

# Draft Revenue Estimates

## 2018/19



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**Finance, Innovation and Property Advisory Board 3 January 2018**  
**General Fund Revenue Estimates 2018/19**  
**PROVISIONAL SUMMARY**

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Corporate Services</b>	3,721,600	3,648,150	3,794,050
<b>Chief Executive</b>	680,200	701,950	693,950
<b>Director of Central Services</b>	15,150	105,050	35,850
<b>Director of Finance &amp; Transformation</b>	1,659,750	1,557,200	1,625,300
<b>Director of Planning, Housing &amp; Environmental Health</b>	3,478,250	3,181,650	3,321,500
<b>Director of Street Scene, Leisure &amp; Technical Services</b>	7,590,900	7,470,650	7,522,600
Sub Total	17,145,850	16,664,650	16,993,250
<b>Capital Accounting Reversals</b>			
Non-Current Asset Depreciation	(2,619,000)	(2,721,400)	(2,824,800)
Non-Current Asset Impairment	-	(3,900)	-
<b>Contributions to / (from) Reserves</b>			
Building Repairs Reserve			
Withdrawals to fund expenditure	(758,350)	(775,650)	(860,950)
Contribution to Reserve	575,000	900,000	600,000
Earmarked Reserves (see page S 2)			
Contributions from Reserves	(261,050)	(660,400)	(940,050)
Contributions to Reserves	70,000	490,350	1,164,300
Revenue Reserve for Capital Schemes			
Withdrawals to fund expenditure			
Non-Current Assets	(2,076,000)	(1,793,000) #	(2,607,000) #
Revenue Expenditure Funded from Capital	(53,000)	(91,000) #	(38,000) #
Other contributions to / (from) Reserve (net)	932,000	1,306,000	1,432,000
<b>Capital Expenditure Charged to General Fund</b>	2,076,000	1,793,000 #	2,607,000 #
<b>Government Grants</b>			
New Homes Bonus	(3,485,050)	(3,485,050)	(3,344,000)
New Homes Bonus Returned In-Year	-	(5,100)	-
Transition Grant	(117,200)	(117,200)	-
<b>Contributions from KCC</b>	(85,000)	(135,100)	(85,000)
Sub Total	11,344,200	11,366,200	12,096,750
<b>National Non-Domestic Rates</b>			
Share of National Non-Domestic Rates	(21,348,238)	(21,348,238)	(22,831,831)
Tariff / (Top Up)	19,970,635	19,970,635	20,613,143
Levy / (Safety Net)	(88,877)	-	-
Small Business Rate Relief Grant	(521,837)	(547,820)	-
Small Business Multiplier Cap Grant	-	(20,694)	-
Discretionary Funding for Business Rates Relief	-	(42,200)	-
<b>Collection Fund Adjustments</b>			
Council Tax (Surplus) / Deficit	(148,267)	(148,267)	(121,907)
National Non-Domestic Rates (Surplus) / Deficit	11,914	11,914	(41,640)
Sub Total	9,219,530	9,241,530	9,714,515
<b>Contribution to / (from) General Revenue Reserve</b>	434,500	412,500	<b>To Be Determined</b>
<b>Balance to be met from Council Tax Payers</b>	<b>9,654,030</b>	<b>9,654,030</b>	<b>To Be Determined</b>

# Based on the Capital Plan (List A) position as reported to Finance, Innovation and Property Advisory Board on 3 January 2018. The figures will 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.

**Finance, Innovation and Property Advisory Board 3 January 2018**

**General Fund Revenue Estimates 2018/19**

**EARMARKED RESERVES**

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Contributions from Earmarked Reserves</b>			
Borough Signage Reserve	-	(2,050)	-
Business Rates Retention Scheme Reserve	-	(200,000)	-
Community Housing Fund Reserve	-	(6,000)	(3,000)
Economic Development Reserve	-	(17,600)	(25,900)
Homelessness Reserve	-	(16,850)	(122,950)
Housing Assistance Reserve	(10,000)	(10,000)	(10,000)
Housing Survey Reserve	-	(24,000)	-
Housing & Welfare Reform Reserve	-	-	(8,000)
Invest to Save Reserve	(200,000)	(218,400)	(10,000)
Local Development Framework Reserve	(30,000)	(30,000)	(30,000)
Planning Inquiries Reserve	(7,150)	(6,950)	-
Public Health Reserve	-	(6,450)	(9,700)
Repossessions Prevention Fund Reserve	(2,000)	(2,000)	(2,000)
River Wall at Wouldham Reserve	-	-	(700,000)
Social Housing Fraud Initiative Reserve	(1,900)	(1,900)	(1,900)
Supporting People Reserve	-	(53,200)	-
Transformation Reserve	-	(65,000)	-
Waste & Street Scene Initiatives Reserve	(10,000)	-	(16,600)
	<b>(261,050)</b>	<b>(660,400)</b>	<b>(940,050)</b>
<b>Contributions to Earmarked Reserves</b>			
Community Housing Fund Reserve	-	23,650	-
Election Expenses Reserve	25,000	25,000	25,000
Homelessness Reserve	-	176,000	199,300
Housing & Welfare Reform Reserve	-	53,200	-
Local Development Framework Reserve	45,000	45,000	40,000
Tonbridge & Malling Leisure Trust Reserve	-	100,000	200,000
Transformation Reserve	-	55,000	-
Waste Services Contract Reserve	-	-	700,000
Waste & Street Scene Initiatives Reserve	-	12,500	-
	<b>70,000</b>	<b>490,350</b>	<b>1,164,300</b>

**CORPORATE SERVICES**

**SUMMARY**

	<b>2017/18</b>	<b>2018/19</b>	
	<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
1 SALARIES AND ONCOSTS	11,348,450	11,251,850	11,599,850
2 OVERHEAD EXPENSES	4,115,800	3,896,950	4,226,700
3 RECHARGES TO SERVICE BUDGETS	(13,725,550)	(13,404,950)	(13,991,850)
	<hr/>	<hr/>	<hr/>
NON DISTRIBUTED COSTS	<b>1,738,700</b>	<b>1,743,850</b>	<b>1,834,700</b>
4 DEMOCRATIC REPRESENTATION	1,376,450	1,316,550	1,365,950
5 CORPORATE MANAGEMENT	595,250	587,750	593,400
6 CAPITAL PROGRAMME - REVENUE EXP.	11,200	-	-
	<hr/>	<hr/>	<hr/>
	<b>3,721,600</b>	<b>3,648,150</b>	<b>3,794,050</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	23.10	22.19	22.37

**CORPORATE SERVICES**

	2017/18		2018/19
	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 17)	7,774,050	7,689,550 a)	7,940,700 b)
Employers' National Insurance Contributions	742,700	719,000 a)	761,450 b)
Employers' Superannuation Contributions	1,115,250	1,072,350 a)	1,137,250 b)
Superannuation Backfunding Lump Sum	1,374,000	1,374,000	1,407,000 c)
Staff Turnover Saving	(100,000)	(58,350) d)	(100,000)
Apprenticeship Scheme / Levy	35,750	37,300	39,000
Ring-fenced sums (Establishment Reviews)	49,950	-	40,300 e)
	<hr/>	<hr/>	<hr/>
	10,991,700	10,833,850	11,225,700
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	233.53	235.61	236.37
<b>(b) <u>Termination Payments</u></b>			
Additional Annual Pension Contributions	279,000	273,150 f)	277,300 f)
Long Service Awards	-	250 g)	-
Capitalised Pension Contributions	-	55,700 h)	19,100 h)
Redundancy / Other Exit Payments	-	9,500 h)	-
	<hr/>	<hr/>	<hr/>
	279,000	338,600	296,400
	<hr/>	<hr/>	<hr/>
<b>(c) <u>Recruitment &amp; Training</u></b>			
Advertising & Other Recruitment Costs	1,500	3,150	1,500
Training - Course Fees & Expenses	70,000	70,000	70,000
Health Screening & Miscellaneous	4,250	3,750	3,750
Employee Support Scheme	2,000	2,500	2,500
	<hr/>	<hr/>	<hr/>
	77,750	79,400	77,750
	<hr/>	<hr/>	<hr/>
	<b>11,348,450</b>	<b>11,251,850</b>	<b>11,599,850</b>
	<hr/>	<hr/>	<hr/>

## **CORPORATE SERVICES**

### **SALARIES**

- a) Revised estimate reflects savings accruing during the first part of the current financial year and part year effect of establishment changes.
- b) Forward estimate reflects the full year effect of establishment changes approved during the current financial year together with provision for a pay award.
- c) Annual uplift in respect of superannuation back funding payment.
- d) Revised estimate reflects projected savings arising from staff turnover for the remainder of the financial year.
- e) Ring-fenced sums following establishment reviews retained for future operational adjustments in Land Charges Section (£10,000), Electoral Registration Team (£5,400), and Leisure Development Team (£24,900).

### **TERMINATION PAYMENTS**

- f) Revised estimate reflects current level of retirement allowances payable in the current financial year. Forward estimate includes a provision for annual pensions increase.
- g) Long service awards payable following staff retirements.
- h) Termination costs payable following changes to the permanent establishment arising from ongoing reviews of service delivery. Reports to General Purposes Committee 26 June 2017 and 20 November 2017 refer.

**CORPORATE SERVICES**

**2 OVERHEAD EXPENSES**

**(a) COUNCIL OFFICES**

**Employees**

Salaries	142,700	140,200	143,950
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**Premises Related Expenses**

Maintenance of Grounds	4,150	4,150	4,150
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Energy Costs :

Electricity	75,000	75,000	79,000
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Gas	28,000	22,000	24,000
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Rates	298,350	328,000 a)	310,500 b)
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Water Services :

Water Charges (metered)	5,000	6,000	6,000
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Sewerage & Environmental Services	7,000	7,500	7,500
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Fixture & Fittings	3,000	3,000	3,000
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Cleaning & Domestic Supplies	5,000	5,000	5,000
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Insurance	21,300	19,400	19,800
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Repairs expenditure	238,300	153,400 c)	281,600 c)
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**Supplies & Services**

Equipment, Furniture & Materials	1,400	1,150	1,150
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Clothing, Uniforms & Laundry	5,850	6,000	6,000
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Trade Refuse Charges	9,300	8,900	8,900
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Security / Cleaning	11,000	11,100	11,100
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Miscellaneous Services	8,300	7,300	7,300
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**Third Party Payments**

Ground Maintenance Contract	1,850	1,850	1,900
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<hr/>	865,500	<hr/>	799,950	<hr/>	920,850
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**Less Income**

Customer & Client Receipts	(3,000)	(2,000)	(2,000)
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Solemnization of Marriages	(15,000)	(7,400) d)	(15,000)
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Hire of Tonbridge Council Chamber	(600)	(1,500)	(1,500)
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Police Accommodation Licence Fee	(26,800)	(27,000)	(28,100)
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Rent - Gibson Building	(6,250)	(6,250)	(6,250)
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Rent - Tonbridge Castle	(22,000)	(22,000)	(22,000)
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<hr/>	(73,650)	<hr/>	(66,150)	<hr/>	(74,850)
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**Sub-total**

<hr/>	791,850	<hr/>	733,800	<hr/>	846,000
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**Central, Departmental & Technical Support Services**

Central Salaries & Administration	30,350	29,900	31,250
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Information Technology Expenses	2,750	2,450	2,650
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Departmental Administrative Expenses	29,900	28,800	31,200
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**Depreciation & Impairment**

Non-Current Asset Depreciation	147,550	147,550	146,300
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<hr/>	<b>1,002,400</b>	<hr/>	<b>942,500</b>	<hr/>	<b>1,057,400</b>
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**Full Time Equivalent Number of Staff**  
(including Support Service Staff)

5.79	5.81	5.81
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## CORPORATE SERVICES

### COUNCIL OFFICES

- a) Following a change to the valuation methodology, additional rates are payable in respect of the Gibson Building for previous years.
- b) NNDR "multiplier" rate assumes an increase for inflation.
- c) External decoration of Gibson West building has been slipped to 2018/19.
- d) Reduction in bookings in the current year.

**CORPORATE SERVICES**

**2 OVERHEAD EXPENSES-Continued**

**(b) PRINTING SECTION & MULTI FUNCTION DEVICES**

**Employees**

Salaries	74,300	72,100	75,850
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**Supplies & Services**

Purchases	1,700	5,100 a)	1,000
Print Room Maintenance & Copy Charges	28,000	26,000	26,000
Multi Function Device Copy Charges	14,000	12,100 b)	9,000 b)
Multi Function Device Leasing Charges	-	5,600 c)	11,200 c)
Paper	25,000	22,000	22,000

<hr/>	<hr/>	<hr/>
143,000	142,900	145,050
<hr/>	<hr/>	<hr/>

**Less Income**

Sales	(26,050)	(26,000)	(26,000)
Leisure Trust Receipts (MFDs)	-	(500)	-
Recharges to Other Services	(15,000)	(18,000)	(18,000)

<hr/>	<hr/>	<hr/>
(41,050)	(44,500)	(44,000)
<hr/>	<hr/>	<hr/>

**Sub-total**

101,950	98,400	101,050
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**Central, Departmental & Technical Support Services**

Office Accommodation	39,150	36,400	41,700 d)
Central Salaries & Administration	7,900	7,750	8,100
Information Technology Expenses	8,250	15,450 e)	11,300
Departmental Administrative Expenses	9,700	9,400	10,100

**Depreciation & Impairment**

Non-Current Asset Depreciation	32,700	4,600 f)	17,900 f)
Non-Current Asset Impairment	-	1,450 f)	-

<hr/>	<hr/>	<hr/>
199,650	173,450	190,150
<hr/>	<hr/>	<hr/>

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

2.71	2.78	2.74
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## **CORPORATE SERVICES**

### **PRINTING SECTION & MULTI FUNCTION DEVICES**

- a)** One-off cost associated with data cleansing and disposal of the old Multi-Function Devices.
- b)** Reduction in copy charges following replacement of Multi-Function Devices during 2017/18.
- c)** Multi-Function devices acquired through a lease arrangement during 2017/18. Forward estimate reflects full year cost.
- d)** Increased office accommodation costs attributable to the Print Section (see page CS 3).
- e)** Reflects a software charge that had not previously been attributed to the Print Section.
- f)** Combination of planned print room equipment replacement delayed to 2018/19, and replacement of photocopiers (MFDs) acquired through lease arrangement rather than direct purchase.

**CORPORATE SERVICES**

	2017/18		2018/19
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>2 OVERHEAD EXPENSES-Continued</b>			
<b>(c) CUSTOMER SERVICES</b>			
<b>Employees</b>			
Salaries	267,100	228,900 a)	242,950 a)
<b>Premises Related Expenses</b>			
Rent	3,250	3,250	3,250
<b>Supplies &amp; Services</b>			
Purchases	200	200	200
Uniforms	150	600	150
Stationery	100	100	100
Community Outreach	12,000	6,000 b)	6,000
Postage	100	100	100
Mobile Telephones	700	650	650
Office Security	38,000	37,200	37,200
	<hr/>	<hr/>	<hr/>
	321,600	277,000	290,600
<b>Less Income</b>			
Tonbridge Gateway Agreement / Licence	(127,350)	(123,800) c)	(121,000) c)
Gateway Partner Receipts	-	(7,050) d)	(12,700) d)
	<hr/>	<hr/>	<hr/>
<b>Sub-total</b>	194,250	146,150	156,900
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	8,200	8,000	8,250
Information Technology Expenses	4,250	4,150	4,250
Departmental Administrative Expenses	143,950	139,050	149,800 e)
	<hr/>	<hr/>	<hr/>
	<b>350,650</b>	<b>297,350</b>	<b>319,200</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	9.33	8.84	8.81

- a) Savings following establishment changes in the Customer Services team approved by General Purposes Committee 20 November 2017. Forward estimate reflects full year effect.
- b) Surgeries currently undertaken at Snodland and Martin Square have been referred to the Overview and Scrutiny Committee for evaluation.
- c) Reduction reflects share of partner receipts due to Kent County Council.
- d) Income due from partners at Tonbridge Castle Gateway for use of space. Revised estimate reflects a part year.
- e) Partly attributable to increased office accommodation costs (see page CS 3).

**CORPORATE SERVICES**

**2 OVERHEAD EXPENSES-Continued**

**(d) GENERAL ADMINISTRATION**

**Employees**

Salaries

	2017/18		2018/19
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
Salaries	4,500	4,300	4,300
<b>Supplies &amp; Services</b>			
Insurance	109,850	89,600 a)	89,800
Copyright Licence	2,800	2,700	2,800
Equality Issues	300	300	300
	<hr/>	<hr/>	<hr/>
	117,450	96,900	97,200
<b>Less Income</b>			
Old Plant & Equipment	(100)	(100)	(100)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	117,350	96,800	97,100
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	16,100	6,550 b)	6,600
Departmental Administrative Expenses	650	600	650
	<hr/>	<hr/>	<hr/>
	<b>134,100</b>	<b>103,950</b>	<b>104,350</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.20	0.20	0.20

**Supplies & Services**

Insurance

Copyright Licence

Equality Issues

**Less Income**

Old Plant & Equipment

**Sub-total**

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

Departmental Administrative Expenses

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

**a)** Reduction in insurance premium payable following outcome of retendering exercise.

**b)** Reflects reduction in allocation from Personnel Services following review of budget provision held for equality related issues.

**CORPORATE SERVICES**

**2 OVERHEAD EXPENSES-Continued**

**(e) DEPARTMENTAL ADMINISTRATION**

**Staff Transport Related Expenses**

Car & Travelling Allowances	208,950	203,000 a)	209,000 b)
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**Supplies & Services**

Equipment, Furniture & Materials	14,250	14,250	14,250
Office Equipment - Maintenance	2,050	1,950	1,950
Protective Clothing	700	750	750
First Aid Supplies	250	250	2,000 c)
External Printing & Stationery	9,500	9,300	9,300
Reference Books & Publications	23,350	23,950	23,950
Legal Expenses	42,000	47,750	42,000
Contracted Services	2,300	1,400	1,400
Health & Safety	2,000	2,000	2,000
Advertising	800	-	-
Postage	26,400	25,700	25,700
Telephones - Calls	3,300	3,500	3,500
Telephones - Other Costs	34,100	33,800	33,800
Mobile Telephones & Pagers	4,850	6,600	5,550
Subsistence Allowances	850	500	500
Professional Membership Fees	17,550	17,450	17,450
Subscriptions to Organisations	22,600	23,750	23,950
Insurance & Other Expenses	3,850	2,600	2,550
Data Protection Act Registration	2,550	2,550	2,550

422,200	421,050	422,150
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**Less Income**

Government Grant	-	(1,350)	-
Recovery of Court Costs	(2,000)	(2,000)	(2,000)
Customer & Client Receipts	(4,000)	(4,000)	(4,000)
Partnership Receipts	(51,650)	(77,400) d)	(46,100) d)

(57,650)	(84,750)	(52,100)
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**Sub-total**

364,550	336,300	370,050
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**Depreciation & Impairment**

Non-Current Asset Depreciation	17,650	16,200	16,400
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<b>382,200</b>	<b>352,500</b>	<b>386,450</b>
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## **CORPORATE SERVICES**

### **DEPARTMENTAL ADMINISTRATION**

- a)** Overall reduction in the number of leased cars.
- b)** Increase in essential user allowances following establishment changes approved by General Purposes Committee 20 November 2017.
- c)** Automated External Defibrillators are due for replacement November / December 2018.
- d)** Revised and forward estimates reflect partnership arrangements with:
  - 1) Gravesham Borough Council for shared cost of Principal Revenue Officer;
  - 2) Gravesham Borough Council for shared cost of Contaminated Land Officer; and
  - 3) Gravesham Borough Council for shared cost of IT Development Manager (revised only).

**CORPORATE SERVICES**

**2 OVERHEAD EXPENSES- Continued**

**(f) SNACK FACILITIES**

**Supplies & Services**

Drinks Machine Purchases

2,000

1,000

1,000

2,000

1,000

1,000

**Less Income**

Customer & Client Receipts

(200)

(200)

(200)

**Sub-total**

1,800

800

800

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

2,900

2,750

2,800

**Depreciation & Impairment**

Non-Current Asset Depreciation

400

-

500

**5,100**

**3,550**

**4,100**

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

0.10

0.10

0.10



**CORPORATE SERVICES**

**CORPORATE SERVICES**

**2 OVERHEAD EXPENSES-Continued**

**(g) INFORMATION TECHNOLOGY SERVICES**

**Employees**

Salaries

901,850                      849,550 **a)**                      874,450 **b)**

**Transport Related Expenses**

Public Transport

500                                      1,500                                      1,200

**Supplies & Services**

Equipment - Purchases

3,000                                      3,000                                      3,000

Equipment - Maintenance

74,000                                      79,500 **c)**                                      83,000 **c)**

Printing & Stationery

2,500                                      2,500                                      2,500

Insurance

12,950                                      8,500 **d)**                                      7,250

Consultancy

-    20,150 **e)**                                      15,000 **f)**

Other Expenses

2,250                                      2,650                                      2,700

Software Support, Hire & Maintenance

462,750                                      467,500                                      546,150 **g)**

Telephone leased lines and modems

16,450                                      24,550 **h)**                                      24,550 **h)**

Kent Connects

20,000                                      20,000                                      20,000

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1,496,250                                      1,479,400                                      1,579,800

**Less Income**

Contributions from Other Bodies

(12,000)                                      (8,000) **i)**                                      (8,000)

**Sub-total**

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1,484,250                                      1,471,400                                      1,571,800

**Central, Departmental & Technical Support Services**

Office Accommodation

113,750                                      107,000 **j)**                                      119,900 **j)**

Central Salaries & Administration

53,350                                      53,450                                      55,400

Departmental Administrative Expenses

88,850                                      80,200                                      80,550

**Depreciation & Impairment**

Non-Current Asset Depreciation

301,500                                      311,600 **k)**                                      337,400 **k)**

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**2,041,700**                                      **2,023,650**                                      **2,165,050**

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

21.23                                      21.61                                      21.24

## CORPORATE SERVICES

### INFORMATION TECHNOLOGY SERVICES

- a) Savings arising from vacant posts.
- b) Reflects establishment changes in the Development Team approved by General Purposes Committee 20 November 2017, together with provision for a pay award. Part of the saving has been transferred to a consultancy support budget (see note f)).
- c) Additional maintenance costs associated with printers, smart phones and tablets. Forward estimate includes additional cost of Storage Area Network.
- d) Reduction in insurance premium payable following outcome of retendering exercise.
- e) External consultancy cost for assistance with Virtual Desktop Infrastructure project, funded from savings on the permanent establishment (see note a)).
- f) Consultancy support budget established to enable ad hoc resources to be employed to lead / 'ringmaster' or advise on corporate IT based projects (see note b)).
- g) Reflects software and support contract changes including additional Microsoft licences, new software charges arising from Capital Plan projects associated with Revenue & Benefits Citizens Access and Virtual Desktop Infrastructure. Estimate also includes a provision for inflation.
- h) Revised and forward estimate reflect the increased cost of the Government Connect Secure Extranet (GCSx) network.
- i) No longer hosting web site for Sevenoaks DC.
- j) Office accommodation costs attributable to Information Technology Services (see page CS 3).
- k) Depreciation associated with Virtual Desktop Infrastructure and Revenue & Benefits Capital Plan projects.

