecting actual levels of usage.

**h)** Decrease in PCNs reflects the parking enforcement team operating with reduced numbers for part of the year.

**i)** Refund of advertising credit on pay and display tickets now included net in purchase price.

**j)** Increase for inflation in line with management agreement.

**k)** Rental income due from lease of Sovereign Way Mid Car Park for use as a Sunday farmers' market as reported to Finance and Property Advisory Board on 24 May 2011.

**l)** Hand held ticket machines now met from IT capital renewals.

**m)** No depreciation on ticket machines and CCTV equipment purchased in 2004/05 as they have come to the end of their useful life.

**PLANNING AND TRANSPORTATION SERVICES**

**4. PARKING SERVICES (continued)**

**(b) ON-STREET**

**Employees**

Salaries

311,350                      295,750 **a)**                      293,500 **a)**

**Premises Related Expenses**

Repairs & Maintenance

10,000                      10,000                      10,000

**Transport Related Expenses**

Repairs & Maintenance

350                      750                      350

Licences

150                      150                      150

Petrol / Oil

2,000                      2,500                      2,500

Transport Insurance

800                      750                      800

**Supplies & Services**

Purchases - Equipment & Materials

500                      500                      500

Mobile Communications

1,400                      1,050                      1,050

Maintenance - General

6,000                      1,200 **b)**                      1,200 **b)**

Uniforms

1,200                      1,200                      1,200

Stationery

4,000                      4,000                      1,000 **c)**

Cash Collection

650                      500                      500

Advertising

1,000                      1,000                      1,000

Adjudication & Enforcement Services

5,000                      5,000                      5,000

Mobile Telephones

400                      400                      400

Capital Grants & Contributions (RECS)

15,000                      10,000 **d)**                      26,000 **d)**

---

359,800                      334,750                      345,150

---

**Less Income**

Fees & Charges

Business Parking Permits

(30,000)                      (31,000)                      (33,000) **e)**

Residents Parking Permits

(80,000)                      (80,000)                      (92,000) **e)**

Visitors Parking Permits

(12,000)                      (11,000)                      (11,000)

Dispensations

(5,000)                      - **f)**                      (5,000)

On-street Parking

(10,000)                      (11,000) **g)**                      (12,000) **g)**

Penalty Charge Notices

(95,000)                      (90,000) **h)**                      (95,000)

---

(232,000)                      (223,000)                      (248,000)

---

**Sub-total Carried Forward**

127,800                      111,750                      97,150



**PLANNING AND TRANSPORTATION SERVICES**

**4. PARKING SERVICES (continued)**

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

	2011/12 ESTIMATE		2012/13
	ORIGINAL £	REVISED £	ESTIMATE £
<b><u>Sub-total Brought Forward</u></b>	127,800	111,750	97,150
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	24,450	23,650	24,550
Information Technology Expenses	23,200	20,250	21,500
Departmental Administrative Expenses	92,550	97,450 i)	101,550 i)
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	16,800	17,550	13,050 j)
	<hr/>	<hr/>	<hr/>
	<b>284,800</b>	<b>270,650</b>	<b>257,800</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	12.02	12.23	11.74

**PARKING SERVICES**

**(a) OFF-STREET**

**(b) ON-STREET**

**TO SUMMARY**

<b>(839,550)</b>	<b>(819,750)</b>	<b>(850,200)</b>
<b>284,800</b>	<b>270,650</b>	<b>257,800</b>
<hr/>	<hr/>	<hr/>
<b>(554,750)</b>	<b>(549,100)</b>	<b>(592,400)</b>
<hr/>	<hr/>	<hr/>

- a) Reduction in current service costs under International Accounting Standard 19 "Employee Benefits".
- b) Results from increased accuracy in allocating to this budget heading.
- c) Tickets purchased in bulk during 2011/12 will last for more than the whole of 2012/13.
- d) Reprofitting of expenditure associated with Car Parking Action Plan Capital Plan schemes. Please see the Capital Plan for further details.
- e) Reflects increase in fees from April 2012 as reported to Car Parking Charges Advisory Board on 19 July 2011.
- f) Introducing dispensations needs a careful assessment of operational policy before doing so. Current and continuing commitments have prevented this from taking place. However, the aim is to carry this out before the end of this financial year.
- g) Reflects increase in fees from October 2011 as reported to Car Parking Charges Advisory Board on 19 July 2011.
- h) Decrease in PCNs reflects the parking enforcement team operating with reduced numbers for part of the year.
- i) Increased Customer Service support.
- j) No depreciation on capital works arising from the Snodland Local Parking Plan carried in 2009/10 as they have come to the end of their useful life.

**PLANNING AND TRANSPORTATION SERVICES**

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

	2011/12 ESTIMATE		2012/13
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Employees</b>			
Salaries	38,050	40,150	31,850 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	150	150	150
Capital Grants & Contributions (RECS)	-	34,000 b)	66,000 b)
<b>Third Party Payments</b>			
Contract Payments	3,000	3,000	3,000
	<hr/>	<hr/>	<hr/>
	43,200	79,300	103,000
<b>Less Income</b>			
Capital Grants Received (RECS)	-	(28,000) c)	-
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	43,200	51,300	103,000
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	3,050	2,950	3,050
Information Technology Expenses	1,350	1,350	1,500
Departmental Administrative Expenses	13,450	15,650	14,450 a)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>61,050</b>	<b>71,250</b>	<b>122,000</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	1.04	1.15	0.92

- a) Savings arising from the deletion of vacant Engineer post.
- b) Drainage Improvement Programme and East Peckham Flood Alleviation Capital Plan schemes slipped from 2010/11 to 2011/12 and 2012/13. Please see the Capital Plan for further details.
- c) Grant from the Department for Environment, Food and Rural Affairs to support the Leigh Road element of the Drainage Improvement Programme Capital Plan scheme. Please see the Capital Plan for further details.

**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)

	2011/12 ESTIMATE		2012/13
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
	170,500	149,800 a)	134,300 b)
	2,600	-	-
	<hr/>	<hr/>	<hr/>
	<b>173,100</b>	<b>149,800</b>	<b>134,300</b>
	<hr/>	<hr/>	<hr/>
	3.15	2.78	2.42

- a) Tonbridge Castle East Curtain Wall Capital Plan scheme slipped from 2011/12 to 2012/13.
- b) Savings arising from the deletion of vacant Engineer post.

**LEISURE SERVICES BUSINESS UNIT**

**SUMMARY**

	<b>2011/12 ESTIMATE</b>		<b>2012/13</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
1. LARKFIELD LEISURE CENTRE	(32,300)	153,200	240,350
2. ANGEL CENTRE	164,600	328,350	321,300
3. TONBRIDGE SWIMMING POOL	73,900	270,900	272,450
4. POULT WOOD GOLF CENTRE	265,300	264,100	270,600
	<hr/>	<hr/>	<hr/>
	<b>471,500</b>	<b>1,016,550</b>	<b>1,104,700</b>
	<hr/>	<hr/>	<hr/>

**LEISURE SERVICES BUSINESS UNIT**

**1. LARKFIELD LEISURE CENTRE**

**Employees**

	2011/12 ESTIMATE ORIGINAL £	REVISED £	2012/13 ESTIMATE £
Salaries (see analysis on page LSBU 11)	1,419,850	1,356,800	1,450,200 a)
Employers' National Insurance Contributions	66,250	74,700	64,250
Employers' Superannuation Contributions	98,150	90,000	94,550
Recruitment	2,000	2,000	2,000
Health Care	750	750	750
Training	13,000	9,000	12,000
Superannuation - Lump Sum	87,650	87,650	98,000
Employee Insurance	11,050	11,050	11,200

**Premises Related Expenses**

General Maintenance	5,000	3,500	5,000
Redecoration	3,000	2,000	3,000
Floor Maintenance	2,200	500	2,200
Electrical Spares	2,500	2,000	2,500
Maintenance of Grounds	2,750	2,750	2,750
Repairs & Maintenance of Fixed Plant	4,000	2,000	3,000
Electricity	141,800	143,700 b)	150,900 b)
Gas	121,600	130,800 b)	137,300 b)
Water Charges (Metered)	19,000	22,500 b)	23,600 b)
Sewerage & Environmental Services	16,000	18,100 b)	19,000 b)
Fixture & Fittings	1,500	1,500	1,500
Cleaning & Domestic Supplies	11,000	12,000	12,000
Cleaning Contract	47,500	43,200	45,500