## CORPORATE SERVICES

	<b>2017/18</b>	<b>2018/19</b>	
	<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>	
	<b>£</b>	<b>£</b>	
		<b>ESTIMATE</b>	
		<b>£</b>	
<b>3    <u>SALARIES &amp; OVERHEADS</u></b>			
<b>Salaries &amp; Oncosts</b>	11,348,450	11,251,850	11,599,850
<b>Overheads</b>			
(a) Council Offices	1,002,400	942,500	1,057,400
(b) Printing & Multi Function Devices	199,650	173,450	190,150
(c) Customer Services	350,650	297,350	319,200
(d) Administration - General	134,100	103,950	104,350
(e) Administration - Departmental	382,200	352,500	386,450
(f) Snack Facilities	5,100	3,550	4,100
(g) Information Technology Services	2,041,700	2,023,650	2,165,050
	<hr/>	<hr/>	<hr/>
	15,464,250	15,148,800	15,826,550
<b>Less Recharge to :</b>	<hr style="border-top: 1px dashed black;"/>	<hr style="border-top: 1px dashed black;"/>	<hr style="border-top: 1px dashed black;"/>
Planning, Housing & Environmental Health	(4,416,150)	(4,319,050)	(4,613,000)
Street Scene, Leisure & Technical	(2,378,050)	(2,313,550)	(2,366,300)
Central Services	(866,000)	(896,950)	(914,800)
Finance & Transformation	(2,057,200)	(2,049,950)	(2,132,850)
Corporate Services	(1,591,950)	(1,541,550)	(1,609,200)
Chief Executive	(464,900)	(456,150)	(449,000)
Other Services	(850)	(800)	(700)
Holding Accounts	(1,950,450)	(1,826,950)	(1,906,000)
	<hr/>	<hr/>	<hr/>
	(13,725,550)	(13,404,950)	(13,991,850)
	<hr style="border-top: 1px dashed black;"/>	<hr style="border-top: 1px dashed black;"/>	<hr style="border-top: 1px dashed black;"/>
<b><u>Sub-total</u></b>	1,738,700	1,743,850	1,834,700
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	1,738,700	1,743,850	1,834,700
	<hr/>	<hr/>	<hr/>

**CORPORATE SERVICES**

	2017/18		2018/19
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>4 <u>DEMOCRATIC REPRESENTATION &amp; MANAGEMENT</u></b>			
<b>(a) <u>DEMOCRATIC ADMINISTRATION</u></b>			
<b>Employees</b>			
# Salaries	293,450	288,050	294,600
<b>Premises Related Expenses</b>			
Accommodation Expenses (Forum/Area1)	7,000	5,500	7,000
<b>Supplies &amp; Services</b>			
Twinning Committee Expenses	500	500	500
Remuneration Panel Expenses	2,000	2,000	1,550
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	302,950	296,050	303,650
<b>Central, Departmental &amp; Technical Support Services</b>			
Accommodation & Printing Services	47,250	39,700	45,000
# Central Salaries & Administration	276,650	258,300 a)	267,300 b)
Information Technology Expenses	17,500	18,750	14,250
# Departmental Administrative Expenses	126,250	121,950	138,400 b)
	<hr/>	<hr/>	<hr/>
	<b>770,600</b>	<b>734,750</b>	<b>768,600</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	12.80	12.20	12.24

**Memorandum**

# Service Salary & Overhead Allocations to Democratic Administration

Administration & Property Services	287,600	271,050	296,800
Chief Executives' Service	79,100	78,200	75,300
Environmental Health & Hsg Services	19,450	18,600	20,200
Financial Services	71,900	71,000	73,450
Legal Services	6,300	6,000	6,200
Personnel Services	7,250	7,100	7,300
Planning Services	110,250	107,100	110,850
Street Scene & Leisure Services	97,200	92,800	92,750
Technical Services	17,300	16,450	17,450
	<hr/>	<hr/>	<hr/>
	696,350	668,300	700,300
	<hr/>	<hr/>	<hr/>

a) Re-assessment of staff allocations from Central Services Administration team.

b) Management support to Central Services Administration and Committee Administration teams, has been re-assessed following implementation of new structure.

## CORPORATE SERVICES

	2017/18		2018/19
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>(b) <u>PAYMENTS TO MEMBERS</u></b>			
<b>Transport Related Expenses</b>			
Members' Travel & Subsistence	5,500	3,000	3,000
<b>Supplies and Services</b>			
Basic Allowance	285,300	281,500 a)	285,300 a)
Special Responsibility Allowance	112,000	100,350 b)	99,600 b)
Mayors' and Deputy Mayors' Allowance	7,400	7,400	7,400
Members' National Insurance	8,000	8,000	8,000
Carers' Allowance	300	300	300
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	418,500	400,550	403,600
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	21,050	16,600	16,800
Information Technology Expenses	2,550	1,900	1,900
	<hr/>	<hr/>	<hr/>
	<b>442,100</b>	<b>419,050</b>	<b>422,300</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.47	0.36	0.35

a) A number of allowances have been taken at the reduced amount following review. The forward estimate assumes allowances will be taken at the full amount in the interim period.

b) Reflects review of Member allowances and recommendations from Council 11 April 2017.

**CORPORATE SERVICES**

	<b>2017/18</b>		<b>2018/19</b>
	<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>(c) <u>MAYORAL &amp; OTHER MEMBER SUPPORT (INC. MEMBER TRAINING)</u></b>			
<b>Employees</b>			
Salaries	8,300	8,300	8,550
<b>Transport Related Expenses</b>			
Mayors' Transport Allowance	10,000	10,000	10,000
<b>Supplies and Services</b>			
Stationery	100	100	100
Subscriptions	16,000	16,050	16,250
Insurance	200	200	200
Civic Hospitality	7,000	7,000	7,000
Mobile Telephones	150	150	150
Other Expenses	1,500	1,500	1,500
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	43,250	43,300	43,750
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	95,650	95,100	105,150 a)
Information Technology Expenses	24,250	23,750	25,550
Departmental Administrative Expenses	600	600	600
	<hr/>	<hr/>	<hr/>
	<b>163,750</b>	<b>162,750</b>	<b>175,050</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	2.13	2.11	2.21
 <b><u>SUMMARY</u></b>			
<b>(a)</b> DEMOCRATIC ADMINISTRATION	770,600	734,750	768,600
<b>(b)</b> PAYMENTS TO MEMBERS	442,100	419,050	422,300
<b>(c)</b> MAYORAL & OTHER MEMBER SUPPORT INC. MEMBER TRAINING	163,750	162,750	175,050
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>1,376,450</b>	<b>1,316,550</b>	<b>1,365,950</b>
	<hr/>	<hr/>	<hr/>

a) Re-assessment of management support provided to Central Services Administration team.

**CORPORATE SERVICES**

**5 CORPORATE MANAGEMENT**

**(a) CORPORATE POLICY**

**Employees**

# Salaries	77,250	75,350	75,850
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**Central, Departmental & Technical Support Services**

# Central Salaries & Administration	364,250	359,900	375,900
# Departmental Administrative Expenses	21,750	21,100	22,250

<b>463,250</b>	<b>456,350</b>	<b>474,000</b>
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<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	6.32	6.30	6.35
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**(b) PUBLIC ACCOUNTABILITY**

**Supplies and Services**

Professional Fees	750	750	750
Advertising	-	250	250
External Audit Fees	56,750	56,750	42,000 a)

**Central, Departmental & Technical Support Services**

Central Salaries & Administration	74,450	73,600	76,350
Information Technology Expenses	50	50	50

<b>132,000</b>	<b>131,400</b>	<b>119,400</b>
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<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.22	1.22	1.22
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**SUMMARY**

<b>(a)</b> CORPORATE POLICY	463,250	456,350	474,000
<b>(b)</b> PUBLIC ACCOUNTABILITY	132,000	131,400	119,400

<b><u>TO SUMMARY</u></b>	<b>595,250</b>	<b>587,750</b>	<b>593,400</b>
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## CORPORATE SERVICES

	2017/18		2018/19
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>Memorandum</b>			
<b># Service Allocations to Corporate Policy</b>			
Admin & Property Services	54,450	55,700	58,800
Chief Executives' Service	196,200	191,850	200,850
Environmental Health & Housing Services	14,000	12,600	11,450
Financial Services	108,850	107,700	111,450
Legal	1,150	1,100	1,100
Personnel Services	3,600	3,550	3,650
Planning Services	60,650	59,700	61,950
Street Scene & Leisure Services	24,350	24,150	24,750
	<hr/>	<hr/>	<hr/>
	463,250	456,350	474,000
	<hr/>	<hr/>	<hr/>

## PUBLIC ACCOUNTABILITY

- a) Reflects outcome of procurement exercise undertaken by Public Sector Audit Appointments Limited to appoint an external auditor to bodies that opted into its national auditor appointment arrangements.

## CORPORATE SERVICES

### 6 CAPITAL PROGRAMME REVENUE EXP.

**Employees**

# Salaries

	2017/18	2018/19
ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
65,650	69,500	68,500
<b>Central, Departmental &amp; Technical Support Services</b>		
# Central Salaries & Administration	32,800	32,200
Information Technology Expenses	6,050	4,550
# Departmental Administrative Expenses	36,200	32,300
<u>140,700</u>	<u>138,550</u>	<u>140,650</u>
<b>Less Recharge to :</b>		
Street Scene, Leisure & Technical Central Services	(129,500)	(138,250)
	-	(300)
<u>11,200</u>	<u>-</u>	<u>-</u>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>		
2.68	2.49	2.45
Less FTE recharged to Services	(2.52)	(2.49)
-----	-----	-----
Net FTE retained on Corporate Services	0.16	0.00

**Central, Departmental & Technical Support Services**

# Central Salaries & Administration  
Information Technology Expenses  
# Departmental Administrative Expenses

**Sub-total**

**Less Recharge to :**

Street Scene, Leisure & Technical Central Services

**TO SUMMARY**

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

Less FTE recharged to Services

Net FTE retained on Corporate Services

### Memorandum

# **Service Allocations to Capital Programme**

Administration & Property Services  
Financial Services  
Legal Services  
Street Scene & Leisure Services  
Technical Services

	2017/18	2018/19
ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
8,800	8,600	9,000
21,700	21,400	22,150
2,300	2,200	2,250
33,150	44,700	42,350
68,700	57,100	60,300
<u>134,650</u>	<u>134,000</u>	<u>136,050</u>

**EMPLOYEES - SALARIES**

**SERVICE ANALYSIS OF EXPENDITURE**

	Basic Salaries	Overtime	Temporary Staff	Total Salaries	Council Contributions Nat. Ins.	Supern.	Total Salaries & Oncosts
	£	£	£	£	£	£	£
<b><u>2017/18 ESTIMATE</u></b>							
Original Estimate	7,534,700	26,400	212,950	7,774,050	742,700	1,115,250	9,632,000
Revised Estimate	7,312,400	39,200	337,950	7,689,550	719,000	1,072,350	9,480,900
<b><u>2018/19 ESTIMATE</u></b>							
Service							
Administration & Property	625,700	11,350	500	637,550	60,450	92,400	790,400
Environmental Health & Housing	1,030,050	1,000	-	1,031,050	99,500	136,150	1,266,700
Executive	398,700	1,400	15,000	415,100	45,600	61,200	521,900
Finance	1,417,450	-	84,250	1,501,700	137,550	207,900	1,847,150
Information Technology	654,250	1,200	44,250	699,700	69,300	100,300	869,300
Legal	381,100	900	-	382,000	38,100	58,700	478,800
Personnel	316,100	5,000	35,000	356,100	23,150	47,150	426,400
Planning	1,497,500	1,500	-	1,499,000	155,250	226,200	1,880,450
Street Scene & Leisure	959,900	800	1,900	962,600	91,000	144,950	1,198,550
Technical	455,100	800	-	455,900	41,550	62,300	559,750
	7,735,850	23,950	180,900	7,940,700	761,450	1,137,250	9,839,400

**CHIEF EXECUTIVE**

**SUMMARY**

	<b>2017/18</b>		<b>2018/19</b>
	<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
1 COMMUNITY DEVELOPMENT	104,600	110,150	104,050
2 ELECTIONS	341,800	327,300	322,950
3 GRANTS & PAYMENTS	136,050	138,050	137,850
4 ECONOMIC DEVELOPMENT & REGENER'N	97,750	126,450	129,100
	<hr/>	<hr/>	<hr/>
	<b>680,200</b>	<b>701,950</b>	<b>693,950</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	7.62	7.54	7.08

**CHIEF EXECUTIVE**

**1 COMMUNITY DEVELOPMENT**

**Employees**

Salaries	47,200	47,100	46,750
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**Supplies & Services**

Local Strategic Partnership	5,000	5,000	5,000
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Community Development Partnership	15,000	15,000	15,000
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Troubled Families Initiatives	8,100	8,100	-
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Capital Grants and Contributions (RECS)	-	7,000 <b>b)</b>	-
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	75,300	82,200	66,750
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**Less Income**

Contributions from Other Bodies	(8,100)	(8,100)	-
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	67,200	74,100	66,750
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**Sub-total**

**Central, Departmental & Technical Support Services**

Central Salaries & Administration	18,000	17,500	17,800
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Departmental Administrative Expenses	19,400	18,550	19,500
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	<b>104,600</b>	<b>110,150</b>	<b>104,050</b>
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**TO SUMMARY**

<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.27	1.27	1.24
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**a)** Grant award process to be managed and administered by Kent County Council through the Local Children's Partnership Group.

**b)** Balance of capital plan funding for Local Strategic Partnership and Community Partnership initiatives.

**CHIEF EXECUTIVE**

**2 ELECTIONS**

**(a) ELECTORAL REGISTRATION**

**Employees**

Salaries	86,400	78,950 a)	92,900 a)
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**Supplies & Services**

Equipment & Materials - Purchases	17,000	17,000	17,000
Stationery	100	100	100
Reference Books & Publications	1,000	1,000	1,000
Postages	50,000	50,000	50,000

<hr/>	154,500	<hr/>	<hr/>
		147,050	161,000

**Less Income**

Government Grant	(15,000)	(21,800 b)	(15,000)
Sale of Registers	(1,000)	(1,000)	(1,000)

**Sub-total**

<hr/>	138,500	<hr/>	<hr/>
		124,250	145,000

**Central, Departmental & Technical Support Services**

Central Salaries & Administration	14,650	15,300	16,050
Information Technology Expenses	38,850	35,900	36,850
Departmental Administrative Expenses	37,100	31,050 a)	37,800 a)

**Depreciation & Impairment**

Non-Current Asset Depreciation	5,000	5,000	5,000
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<hr/>	234,100	<hr/>	<hr/>
		211,500	240,700

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

3.07	2.82	3.06
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a) Re-assessment of staff allocations from Electoral Registration Section.

b) Transitional government grant to support implementation of Individual Electoral Registration expected to taper over coming years; higher than expected for the current year. We are not advised of actual grant level until the start of the financial year in which it applies.

**CHIEF EXECUTIVE**

	2017/18		2018/19
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
<b>(b) <u>CONDUCT OF ELECTIONS</u></b>			
<b>Employees</b>			
Salaries	33,950	42,000 a)	17,300 a)
<b>Premises Related Expenses</b>			
Rent	-	-	-
<b>Supplies &amp; Services</b>			
Equipment & Materials - Purchases	-	-	-
External Printing	-	-	-
Polling & Postal Vote Fees	-	-	-
Postage	-	-	-
	<hr/>	<hr/>	<hr/>
	33,950	42,000	17,300
<b>Less Income</b>			
Contributions from Other Bodies	-	-	-
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	33,950	42,000	17,300
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	44,450	43,750	44,150
Information Technology Expenses	14,750	13,550	13,800
Departmental Administrative Expenses	14,550	16,500 a)	7,000 a)
	<hr/>	<hr/>	<hr/>
	107,700	115,800	82,250
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.81	1.98	1.31
 <b><u>ELECTIONS</u></b>			
<b><u>SUMMARY</u></b>			
(a) ELECTORAL REGISTRATION	234,100	211,500	240,700
(b) CONDUCT OF ELECTIONS	107,700	115,800	82,250
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	341,800	327,300	322,950
	<hr/>	<hr/>	<hr/>

a) Re-assessment of staff allocations from Electoral Registration Section.

**CHIEF EXECUTIVE**

**3 GRANTS & PAYMENTS**

**Employees**

Salaries	3,550	3,750	4,050
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**Supplies & Services**

Grants to Citizens Advice Bureaux	95,000	95,000	95,000
Grants to Other Charitable & Voluntary Org.	28,800	28,800	28,800
Tonbridge Historic Society Accommodation	2,000	2,000	2,000
Community Lottery Payments			
External Lottery Provider	800	1,050 a)	1,250 a)
Prize Fund	1,350	1,750 a)	2,100 a)
Specific Good Causes	2,350	4,350 a)	5,200 a)
Other Expenses	650	1,100	500

	134,500	137,800	138,900
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**Less Income**

Lottery Ticket Sales	(6,750)	(8,750) a)	(10,400) a)
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	127,750	129,050	128,500
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**Sub-total**

**Central, Departmental and Technical Support Services**

Central Salaries & Administration	6,400	7,000	7,250
Information Technology Expenses	150	100	100
Departmental Administrative Expenses	1,750	1,900	2,000

	<b>136,050</b>	<b>138,050</b>	<b>137,850</b>
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**TO SUMMARY**

<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.21	0.22	0.22
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a) Reflects current level of sales in the current year and associated split of income. Further growth in ticket sales is anticipated in 2018/19.



**CHIEF EXECUTIVE**

**4 ECONOMIC DEVELOPMENT & REGENERATION**

**Employees**

Salaries	56,250	56,650	57,600
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**Supplies & Services**

Economic Development Expenses	4,000	12,100 a)	4,000
Business Growth Programme	10,000	10,000	10,000
Local Retail Centres Support	-	17,600 b)	25,900 b)
Visit Kent	-	3,500 c)	3,500

**Sub-total**

	70,250	99,850	101,000
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**Central, Departmental & Technical Support Services**

Central Salaries & Administration	4,600	4,500	4,650
Information Technology Expenses	300	150	150
Departmental Administrative Expenses	22,600	21,950	23,300

**TO SUMMARY**

	97,750	126,450	129,100
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Full Time Equivalent Number of Staff (including Support Service Staff)	1.26	1.25	1.25
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- a) Increase reflects consultancy fees to undertake work to bring forward a masterplan and Local Development Order to facilitate development of Rochester Airfield.
- b) Grant funding to support measures to help boost trade in the Borough's local retail centres, to be met from an earmarked reserve.
- c) Budget transferred from the Leisure Marketing / Promotion cost centre (page SSLTS 31).

**DIRECTOR OF CENTRAL SERVICES**

**SUMMARY**

	<b>2017/18</b>		<b>2018/19</b>
	<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
1 TONBRIDGE CASTLE GATEHOUSE	11,100	16,250	8,950
2 COMMUNITY SAFETY	134,650	140,350	144,800
3 INFORMATION & PUBLICITY	133,950	131,450	136,150
4 LOCAL LAND CHARGES	(87,400)	(41,050)	(86,400)
5 INDUSTRIAL ESTATE	(66,450)	(66,550)	(66,350)
6 COMMERCIAL PROPERTY	(253,100)	(251,700)	(244,550)
7 VALE RISE DEPOT	-	-	-
8 LAND REVIEW	90,550	130,550	81,200
9 BOROUGH CHRISTMAS LIGHTING	38,900	36,050	41,250
10 LICENCES	12,950	9,700	20,800
	<b>15,150</b>	<b>105,050</b>	<b>35,850</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	17.04	17.84	17.22

**DIRECTOR OF CENTRAL SERVICES**

	2017/18		2018/19
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
<b>1 <u>TONBRIDGE CASTLE GATEHOUSE</u></b>			
<b>Employees</b>			
Salaries	5,750	5,150	5,350
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	5,350	9,200 a)	2,900
Rates	200	200	200
Premises Insurance	6,200	5,600	5,700
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	500	600	600
Maintenance - General	3,000	3,000	3,000
Streamline Service	700	700	700
Marketing	6,500	6,500	7,000
Subscriptions	-	200	200
	<hr/>	<hr/>	<hr/>
	28,200	31,150	25,650
<b>Less Income</b>			
Fees & Charges			
Weddings / Hire of Gatehouse	(4,000)	(6,700) b)	(6,000)
Commission	(1,500)	(1,500)	(1,500)
Tonbridge Castle Attraction	(22,000)	(18,600) c)	(22,000)
Profit on Stock Sales	(3,500)	(3,500)	(3,500)
	<hr/>	<hr/>	<hr/>
	(31,000)	(30,300)	(33,000)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(2,800)	850	(7,350)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	7,850	9,650	10,300
Information Technology Expenses	1,900	1,700	1,750
Departmental Administrative Expenses	2,950	2,850	3,050
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	1,200	1,200	1,200
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>11,100</b>	<b>16,250</b>	<b>8,950</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	0.36	0.38	0.39

**DIRECTOR OF CENTRAL SERVICES**

**TONBRIDGE CASTLE GATEHOUSE**

- a) Includes the cost of replacing the flagpole.
- b) Increased level of bookings in the current year for Gatehouse weddings.
- c) Unpredictable market has resulted in the Castle attraction not doing as well as anticipated.