**Transport Related Expenses**

Essential Users	5,000	5,250	5,250
Casual Users	2,000	3,200	3,000
Leased Car Leasing Costs	3,150	3,150	3,150
Leased Car Mileage	500	650	450
VAT Rebate on Claimed Mileage	-	(200)	-

**Supplies & Services**

Purchases - Equipment & Materials	24,000	20,000	24,000
Purchases - Chemicals	21,500	22,500	23,500
Maintenance - General	16,000	19,000	16,000
Maintenance - Contracts	35,700	40,000	41,500
Uniforms	7,000	6,000	6,000
Stationery & Photocopying	3,500	3,500	3,500
Security Services	3,300	2,600	2,700
Trade Refuse Charges	7,650	9,750	10,250
Special Events	17,000	15,000	13,000
Coaching Expenses	5,000	5,000	5,000
Credit Card / Direct Debit Charges	7,350	7,100	7,450
Publicity & Promotion	40,000	37,500	40,000
Postages	4,000	4,500	4,500
Telephones	10,500	10,000	10,000
Hospitality	1,000	500	500
Licences & Subscriptions	15,300	16,400	17,250

**Carried Forward**

2,306,000	2,247,900	2,378,200
-----------	-----------	-----------

## **LEISURE SERVICES BUSINESS UNIT**

### **LARKFIELD LEISURE CENTRE**

- a) Includes 2% pay award, 3.1% increase to minimum wage and rolled up holiday pay.
- b) Reflects recent price increases and 5% increase for 2012/13.



**LEISURE SERVICES BUSINESS UNIT**

**2. ANGEL CENTRE**

**(a) ANGEL CENTRE**

**Employees**

	2011/12 ESTIMATE ORIGINAL £	REVISED £	2012/13 ESTIMATE £
Salaries (see analysis on page LSBU 11)	547,600	556,500	559,750 a)
Employers' National Insurance Contributions	25,000	30,650	21,850
Employers' Superannuation Contributions	29,150	27,000	27,400
Recruitment	1,000	500	1,000
Health Care	500	500	500
Training	6,500	5,500	5,500
Superannuation - Lump Sum	24,750	24,750	26,350
Employee Insurance	4,200	4,200	4,400

**Premises Related Expenses**

General Maintenance	3,000	2,700	3,000
Redecoration	3,000	2,500	2,500
Floor Maintenance	2,500	-	2,500
Electrical Spares	1,500	1,500	1,500
Internal Planters	1,500	1,500	1,600
Repairs & Maintenance of Fixed Plant	1,000	750	1,000
Electricity	53,000	54,900 b)	57,700 b)
Gas	38,600	37,800 b)	39,700 b)
Water Charges (Metered)	11,000	10,000 b)	11,000 b)
Sewerage & Environmental Services	9,500	12,000 b)	9,500 b)
Cleaning & Domestic Supplies	6,500	7,000	7,000
Cleaning Contract	16,800	16,350	17,200

**Transport Related Expenses**

Essential Users	1,300	950	650
Casual Users	100	100	100

**Supplies & Services**

Purchases - Equipment & Materials	10,000	10,000	10,000
Maintenance - General	2,500	3,300	2,500
Maintenance - Contracts	19,400	21,500	22,500
Uniforms	3,000	3,000	2,500
Stationery	3,000	2,000	2,500
Security Services	850	850	900
Trade Refuse Charges	4,100	3,850	4,000
Coaching Expenses	5,000	4,500	5,000
Credit Card / Direct Debit Charges	1,850	2,150	2,250
Printing & Marketing	18,000	18,000	18,000
Postages	2,500	2,600	2,500
Telephones	6,000	4,500	5,000
Hospitality	250	250	250
Licences & Subscriptions	14,800	13,800	14,500

**Carried Forward**

879,250	887,950	894,100
---------	---------	---------

a) Includes 2% pay award, 3.1% increase to minimum wage and rolled up holiday pay.

b) Reflects recent price increases and 5% increase for 2012/13.



**LEISURE SERVICES BUSINESS UNIT**

**2. ANGEL CENTRE (continued)**

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

	2011/12 ESTIMATE		2012/13
	ORIGINAL £	REVISED £	ESTIMATE £
<b><u>Brought Forward</u></b>	879,250	887,950	894,100
<b>Less Income</b>			
Coaching Courses	(59,600)	(49,000) <b>c)</b>	(50,000) <b>d)</b>
Exercise Classes	(39,500)	(32,000) <b>c)</b>	(33,500) <b>d)</b>
Medway Hall	(47,500)	(45,800) <b>c)</b>	(46,500) <b>d)</b>
Meeting Rooms	(84,000)	(65,000) <b>c)</b>	(67,000) <b>d)</b>
Fitness Room	(335,000)	(292,000) <b>c)</b>	(300,000) <b>d)</b>
Sports Hall	(114,500)	(88,000) <b>c)</b>	(90,000) <b>d)</b>
All Weather Area	(40,000)	(25,500) <b>c)</b>	(25,500) <b>d)</b>
Sports Grounds Pitches	(25,000)	(23,000) <b>c)</b>	(24,000) <b>d)</b>
Hire of Equipment	(1,500)	(3,000) <b>c)</b>	(1,500) <b>d)</b>
Use of Music	(1,000)	(1,000) <b>c)</b>	(1,000) <b>d)</b>
Crèche	(11,500)	(10,300) <b>c)</b>	(10,500) <b>d)</b>
Annual Membership	(11,600)	(8,000) <b>c)</b>	(8,500) <b>d)</b>
Special Events	(10,000)	(1,000) <b>c)</b>	(1,000) <b>d)</b>
Sponsorship	(1,000)	(100) <b>c)</b>	(200) <b>d)</b>
Dance Studio	(34,000)	(22,000) <b>c)</b>	(22,000) <b>d)</b>
Schools	(1,100)	(300) <b>c)</b>	-
	<hr/>	<hr/>	<hr/>
	(816,800)	(666,000)	(681,200)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	62,450	221,950	212,900
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Services	3,600	3,600	3,650
Financial Services	46,950	46,950	47,900
Personnel Services	6,600	6,600	6,750
LSBU Central Management	55,000	55,000	56,100
	<hr/>	<hr/>	<hr/>
	<b>174,600</b>	<b>334,100</b>	<b>327,300</b>
	<hr/>	<hr/>	<hr/>

**c)** Reflects current scale of charges and current level of activity.

**d)** Reflects proposed scale of charges and current level of activity.



**LEISURE SERVICES BUSINESS UNIT**

**3. TONBRIDGE SWIMMING POOL**

**(a) TONBRIDGE SWIMMING POOL**

**Employees**

	2011/12 ESTIMATE ORIGINAL £	REVISED £	2012/13 ESTIMATE £
Salaries (see analysis on page LSBU 11)	565,900	556,200	586,600 a)
Employers' National Insurance Contributions	24,550	30,500	24,300
Employers' Superannuation Contributions	31,200	32,300	35,000
Recruitment	1,500	1,500	1,500
Health Care	500	500	500
Training	6,500	5,000	5,500
Superannuation - Lump Sum	29,200	29,200	34,850
Employee Insurance	5,200	5,550	5,650

**Premises Related Expenses**

General Maintenance	7,500	7,500	7,500
Electrical Spares	4,000	2,500	3,500
Maintenance of Grounds	750	750	800
Internal Planters	800	-	-
Repairs & Maintenance of Fixed Plant	3,000	4,750	5,000
Electricity	86,900	96,000 b)	100,800 b)
Gas	47,500	48,600 b)	51,000 b)
Water Charges (Metered)	25,000	32,000 b)	33,600 b)
Sewerage & Environmental Services	18,000	25,000 b)	26,250 b)
Fixtures & Fittings	500	500	500
Cleaning & Domestic Supplies	14,000	14,000	14,500