**DIRECTOR OF CENTRAL SERVICES**

	2017/18		2018/19
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>2 <u>COMMUNITY SAFETY</u></b>			
<b>Employees</b>			
Salaries	86,250	90,500 a)	93,350 a)
<b>Supplies &amp; Services</b>			
Other Community Safety Initiatives	32,200	32,200	32,200
	<hr/>	<hr/>	<hr/>
	118,450	122,700	125,550
<b>Less Income</b>			
Contribution to Community Safety Staffing	(34,850)	(34,850)	(34,850)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	83,600	87,850	90,700
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	6,000	5,300	3,250 b)
Information Technology Expenses	50	50	50
Departmental Administrative Expenses	45,000	47,150	50,800
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>134,650</b>	<b>140,350</b>	<b>144,800</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	2.95	2.97	2.96
<b>3 <u>INFORMATION &amp; PUBLICITY</u></b>			
<b>Employees</b>			
Salaries	69,950	70,050	71,350
<b>Supplies &amp; Services</b>			
Information and Publicity	12,000	12,000	12,000
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	81,950	82,050	83,350
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	7,700	7,000	7,350
Information Technology Expenses	5,600	4,900	5,100
Departmental Administrative Expenses	38,700	37,500	40,350
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>133,950</b>	<b>131,450</b>	<b>136,150</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	2.40	2.38	2.37

## DIRECTOR OF CENTRAL SERVICES

### COMMUNITY SAFETY

- a) Increased staff costs following establishment changes approved by General Purposes Committee 20 November 2017. Forward estimate reflects full year effect.
- b) Re-assessment of staff support from Electoral and Democratic Services.

**DIRECTOR OF CENTRAL SERVICES**

**4 LOCAL LAND CHARGES**

**Employees**

Salaries

	2017/18		2018/19
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
Salaries	100,050	116,050 a)	101,350
<b>Supplies &amp; Services</b>			
Insurance	4,600	2,950	2,350
Kent Highways	15,500	10,000 b)	10,000 b)
	<hr/>	<hr/>	<hr/>
	120,150	129,000	113,700
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Fees & Charges	(305,000)	(270,000) c)	(300,000)
	<hr/>	<hr/>	<hr/>
	(305,000)	(270,000)	(300,000)
	<hr/>	<hr/>	<hr/>
<b>Sub-total</b>	(184,850)	(141,000)	(186,300)
	<hr/>	<hr/>	<hr/>
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	20,950	20,800	21,450
Information Technology Expenses	29,700	27,850	27,950
Departmental Administrative Expenses	46,800	51,300 a)	50,500
	<hr/>	<hr/>	<hr/>
<b>TO SUMMARY</b>	<b>(87,400)</b>	<b>(41,050)</b>	<b>(86,400)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	3.93	4.56	3.86

**Supplies & Services**

Insurance

Kent Highways

**Less Income**

Fees & Charges

**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)

**Memorandum**

Surplus from above

Share of:

Democratic Administration

Corporate Management

Non Distributed Costs

Deficit (Surplus) for Trading Purposes

a) Extension of short term temporary staff assistance.

b) Reduction in the provision required for requests to Kent County Council to answer questions relating to Public Rights of Way, Common Land and Village Greens.

c) Reflects current market demand.

**DIRECTOR OF CENTRAL SERVICES**

	2017/18		2018/19
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>5 <u>INDUSTRIAL ESTATE</u></b>			
<b>Employees</b>			
Salaries	1,750	1,750	1,800
	<hr/>	<hr/>	<hr/>
	1,750	1,750	1,800
<b>Less Income</b>			
Rents	(71,600)	(71,600)	(71,600)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(69,850)	(69,850)	(69,800)
<b>Central, Departmental and Technical Support Services</b>			
Central Salaries & Administration	2,250	2,200	2,300
Information Technology Expenses	100	100	100
Departmental Administrative Expenses	1,050	1,000	1,050
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>(66,450)</b>	<b>(66,550)</b>	<b>(66,350)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.09	0.09	0.09



**DIRECTOR OF CENTRAL SERVICES**

	2017/18		2018/19
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
<b>6 COMMERCIAL PROPERTY</b>			
<b>Employees</b>			
Salaries	5,400	5,450	5,500
<b>Premises Related Expenses</b>			
Insurance	250	400	500
Rates	850	850	900
Repairs Expenditure	6,400	6,400	21,950 <b>a)</b>
	<hr/>	<hr/>	<hr/>
	12,900	13,100	28,850
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Rents - Land	(7,000)	(7,000)	(7,000)
- Shops & Maisonettes	(231,600)	(230,050)	(230,050)
- Offices	(36,050)	(36,050)	(45,000) <b>b)</b>
	<hr/>	<hr/>	<hr/>
	(274,650)	(273,100)	(282,050)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(261,750)	(260,000)	(253,200)
<b>Central, Departmental and Technical Support Services</b>			
Central Salaries & Administration	3,750	3,650	3,800
Information Technology Expenses	750	600	600
Departmental Administrative Expenses	3,550	3,450	3,650
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	600	600	600
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>(253,100)</b>	<b>(251,700)</b>	<b>(244,550)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	0.22	0.22	0.22

**a)** Includes provision for walkway repairs at Martin Square and Twisden Road.

**b)** Additional rental income following extension of lease at 1/3/5 Martin Square.

**DIRECTOR OF CENTRAL SERVICES**

	2017/18		2018/19
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
<b>7 VALE RISE DEPOT</b>			
<b>Employees</b>			
Salaries	5,900	5,750	5,800
<b>Premises Related Expenses</b>			
Premises Insurance	150	150	150
Rates	13,450	13,400	13,900
Repairs Expenditure	2,000	17,000 a)	2,000
	<hr/>	<hr/>	<hr/>
	21,500	36,300	21,850
<b>Less Recharges to Other Services</b>	(33,350)	(47,950)	(33,700)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(11,850)	(11,650)	(11,850)
<b>Central, Departmental and Technical Support Services</b>			
Central Salaries & Administration	700	650	700
Departmental Administrative Expenses	2,300	2,150	2,300
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	8,850	8,850	8,850
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	-	-	-
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	0.14	0.14	0.14

a) Includes provision for works to be carried out in respect of the access to the Depot.

**DIRECTOR OF CENTRAL SERVICES**

	2017/18		2018/19
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>8 LAND REVIEW</b>			
<b>Employees</b>			
Salaries	38,500	38,900	39,300
<b>Premises Related Expenses</b>			
Depots held pending disposal / development	1,500	1,500	1,500
Estate Management	600	2,000 a)	600
Rates	8,800	26,050 b)	-
Insurance	1,350	1,200	1,350
Repairs Expenditure	16,300	39,050 c)	14,300
<b>Supplies &amp; Services</b>			
Professional Fees	5,000	5,000	5,000
	<hr/>	<hr/>	<hr/>
	72,050	113,700	62,050
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Fees & Charges - General	(1,000)	(5,500) d)	(1,000)
De-Minimus Capital Receipts	-	(3,250) e)	-
Castle Lodge Rent	(7,000)	- f)	(7,000) f)
Wayleaves	(500)	(500)	(500)
	<hr/>	<hr/>	<hr/>
	(8,500)	(9,250)	(8,500)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	63,550	104,450	53,550
<b>Central, Departmental and Technical Support Services</b>			
Central Salaries & Administration	2,300	2,250	2,350
Information Technology Expenses	300	350	400
Departmental Administrative Expenses	24,400	23,500	24,900
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>90,550</b>	<b>130,550</b>	<b>81,200</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.00	0.99	0.99

## DIRECTOR OF CENTRAL SERVICES

### LAND REVIEW

- a) Increase reflects electricity costs payable by the Council pending sale of River Walk Offices.
- b) Rates payable in respect of River Walk Offices, Castle Lodge and former Tonbridge Teen & Twenty site.
- c) Includes provision for refurbishment of Castle Lodge and fencing at River Walk.
- d) Additional income received in respect of a temporary compound sited on Council owned land.
- e) Reflects the sale of land no longer required.
- f) Reflects a delay in the refurbishment of the building and occupation by the new tenants. Forward estimate reflects the full year rental income payable.

**DIRECTOR OF CENTRAL SERVICES**

**9 BOROUGH CHRISTMAS LIGHTING**

**Employees**

Salaries

600

550

550

**Supplies & Services**

Borough Christmas Lighting

32,000

33,500 a)

32,000

**Sub-total**

32,600

34,050

32,550

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

1,450

1,400

1,450

Information Technology Expenses

150

150

150

Departmental Administrative Expenses

150

150

150

Capital Programme Revenue Expenses

-

300

350

**Depreciation & Impairment**

Non-Current Asset Depreciation

4,550

- b)

6,600 b)

**TO SUMMARY**

**38,900**

**36,050**

**41,250**

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

0.04

0.04

0.04

**DIRECTOR OF CENTRAL SERVICES**

**BOROUGH CHRISTMAS LIGHTING**

- a) Additional cost associated with the switching on of Tonbridge Christmas lights to meet health and safety requirements.
- b) Replacement of Tonbridge Christmas lights scheduled for 2018/19. Existing lights have lasted longer than expected.

**DIRECTOR OF CENTRAL SERVICES**

	2017/18		2018/19
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
<b>10 LICENCES</b>			
<b>(a) FEE PAYING</b>			
<b>Employees</b>			
Salaries	162,100	168,700 a)	179,900 a)
<b>Premises Related Expenses</b>			
Rents	50	250	250
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	7,000	7,000	7,000
Professional Fees	9,000	9,000	9,000
Advertising	300	300	300
	<hr/>	<hr/>	<hr/>
	178,450	185,250	196,450
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Licence Fees			
Animal Boarding Establishments	(2,150)	(2,150)	(2,400)
Pet Shops	(1,550)	(1,050)	(1,600)
Hackney Carriages & Private Hire	(179,950)	(195,000) b)	(202,950)
Riding Establishments	(2,100)	(2,450)	(2,500)
Alcohol & Entertainment - Premises	(91,000)	(91,000)	(92,000)
Acupuncture / Tattooing / Ear Piercing	(1,350)	(1,350)	(1,350)
Pleasure Boats & Boatmen	(300)	(450)	(450)
Street Trading	(1,250)	(1,250)	(1,300)
Alcohol & Entertainment - Personal	(4,150)	(4,300)	(2,200)
Sex Establishments/Sexual Entertainment	(2,000)	(2,000)	(2,000)
Dangerous Wild Animals	-	-	(800)
Gambling	(10,500)	(10,500)	(10,500)
Scrap Metal Dealers	(2,600)	(500)	(350)
Hypnotism Licences	-	-	-
Zoo Licences	-	-	-
	<hr/>	<hr/>	<hr/>
	(298,900)	(312,000)	(320,400) c)
	<hr/>	<hr/>	<hr/>
<b>Sub-total</b>	(120,450)	(126,750)	(123,950)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	8,900	8,650	9,150
Information Technology Expenses	11,900	11,950	12,050
Departmental Administrative Expenses	78,100	81,050 a)	86,550 a)
	<hr/>	<hr/>	<hr/>
	(21,550)	(25,100)	(16,200)
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	5.22	5.36	5.45

**DIRECTOR OF CENTRAL SERVICES**

	<b>2017/18</b>		<b>2018/19</b>
	<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>(b) <u>NON FEE PAYING</u></b>			
<b>Employees</b>			
Salaries	21,850	22,050	23,450
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	2,250	2,200	2,300
Departmental Administrative Expenses	10,400	10,550	11,250
	<hr/>	<hr/>	<hr/>
	<b>34,500</b>	<b>34,800</b>	<b>37,000</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.69	0.71	0.71
 <b><u>LICENCES</u></b>			
<b><u>SUMMARY</u></b>			
<b>(a) FEE PAYING</b>	(21,550)	(25,100)	(16,200)
<b>(b) NON FEE PAYING</b>	34,500	34,800	37,000
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>12,950</b>	<b>9,700</b>	<b>20,800</b>
	<hr/>	<hr/>	<hr/>

**LICENCES - FEE PAYING / NON FEE PAYING**

- a) Increased staff costs following establishment changes approved by General Purposes Committee 20 November 2017. Forward estimate reflects full year effect.
- b) Increased number of renewals and new licences issued.
- c) Proposed increases in fees from April 2018 considered by Licensing and Appeals Committee on 28 November 2017.



**DIRECTOR OF FINANCE & TRANSFORMATION**

**SUMMARY**

	<b>2017/18</b>		<b>2018/19</b>
	<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
1 HOUSING ADVANCES	4,900	4,650	4,550
2 HOUSING BENEFITS	529,650	569,950	591,500
3 LOCAL REVENUE & NNDR COLLECTION	538,950	483,800	550,350
4 COUNCIL TAX SUPPORT	99,050	149,950	169,650
5 INTEREST & TRANSFERS	2,950	(129,200)	(218,750)
6 DRAINAGE BOARDS SPECIAL LEVIES	395,100	395,100	440,500
7 GENERAL ADVICE TO PARISH COUNCILS	84,150	77,950	82,500
	<hr/>	<hr/>	<hr/>
ANNUAL ESTIMATES	1,654,750	1,552,200	1,620,300
8 CONTRIBUTIONS TO PROVISIONS	5,000	5,000	5,000
	<hr/>	<hr/>	<hr/>
	<b>1,659,750</b>	<b>1,557,200</b>	<b>1,625,300</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	46.26	46.98	47.32

**DIRECTOR OF FINANCE & TRANSFORMATION**

	<b>2017/18</b>		<b>2018/19</b>
	<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>1 HOUSING ADVANCES</b>			
<b>Premises Related Expenses</b>			
Insurance	250	300	300
<b>Supplies &amp; Services</b>			
Contract Services	3,200	3,100	3,200
Other Expenses	-	50	-
	<hr/>	<hr/>	<hr/>
	3,450	3,450	3,500
<b>Less Income</b>			
Interest	(250)	(200)	(150)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	3,200	3,250	3,350
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	1,650	1,400	1,200
Information Technology Expenses	50	-	-
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>4,900</b>	<b>4,650</b>	<b>4,550</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	0.03	0.02	0.02

**DIRECTOR OF FINANCE & TRANSFORMATION**

**DIRECTOR OF FINANCE & TRANSFORMATION**

	<b>2017/18</b>		<b>2018/19</b>
	<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>2 HOUSING BENEFITS</b>			
<b>Employees</b>			
Salaries	271,400	299,250 a)	277,500 a)
<b>Supplies &amp; Services</b>			
Printing & Stationery	1,000	2,000	2,000
Reference Books & Publications	400	200	200
Legal Fees	-	500	500
Bailiffs Commission	1,000	500	500
Audit Fee	18,100	15,000	15,000
Postages	9,650	9,050	9,050
Subscriptions	250	400	400
Compensation Scheme	100	100	100
Other Expenses	-	5,000 b)	-
<b>Housing Benefits</b>			
Rent Allowances	34,995,000	34,502,000 c)	34,300,000 d)
Non HRA Rent Rebates	380,000	380,000 c)	380,000 d)
Local Scheme	73,000	75,000 c)	75,000 d)
Discretionary Housing Payments	150,000	284,000 c)	250,000 d)
Overpayments	(550,000)	(620,000) c)	(620,000) d)
Contribution to Bad Debt Provision	220,000	205,000 c)	205,000 d)
	<hr/>	<hr/>	<hr/>
	35,569,900	35,158,000	34,895,250
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Government Grant	-	(60,000) e)	-
Rent Allowance Subsidy	(34,740,000)	(34,171,000) c)	(33,971,000) d)
Non HRA Rent Rebate Subsidy	(211,000)	(116,000) c)	(160,000) d)
Local Scheme Subsidy	(55,000)	(56,250) c)	(56,250) d)
Discretionary Housing Payment Contribution	(150,000)	(284,000) c)	(250,000) d)
Administration Grant	(235,450)	(235,450)	(223,700) f)
Administrative Penalty	-	(2,000)	(2,000)
	<hr/>	<hr/>	<hr/>
	(35,391,450)	(34,924,700)	(34,662,950)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	178,450	233,300	232,300
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	104,500	127,000 g)	134,300 h)
Information Technology Expenses	45,500	46,750	50,250
Departmental Administrative Expenses	201,200	162,900 g)	174,650 h)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	529,650	569,950	591,500
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	14.68	14.69	14.74

## **DIRECTOR OF FINANCE & TRANSFORMATION**

### **HOUSING BENEFITS**

- a) Revised estimate includes additional temporary staff resources to assist with caseload. The forward estimate reflects a reduction in the level of external assistance.
- b) Upgrades to the Revenues & Benefits IT system following changes to benefits regulations. Funded in full by grants from the Department for Work and Pensions (DWP) - see note e) below.
- c) Revised estimates reflect current levels of benefit payments and subsidy due, together with a reassessment of the bad debts provision on overpayments, having regard to the age and size of the debt and level of write-offs. Also reflects withdrawal of the temporary accommodation management fee which is now included in the Flexible Homelessness Support Grant within the Homelessness budgets on page PHEH 9. Overall the budget is £86,750 more than the 2017/18 original estimate.
- d) Reflects anticipated reduction in benefits expenditure as welfare reform measures accumulate. Overall the budget is £40,750 more than the 2017/18 original estimate.
- e) Grants awarded by the DWP to assist with the administrative costs of implementing welfare reform changes. £5,000 has been used on upgrades to the IT system - see note b) above. The remaining £55,000 is to be transferred to an earmarked reserve for use on transformation initiatives.
- f) Anticipated reduction in Administration Grant awarded by DWP for 2018/19.
- g) Reflects change in treatment of how staff time is allocated from Revenues Section.
- h) Partly attributable to increased office accommodation and customer services costs (see pages CS 3 and CS 5).

**DIRECTOR OF FINANCE & TRANSFORMATION**

**3 LOCAL REVENUE & NNDR COLLECTION**

**Employees**

	2017/18	2018/19
	ORIGINAL ESTIMATE	ESTIMATE
	£	£
Salaries	377,250	356,950 a)

**Supplies & Services**

Equipment, Furniture & Materials - Purchases	500	500	500
Direct Debit / Bank Charges	3,000	3,000	3,500
Giro / Swipe Card Charges	13,000	5,000 b)	-
Court Fees	17,000	12,350 c)	12,750
Bailiffs Commission	2,000	1,500	1,500
Other Expenses	11,000	22,100 d)	22,000
External Printing & Stationery	3,650	3,000	3,100
Reference Books & Publications	300	500	300
Tracing Services	8,000	8,000	8,000
Advertising	350	350	350
Postages	40,550	43,050	43,050
Compensation Scheme	100	100	100

	476,700	456,400	502,550
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**Less Income**

Government Grants			
- Allowances for Cost of NNDR Collection	(165,850)	(165,850)	(165,850)
- Other	-	(12,000) e)	-
Summons Costs Recovered	(250,000)	(245,000)	(245,000)
Civil Penalty	(4,000)	(4,000)	(4,000)
Contributions from Other Bodies	-	(17,600) f)	(36,150) f)

	(419,850)	(444,450)	(451,000)
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**Sub-total**

	56,850	11,950	51,550
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**Central, Departmental & Technical Support Services**

Central Salaries & Administration	153,550	149,150 g)	153,400
Information Technology Expenses	103,100	102,400	107,600
Departmental Administrative Expenses	225,450	220,300 g)	237,800 h)

**TO SUMMARY**

	538,950	483,800	550,350
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**Full Time Equivalent Number of Staff**  
(including Support Service Staff)

	19.01	19.65	19.93
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## DIRECTOR OF FINANCE & TRANSFORMATION

### LOCAL REVENUE & NNDR COLLECTION

- a) Savings in 2017/18 as a result of staff vacancies on the permanent establishment. The forward estimate assumes a full establishment and includes an additional supernumerary post, primarily funded from contributions from major precepting authorities - see note f).
- b) Reflects the withdrawal of payment cards as a method of payment approved by Cabinet on 21 March 2017.
- c) Reduction to reflect current level of spend.
- d) Increase reflects cost of software associated with a fraud and error initiative. The major precepting authorities are contributing to the cost - see note f).
- e) New Burdens Grant for the various business rate relief schemes introduced following the 2017 Revaluation.
- f) Contribution from major precepting authorities towards software costs, and the cost of a supernumerary post associated with countering fraud and error. The revised estimate is offset by the cancellation of a prior year provision.
- g) Partly attributable to reduced office accommodation and customer services costs.
- h) Partly attributable to increased office accommodation and customer services costs (see pages CS 3 and CS 5).