**Transport Related Expenses**

Casual Users	1,000	700	700
--------------	-------	-----	-----

**Supplies & Services**

Purchases - Equipment & Materials	6,500	7,500	6,500
Purchases - Chemicals	27,500	35,000	32,000
Maintenance - General	3,000	3,800	3,000
Maintenance - Contracts	24,000	23,300	24,500
Uniforms	5,000	4,000	4,500
Stationery & Photocopying	2,000	2,250	2,000
Security Services	2,300	2,100	2,200
Trade Refuse Charges	3,100	4,800	5,000
Coaching Expenses	4,000	3,000	4,000
Credit Card / Direct Debit Charges	4,750	5,050	5,300
Publicity & Promotion	12,000	12,000	12,000
Postages	400	500	400
Telephones	3,200	3,000	3,200
Hospitality	250	250	250
Licences & Subscriptions	2,800	2,300	2,400

**Carried Forward**

974,300	1,001,900	1,045,300
---------	-----------	-----------

a) Includes 2% pay award, 3.1% increase to minimum wage and rolled up holiday pay.

b) Reflects recent price increases and 5% increase for 2012/13.

**LEISURE SERVICES BUSINESS UNIT**

	2011/12 ESTIMATE		2012/13
	ORIGINAL £	REVISED £	ESTIMATE £
<b>3. <u>TONBRIDGE SWIMMING POOL (continued)</u></b>			
<b>(a) <u>TONBRIDGE SWIMMING POOL (continued)</u></b>			
<b><u>Brought Forward</u></b>	974,300	1,001,900	1,045,300
<b>Less Income</b>			
Courses - Internal	(183,500)	(170,000) <b>c)</b>	(180,000) <b>d)</b>
Exercise Classes	(16,500)	(14,000) <b>c)</b>	(14,500) <b>d)</b>
Health Suite	(75,000)	(48,500) <b>c)</b>	(48,500) <b>d)</b>
Swimming - Individuals	(472,000)	(420,000) <b>c)</b>	(445,000) <b>d)</b>
Swimming - Schools	(34,000)	(25,000) <b>c)</b>	(25,000) <b>d)</b>
Swimming - Club	(19,500)	(19,500) <b>c)</b>	(20,000) <b>d)</b>
Tennis	(2,600)	(1,700) <b>c)</b>	(2,000) <b>d)</b>
Golf	(15,500)	(12,400) <b>c)</b>	(13,000) <b>d)</b>
Other	(2,000)	(2,500) <b>c)</b>	(2,500) <b>d)</b>
Annual Membership	(8,000)	(10,000) <b>c)</b>	(11,000) <b>d)</b>
Special Events	(22,500)	(16,500) <b>c)</b>	(16,500) <b>d)</b>
One to One Swim	(72,300)	(50,000) <b>c)</b>	(50,000) <b>d)</b>
Sponsorship	(1,400)	(150) <b>c)</b>	(200) <b>d)</b>
Profit on Stock Sales	(9,000)	(9,000)	(10,000)
	<hr/>	<hr/>	<hr/>
	(933,800)	(799,250)	(838,200)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	40,500	202,650	207,100
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Services	3,050	3,050	3,100
Financial Services	27,200	27,200	27,750
Personnel Services	4,200	4,200	4,300
LSBU Central Management	56,600	56,600	57,750
	<hr/>	<hr/>	<hr/>
	<b>131,550</b>	<b>293,700</b>	<b>300,000</b>
	<hr/>	<hr/>	<hr/>

**c)** Reflects current scale of charges and current level of activity.

**d)** Reflects proposed scale of charges and current level of activity.

**LEISURE SERVICES BUSINESS UNIT**

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

**(b) CATERING & VENDING**

**Employees**

Salaries (see analysis on page LSBU 11)	112,400	122,350	125,850 a)
Employers' National Insurance Contributions	3,350	5,300	3,800
Employers' Superannuation Contributions	9,100	9,000	9,250
Superannuation - Lump Sum	8,500	8,500	9,800

**Supplies & Services**

Purchases - Equipment & Materials	7,000	5,300	6,000
Catering Stock Issues	94,000	94,000	97,000

234,350	244,450	251,700
---------	---------	---------

**Less Income**

Vending	(7,000)	(7,250)	(7,250)
Catering	(285,000)	(260,000)	(272,000)

(292,000)	(267,250)	(279,250)
-----------	-----------	-----------

<b>(57,650)</b>	<b>(22,800)</b>	<b>(27,550)</b>
-----------------	-----------------	-----------------

**TONBRIDGE SWIMMING POOL**

**(a) TONBRIDGE SWIMMING POOL**

131,550	293,700	300,000
---------	---------	---------

**(b) CATERING & VENDING**

(57,650)	(22,800)	(27,550)
----------	----------	----------

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

73,900	270,900	272,450
--------	---------	---------

a) Includes 2% pay award, 3.1% increase to minimum wage and rolled up holiday pay.

**LEISURE SERVICES BUSINESS UNIT**

**4. POULT WOOD GOLF CENTRE**

	2011/12 ESTIMATE		2012/13
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Employees</b>			
Salaries (see analysis on page LSBU 11)	123,350	121,350	123,750 a)
Employers' National Insurance Contributions	8,750	8,800	9,050
Employers' Superannuation Contributions	14,100	14,200	14,400
Recruitment	500	-	500
Health Care	100	100	-
Training	1,500	1,000	1,000
Superannuation - Lump Sum	12,000	12,000	13,900
Employee Insurance	1,000	1,000	1,000
<b>Premises Related Expenses</b>			
General Maintenance	200	100	200
Electricity	100	100	-
Water Charges (Metered) (metered)	6,000	5,000	5,250
Sewerage & Environmental Services	750	1,000	1,000
Cleaning & Domestic Supplies	250	150	250
<b>Transport Related Expenses</b>			
Repair & Maintenance	6,000	4,000	6,000
Licences	300	300	300
Petrol & Oil	5,000	6,500	6,500
Tyres	500	1,000	500
Vehicle Insurance	2,500	2,500	2,500
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	32,000	35,000	35,000
Maintenance - General	1,000	500	500
Protective Clothing	500	500	500
Skip Services	500	500	500
Telephones	300	300	300
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	217,200	215,900	222,900
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Services	650	650	650
Financial Services	4,900	4,900	5,000
Personnel Services	1,350	1,350	1,400
LSBU Central Management	14,400	14,400	14,700
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	26,800	26,900	25,950
	<hr/>	<hr/>	<hr/>
<b><u>TO LEISURE SERVICES (see page LS 10)</u></b>	<b>265,300</b>	<b>264,100</b>	<b>270,600</b>
	<hr/>	<hr/>	<hr/>

a) Includes 2% pay award, 3.1% increase to minimum wage and rolled up holiday pay.

**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>2011/12 ESTIMATE</u></b>								
Original Estimate								
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>
Revised Estimate								
Larkfield Leisure Centre	881,300	31,000	11,500	433,000	1,356,800	74,700	90,000	1,521,500
Angel Centre	365,500	31,000	-	160,000	556,500	30,650	27,000	614,150
Tonbridge Swimming Pool	331,700	29,500	5,000	190,000	556,200	30,500	32,300	619,000
Tonbridge Swimming Pool Catering	70,500	5,300	9,000	50,000	134,800	1,850	-	136,650
Poult Wood Golf Centre	120,350	-	-	1,000	121,350	8,800	14,200	144,350
	<b>1,769,350</b>	<b>96,800</b>	<b>25,500</b>	<b>834,000</b>	<b>2,725,650</b>	<b>146,500</b>	<b>163,500</b>	<b>3,035,650</b>
<b><u>2012/13 ESTIMATE</u></b>								
Larkfield Leisure Centre	1,021,100	32,800	11,000	385,300	1,450,200	64,250	94,550	1,609,000
Angel Centre	372,350	25,000	-	162,400	559,750	21,850	27,400	609,000
Tonbridge Swimming Pool	399,300	29,500	5,100	152,700	586,600	24,300	35,000	645,900
Tonbridge Swimming Pool Catering	82,250	2,600	-	41,000	125,850	3,800	9,250	138,900
Poult Wood Golf Centre	122,750	-	-	1,000	123,750	9,050	14,400	147,200
	<b>1,997,750</b>	<b>89,900</b>	<b>16,100</b>	<b>742,400</b>	<b>2,846,150</b>	<b>123,250</b>	<b>180,600</b>	<b>3,150,000</b>