**DIRECTOR OF FINANCE & TRANSFORMATION**

	<b>2017/18</b>		<b>2018/19</b>
	<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>4 <u>COUNCIL TAX SUPPORT</u></b>			
<b>Employees</b>			
Salaries	199,950	220,700 <b>a)</b>	202,950 <b>a)</b>
<b>Supplies &amp; Services</b>			
Equipment, Furniture & Materials - Purchases	2,000	5,400 <b>b)</b>	2,000
Postages	14,000	16,000	16,000
Subscriptions	250	-	-
Council Tax Support Scheme Consultation	-	-	8,000 <b>c)</b>
<b>Transfer Payments</b>			
Benefits	(35,000)	(10,000) <b>d)</b>	(3,000) <b>d)</b>
	<hr/>	<hr/>	<hr/>
	181,200	232,100	225,950
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Government Grants			
Administration			
- Dept. for Work and Pensions	(77,300)	(77,300)	(73,450) <b>e)</b>
- Dept. for Communities and Local Gov't	(114,250)	(114,250)	(108,550) <b>e)</b>
Administrative / Civil Penalty	(1,000)	(1,000)	(1,000)
Contributions from Other Bodies	(125,000)	(120,900) <b>f)</b>	(120,900)
	<hr/>	<hr/>	<hr/>
	(317,550)	(313,450)	(303,900)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(136,350)	(81,350)	(77,950)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	49,250	72,900 <b>g)</b>	77,900 <b>h)</b>
Information Technology Expenses	36,450	37,500	40,350
Departmental Administrative Expenses	149,700	120,900 <b>g)</b>	129,350 <b>h)</b>
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>99,050</b>	<b>149,950</b>	<b>169,650</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	10.27	10.44	10.44



## DIRECTOR OF FINANCE & TRANSFORMATION

### COUNCIL TAX SUPPORT

- a) Revised estimate includes additional temporary staff resources to assist with caseload. The forward estimate reflects a reduction in the level of external assistance.
- b) Purchase of Northgate software modules including Council Tax reduction modelling tool for 2017/18.
- c) Requirement to consult on proposed changes to the current Council Tax Support scheme funded from an earmarked reserve.
- d) On the introduction of the Local Council Tax Support Scheme in April 2013 the Council accounted for overpayments / underpayments in respect of the old Council Tax Benefits scheme within the Collection Fund. It has since been established that these should be accounted for within the General Fund and will reduce over time.
- e) Anticipated reduction in Administration Grant awarded by the Department for Work and Pensions and Department for Communities and Local Government for 2018/19.
- f) Reduction in contribution from major precepting authorities following a change to the apportionment method.
- g) Reflects change in treatment of how staff time is allocated from Revenues Section.
- h) Partly attributable to increased office accommodation and customer services costs (see pages CS 3 and CS 5).

**DIRECTOR OF FINANCE & TRANSFORMATION**

	2017/18		2018/19
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>5 <u>TREASURY MANAGEMENT &amp; BANKING ARRANGEMENTS</u></b>			
<b>Employees</b>			
Salaries	27,650	28,300	29,000
<b>Supplies &amp; Services</b>			
Treasury Advisor & Dealing Fees	10,000	17,500 a)	10,400
Credit / Debit Card Charges	32,000	37,100 b)	37,100
Bank / Swipe Card Charges	32,200	30,150	30,150
Other Hired and Contracted Services	2,550	6,250 c)	2,650
Transfers in Lieu of Interest	8,650	8,750	8,000
	<hr/>	<hr/>	<hr/>
	113,050	128,050	117,300
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Interest on:			
Cash Flow Investments	(52,000)	(52,000)	(58,000)
Core Cash Investments	(74,000)	(144,000) d)	(124,000)
Long Term Investments	-	(80,000) e)	(180,000) e)
Other Miscellaneous Interest	(1,400)	(1,250)	(450)
Credit Card Fee	(8,800)	(5,300) f)	- f)
	<hr/>	<hr/>	<hr/>
	(136,200)	(282,550)	(362,450)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(23,150)	(154,500)	(245,150)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	6,800	6,650	6,900
Information Technology Expenses	5,650	5,400	5,500
Departmental Administrative Expenses	13,650	13,250	14,000
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>2,950</b>	<b>(129,200)</b>	<b>(218,750)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.92	0.93	0.92

- a) Treasury Advisor fees associated with property fund selection process.
- b) Increased usage of credit / debit cards.
- c) Reflects external review of the banking and merchant card services contracts.
- d) Combination of higher cash balances relating to delays by Valuation Office in determining business rate appeals and Bank Rate increase from 0.25% to 0.5% in November 2017.
- e) Part year and full year impact of property fund investment.
- f) Credit and debit card charges prohibited from January 2018.

**DIRECTOR OF FINANCE & TRANSFORMATION**

	<b>2017/18</b>		<b>2018/19</b>
	<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>6 <u>DRAINAGE BOARDS SPECIAL LEVIES</u></b>			
<b>Payments to Drainage Boards</b>	394,800	394,800	440,200 a)
<b>Central, Departmental &amp; Technical     Support Services</b>			
Central Salaries & Administration	300	300	300
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>395,100</b>	<b>395,100</b>	<b>440,500</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.01	0.01	0.01
<b>7 <u>GENERAL ADVICE TO PARISH COUNCILS</u></b>			
<b>Employees</b>			
Salaries	42,550	38,750	41,300
<b>Central, Departmental &amp; Technical     Support Services</b>			
Central Salaries & Administration	26,100	25,350	26,100
Departmental Administrative Expenses	15,500	13,850	15,100
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>84,150</b>	<b>77,950</b>	<b>82,500</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.34	1.24	1.26

- a) The estimates reflect a 2% increase in the levy paid to the Lower Medway Internal Drainage Board and a 20% increase, subject to confirmation, in the levy paid to the Upper Medway Internal Drainage Board.

**DIRECTOR OF FINANCE & TRANSFORMATION**

**8 CONTRIBUTIONS TO PROVISIONS**

General Bad Debts Provision

**TO SUMMARY**

	<b>2017/18</b>	<b>2018/19</b>
<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>	<b>ESTIMATE</b>
<b>£</b>	<b>£</b>	<b>£</b>
5,000	5,000	5,000
<b>5,000</b>	<b>5,000</b>	<b>5,000</b>

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

**SUMMARY**

	<b>2017/18 ESTIMATE</b>		<b>2018/19</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
1. DEVELOPMENT MANAGEMENT	1,000,500	948,550	864,600
2. CONSERVATION	66,000	63,650	65,150
3. BUILDING CONTROL	58,800	62,150	61,350
4. PLANNING POLICY	539,450	522,600	620,900
5. HOUSING STRATEGY & ENABLING ROLE	282,050	248,450	277,500
6. HOMELESSNESS	243,950	54,300	157,050
7. HOUSING ADVICE	187,350	180,450	170,750
8. HOME SAFETY	3,200	3,000	3,200
9. PRIVATE SECTOR HOUSING RENEWAL	230,200	218,500	227,950
10. PRIVATE SECTOR HOUSING STANDARDS	77,550	73,250	75,800
11. HOME IMPROVEMENT AGENCY	8,750	8,050	8,200
12. PUBLIC HEALTH ACT 1984	4,100	4,000	4,150
13. ENVIRONMENTAL PROTECTION ACT - PART 1	30,100	29,850	30,300
14. ENVIRONMENTAL PROTECTION	296,400	310,100	289,450
15. FOOD & SAFETY	347,450	336,950	341,550
16. PUBLIC HEALTH	102,400	117,800	123,600
	<b>3,478,250</b>	<b>3,181,650</b>	<b>3,321,500</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	85.00	87.10	88.83

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

**1. DEVELOPMENT MANAGEMENT**

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Employees</b>			
Salaries	1,026,450	1,006,800 a)	1,036,900 b)
<b>Supplies &amp; Services</b>			
Microfilming & Storage Facilities	5,000	5,000	5,000
Professional Fees	7,600	10,000 c)	10,000 c)
Application & Appeals	20,000	20,000	20,000
Advertising	9,000	10,000	10,000
	<hr/>	<hr/>	<hr/>
	1,068,050	1,051,800	1,081,900
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Fees & Charges			
Planning Applications	(660,000)	(660,000 d)	(792,000 d)
Pre-Planning Advice	(55,000)	(61,000 e)	(63,000 f)
Viability Assessments	(6,700)	(9,100 c)	(9,100 c)
	<hr/>	<hr/>	<hr/>
	(721,700)	(730,100)	(864,100)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	346,350	321,700	217,800
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	128,050	123,800	126,950
Information Technology Expenses	93,200	93,350	94,500
Departmental Administrative Expenses	432,900	409,700 g)	425,350 h)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>1,000,500</b>	<b>948,550</b>	<b>864,600</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	33.22	33.18	32.13

**DEVELOPMENT MANAGEMENT**

- a) Reflects revised technical staffing structure, as reported to General Purposes Committee on 26 June 2017, and management savings arising from vacant posts.
- b) Assumes a full establishment.
- c) Higher than anticipated numbers of viability assessments.
- d) Based on proposals issued by the Department for Communities and Local Government to increase fees by an average 20%. Estimates assume new fees will come into force in January 2018. Fees and charges in respect of planning applications are prescribed by Statute and there has been no increase in fee levels since November 2012.
- e) Higher than anticipated demand for pre-planning advice.
- f) Includes proposed increase in fees from April 2018 considered by Planning and Transportation Advisory Board on 5 December 2017.
- g) Partly attributable to reduced office accommodation and customer services costs - see pages CS 3 and CS 5.
- h) Partly attributable to increased office accommodation and customer services costs - see pages CS 3 and CS 5.

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

**2. CONSERVATION**

**Employees**

Salaries

39,650

38,300

39,300

**Supplies & Services**

Archaeological Advice

7,800

7,800

7,800

**Sub-total**

47,450

46,100

47,100

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

1,450

1,450

1,500

Information Technology Expenses

100

50

50

Departmental Administrative Expenses

17,000

16,050

16,500

**TO SUMMARY**

**66,000**

**63,650**

**65,150**

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

1.22

1.21

1.16



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

**3. BUILDING CONTROL**

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Employees</b>			
Salaries	253,800	227,500 a)	239,700 b)
<b>Supplies &amp; Services</b>			
Microfilming & Storage Facilities	4,000	4,000	4,000
Subscriptions	800	800	800
Other Expenses	250	250	250
<b>Third Party Payments</b>			
Building Control Partnership	10,000	46,000 c)	38,000 c)
	<hr/>	<hr/>	<hr/>
	268,850	278,550	282,750
<b>Less Income</b>			
Fees & Charges			
Building Regulations	(355,000)	(355,000)	(365,000) d)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(86,150)	(76,450)	(82,250)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	12,100	11,850	12,300
Information Technology Expenses	26,800	26,750	27,050
Departmental Administrative Expenses	106,050	100,000	104,250
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>58,800</b>	<b>62,150</b>	<b>61,350</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	7.18	7.17	7.07

- a) Reflects management savings arising from vacant posts.
- b) Assumes a full establishment.
- c) Increase reflects use of consultancy by Sevenoaks District Council to cover vacancies. Partly off-set by reduced staff costs.
- d) Includes anticipated increase in fees from April 2018 as reported to Planning and Transportation Advisory Board on 5 December 2017.

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

**4. PLANNING POLICY**

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

**Employees**

Salaries

176,900

173,450

217,900 a)

**Local Development Framework Expenses**

Other LDF Expenses

30,000

30,000

30,000

**Sub-total**

206,900

203,450

247,900

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

2,400

2,350

2,450

Information Technology Expenses

350

300

300

Departmental Administrative Expenses

61,900

56,400 b)

70,150 c)

**271,550**

**262,500**

**320,800**

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

4.21

4.16

4.95

- a) Increase reflects review of staffing within the Planning Policy team, as reported to General Purposes Committee on 20 November 2017.
- b) Partly attributable to reduced office accommodation and customer services costs - see pages CS 3 and CS 5.
- c) Partly attributable to increased office accommodation costs - see page CS 3.

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

**4. PLANNING POLICY (continued)**

**(b) PLANNING POLICY**

**Employees**

Salaries

142,050                      139,200                      186,450 **a)**

**Supplies & Services**

Transport Policy Consultancy

60,000                      60,000                      30,000 **b)**

AONB Management

4,450                      4,450                      4,450

Local Wildlife Sites Register Update

3,000                      3,150                      3,250

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209,500                      206,800                      224,150

**Less Income**

Government Grant

(5,000)                      (5,000)                      - **c)**

**Sub-total**

---

204,500                      201,800                      224,150

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

10,900                      10,550                      13,350

Information Technology Expenses

2,400                      2,400                      2,400

Departmental Administrative Expenses

50,100                      45,350 **d)**                      60,200 **e)**

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**267,900                      260,100                      300,100**

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

3.57                      3.54                      4.51

**PLANNING POLICY**

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

**271,550                      262,500                      320,800**

**(b) PLANNING POLICY**

**267,900                      260,100                      300,100**

**TO SUMMARY**

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**539,450                      522,600                      620,900**

- a)** Increase reflects review of staffing within the Planning Policy team, as reported to General Purposes Committee on 20 November 2017.
- b)** 2017/18 estimates included £30,000 from 2016/17 which was rolled into 2017/18 to allow for anticipated increase in work arising from the local plan.
- c)** 2017/18 estimates reflect anticipated one-off grant in respect of West Malling neighbourhood plan.
- d)** Partly attributable to reduced office accommodation and customer services costs - see pages CS 3 and CS 5.
- e)** Partly attributable to increased office accommodation costs - see page CS 3.

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

**5. HOUSING STRATEGY  
& ENABLING ROLE**

**(a) HOUSING STRATEGY**

**Employees**

Salaries

52,300                      49,300 **a)**                      47,950 **a)**

**Supplies & Services**

Housing Modernisation

10,000                      10,000                      10,000

Publicity & Promotion

300                              300                              300

Energy Efficiency Initiatives

1,000                              500                              500

Support for External Agencies

4,000                              10,500 **b)**                      7,500 **b)**

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67,600                      70,600                      66,250

---

**Less Income**

Government Grant

-                                      (23,650) **b)**                      -

Fees & Charges - Energy Switch Referral Fees

-                                      (1,000)                      (1,000)

Contribution from Other Bodies

-                                      (3,350) **c)**                      -

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-                                      (28,000)                      (1,000)

---

**Sub-total**

67,600                      42,600                      65,250

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

14,250                      14,000                      14,500

Information Technology Expenses

700                                      1,200                      1,200

Departmental Administrative Expenses

19,650                      17,500                      17,500

---

**102,200                      75,300                      98,450**

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

1.65                                      1.63                                      1.57

- a) Reflects establishment changes within Housing Services, as reported to General Purposes Committee on 20 November 2017.
- b) Increase largely due to contribution towards West Kent Community Housing hub, funded from the Community Housing Fund from the Department for Communities and Local Government. Balance is to be transferred to an earmarked reserve for future use.
- c) Savings in insurance costs in respect of the Better Homes Active Lives PFI scheme redistributed amongst partner authorities.

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

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

**(b) HOUSING REGISTER**

**Employees**

Salaries

112,000                      109,100 a)                      113,500 a)

**Supplies & Services**

Tracing Services

1,900                              1,900                              1,900

**Third Party Payments**

Choice Based Lettings

7,300                              7,300                              7,300

**Sub-total**

121,200                      118,300                      122,700

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

8,200                              7,950                              8,300

Information Technology Expenses

1,950                              3,050                              3,050

Departmental Administrative Expenses

48,500                              43,850                              45,000

**179,850                      173,150                      179,050**

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

3.73                              3.74                              3.71

**HOUSING STRATEGY & ENABLING ROLE**

**(a) HOUSING STRATEGY**

**102,200                      75,300                      98,450**

**(b) HOUSING REGISTER**

**179,850                      173,150                      179,050**

**TO SUMMARY**

**282,050                      248,450                      277,500**

a) Reflects establishment changes within Housing Services, as reported to General Purposes Committee on 20 November 2017.

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

**6. HOMELESSNESS**

	2017/18 ESTIMATE		2018/19 ESTIMATE
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
<b>Employees</b>			
Salaries	132,850	146,750 a)	200,150 a)
<b>Supplies &amp; Services</b>			
Temporary Accommodation	365,000	400,000 b)	400,000 b)
Storage of Furniture, Transport, etc.	250	3,000	3,000
Repossession Prevention Fund	2,000	2,000	2,000
Rent Deposits / Rent in Advance - Payments	33,550	10,000 c)	33,550
Homelessness Reduction Initiatives	-	-	50,000 d)
Contribution to Bad Debt Provision	10,000	10,000	10,000
<b>Third Party Payments</b>			
Medical Assessments	800	500	500
	<hr/>	<hr/>	<hr/>
	544,450	572,250	699,200
<b>Less Income</b>			
Government Grant	-	(212,250) e)	(235,550) e)
Rent Deposits/Rent in Advance - Recharges	(33,550)	(10,000) c)	(33,550)
Customer & Client Receipts - Accommodation	(346,000)	(385,000) b)	(385,000) b)
Customer & Client Receipts - Service Charge	(19,000)	(15,000) b)	(15,000) b)
	<hr/>	<hr/>	<hr/>
	(398,550)	(622,250)	(669,100)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	145,900	(50,000)	30,100
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	29,100	28,250	29,150
Information Technology Expenses	14,650	18,950	19,000
Departmental Administrative Expenses	54,300	57,100 a)	78,800 a)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>243,950</b>	<b>54,300</b>	<b>157,050</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	4.62	5.35	6.93

**Memorandum**

Cost of Homelessness function including net deficit on non-HRA rent rebates reflected in the Housing Benefits budget on page FT 3.

Total from above	243,950	54,300	157,050
Non HRA Rent Rebates	380,000	380,000	380,000
Non HRA Rent Rebate Subsidy	(211,000)	(116,000)	(160,000)
	<hr/>	<hr/>	<hr/>
Total including non-HRA rent rebates	412,950	318,300	377,050
	<hr/>	<hr/>	<hr/>

- PHEH 9 -

**HOMELESSNESS**

- a) Reflects establishment changes within Housing Services, as reported to General Purposes Committee on 20 November 2017.
- b) Higher than anticipated demand for temporary accommodation.
- c) Demand for service remains high due to welfare changes. Demand in the private rented sector is severely affecting the supply of affordable accommodation.
- d) Anticipated expenditure on initiatives to reduce homelessness levels, funded by government grant - see note e).
- e) Flexible Homelessness Support Grant and Homelessness Reduction Act New Burdens Grant from the Department for Communities and Local Government. Includes temporary accommodation management fee previously paid by the Department for Work and Pensions through the housing benefits subsidy regime. Remainder of grants will be transferred to an earmarked reserve for future use.

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

**7. HOUSING ADVICE**

**Employees**

Salaries

**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)

	<b>2017/18 ESTIMATE</b>		<b>2018/19 ESTIMATE</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	
	<b>£</b>	<b>£</b>	<b>£</b>
	120,000	117,800 a)	111,800 a)
	8,350	8,100	8,250
	5,400	6,250	6,550
	53,600	48,300	44,150
	<hr/>	<hr/>	<hr/>
	<b>187,350</b>	<b>180,450</b>	<b>170,750</b>
	<hr/>	<hr/>	<hr/>
	4.20	4.24	3.78

- a) Reflects establishment changes within Housing Services, as reported to General Purposes Committee on 20 November 2017.



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

**8. HOME SAFETY**

**Employees**

Salaries

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

Departmental Administrative Expenses

**TO SUMMARY**

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

	<b>2017/18 ESTIMATE</b>		<b>2018/19 ESTIMATE</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	
	<b>£</b>	<b>£</b>	<b>£</b>
	2,000	1,900	2,000
	450	450	500
	750	650	700
	<hr/>	<hr/>	<hr/>
	<b>3,200</b>	<b>3,000</b>	<b>3,200</b>
	<hr/>	<hr/>	<hr/>
	0.06	0.06	0.06

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

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>9. PRIVATE SECTOR</b>			
<b><u>HOUSING RENEWAL</u></b>			
<b>Employees</b>			
Salaries	134,650	127,550 a)	134,500 b)
<b>Supplies &amp; Services</b>			
Professional Fees	300	500	500
Countywide DFG Project	43,000	86,000 c)	112,000 c)
Capital Grants & Contributions (RECS)	830,000	755,000 d)	860,000 e)
	<hr/>	<hr/>	<hr/>
	1,007,950	969,050	1,107,000
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Government Grant	(43,000)	(86,000) c)	(112,000) c)
Fees & Charges	(50)	(50)	(50)
Capital Grants Received (RECS)	(800,000)	(725,000) d)	(830,000) e)
	<hr/>	<hr/>	<hr/>
	(843,050)	(811,050)	(942,050)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	164,900	158,000	164,950
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	4,050	3,950	4,050
Information Technology Expenses	10,500	11,350	11,400
Departmental Administrative Expenses	50,750	45,200	47,550
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>230,200</b>	<b>218,500</b>	<b>227,950</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	3.63	3.45	3.50

- a) Reflects reduction in hours of Housing Technical Officer post, as reported to General Purposes Committee on 26 June 2017.
- b) Increase reflects establishment changes within Housing Services, as reported to General Purposes Committee on 20 November 2017.
- c) The West Kent Hospital and Handyman Scheme and secondment of occupational therapist has been extended until March 2019, as reported to Communities and Housing Advisory Board on 24 July 2017. In addition, the scheme is to be expanded from January 2018 to include a Housing & Health Coordinator based at Maidstone Hospital and a boroughwide subsidised Handy Person Service. Funded from the Better Care Fund.
- d) Higher than anticipated Better Care Fund for 2017/18 has allowed the Council to meet current statutory demand for Disabled Facilities Grants and to provide an enhanced service without the need to contribute from its own resources, as reported to Communities and Housing Advisory Board on 24 July 2017.
- e) Based on anticipated Better Care Fund for 2018/19.

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

**10. PRIVATE SECTOR  
HOUSING STANDARDS**

**Employees**  
Salaries

2017/18 ESTIMATE		2018/19 ESTIMATE
ORIGINAL	REVISED	ESTIMATE
£	£	£
54,250	51,400 a)	53,050 b)
(1,700)	(1,700)	(1,700)
<b>Sub-total</b>	49,700	51,350
1,350	1,300	1,350
4,150	4,800	4,800
19,500	17,450	18,300
<b>TO SUMMARY</b>	<b>73,250</b>	<b>75,800</b>
1.39	1.34	1.35

**Less Income**

Houses in Multiple Occupation /  
Caravan Site Licences

**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)

- a) Reflects reduction in hours of Housing Technical Officer post, as reported to General Purposes Committee on 26 June 2017.
- b) Increase reflects establishment changes within Housing Services, as reported to General Purposes Committee on 20 November 2017.

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

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>11. <u>HOME IMPROVEMENT AGENCY</u></b>			
<b>Employees</b>			
Salaries	5,950	5,700	6,000
<b>Supplies &amp; Services</b>			
Miscellaneous Insurance	550	350	100
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	6,500	6,050	6,100
<b>Central, Departmental &amp; Technical Support Services</b>			
Departmental Administrative Expenses	2,250	2,000	2,100
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>8,750</b>	<b>8,050</b>	<b>8,200</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	0.15	0.14	0.15

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

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>12. <u>PUBLIC HEALTH ACT 1984</u></b>			
<b>Employees</b>			
Salaries	800	750	800
<b>Third Party Payments</b>			
Funeral Expenses	2,500	2,500	2,500
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	3,300	3,250	3,300
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	450	450	500
Information Technology Expenses	50	50	50
Departmental Administrative Expenses	300	250	300
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	4,100	4,000	4,150
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.03	0.03	0.03

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

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

**Employees**  
Salaries

2017/18 ESTIMATE		2018/19 ESTIMATE
ORIGINAL	REVISED	ESTIMATE
£	£	£
24,050	23,050	23,150
(11,350)	(9,400) a)	(9,400) a)
<b>Sub-total</b>	13,650	13,750
12,700	13,650	13,750
<b>Central, Departmental &amp; Technical Support Services</b>		
Central Salaries & Administration	1,150	1,200
Information Technology Expenses	6,350	5,900
Departmental Administrative Expenses	9,900	9,450
<b>TO SUMMARY</b>	<b>29,850</b>	<b>30,300</b>
30,100	29,850	30,300
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.75	0.73
0.74	0.75	0.73

**Less Income**  
Fees & Charges

**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)

**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

Share of:

Democratic Administration  
Corporate Management  
Non Distributed Costs

Full Cost of LAPPC / LA-IPPC

30,100	29,850	30,300
5,250	4,800	4,850
2,250	2,150	2,100
6,650	6,350	6,300
44,250	43,150	43,550

a) Lower than anticipated number of premises requiring permits.

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

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>14. ENVIRONMENTAL PROTECTION</b>			
<b>Employees</b>			
Salaries	174,350	168,150 a)	170,100 a)
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	500	500	500
Maintenance - Calibration of Instruments	1,000	2,500	1,000
Miscellaneous Insurance	450	350	400
Emergency Arrangements	4,050	4,000	4,050
<b>Third Party Payments</b>			
Water Sampling	1,000	750	750
General	750	1,250	1,250
Air Quality	11,750	11,750	11,750
Contaminated Land - Site Inspections	500	24,200 b)	200
	<hr/>	<hr/>	<hr/>
	194,350	213,450	190,000
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Fees & Charges			
Water Sampling	(1,750)	(750)	(750)
Provision of Information	(2,000)	(2,000)	(2,000)
	<hr/>	<hr/>	<hr/>
	(3,750)	(2,750)	(2,750)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	190,600	210,700	187,250
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	15,900	15,400	15,850
Information Technology Expenses	11,900	11,350	11,450
Departmental Administrative Expenses	76,150	70,800	73,050
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	1,850	1,850	1,850
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>296,400</b>	<b>310,100</b>	<b>289,450</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	5.20	5.34	5.22

a) Reflects changes to senior management within Housing and Environmental Health Services, as reported to General Purposes Committee on 20 November 2017.

b) Increase reflects contaminated land monitoring, funded from an earmarked reserve.

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

**15. FOOD & SAFETY**

**(a) GENERAL**

**Employees**

Salaries

2017/18 ESTIMATE		2018/19 ESTIMATE
ORIGINAL	REVISED	ESTIMATE
£	£	£
102,050	99,500	99,750

**Supplies & Services**

Protective Clothing

150	150	150
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Health General

600	1,000	1,000
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Miscellaneous Insurance

1,450	950	850
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**Sub-total**

104,250	101,600	101,750
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**Central, Departmental & Technical Support Services**

Central Salaries & Administration

8,850	8,600	8,850
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Information Technology Expenses

11,650	11,100	11,150
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Departmental Administrative Expenses

50,000	46,750	48,650
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<b>174,750</b>	<b>168,050</b>	<b>170,400</b>
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**Full Time Equivalent Number of Staff**  
(including Support Service Staff)

3.25	3.20	3.14
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**DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**

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

**(b) FOOD SAFETY**

**Employees**

Salaries

2017/18 ESTIMATE		2018/19 ESTIMATE
ORIGINAL	REVISED	ESTIMATE
£	£	£
105,350	103,450	105,450

**Supplies & Services**

Health General

400	400	400
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Other Expenses

1,300	1,000	1,300
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**Third Party Payments**

Food Sampling

200	100	100
-----	-----	-----

107,250	104,950	107,250
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**Less Income**

Court Costs

(500)	-	(500)
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Fees & Charges

Food Inspection

(1,150)	(1,150)	(1,150)
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Training Courses

(3,500)	(1,500)	(3,500)
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(5,150)	(2,650)	(5,150)
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**Sub-total**

102,100	102,300	102,100
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**Central, Departmental & Technical Support Services**

Central Salaries & Administration

7,300	7,050	7,300
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Information Technology Expenses

11,850	11,300	11,350
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Departmental Administrative Expenses

51,450	48,250	50,400
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172,700	168,900	171,150
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**Full Time Equivalent Number of Staff**

(including Support Service Staff)

3.30	3.26	3.22
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**FOOD & SAFETY**

**(a) GENERAL**

174,750	168,050	170,400
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**(b) FOOD SAFETY**

172,700	168,900	171,150
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**TO SUMMARY**

347,450	336,950	341,550
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**DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>16. PUBLIC HEALTH</b>			
<b>Employees</b>			
Salaries	133,650	166,150 a)	165,600 a)
<b>Supplies &amp; Services</b>			
Healthy Living Initiatives	45,200	30,000 b)	30,000 b)
	<hr/>	<hr/>	<hr/>
	178,850	196,150	195,600
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Contribution from Other Bodies	(16,500)	(24,300 c)	(24,300 c)
Public Health Funding	(121,650)	(127,700 d)	(127,700 d)
	<hr/>	<hr/>	<hr/>
	(138,150)	(152,000)	(152,000)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	40,700	44,150	43,600
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	1,700	1,650	1,700
Information Technology Expenses	600	450	450
Departmental Administrative Expenses	59,400	71,550 e)	77,850 e)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>102,400</b>	<b>117,800</b>	<b>123,600</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	3.65	5.31	5.62

- a) Reflects establishment changes as reported to General Purposes Committee on 26 June 2017 and 20 November 2017.
- b) Increase use of Council staff to deliver initiatives.
- c) Increase reflects contribution from Sevenoaks District Council for delivery of workplace health programme.
- d) Lower than anticipated reduction in funding from Kent County Council.
- e) Increased overheads attributable to the Health Team following restructure detailed in note a).

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

**SUMMARY**

	2017/18 ESTIMATE		2018/19
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. REFUSE COLLECTION	1,373,700	1,349,150	1,398,750
2. RECYCLING	1,360,950	1,319,650	1,426,550
3. STREET SCENE	1,460,850	1,457,050	1,520,100
4. PUBLIC CONVENIENCES	260,550	267,200	251,650
5. PEST CONTROL	24,750	24,100	24,550
6. TONBRIDGE & MALLING LEISURE TRUST	226,150	256,050	95,450
7. LARKFIELD LEISURE CENTRE	951,200	968,800	956,800
8. ANGEL CENTRE	308,800	351,900	343,850
9. TONBRIDGE SWIMMING POOL	667,550	754,950	772,200
10. POULT WOOD GOLF CENTRE	174,600	210,700	230,450
11. SPORTS GROUNDS	426,200	432,650	456,300
12. PLEASURE GROUNDS & OPEN SPACES	695,600	716,250	687,500
13. ALLOTMENTS	10,400	8,800	8,300
14. CHURCHYARDS	10,400	10,300	10,450
15. CEMETERY	72,650	77,050	83,350
16. YOUTH & PLAY DEVELOPMENT	77,150	74,500	71,650
17. SPORTS DEVELOPMENT	64,400	61,250	57,200
18. EVENTS DEVELOPMENT	73,500	63,100	63,650
19. LEISURE MARKETING / PROMOTION	177,400	171,550	168,850
20. PARKING SERVICES	(1,117,700)	(1,455,150)	(1,453,300)
21. TRANSPORTATION	89,800	111,500	81,600
22. SECURITY SERVICES MANAGEMENT (CCTV)	69,600	71,800	72,900
23. BOROUGH DRAINAGE & LAND DRAINAGE RELATED WORK	56,650	84,900	108,300
24. CIVIL CONTINGENCIES	75,750	82,600	85,500
	<b>7,590,900</b>	<b>7,470,650</b>	<b>7,522,600</b>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	54.53	53.94	53.51

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

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>1. REFUSE COLLECTION</b>			
<b>Employees</b>			
Salaries	112,000	112,000	114,050
<b>Premises Related Expenses</b>			
Vale Rise Depot Recharge	30,400	45,050 a)	30,800
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	3,000	3,000	3,000
Professional Fees	10,000	- b)	- b)
Emergency Arrangements	850	850	850
Information Leaflets	2,000	2,000	2,000
Other Expenses	2,200	2,200	2,200
<b>Third Party Payments</b>			
Refuse Collection Contract	1,190,550	1,163,500 c)	1,220,300 d)
	<hr/>	<hr/>	<hr/>
	1,351,000	1,328,600	1,373,200
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Fees & Charges			
Bulky Waste Collection	(83,000)	(83,000)	(84,500) e)
Additional Collections	(600)	(600)	(600)
Contributions from Other Bodies	(22,900)	(22,900)	(22,900)
	<hr/>	<hr/>	<hr/>
	(106,500)	(106,500)	(108,000)
	<hr/>	<hr/>	<hr/>
	1,244,500	1,222,100	1,265,200
	<hr/>	<hr/>	<hr/>
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	11,650	11,900	12,300
Information Technology Expenses	8,500	9,700	9,750
Departmental Administrative Expenses	58,000	54,400	57,700
Capital Programme Revenue Expenses	850	800	850
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	50,200	50,250	52,950
	<hr/>	<hr/>	<hr/>
	<b>1,373,700</b>	<b>1,349,150</b>	<b>1,398,750</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	3.91	3.91	3.88

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

### **REFUSE COLLECTION**

- a) Increase reflects work to depot access - see page CEN 7.
- b) Budget transferred to the Recycling cost centre (page SSLTS 3).
- c) Reduced contract costs due to a number of service efficiencies including bulky waste collection costs, and rationalisation of sack deliveries and assisted pull-out services.
- d) Assumes 4.0% increase for inflation in line with contract conditions plus provision for new housing developments.
- e) Includes proposed increase in fees from April 2018 considered by Street Scene and Environment Services Advisory Board on 6 November 2017.

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

**2. RECYCLING**

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Employees</b>			
Salaries	108,300	109,350	111,350
<b>Premises Related Expenses</b>			
Recycling Centres - Servicing	17,000	17,000	17,000
Rates	950	950	950
<b>Transport Related Expenses</b>			
Vehicle Fuel and Maintenance	70,000	80,000 a)	70,000
Vehicle Contact Costs and Licences	69,200	61,500 b)	64,000 c)
<b>Supplies &amp; Services</b>			
Support for Retender	-	-	16,600 d)
Publicity & Promotion	9,450	9,450	36,450 d)
Emergency Arrangements	50	50	50
Contribution to Kent Resource Partnership	5,000	5,000	5,000
Other Expenses	1,300	1,300	1,300
<b>Third Party Payments</b>			
Recycling Collection Contract	483,700	496,000 e)	520,850 f)
Green Waste Collection Contract	907,100	881,200 g)	924,200 f)
Plastic Recycling	90,450	90,450	93,150 h)
Paper Recycling	5,150	5,650	5,650
School Initiatives	1,050	1,050	1,050
	<hr/>	<hr/>	<hr/>
<b><u>Carried Forward</u></b>	1,768,700	1,758,950	1,867,600
	<hr/>	<hr/>	<hr/>

- a) Increased repairs to recycling collection vehicles as they approach end of life. Partly off-set by increased contribution from Tunbridge Wells Borough Council - see note n).
- b) Savings arising from rescheduling of rounds following removal of some smaller recycling sites.
- c) Assumes 4.0% increase for inflation in line with contract conditions.
- d) Increase reflects support work on the retender of the waste services contract and anticipated spend on publicising improved kerbside recycling services, funded by contribution from Kent Resource Partnership.
- e) Increase in demand for services including green box delivery and recycling service.
- f) Assumes 4.0% increase for inflation in line with contract conditions plus provision for new housing developments.
- g) Reduced contract costs.
- h) Assumes 3.0% increase for inflation in line with contract conditions.

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

**2. RECYCLING (continued)**

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b><u>Brought Forward</u></b>	1,768,700	1,758,950	1,867,600
<b>Less Income</b>			
Glass Recycling	(12,600)	(5,000) <b>i)</b>	(5,000) <b>i)</b>
Can Recycling	(7,000)	(13,000) <b>j)</b>	(13,000) <b>j)</b>
Textile Recycling	(12,500)	(14,000) <b>k)</b>	(14,000) <b>k)</b>
Paper Recycling	(102,700)	(108,500) <b>l)</b>	(108,500) <b>l)</b>
Recycling Credits - Disposal	(347,000)	(347,000)	(347,000) <b>m)</b>
Contributions from Other Bodies	(62,700)	(85,100) <b>n)</b>	(91,050) <b>n)</b>
	<hr/>	<hr/>	<hr/>
	(544,500)	(572,600)	(578,550)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	1,224,200	1,186,350	1,289,050
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	9,400	9,700	10,000
Information Technology Expenses	7,750	7,250	7,250
Departmental Administrative Expenses	55,300	52,150	55,300
Capital Programme Revenue Expenses	1,850	1,850	1,900
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	62,450	62,350	63,050
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>1,360,950</b>	<b>1,319,650</b>	<b>1,426,550</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	3.71	3.70	3.67

- i)** Decrease in prices for glass.
- j)** Increase in price for cans.
- k)** Increased tonnages of textiles being recycled.
- l)** Increase in price for paper, partly off-set by declining tonnages.
- m)** Anticipated reduction in tonnages off-set by increase in recycling credit from April 2018.
- n)** Increased contribution from Tunbridge Wells Borough Council primarily as a result of reduced income from glass recycling and contributions from Kent Resource Partnership to support the waste services contract retender.

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

**3. STREET SCENE**

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Employees</b>			
Salaries	115,750	115,900	117,950
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	10,000	10,000	10,000
Abatement Initiatives (Self Help)	15,000	15,000	15,000
Responsible Dog Ownership	34,550	34,550	35,900 a)
Graffiti Removal	4,000	4,000	4,000
Dog Warden	62,750	62,750	64,650 b)
Emergency Arrangements	550	550	550
<b>Third Party Payments</b>			
Amenity & Street Cleansing Contract	1,234,650	1,234,000	1,290,400 c)
	<hr/>	<hr/>	<hr/>
	1,477,250	1,476,750	1,538,450
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Fees & Charges			
Amenity Cleansing for Circle Homes	(71,650)	(65,000 d)	(67,000 a)
Court Costs	-	(50)	-
Stray Dogs Redemption Fees	(10,700)	(8,500 e)	(8,800 e)
Fixed Penalty Notices	(5,000)	(12,000 f)	(12,000 f)
Clearance Costs and Contributions from Other Bodies	(7,000)	(9,000)	(9,000)
	<hr/>	<hr/>	<hr/>
	(94,350)	(94,550)	(96,800)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	1,382,900	1,382,200	1,441,650
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	15,850	15,900	16,500
Information Technology Expenses	8,900	8,350	8,350
Departmental Administrative Expenses	53,200	50,600	53,600
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	1,460,850	1,457,050	1,520,100
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	3.85	3.87	3.84



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

**STREET SCENE**

- a) Assumes 4.0% increase for inflation in line with contract conditions.
- b) Assumes 3.0% increase for inflation in line with contract conditions.
- c) Assumes 4.0% increase for inflation in line with contract conditions plus provision for new housing developments.
- d) Lower than anticipated requests for service.
- e) Reduction in the number of stray dogs being re-claimed by owners.
- f) Increased use of fixed penalty notices for fly tipping.

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

**4. PUBLIC CONVENIENCES**

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Employees</b>			
Salaries	16,650	16,950	17,300
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	35,000	38,750 a)	19,600 b)
Electricity	11,000	12,000	12,000
Rates	17,650	17,650	18,300
Water Charges (Metered)	10,000	12,500	12,500
Sewerage & Environmental Services	12,500	12,500	12,500
Premises Insurance	3,250	2,800	2,800
<b>Third Party Payments</b>			
Public Convenience Cleansing Contract	63,200	63,200	65,100 c)
	<hr/>	<hr/>	<hr/>
	169,250	176,350	160,100
<b>Less Income</b>			
Fees & Charges			
Radar Keys	(200)	(200)	(200)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	169,050	176,150	159,900
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	5,500	5,400	5,600
Information Technology Expenses	450	500	500
Departmental Administrative Expenses	8,550	8,150	8,650
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	77,000	77,000	77,000
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	260,550	267,200	251,650
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.63	0.64	0.63

- a) Includes asbestos monitoring (£11,750), decoration (£7,500), general response work (£6,000), servicing of plant and equipment (£3,250) and drain/gully cleaning/jetting (£3,000).
- b) Includes general response work (£6,000), servicing of plant and equipment (£3,250) and drain/gully cleaning/jetting (£3,000).
- c) Assumes 3.0% increase for inflation in line with contract conditions.

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

**5. PEST CONTROL**

**Employees**

Salaries

7,150

7,050

7,150

**Supplies & Services**

Emergency Arrangements

500

500

500

**Financial Hardship Subsidy**

2,000

2,000

2,000

**Sub-total**

9,650

9,550

9,650

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

3,550

3,500

3,600

Information Technology Expenses

7,750

7,450

7,450

Departmental Administrative Expenses

3,800

3,600

3,850

**TO SUMMARY**

**24,750**

**24,100**

**24,550**

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

0.41

0.41

0.40

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

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>6. TONBRIDGE &amp; MALLING LEISURE TRUST</b>			
<b>Employees</b>			
Salaries	44,250	42,650	38,350 a)
<b>Third Party Payments</b>			
Service Fee	150,850	149,950	- b)
Employers' Superannuation Costs	-	28,000 c)	28,000 c)
General	-	8,000 d)	-
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	195,100	228,600	66,350
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	8,650	8,450	8,750
Information Technology Expenses	50	50	50
Departmental Administrative Expenses	22,350	18,950	20,300
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>226,150</b>	<b>256,050</b>	<b>95,450</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.45	1.26	1.25

- a) It is anticipated that use of temporary staff for management cover will end following forthcoming scrutiny review of Leisure Development.
- b) New service fee following formal review as reported to Communities and Housing Advisory Board on 24 July 2017.
- c) Under the Management Agreement with Tonbridge and Malling Leisure Trust the Council is required to meet the increase in the employer's pension contribution following the recent triennial revaluation.
- d) Loss of income claim in respect of Tonbridge Swimming Pool roof repairs higher than anticipated.

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

**7. LARKFIELD LEISURE CENTRE**

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Employees</b>			
Salaries	1,350	1,250	1,250
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	115,100	132,700 a)	123,550 b)
Premises Insurance	25,050	22,250	22,500
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	141,500	156,200	147,300
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	15,500	15,150	15,800
Information Technology Expenses	150	150	150
Departmental Administrative Expenses	500	450	500
Capital Programme Revenue Expenses	3,550	19,550 c)	16,450 c)
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	790,000	777,300	776,600
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>951,200</b>	<b>968,800</b>	<b>956,800</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	0.33	0.56	0.52

- a)** Includes servicing of plant and equipment (£40,500), plant renewals (£13,000), pool tile repairs (£11,500), pool hall lighting maintenance (£11,000), fire damper testing (£9,000), BMS system maintenance/upgrade (£7,000), IEE testing (£7,000), health suite spa deck repair (£7,000) and PA system repairs (£7,000).
- b)** Includes servicing of plant and equipment (£44,500), boiler replacement (£30,000), external decoration (£16,000), relining/refilling filters (£15,000), plant renewals (£8,000), BMS system maintenance/upgrade (£7,000), pool hall lighting maintenance (£7,000) and window/door repairs (£5,000).
- c)** Anticipated staff time on proposed Ventilation and Building / Leisure Pool Boiler System Replacement, Gym Extension / New Studio and Pool Hall Roof Replacement capital plan schemes.

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

**8. ANGEL CENTRE**

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Employees</b>			
Salaries	2,650	2,550	2,600
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	54,350	64,000 a)	46,150 b)
Premises Insurance	12,250	11,150	11,450
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	69,250	77,700	60,200
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	8,250	6,350	6,650
Information Technology Expenses	150	150	150
Departmental Administrative Expenses	800	700	750
Capital Programme Revenue Expenses	350	2,400 c)	3,350 c)
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	230,000	264,600 d)	272,750
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>308,800</b>	<b>351,900</b>	<b>343,850</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	0.22	0.23	0.25

- a) Includes servicing of plant and equipment (£28,900), changing room works (£10,000), IEE testing (£6,000) and renewal fire alarm/emergency light batteries (£6,000)
- b) Includes servicing of plant and equipment (£18,400) and ventilation control panel replacement (£15,000).
- c) Anticipated staff time on proposed Medway Hall – Alternative Use for Extreme Sports capital plan scheme.
- d) Reflects revaluations of Council's leisure premises during 2016/17.

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

**9. TONBRIDGE SWIMMING POOL**

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Employees</b>			
Salaries	2,650	2,550	2,600
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	199,700	223,300 a)	235,350 b)
Premises Insurance	19,500	17,300	17,500
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	221,850	243,150	255,450
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	12,000	11,750	12,250
Information Technology Expenses	150	150	150
Departmental Administrative Expenses	800	700	750
Capital Programme Revenue Expenses	350	300	300
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	432,400	498,900 c)	503,300
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>667,550</b>	<b>754,950</b>	<b>772,200</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	0.28	0.27	0.27

- a) Includes main roof repairs (£70,000), servicing of plant and equipment (£35,600), spa replacement (£35,000), replacement of café glazed screen (£20,000), pool tile repairs (£11,800) and plant renewals (£10,000).
- b) Includes main roof repairs (£70,000), external decoration (£38,000), servicing of plant and equipment (£36,400), relining/refilling filters (£20,000) and plant renewals (£10,000).
- c) Reflects revaluations of Council's leisure premises during 2016/17.

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

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>10. <u>POULT WOOD GOLF CENTRE</u></b>			
<b>Employees</b>			
Salaries	2,650	1,550	1,600
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	41,450	53,450 a)	65,400 b)
Premises Insurance	4,950	4,350	4,450
<b>Transport Related Expenses</b>			
Transport Insurance	5,300	2,850	2,150
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	54,350	62,200	73,600
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	7,950	7,750	8,100
Information Technology Expenses	100	50	50
Departmental Administrative Expenses	1,150	650	700
Capital Programme Revenue Expenses	700	650	650
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	110,350	139,400 c)	147,350 d)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	174,600	210,700	230,450
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	0.21	0.18	0.17



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

**POULT WOOD GOLF CENTRE**

- a) Includes repairing/waterproof coating to roof (£30,000) and servicing of plant and equipment (£13,250).
- b) Includes conservatory replacement (£25,000), external decoration (£18,300) and servicing of plant and equipment (£11,250).
- c) Reflects revaluations of Council's leisure premises during 2016/17.
- d) Increase reflects anticipated renewals of equipment, including winter tee mats, in 2018/19.

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

**11. SPORTS GROUNDS**

**Employees**

	2017/18 ESTIMATE ORIGINAL £	REVISED £	2018/19 ESTIMATE £
Salaries	38,000	37,800	36,950
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	24,350	18,350 a)	23,650 b)
Maintenance of Grounds	20,650	20,650	20,650
Rates	500	500	550
Premises Insurance	2,300	2,050	2,050
<b>Transport Related Expenses</b>			
Repairs & Maintenance	350	350	350
Licences	150	150	150
Petrol / Oil	750	650	650
Car Allowances	250	400	400
Transport Insurance	800	600	400
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	7,500	10,350 c)	-
Clothing, Uniform & Laundry	150	150	150
Stationery	50	50	50
Gates / Security	2,000	2,000	2,000
Honoraria	1,100	1,100	1,100
Postages	50	50	50
Telephones	150	150	150
Capital Grants & Contributions (RECS)	-	11,000 d)	150,000 d)
Licences	100	100	100
<b>Third Party Payments</b>			
Ground Maintenance Contract	223,300	229,650 e)	243,000 f)
<b><u>Carried Forward</u></b>	<b>322,500</b>	<b>336,100</b>	<b>482,400</b>

a) Includes bridge testing (£3,800) and servicing of plant and equipment (£3,750).

b) Includes external decoration (£7,500), installation of roller shutter to grounds maintenance area (£5,000) and servicing of plant and equipment (£3,750).

c) Higher than anticipated expenditure on one-off purchase of a slide for Racecourse, part funded by Tonbridge Lions contribution and KCC member grant.

d) Contribution to Tonbridge School towards refurbishment of existing athletics track. Funded in full from developer contributions.

e) Includes part year variation order to sports pitches to accurately reflect work carried out by contractor.

f) Full year impact of variation order to sports pitches and 3.0% increase for inflation in line with contract conditions.

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

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>11. <u>SPORTS GROUNDS (continued)</u></b>			
<u>Brought Forward</u>	322,500	336,100	482,400
<b>Less Income</b>			
Rents			
Rents	(14,200)	(14,200)	(14,200)
Mobile Catering Concession	(6,100)	(6,200)	- <b>g)</b>
Contributions from Other Bodies	(6,000)	(6,500)	-
Capital Grants Received (RECS)	-	(11,000) <b>d)</b>	(150,000) <b>d)</b>
	<hr/>	<hr/>	<hr/>
	(26,300)	(37,900)	(164,200)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	296,200	298,200	318,200
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	11,700	11,500	11,950
Information Technology Expenses	750	650	700
Departmental Administrative Expenses	16,650	16,300	17,400
Capital Programme Revenue Expenses	2,950	8,500 <b>h)</b>	7,450 <b>h)</b>
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	97,950	97,500	100,600
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>426,200</b>	<b>432,650</b>	<b>456,300</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.49	1.62	1.59

**g)** Now included in the Tonbridge and Malling Leisure Trust service fee as reported to Communities and Housing Advisory Board on 24 July 2017.

**h)** Anticipated staff time on proposed Provision of Toilets, Improvement Works Phase 3, Rugby Pitch Improvement Works and Swimming Pool Bridge capital plan schemes.

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

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>12. PLEASURE GROUNDS &amp; OPEN SPACES</b>			
<b>(a) <u>TONBRIDGE CASTLE GROUNDS</u></b>			
<b>Employees</b>			
Salaries	16,450	16,200	16,000
<b>Premises Related Expenses</b>			
Maintenance of Grounds	4,500	4,500	4,500
Electricity	700	700	700
Rates	1,200	1,200	1,250
Premises Insurance	50	50	50
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	10,000	10,000	10,000
Licences	300	300	300
<b>Third Party Payments</b>			
Ground Maintenance Contract	79,600	80,050	82,450 a)
Tonbridge Hanging Baskets	5,000	5,000	5,000
	<hr/>	<hr/>	<hr/>
	117,800	118,000	120,250
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Fees & Charges - Mooring Fees	(150)	(150)	(150)
Rents			
Land	(100)	-	-
Rights over Water	(1,600)	(1,600)	(2,000)
Mobile Catering Concession	(5,000)	(1,500) b)	(3,000) b)
	<hr/>	<hr/>	<hr/>
	(6,850)	(3,250)	(5,150)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	110,950	114,750	115,100
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	2,400	2,350	2,450
Information Technology Expenses	500	250	250
Departmental Administrative Expenses	6,700	6,500	6,900
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	12,300	8,950 c)	12,000
	<hr/>	<hr/>	<hr/>
	<b>132,850</b>	<b>132,800</b>	<b>136,700</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	0.57	0.55	0.55

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

- a) Assumes 3.0% increase for inflation in line with contract conditions.
- b) New contract with lead-in pricing structure.
- c) Renewal of floodlighting slipped from 2017/18 to 2018/19.

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

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

**(b) HAYSDEN COUNTRY PARK**

**Employees**

Salaries

37,500                      37,000                      36,400

**Premises Related Expenses**

Building Repairs Expenditure

8,100                      2,400 a)                      8,400 a)

Maintenance of Grounds

8,850                      8,850                      8,850

Maintenance of Play Equipment

6,900                      6,900                      6,900

Electricity

850                      1,250                      1,250

Water Charges (Metered)

50                      50                      50

Sewerage & Environmental Services

700                      900                      900

Cleaning & Domestic Supplies

5,550                      5,550                      5,700

Premises Insurance

150                      100                      100

**Supplies & Services**

Purchases - Equipment & Materials

2,850                      2,850                      2,850

Maintenance - General

-                      500                      1,750

Clothing, Uniforms & Laundry

50                      50                      50

Security Services

2,400                      1,000                      1,750

Trade Refuse Charges

600                      600                      600

Dog Bin Emptying

600                      600                      600

Gates / Security

8,300                      8,400                      9,300

Rodent Control

450                      450                      500

Litter Collection

5,700                      5,700                      5,900

Advertising

700                      700                      700

**Third Party Payments**

Ground Maintenance Contract

17,900                      18,050                      18,600 b)

**Carried Forward**

108,200                      101,900                      111,150

a) Renewal of roof covering (£6,000) postponed to 2018/19.

b) Assumes 3.0% increase for inflation in line with contract conditions.

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

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>12. PLEASURE GROUNDS &amp; OPEN SPACES (continued)</b>			
<b>(b) HAYSDEN COUNTRY PARK (continued)</b>			
<u>Brought Forward</u>	108,200	101,900	111,150
<b>Less Income</b>			
Fees & Charges			
Car Parking Fees	(32,000)	(40,000) <b>c)</b>	(50,000) <b>d)</b>
Car Park Season Tickets	(2,900)	(3,100)	(3,100)
Educational Visits	(500)	(250)	(250)
Rents			
Rights over Water	(5,200)	(5,200)	(5,250)
Mobile Catering Concession	(7,100)	(7,250)	(7,500)
	<hr/>	<hr/>	<hr/>
	(47,700)	(55,800)	(66,100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	60,500	46,100	45,050
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	2,400	2,350	2,450
Information Technology Expenses	1,900	1,700	1,750
Departmental Administrative Expenses	16,300	16,050	17,100
Capital Programme Revenue Expenses	-	2,150 <b>e)</b>	2,500 <b>e)</b>
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	27,550	27,650	25,750
	<hr/>	<hr/>	<hr/>
	<b>108,650</b>	<b>96,000</b>	<b>94,600</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (Including Support Service Staff)</b>	1.31	1.35	1.35

**c)** Increased use of car park.

**d)** Includes proposed increase in fees from April 2018 considered by Street Scene and Environment Services Advisory Board on 6 November 2017 plus anticipated income from proposed Car Park Extension capital plan scheme.

**e)** Anticipated staff time on proposed Car Park Extension and Site Improvements Phase 2 capital plan schemes.

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

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

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

**Employees**

Salaries	53,750	53,300	52,200
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**Premises Related Expenses**

Building Repairs Expenditure	1,000	1,000	1,000
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Maintenance of Grounds	27,400	33,400 a)	27,400
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Maintenance of Play Equipment	6,000	18,000 b)	7,500 c)
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Electricity	1,700	2,800	2,800
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Premises Insurance	2,400	1,800	1,950
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**Supplies & Services**

Purchases - Equipment & Materials	800	2,850	800
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Dog Bin Emptying	350	350	350
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Rodent Control	150	150	150
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Miscellaneous Insurance	300	150	150
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Telephones	50	50	50
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**Third Party Payments**

Ground Maintenance Contract	118,850	119,450	123,000 d)
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**Carried Forward**

212,750	233,300	217,350
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- a) Increase reflects landscaping work at Old Barn Road, Leybourne to prevent unauthorised access by vehicles, partly funded by a contribution from Leybourne Parish Council.
- b) Increase reflects one-off essential health and safety work on play equipment.
- c) Reflects anticipated ongoing expenditure.
- d) Assumes 3.0% increase for inflation in line with contract conditions.



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

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>12. PLEASURE GROUNDS &amp; OPEN SPACES</b>			
<b><u>(continued)</u></b>			
<b>(c) <u>OPEN SPACES</u></b>			
<b><u>&amp; AMENITY AREAS BOROUGH - WIDE</u></b>			
<b><u>(continued)</u></b>			
<b><u>Brought Forward</u></b>	212,750	233,300	217,350
<b>Less Income</b>			
Interest Receipts	(3,250)	(3,250)	(3,350)
Rents			
Land	(17,150)	(17,650)	(18,100)
Wayleave Agreement	(1,250)	-	-
Contributions from Other Bodies	-	(1,300) a)	-
	<hr/>	<hr/>	<hr/>
	(21,650)	(22,200)	(21,450)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	191,100	211,100	195,900
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	5,600	5,450	5,700
Information Technology Expenses	1,250	850	850
Departmental Administrative Expenses	23,700	23,350	24,950
Capital Programme Revenue Expenses	7,000	5,450 e)	5,150 e)
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	37,650	37,550	30,150 f)
	<hr/>	<hr/>	<hr/>
	<b>266,300</b>	<b>283,750</b>	<b>262,700</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	2.03	2.00	1.99

e) Open Spaces Site Improvements Phase 1 capital plan scheme completed.

f) Expenditure incurred during 2003/04 on Tonbridge-Penshurst Cycle Way fully depreciated.

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

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

**(d) PATROLLING**

**Employees**

Salaries

2017/18 ESTIMATE		2018/19 ESTIMATE
ORIGINAL	REVISED	ESTIMATE
£	£	£
5,000	5,000	4,900
<b>Transport Related Expenses</b>		
Repairs & Maintenance	400	400
Licences	100	100
Petrol / Oil	750	600
Transport Insurance	850	650
<b>Supplies &amp; Services</b>		
Clothing, Uniform & Laundry	150	150
Gates / Security	2,000	2,000
Telephones	100	100
<b>Sub-total</b>	<b>9,350</b>	<b>8,700</b>
<b>Central, Departmental &amp; Technical Support Services</b>		
Central Salaries & Administration	1,100	1,150
Information Technology Expenses	150	100
Departmental Administrative Expenses	2,150	2,250
<b>12,750</b>	<b>12,300</b>	<b>12,200</b>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	<b>0.18</b>	<b>0.18</b>

**Transport Related Expenses**

Repairs & Maintenance

Licences

Petrol / Oil

Transport Insurance

**Supplies & Services**

Clothing, Uniform & Laundry

Gates / Security

Telephones

**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)

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

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

**(e) COUNTRYSIDE / WOODLAND  
MANAGEMENT**

**Employees**

Salaries

2017/18 ESTIMATE		2018/19 ESTIMATE
ORIGINAL	REVISED	ESTIMATE
£	£	£
14,350	14,250	13,950
<b>Premises Related Expenses</b>		
Maintenance of Grounds		
10,200	12,500	12,500
Tree Planting Schemes		
2,300	2,300	2,300
<b>Supplies &amp; Services</b>		
Purchases - Equipment & Materials		
300	300	300
Health & Safety - Trees		
13,000	20,000 a)	15,000 b)
Miscellaneous Insurance		
50	50	50
<b>Third Party Payments</b>		
Medway Valley Countryside Partnership		
9,000	9,000	9,000
<hr/>		
<b>Sub-total</b>	<b>58,400</b>	<b>53,100</b>
<b>Central, Departmental &amp; Technical Support Services</b>		
Central Salaries & Administration		
5,650	5,550	5,750
Information Technology Expenses		
400	550	550
Departmental Administrative Expenses		
6,150	6,000	6,400
<hr/>		
<b>61,400</b>	<b>70,500</b>	<b>65,800</b>
<hr/>		
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	0.56	0.56

**Premises Related Expenses**

Maintenance of Grounds

Tree Planting Schemes

**Supplies & Services**

Purchases - Equipment & Materials

Health & Safety - Trees

Miscellaneous Insurance

**Third Party Payments**

Medway Valley Countryside Partnership

**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) Increase in urgent health and safety work on trees.
- b) Reflects anticipated ongoing expenditure.

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

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

**(f) LEYBOURNE LAKES COUNTRY PARK**

**Employees**

Salaries

66,800                      59,800 **a)**                      62,500 **a)**

**Premises Related Expenses**

Building Repairs Expenditure

6,950                      8,950 **b)**                      2,800

Maintenance of Grounds

12,050                      19,550 **c)**                      12,050

Electricity

2,400                      2,400                      2,400

Rates

50                      50                      50

Water Charges (Metered)

600                      1,500                      600

Sewerage & Environmental Services

600                      600                      600

Cleaning & Domestic Supplies

5,750                      5,300                      5,450

Premises Insurance

450                      400                      400

**Transport Related Expenses**

Repairs & Maintenance

250                      250                      250

Transport Insurance

300                      150                      100

**Supplies & Services**

Purchases - Equipment & Materials

850                      850                      850

Maintenance - General

-                      500                      1,200

Clothing, Uniforms & Laundry

500                      500                      500

Printing & Stationery

700                      700                      700

Professional Fees

-                      14,650 **d)**                      10,000 **e)**

Security Services

1,600                      1,200                      1,250

Trade Refuse Charges

1,600                      1,700                      1,700

Dog Bin Emptying

450                      500                      500

Gates / Security

7,750                      8,350                      8,400

Pest Control

250                      250                      250

Wildlife Monitoring

400                      400                      400

Hall Hire for User Group

100                      100                      100

Car Park Management Charges

1,000                      -                      -

Telephones

700                      700                      700

**112,100**

**129,350**

**113,750**

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

**PLEASURE GROUNDS & OPEN SPACES - LEYBOURNE LAKES COUNTRY PARK**

- a) Reflects reduced working hours within the Park Rangers team.
- b) Includes external decoration (£5,750).
- c) Increase reflects work to enhance North Downs chalk area of country park, funded by contribution from Kent County Council's "Old Chalk New Downs" project.
- d) Costs of preparing options appraisal and recommendations for proposed new building facility, funded from an earmarked reserve.
- e) Consultancy support for procurement of proposed external management of country park, as reported to Communities and Housing Advisory Board on 13 November 2017, funded from an earmarked reserve.

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

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

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

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b><u>Brought Forward</u></b>	112,100	129,350	113,750
<b>Less Income</b>			
Car Parking Fees	(21,500)	(27,500) f)	(33,000) g)
Car Park Season Tickets	(550)	(550)	(550)
Educational Visits	(250)	(250)	(250)
Interest Receipts	(2,600)	(3,100)	(3,350)
Rents			
Land	(350)	(350)	(350)
Mobile Catering Concession	(4,550)	(5,000)	(5,150)
Wayleaves	-	(9,700) h)	-
Windsurfing / Diving Concession	(8,350)	(2,500) i)	(3,500) i)
Fishing Concession	(19,100)	(19,200)	(19,700)
Contributions from Other Bodies	(8,000)	(6,000) j)	(6,000) j)
Partnership Funding	-	(7,500) c)	-
	<hr/>	<hr/>	<hr/>
	(65,250)	(81,650)	(71,850)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	46,850	47,700	41,900
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	3,400	3,350	3,450
Information Technology Expenses	1,650	1,600	1,650
Departmental Administrative Expenses	31,100	31,650	33,550
Capital Programme Revenue Expenses	2,600	4,450 k)	5,250 k)
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	28,050	29,700	29,700
Non-Current Asset Impairment	-	2,450	-
	<hr/>	<hr/>	<hr/>
	113,650	120,900	115,500
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (Including Support Service Staff)</b>	2.76	2.81	2.82

**PLEASURE GROUNDS & OPEN SPACES**

<b>(a) TONBRIDGE CASTLE GROUNDS</b>	132,850	132,800	136,700
<b>(b) HAYSDEN COUNTRY PARK</b>	108,650	96,000	94,600
<b>(c) OPEN SPACES &amp; AMENITY AREAS</b>	266,300	283,750	262,700
<b>(d) PATROLLING</b>	12,750	12,300	12,200
<b>(e) COUNTRYSIDE / WOODLAND MANAGE'T</b>	61,400	70,500	65,800
<b>(f) LEYBOURNE LAKES COUNTRY PARK</b>	113,650	120,900	115,500
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	695,600	716,250	687,500
	<hr/>	<hr/>	<hr/>

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

**PLEASURE GROUNDS & OPEN SPACES - LEYBOURNE LAKES COUNTRY PARK (continued)**

- f) Increased use of car park.
- g) Includes proposed increase in fees from April 2018 considered by Street Scene and Environment Services Advisory Board on 6 November 2017.
- h) Compensation from South East Water for installation of new water main through country park. To be used to part fund the Leybourne Lakes Country Park Car Park Extension capital plan scheme.
- i) New contract with lead-in pricing structure and limited contract period.
- j) Snodland Town Council have now withdrawn in full the contribution they made towards the running of the country park.
- k) Anticipated staff time on Car Park Extension and proposed Facility Improvements capital plan schemes.

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

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>13. ALLOTMENTS</b>			
<b>Employees</b>			
Salaries	300	300	300
<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/>
	5,500	5,450	5,500
<b>Less Income</b>			
Rents	(50)	-	-
	<hr/>	<hr/>	<hr/>
	<b>Sub-total</b>	5,450	5,500
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	400	400	400
Information Technology Expenses	50	50	50
Departmental Administrative Expenses	100	100	100
Capital Programme Revenue Expenses	2,000	150 a)	150 a)
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	2,400	2,650	2,100
	<hr/>	<hr/>	<hr/>
	<b>TO SUMMARY</b>	<b>8,800</b>	<b>8,300</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	0.07	0.02	0.02

a) Reduced staff time on Community Group Funding capital plan scheme.



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

**14. CHURCHYARDS**

**Employees**

Salaries

2017/18 ESTIMATE		2018/19 ESTIMATE
ORIGINAL	REVISED	ESTIMATE
£	£	£
2,250	2,200	2,150

**Premises Related Expenses**

Maintenance of Grounds

2,150	2,150	2,150
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**Third Party Payments**

Ground Maintenance Contract

4,050	4,050	4,150
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**Sub-total**

8,450	8,400	8,450
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**Central, Departmental & Technical Support Services**

Central Salaries & Administration

950	900	950
-----	-----	-----

Information Technology Expenses

150	150	150
-----	-----	-----

Departmental Administrative Expenses

850	850	900
-----	-----	-----

**TO SUMMARY**

<b>10,400</b>	<b>10,300</b>	<b>10,450</b>
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**Full Time Equivalent Number of Staff**

(Including Support Service Staff)

0.08	0.08	0.08
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**DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**

**15. CEMETERY**

**Employees**

Salaries

**Premises Related Expenses**

Building Repairs Expenditure

Maintenance of Grounds

Electricity

Rates

Water Charges (Metered)

Sewerage & Environmental Services

Premises Insurance

**Supplies & Services**

Purchases - Equipment & Materials

Laundry

Telephones

**Third Party Payments**

Ground Maintenance Contract

**Carried Forward**

	2017/18 ESTIMATE		2018/19 ESTIMATE
	ORIGINAL	REVISED	
	£	£	£
Salaries	24,050	23,850	23,350
Building Repairs Expenditure	4,000	7,700 a)	12,300 b)
Maintenance of Grounds	5,600	5,600	5,600
Electricity	900	1,200	1,200
Rates	6,100	6,100	6,800 c)
Water Charges (Metered)	100	100	100
Sewerage & Environmental Services	100	100	100
Premises Insurance	750	650	700
Purchases - Equipment & Materials	1,950	1,950	1,950
Laundry	50	50	50
Telephones	100	100	100
Ground Maintenance Contract	62,850	62,850	64,750 d)
<b><u>Carried Forward</u></b>	<b>106,550</b>	<b>110,250</b>	<b>117,000</b>

a) Includes chapel ceiling repair (£6,000).

b) Includes external decoration (£6,000) and chapel stonework repairs (£5,000).

c) Reduction in transitional relief following revaluation in April 2017 and allowance for the NNDR "multiplier" increasing for inflation.

d) Assumes 3.0% increase for inflation in line with contract conditions.

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

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>15. CEMETERY (continued)</b>			
<u>Brought Forward</u>	106,550	110,250	117,000
<b>Less Income</b>			
Fees & Charges			
Graves - Exclusive Right of Burial	(23,500)	(18,500)	(19,100)
Interments	(30,800)	(26,500)	(27,300)
Memorials - Erection	(2,100)	(4,000)	(4,100)
Memorials - Inscription	(2,100)	(4,000)	(4,100)
Register Search	(1,000)	(1,000)	(1,000)
Memorial Garden - Lease of Tablet / Vault	(8,200)	(14,500)	(14,900)
Memorial Garden - Plaque / Inscription	(1,000)	(1,500)	(1,500)
Use of Chapel	(3,100)	(2,400)	(2,500)
	<hr/>	<hr/>	<hr/>
	(71,800)	(72,400)	(74,500) <b>e)</b>
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	34,750	37,850	42,500
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	6,350	6,200	6,500
Information Technology Expenses	1,200	1,100	1,100
Departmental Administrative Expenses	10,100	9,900	10,550
Capital Programme Revenue Expenses	-	1,750 <b>f)</b>	1,400 <b>f)</b>
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	20,250	20,250	21,300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	72,650	77,050	83,350
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	0.87	0.91	0.89

e) Includes proposed increase in fees from April 2018 considered by Communities and Housing Services Advisory Board on 13 November 2017.

f) Anticipated staff time on proposed Path Works capital plan scheme.

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

**16. YOUTH & PLAY DEVELOPMENT**

**Employees**

Salaries

27,300

27,750

23,750 a)

**Supplies & Services**

Printing & Stationery

6,000

-

-

Partnership Fees / Leisure Pass Subsidy

11,000

11,000

11,000

Playscheme Plus

1,000

1,000

1,000

Marketing

-

6,000

6,000

Youth Forum

-

4,000

4,000

Youth Development Initiatives

9,000

5,000

5,000

**Sub-total**

54,300

54,750

50,750

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

4,750

4,650

4,850

Information Technology Expenses

3,350

2,650

2,650

Departmental Administrative Expenses

14,750

12,450

13,400

**TO SUMMARY**

**77,150**

**74,500**

**71,650**

**Full Time Equivalent Number of Staff**

(Including Support Service Staff)

0.98

0.86

0.85

- a) It is anticipated that use of temporary staff for management cover will end following forthcoming scrutiny review of Leisure Development.

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

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>17. SPORTS DEVELOPMENT</b>			
<b>Employees</b>			
Salaries	37,400	37,550	32,150 a)
<b>Supplies &amp; Services</b>			
Sports Development Programme	5,000	15,500 b)	5,000
	<hr/>	<hr/>	<hr/>
	42,400	53,050	37,150
<b>Less Income</b>			
Contributions from Other Bodies	(500)	(11,000) b)	(500)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	41,900	42,050	36,650
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	1,400	1,400	1,450
Information Technology Expenses	500	550	550
Departmental Administrative Expenses	20,600	17,250	18,550
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>64,400</b>	<b>61,250</b>	<b>57,200</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	1.21	1.05	1.03

- a) It is anticipated that use of temporary staff for management cover will end following forthcoming scrutiny review of Leisure Development.
- b) Additional expenditure on sports programmes funded by increased external contributions.

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

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>18. EVENTS DEVELOPMENT</b>			
<b>Employees</b>			
Salaries	29,000	28,250	25,500 a)
<b>Supplies &amp; Services</b>			
Arts Support	5,000	10,200	10,200
Events Support	12,000	12,000	12,000
Arts for Special Needs Groups	2,000	-	-
Publicity & Promotion	2,000	2,000	2,000
Subscriptions	2,200	-	-
Licences	2,600	2,600	2,600
Youth Art Initiatives	1,000	-	-
	<hr/>	<hr/>	<hr/>
	55,800	55,050	52,300
<b>Less Income</b>			
Events Income	-	(7,000) b)	(5,000) b)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	55,800	48,050	47,300
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	2,600	2,550	2,650
Information Technology Expenses	450	350	350
Departmental Administrative Expenses	14,650	12,150	13,350
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>73,500</b>	<b>63,100</b>	<b>63,650</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	0.90	0.78	0.78

- a) It is anticipated that use of temporary staff for management cover will end following forthcoming scrutiny review of Leisure Development.
- b) Budget transferred from the Leisure Marketing / Promotion cost centre (page SSLTS 31).

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

**19. LEISURE MARKETING / PROMOTION**

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Employees</b>			
Salaries	79,200	77,900	74,050 a)
<b>Supplies &amp; Services</b>			
Poster Sites	-	1,600	500
Maintenance - General	500	-	-
Marketing	-	13,500	14,600
Market Research / Audit Programme	3,500	3,500	3,500
District Advertising	3,250	-	-
Telephones	50	-	-
Subscriptions	3,650	-	-
Other Expenses	650	-	-
Leisure Publications	6,000	-	-
Leisure Exhibitions	1,000	-	-
Tourism & Promotion of Facilities	17,150	11,150 b)	11,150 b)
Capital Grants & Contributions (RECS)	8,000	10,000	8,000
	<hr/>	<hr/>	<hr/>
	122,950	117,650	111,800
<b>Less Income</b>			
Box Office	(5,000)	- c)	- c)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	117,950	117,650	111,800
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	28,000	25,300	26,850
Information Technology Expenses	300	300	300
Departmental Administrative Expenses	30,800	27,950	29,850
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	350	350	50
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>177,400</b>	<b>171,550</b>	<b>168,850</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	2.52	2.37	2.35

Analysis of Salaries:-	£	£	£
Tourism & Promotion	18,100	18,450	16,550
Leisure Planning / Policy	33,250	31,400	31,600
Market Research	1,500	1,500	1,500
Liaison with Outside Bodies	26,350	26,550	24,400
	<hr/>	<hr/>	<hr/>
	79,200	77,900	74,050

- a) It is anticipated that use of temporary staff for management cover will end following forthcoming scrutiny review of Leisure Development.
- b) Service Level Agreement (SLA) with Tourism South East not renewed and SLA with Visit Kent has been reduced, as reported to Economic Regeneration Advisory Board on 6 July 2017. Budget for Visit Kent has been transferred to the Economic Development & Regeneration cost centre within the Chief Executive directorate (page CE 6).
- c) Budget transferred to the Events Development cost centre (page SSLTS 30).

- SSLTS 31 -

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

**20. PARKING SERVICES**

**(a) OFF-STREET**

**Employees**

Salaries	172,750	163,550 a)	168,450 b)
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**Premises Related Expenses**

Maintenance of Grounds	52,900	52,900	54,750
Repairs & Maintenance	30,000	30,000	30,000
Winter Maintenance	5,000	5,000	5,000
Electricity	10,000	10,000	10,000
Rates	238,350	238,550	258,400 c)
Premises Insurance	1,850	1,750	1,850

**Transport Related Expenses**

Repairs & Maintenance	1,200	1,200	1,200
Licences	450	450	450
Petrol / Oil	1,000	2,500	2,500
Transport Insurance	2,650	1,850	1,700

**Supplies & Services**

Purchases - Equipment & Materials	1,000	1,000	1,000
Mobile Communications	700	-	200
Maintenance - General	30,000	16,000 d)	28,500 d)
Uniforms	1,000	1,000	1,000
Stationery	500	3,500	500
Professional Fees	-	1,750	-
Cash Collection	46,650	46,500	48,500 e)
Payment to Principals / Ticket Refunds	570,000	363,000 f)	536,000 g)
Advertising	1,000	1,000	1,000
Miscellaneous Insurance	500	500	550
Adjudication & Enforcement Services	5,500	6,800	6,800
Mobile Telephones	1,800	1,100	-
Emergency Arrangements	150	150	150
Security Services Mgt. Recharge (CCTV)	188,100	194,100 h)	197,100 h)

**Carried Forward**

1,363,050	1,144,150	1,355,600
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## **DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**

### **PARKING SERVICES - OFF-STREET**

- a) Reflects review of salary allocations by the Parking Administration team and management savings arising from vacant post and reduced working hours.
- b) Assumes a full establishment.
- c) Reduction in transitional relief following revaluation in April 2017 and allowance for the NNDR "multiplier" increasing for inflation.
- d) No fee payable in first year of new ticket machine maintenance contract.
- e) Assumes 3.0% increase for inflation in line with contract conditions.
- f) Sum due in respect of car park ticket refunds at Angel Car Park for prior years has now been resolved generating a one-off saving and a reduction in ongoing payments.
- g) Includes proposed increase in fees from April 2018.
- h) Reflects current level of expenditure on CCTV monitoring.

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

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>20. PARKING SERVICES (continued)</b>			
<b>(a) OFF-STREET (continued)</b>			
<u>Brought Forward</u>	1,363,050	1,144,150	1,355,600
<b>Less Income</b>			
Fees & Charges			
Car Park Season Tickets	(200,000)	(220,000) i)	(245,000) j)
Short Stay Parking	(1,850,000)	(1,850,000)	(1,940,000) j)
Long Stay Parking	(647,000)	(647,000)	(720,000) j)
Penalty Charge Notices	(70,000)	(100,000) k)	(106,000) k)
General	(4,550)	(4,550)	(4,700)
Management of Angel / Botany Car Parks	(96,950)	(96,200)	(100,100) l)
Rent - Snodland Town Market / Sunday Farmers' Market	(8,050)	(8,100)	(8,450)
	<hr/>	<hr/>	<hr/>
	(2,876,550)	(2,925,850)	(3,124,250)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(1,513,500)	(1,781,700)	(1,768,650)
<b>Central, Departmental &amp; Technical     Support Services</b>			
Central Salaries & Administration	24,300	23,700	24,700
Information Technology Expenses	39,600	37,500	38,200
Departmental Administrative Expenses	64,400	56,400	59,250
Capital Programme Revenue Expenses	32,000	58,350 m)	71,250 m)
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	89,000	99,850 n)	99,150 n)
	<hr/>	<hr/>	<hr/>
	<b>(1,264,200)</b>	<b>(1,505,900)</b>	<b>(1,476,100)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff     (including Support Service Staff)</b>	8.15	8.27	8.43

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

### **PARKING SERVICES - OFF-STREET (continued)**

- i)** Higher than anticipated demand for season tickets.
- j)** Includes proposed increase in fees from April 2018 considered by Street Scene and Environment Services Advisory Board on 6 November 2017. Short stay income for 2018/19 reflects loss of eleven spaces at West Malling short stay car park.
- k)** Increase in the number of civil enforcement officers, lower staff turnover and changes in operational arrangements.
- l)** Assumes 4.0% increase for inflation in line with management agreement.
- m)** Review of allocations between off/on-street parking operations and the Car Park Improvement Rolling Programme capital plan scheme.
- n)** Reflects revaluations of Council's car parks during 2016/17.

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

**20. PARKING SERVICES (continued)**

**(b) ON-STREET**

**Employees**

Salaries

234,700                      237,900 a)                      245,900 b)

**Premises Related Expenses**

Repairs & Maintenance

15,000                      15,000                      15,000

Car Parking Action Plans

-                      -                      15,000 c)

**Transport Related Expenses**

Repairs & Maintenance

1,000                      1,000                      1,000

Licences

250                      250                      250

Petrol / Oil

1,400                      3,000 d)                      3,000 d)

Transport Insurance

1,300                      950                      850

**Supplies & Services**

Purchases - Equipment & Materials

500                      500                      500

Mobile Communications

700                      -                      200

Maintenance - General

9,500                      8,000                      10,500

Uniforms

900                      1,500                      1,500

Stationery

3,000                      3,000                      3,000

Cash Collection

1,300                      1,700                      1,750

Advertising

1,000                      1,000                      1,000

Adjudication & Enforcement Services

4,000                      6,100                      6,100

Mobile Telephones

500                      400                      -

Capital Grants & Contributions (RECS)

10,000                      14,000                      -

**Carried Forward**

285,050                      294,300                      305,550

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

### **PARKING SERVICES - ON-STREET**

- a) Reflects review of salary allocations by the Parking Administration team and management savings arising from vacant post and reduced working hours.
- b) Assumes a full establishment.
- c) Anticipated expenditure on future phases of Car Parking Action Plans, as reported to Joint Transportation Board on 25 September 2017.
- d) Changes in operational arrangements have resulted in increased patrolling across borough.

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

**20. PARKING SERVICES (continued)**

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

	<b>2017/18 ESTIMATE</b>		<b>2018/19 ESTIMATE</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	
	<b>£</b>	<b>£</b>	<b>£</b>
<b><u>Brought Forward</u></b>	285,050	294,300	305,550
<b>Less Income</b>			
Fees & Charges			
Business Parking Permits	(38,000)	(38,000)	(38,000)
Residents Parking Permits	(120,000)	(120,000)	(120,000)
Visitors Parking Permits	(20,000)	(22,000)	(46,000) e)
Dispensations	(6,000)	(6,000)	(6,000)
On-street Parking	(18,000)	(30,000) f)	(30,000) f)
Penalty Charge Notices	(140,000)	(190,000) g)	(200,000) g)
	<hr/>	<hr/>	<hr/>
	(342,000)	(406,000)	(440,000)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(56,950)	(111,700)	(134,450)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	16,750	16,400	17,050
Information Technology Expenses	24,950	24,100	24,550
Departmental Administrative Expenses	84,050	83,750	87,950
Capital Programme Revenue Expenses	68,050	25,500 h)	17,000 h)
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	9,650	12,700 i)	10,700
	<hr/>	<hr/>	<hr/>
	<b>146,500</b>	<b>50,750</b>	<b>22,800</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	11.04	10.46	10.14

**PARKING SERVICES**

**(a) OFF-STREET**

**(b) ON-STREET**

**TO SUMMARY**

<b>(1,264,200)</b>	<b>(1,505,900)</b>	<b>(1,476,100)</b>
<b>146,500</b>	<b>50,750</b>	<b>22,800</b>
<hr/>	<hr/>	<hr/>
<b>(1,117,700)</b>	<b>(1,455,150)</b>	<b>(1,453,300)</b>
<hr/>	<hr/>	<hr/>

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

**PARKING SERVICES - ON-STREET (continued)**

- e) Includes proposed cessation of issuing free permits on renewal from April 2018, considered by Street Scene and Environment Services Advisory Board on 6 November 2017.
- f) Increased income following re-location of short stay on-street parking spaces.
- g) Increase in the number of civil enforcement officers, lower staff turnover and changes in operational arrangements.
- h) Review of allocations between off/on-street parking operations and Car Parking Action Plans.
- i) Expenditure on Car Parking Action Plan during 2016/17 generated infrastructure assets for the Council.

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

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>21. TRANSPORTATION</b>			
<b>Employees</b>			
Salaries	59,950	57,300	59,450
<b>Premises Related Expenses</b>			
Repairs, Alterations & Maintenance	17,000	30,400 a)	17,000
Electricity	300	300	300
Vale Rise Depot Recharge	1,450	1,400	1,400
Premises Insurance	100	50	50
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	5,000	11,000 b)	5,000
Professional Fees	-	5,000 c)	-
Advertising	3,000	- d)	- d)
Emergency Arrangements	100	100	100
Capital Grants & Contributions (RECS)	5,000	9,000	-
	<hr/>	<hr/>	<hr/>
	91,900	114,550	83,300
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Fees & Charges			
Street / House Naming & Numbering	(42,000)	(30,000) e)	(42,000)
Contribution from Other Bodies	-	(12,400) f)	-
	<hr/>	<hr/>	<hr/>
	(42,000)	(42,400)	(42,000)
	<hr/>	<hr/>	<hr/>
	<b>Sub-total</b>		
	49,900	72,150	41,300
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	8,250	8,100	8,400
Information Technology Expenses	1,400	1,400	1,450
Departmental Administrative Expenses	26,000	25,600	27,250
Capital Programme Revenue Expenses	250	250	250
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	4,000	4,000	2,950
	<hr/>	<hr/>	<hr/>
	<b>TO SUMMARY</b>		
	89,800	111,500	81,600
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.77	1.81	1.80



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

### **TRANSPORTATION**

- a) Increase reflects replacement of lamp columns on the cycle way near Bradford Street car park, funded by contributions from the Tonbridge Town Lands Charity and a virement from the Drainage Improvement Programme Capital Plan Scheme, and removal of bus shelter funded by contribution from Kent County Council (KCC).
- b) Electricity connection for two new bus shelters.
- c) Design work on Tonbridge Station forecourt funded by contribution from KCC.
- d) Road closure work now carried out by Leisure Services within existing budgets.
- e) Reduced income reflects timing of requests from developers.
- f) Contributions from KCC and Tonbridge Town Lands Charity to fund additional work detailed above.

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

**22. SECURITY SERVICES MANAGEMENT**

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Employees</b>			
Salaries	32,800	31,450	32,050
<b>Premises Related Expenses</b>			
Electricity	200	200	200
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	700	700	700
Maintenance - General	12,000	12,000	12,000
Miscellaneous Insurance	4,350	3,200	3,400
Emergency Arrangements	50	50	50
<b>Third Party Payments</b>			
CCTV Monitoring Station	163,450	179,100 a)	179,100 a)
	<hr/>	<hr/>	<hr/>
	213,550	226,700	227,500
<b>Less Income</b>			
Recharge to Parking Services	(188,100)	(194,100)	(197,100)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	25,450	32,600	30,400
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	4,350	4,300	4,450
Information Technology Expenses	700	550	550
Departmental Administrative Expenses	16,600	15,300	16,350
Capital Programme Revenue Expenses	7,000	6,150	6,400
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	15,500	12,900	14,750
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>69,600</b>	<b>71,800</b>	<b>72,900</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.08	1.04	1.04

a) Reflects current level of expenditure.

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

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

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Employees</b>			
Salaries	27,950	26,400	29,350 a)
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	750	750	750
Professional Fees	3,000	12,000 b)	12,000 b)
Emergency Arrangements	100	100	100
Capital Grants & Contributions (RECS)	-	21,000 c)	-
<b>Third Party Payments</b>			
Contract Payments	3,000	3,000	3,000
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	34,800	63,250	45,200
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	1,600	1,600	1,650
Information Technology Expenses	250	200	200
Departmental Administrative Expenses	19,900	19,750	21,250
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	100	100	40,000 d)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>56,650</b>	<b>84,900</b>	<b>108,300</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.13	1.14	1.14

- a) Reflects a full establishment within the Projects team.
- b) Monitoring of river wall at Wouldham extended.
- c) Drainage Improvement Programme capital plan scheme slipped from 2016/17 to 2017/18.
- d) Reflects Wouldham River Wall capital plan scheme.

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

	2017/18 ESTIMATE		2018/19
	ORIGINAL £	REVISED £	ESTIMATE £
<b>24. CIVIL CONTINGENCIES</b>			
<b>Employees</b>			
Salaries	20,900	25,500 a)	26,450 a)
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	500	500	500
Provision of Sandbags	500	500	500
Out of Hours Call Service	13,650	13,650	14,200 b)
Other Expenses	250	250	250
Civil Defence Planning	16,000	15,700	15,700
	<hr/>	<hr/>	<hr/>
	51,800	56,100	57,600
<b>Less Income</b>			
Recharge to Other Accounts	(6,500)	(6,800)	(6,900)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	45,300	49,300	50,700
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	20,100	19,600	20,150
Information Technology Expenses	200	350	350
Departmental Administrative Expenses	10,150	13,350	14,300
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	75,750	82,600	85,500
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.83	1.05	1.04

a) Reflects review of salary allocations by the Projects team.

b) Assumes 4.0% increase for inflation in line with contract conditions.

## Finance, Innovation & Property Advisory Board

3 January 2018

### Capital Plan Review 2017/18

#### Annexes 1 - 4

Annex	Colour	Contents	Page
1	Blue	Key Priorities & Improvement Actions (2012 - 15) Corporate Aims and Priorities (2011/12)	CP 1 CP 5
2	White	Capital Plan List A Summary Planning, Housing & Environmental Health Street Scene, Leisure & Technical Services Corporate	CP 11 CP 13 CP 17 CP 29
3	Green	List C Schemes	CP 35
4	Cream	List C Evaluations	CP 49

**Corporate Performance Plan 2012 - 2015 Key Priorities & Improvement Actions**

1(Key) Continued delivery of priority services and a financially viable Council .

- 1a Improving efficiency and resilience of services.
- 1b Achieving more cost effective customer contacts.
- 1c Reducing overheads.
- 1d Reducing management/staff costs.
- 1e Realising capital receipts from surplus Council assets.
- 1f Reducing the cost of procured services.
- 1g Increasing usage levels at, and revenue from, our leisure facilities.
- 1h Providing more services via the voluntary sector and new sources.
- 1i Identifying new sources of external funding to support capital schemes.
- 1j Developing/sustaining revenue income.

2(Key) A clean, smart, well maintained and sustainable Borough .

- 2a Recycling more household waste.
- 2b Reducing littering in the borough.
- 2c More effective law enforcement.
- 2d Further working with our communities.
- 2e Better management of parking.
- 2f Improving the condition and appearance of Council car parks and adjacent landscaped areas.
- 2g improving public open spaces and enabling everyone to enjoy them in safety.
- 2h Improving the appearance and quality of the Council's leisure facilities, other property and land holdings.
- 2i Improving the appearance of high profile waterways.
- 2j Reducing energy consumption across the Council's own estate.
- 2k Recycling more of the Council's own waste.

Corporate Performance Plan 2012/2015 - Key Priorities & Improvement Actions

3(Key) Healthy living opportunities and community well-being

- 3a Encouraging physical activity and exercise, and reducing obesity.
- 3b Reducing substance misuse.
- 3c Promoting health awareness in workplaces and communities.
- 3d Improving mental health.
- 3e Encouraging healthy eating.
- 3f Reducing risks to health and safety at work.
- 3g Reducing health inequalities.
- 3h Reducing environmental pollution.

4(Key) Children and young people who are safe, involved and able to access positive activities

- 4a Involving schools and young people in celebrations for the Olympic Games and Queen's Diamond Jubilee.
- 4b Giving young people more opportunities to influence decisions.
- 4c Improving access to holiday activity programmes to meet identified needs.
- 4d Encouraging more young people to attend dry side coaching courses at our leisure centres.
- 4e Further improving local play and leisure facilities.
- 4f Developing opportunities for young people across the borough in partnership with Kent County Council.
- 4g Introducing new educational programmes and facilities.
- 4h Improving housing for young people.

Corporate Performance Plan 2012/2015 - Key Priorities & Improvement Actions

5(Key) Low levels of crime, anti-social behaviour and fear of crime

5a Reducing anti-social behaviour (ASB):

- Reducing the number of incidents of ASB.
- Reducing the number of persistent/repeat ASB offenders.

5b Reducing domestic abuse:

- Reducing the number of repeat victims of domestic abuse.
- Reducing the number of domestic abuse incidents.
- Ensuring victims of domestic abuse who need help know how and where to access support.
- Increasing the number of domestic abuse referrals to support services, including MARAC (the monthly Multi- Agency Risk Assessment Conference).

5c Reducing substance misuse:

- Reducing the number of possible drug offences reported to the police.
- Reducing residents' concern about drunk or rowdy people in their area.

6(Key) A continuing supply of homes, including affordable housing to buy and rent, and prevention of homelessness

6a Allocating land for new employment and housing development.

6b Providing affordable housing for low income households.

6c Reducing the shortfall in Gypsy and Traveller pitches.

6d Making better use of existing affordable housing.

6e Tackling homelessness.

6f Securing good sources of good quality affordable private rented accommodation.

6g Meeting the accommodation needs of vulnerable people.

6h Improving housing for young people.

6i Improving the energy efficiency of homes in the borough.

6j Making it easier for people to apply for benefits.



**Corporate Performance Plan 2012/2015 - Key Priorities & Improvement Actions**

7(Key) Sustainable regeneration of Tonbridge town centre and economic development in communities across the Borough .

- 7a Allocating land for new employment and housing development.
- 7b Encouraging new investment and development in Tonbridge town centre.
- 7c Improving the street scene.
- 7d Improving the vitality of local commercial centres.
- 7e Supporting smaller and local businesses in the borough.
- 7f Improving the fabric of Tonbridge town centre.
- 7g Improving local road and rail infrastructure.

## Corporate Aims and Priorities 2011/12

	Overall aim(s)		Ref	Improvement Priority	Period
1	<b>Corporate affairs and planning</b>				
	To continuously improve our services in terms of value for money.	Improving efficiency	1a	Improve the efficiency of the Council's services in the context of changes in the economic climate and the Government's 3% efficiency saving target for Local Government. (2.5% per year for 2005/08)	2005/10
		Our approach to buying	1b	Achieve best value through robust procurement.	2009/11
		Meeting the challenges of the recession	<b>1c (Key)</b>	<b>Manage the Council's financial resources and performance to meet the challenges of the national budget strategy and its impact on public finances.</b>	<b>2010/11</b>
2	<b>Public access and involvement</b>				
	To improve the public's access to, and influence over, services provided by the Council and the Council's role in representing the public.	Customer Services Strategy and customer care	2a	Improve how we manage customer contacts and customer care.	2006/11
		Responding to complaints from the public	2b	Respond better to complaints from the public.	2003/11
		Electronic service delivery (www.tmbc.gov.uk)	2c	Increase the availability of electronic information and transactions to help make local services more accessible, convenient, responsive and seamless.	2000/11
		Improving Services through research based on consultation	2d	Improve, cost effectively, the public's influence over services provided by the Council and by other organisations.	2005/11
		Diversity	2e	Ensure the Council meets its obligations fully in respect of its diverse communities.	2003/11
			2f	Improve access to Council services and facilities in accordance with Disability Discrimination Act (DDA) requirements.	2004/11
3	<b>Planning and development</b>				
	To protect and enhance the built and natural environment.	Local Development Framework	3a	Progress preparation of the Local Development Framework.	2003/11
		Tonbridge town centre	<b>3b (Key)</b>	<b>Promote and support the sustainable regeneration and economic development of Tonbridge town centre.</b>	<b>2004/11</b>
		Development control	3c	Improve the speed of determining planning applications.	2003/11
		Public access to the planning process	3d	Improve public access to the planning process.	2003/11
		Community and leisure facilities	3e	Encourage developer contributions in support of community leisure facilities.	2003/11

### Corporate Aims and Priorities 2011/12

	Overall aim(s)		Ref	Improvement Priority	Period
4	<b>Transport and land drainage</b>				
	To provide good parking management.	Parking	4a	Improve local parking to meet the needs of drivers such as residents, businesses, shoppers and visitors.	2004/11
	To achieve better management of local land drainage.	Land drainage	4b	Reduce the risk of flooding of residential and commercial premises.	2008/11
	To promote improvements in transportation.	Traffic and transportation	4c	Improve the efficiency and sustainability of transportation at key locations.	2005/11
			4d	Improve access to and parking at West Malling station.	2003/11
5	<b>Housing</b>				
	To improve the availability and quality of housing for those most in need.	Providing affordable housing and tackling homelessness	<b>5a (Key)</b>	<b>Secure a continuing supply of affordable housing across all tenures and work to prevent homelessness.</b>	<b>2004/11</b>
		Private sector renewal and energy efficiency	5b	Improve sub-standard housing and the energy efficiency of existing and new housing provision.	2004/11
		Assisting vulnerable households	5c	Improve support and assistance to vulnerable, elderly and disabled households to enable independent living.	2003/11
6	<b>Housing – benefit payments</b>				
	To provide financial assistance through the timely and accurate processing of claims for Housing and Council Tax benefit.	Housing and Council Tax benefit	6a	Achieve high performance in both accuracy of calculating benefit due and speed of processing.	2003/11
7	<b>Leisure, arts and young people</b>				
	To develop leisure and arts services for local people and visitors.	Access for everyone	7a	Enable the whole community, including those most in need, to more fully enjoy leisure and cultural activities.	2001/11
		Involving the community	7b	Increase community involvement in the delivery and design of leisure services.	2004/11
	To involve, safeguard and meet the needs of children and young people.	Cost effective operation	7c	Improve the quality and sustainability of the Council's leisure facilities and services.	2004/11
		Safety and security at our leisure facilities	7d	Improve security/health and safety at leisure facilities.	2003/11
		Outdoor leisure	7e	Improve public access to the countryside and public open spaces across the borough.	2004/11
			7f	Enhance the landscape of, and improve public access to, the Medway valley countryside.	2006/11
	Young people	<b>7g (Key)</b>	<b>Involve, safeguard and meet the needs of children and young people.</b>	<b>2003/11</b>	

### Corporate Aims and Priorities 2011/12

	Overall aim(s)	Ref	Improvement Priority	Period
8	<b>Street scene and open space environment</b>			
	To protect and enhance the built and natural environment.	Our approach	<b>8a (Key) Achieve a cleaner, smarter and better maintained street scene and open space environment.</b>	2003/11
		Amenity and appearance of locations	8b Enhance the amenity and appearance of locations borough-wide.	2006/10
9	<b>Recycling and waste collection</b>			
	To protect and enhance the built and natural environment.	Our recycling and waste services	9a Recycle a larger proportion of household waste.	1999/2011
10	<b>Community safety</b>			
	To deliver, with others, benefits beyond those possible from the Council's resources. To reduce crime and disorder and the fear of crime. To promote and improve public safety.	Tackling crime and anti-social behaviour	<b>10a (Key) Work with partners to increase community safety by tackling:</b>	2009/10
			► Acquisitive crime	
			► Anti-social behaviour	
			► Perception of crime	
			► Substance misuse	
			► Violent crime.	
		Fear of crime	10b Reduce the fear of crime.	2003/10
		Young people	10c Increase activity programmes for young people in areas of highest social deprivation.	2004/10
		Moving forward	<b>10d (Key) Work with partners to reduce crime, anti-social behaviour and the fear of crime.</b>	2005/11
11	<b>Public and environmental health</b>			
	To deliver, with others, benefits beyond those possible from the Council's resources.	Our overall approach	<b>11a (Key) Work with partners to promote, encourage and provide opportunities for healthy living.</b>	2004/11
		Reducing health inequalities	11b Work with other agencies to improve people's health in the poorest areas of our borough.	2003/10
	To protect and improve public health.	Health and safety in businesses	11c Work with other agencies to ensure businesses comply with food and safety legislation.	2007/10
		Local air quality	11d Improve air quality:	2002/10
			► In the area of the M20 between New Hythe Lane, Larkfield and Hall Road, Aylesford.	
	► From 2005, at Tonbridge High Street, Wateringbury crossroads and London Road/Station Road, Ditton.			
			► From 2008, areas adjacent to the A20 in Larkfield, Ditton and Aylesford.	

### Corporate Aims and Priorities 2011/12

	Overall aim(s)		Ref	Improvement Priority	Period
12	<b>Climate Change</b>				
	To deliver, with others, benefits beyond those possible from the Council's resources. To provide leadership on community issues that are beyond the remit of a single agency. To improve the well-being of communities in Tonbridge and Malling.	Making a difference	12a (Key)	<b>Work with partners to make a positive local contribution to tackling the causes and effects of climate change.</b>	2007/11
13	<b>Community leadership</b>				
	To deliver, with others, benefits beyond those possible from the Council's resources. To provide leadership on community issues that are beyond the remit of a single agency. To improve the well-being of communities in Tonbridge and Malling.	Community planning	13a	Achieve with our partners the priorities set out:	2009/10
				▶ in the Sustainable Community Strategy for Tonbridge and Malling (2009/12)	
				▶ in the Local Area Agreement	
			▶ arising from work of the borough's Local Strategic Partnership.		
			13b (Key)	<b>Work with partners to:</b>	2010/11
			▶ <b>reduce crime, anti-social behaviour and fear of crime.</b>		
			▶ <b>promote, encourage and provide opportunities for healthy living.</b>		
			▶ <b>make a positive local contribution to tackling the causes and effects of climate change.</b>		
			▶ <b>achieve further shared priorities to improve residents' quality of life in Tonbridge and Malling.</b>		
		Advocacy	13c	Better represent the community's interests in respect of services provided by agencies or organisations separate from the Council.	2005/10
14	<b>Local economy</b>				
	To promote the well-being of the local economy and enhance the viability and vitality of population centres.	Our approach to the local economy	14a	Contribute to improving the West Kent economy.	2003/11
		Tourism	14b	Increase tourism within the borough.	2000/11

### Corporate Aims and Priorities 2011/12

	Overall aim(s)	Ref	Improvement Priority	Period	
15	<b>Resources – Personnel and Organisational Development</b>				
	To recruit, develop and retain well-informed, qualified staff who also take responsibility for developing themselves. To improve the Council's ability to achieve its strategic and operational objectives through its: <ul style="list-style-type: none"> <li>▶ Organisational structure.</li> <li>▶ Performance Management System.</li> </ul> To improve health and safety in Council premises and activities.	Personnel	15a	Better align and equip the Council's workforce to ensure that we have the skills and capacity to meet business needs.	2009/11
		Health and safety	15b	Improve our corporate Health and Safety Management System and practices.	2009/11
16	<b>Resources – Finance</b>				
	To manage the Council's financial affairs to support its service delivery objectives. To maintain the Council's high standards of financial management and probity. To identify and exploit cost-effective opportunities for external funding.	Revenue	16a	Further improve on the prompt collection of monies due to the Council.	2003/11
17	<b>Resources – Information technology</b>				
	To improve management of information within the Council.	Information technology	17a	Improve the Council's own use and cost effectiveness of technology.	2001/11
		Kent Connects	17b	Improve the management and cost effectiveness of technology via shared use of resources within Kent.	2003/11
18	<b>Resources – Property</b>				
	To continue improving the match between the Council's property holdings and its service delivery, organisational and financial needs.	Property	18a	Improve the fabric of our leisure facilities and access for all.	2004/11



<b>Capital Plan: List A Service Summary</b>									
	Expenditure To 31/03/17	2017/18 Estimate inc Prior Year Slippage	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Capital Plan Schemes</b>									
Planning, Housing & Environmental Health	0	30	30	30	155	155	155	155	710
Street Scene, Leisure & Technical Services	906	329	1,203	130	630	130	130	130	3,588
Corporate	27	405	90	30	30	30	30	30	672
Sub-total	933	764	1,323	190	815	315	315	315	4,970
<b>Capital Renewals</b>									
Planning, Housing & Environmental Health	n/a	1	0	16	0	0	0	13	30
Street Scene, Leisure & Technical Services	n/a	935	725	475	377	229	825	321	3,887
Corporate	n/a	185	598	229	230	165	389	202	1,998
Sub-total	n/a	1,121	1,323	720	607	394	1,214	536	5,915
<b>Total</b>	933	1,885	2,646	910	1,422	709	1,529	851	10,885





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

	Expenditure To 31/03/17	2017/18 Estimate inc Prior Year Slippage	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Capital Plan Schemes</b>									
Housing	n/a	30	30	30	155	155	155	155	710
Sub-total	0	30	30	30	155	155	155	155	710
Capital Renewals	n/a	1	0	16	0	0	0	13	30
Total Planning, Housing and Environmental Health	0	31	30	46	155	155	155	168	740

<b>Capital Plan: List A</b>										
<b>Planning, Housing and Environmental Health</b>										
	Code	Expenditure To 31/03/17	2017/18 Estimate inc Prior Year Slippage	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Housing</b>										
(a) Disabled Facility Grants										
(i) Mandatory Grants Less repayments	P03AC	n/a	670	775	775	775	750 (10)	710 (10)	665 (10)	5,120 (40)
(ii) Discretionary Grants	P03AT	n/a	25	25	25	25				100
(iii) Government Grant		n/a	(695)	(800)	(800)	(665)	(615)	(575)	(530)	(4,680)
Sub-total		n/a	0	0	0	125	125	125	125	500
(b) Housing Assistance Less repayments	P03AD	n/a	60	60	60	60	60 (30)	60 (30)	60 (30)	420 (210)
Sub-total		n/a	30	30	30	30	30	30	30	210
Total Housing to Summary		n/a	30	30	30	155	155	155	155	710
<b>Capital Renewals</b>										
(c) Environmental Protection	P02EBCR01	n/a	1		15				11	27
Provision for Inflation	P02EZ	n/a			1				2	3
Total Capital Renewals to Summary		n/a	1	0	16	0	0	0	13	30

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

	Key Priorities & Improvement Themes or [CA & P]	
<p><b>Housing</b></p> <p>(a) Disabled Facility Grants</p> <p style="margin-left: 40px;">(i) Mandatory Grants</p> <p style="margin-left: 40px;">(ii) Discretionary Grants</p> <p>(b) Housing Assistance</p> <p><b>Capital Renewals</b></p> <p>(c) Environmental Protection</p>	<p>[CA&amp;P: 5c]</p> <p>[CA&amp;P: 5c]</p> <p>[CA&amp;P: 10a (key)]</p>	<p><i>Figures across the three financial years 2017/18 to 2019/20 reflect an enhanced level of Government grant received / anticipated under the current four year Local Government Settlement. Part of this enhanced support for disabled facility adaptations is being used to fund a project to 2019/20 in support of the West Kent Hospital Discharge Scheme and an Occupational Therapist (see Private Sector Housing Renewal revenue budget). Government support in 2020/21 and beyond will be informed by the next Local Government Spending Review. Gross expenditure in the final year of the Plan (2023/24) reflects the historic norm of £665,000, as the current approved Capital Plan. Adjustments to anticipated grant / repayments in that year have reduced the net cost met by the Council from £175,000 to £125,000, representing a saving of £50,000 per annum.</i></p> <p><i>A discretionary disabled facilities budget introduced to utilise the higher than expected Government grant received / anticipated in the four year period 2016/17 to 2019/20.</i></p> <p>Budget reviewed by Communities &amp; Housing Advisory Board, July 2016. Gross budget provision reduced from £90,000 to £60,000 per annum. An earmarked reserve has been established to meet any shortfall in assumed grant repayments.</p> <p>Provisions for replacement of sound and gas analysers.</p>



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

	Expenditure To 31/03/17	2017/18 Estimate inc Prior Year Slippage	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Capital Plan Schemes</b>									
<b>Street Scene</b>	n/a	105	92	92	92	92	92	92	657
<b>Leisure</b>									
Larkfield Leisure Centre	357	13	0	0	0	0	0	0	370
Sports Grounds	0	32	60	0	0	0	0	0	92
Open Spaces	0	17	0	0	0	0	0	0	17
Other Leisure Schemes	114	14	23	8	8	8	8	8	191
<b>Technical Services</b>									
Car Parking	12	114	30	30	30	30	30	30	306
Transportation	376	13	0	0	0	0	0	0	389
Land Drainage / Flood Defence	47	21	998	0	500	0	0	0	1,566
Sub-total	906	329	1,203	130	630	130	130	130	3,588
<b>Capital Renewals</b>	n/a	935	725	475	377	229	825	321	3,887
<b>Total Street Scene, Leisure &amp; Technical Services</b>	906	1,264	1,928	605	1,007	359	955	451	7,475

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

	Code	Expenditure To 31/03/17	2017/18 Estimate inc Prior Year Slippage	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Street Scene</b>										
(a) Green Waste Bins Growth / Replacement	P02BC	n/a	33	31	31	31	31	31	31	219
(b) Refuse Bins Growth / Replacement	P02DA	n/a	72	61	61	61	61	61	61	438
Total Street Scene to Summary		n/a	105	92	92	92	92	92	92	657
<b>Larkfield Leisure Centre</b>										
Refurbishment of Lifestyles Health Suite Less TMLT Contribution	P05LL	419 (62)	13							432 (62)
Sub-total		357	13	0	0	0	0	0	0	370
Total Larkfield Leisure Centre to Summary		357	13	0	0	0	0	0	0	370
<b>Sports Grounds</b>										
(d) Tonbridge School Athletics Track Improvements Less Developer Contributions	P05DC		11 (11)	150 (150)						161 (161)
Sub-total		0	0	0	0	0	0	0	0	0
(e) Racecourse Sports Ground Riverside Revetment Less Grants	P05DD		60 (28)	60						120 (28)
Sub-total		0	32	60	0	0	0	0	0	92
Total Sports Grounds to Summary		0	32	60	0	0	0	0	0	92

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

	Key Priorities & Improvement Themes or [CA & P]	Notes
<b>Street Scene</b> (a) Green Waste Bins Growth / Replacement (b) Refuse Bins Growth / Replacement	[CA&P: 9a] [CA&P: 9a]	} Provisions cater for growth in the number of properties served and the replacement of } existing collection bins and boxes. Combined budget reviewed and reduced from £104,000 per annum } to £92,000 per annum for 2015/16 onwards, 2015/16 Capital Plan Review. Provision may need to be } reviewed for 2019/20 onwards subject to outcome of the Waste Services Contract retender.
<b>Larkfield Leisure Centre</b> Refurbishment of Lifestyles Health Suite	1(key), 1g, 3(key), 3a	Refurbishment of existing health suite including re-design and re-provision of spa facilities to complement upgraded fitness facilities. Income maintaining / generating scheme in key area of business / competition. Scheme budget increased by £50,000, FIPAB 7 January 2015. Following receipt of tenders the gross budget has been increased from £300,000 to £402,000 met by virements of £20,000 from the Renewable Energy Scheme, £32,000 from the Car Park Improvement Rolling Programme and a £50,000 contribution from the Tonbridge & Malling Leisure Trust. See report to Overview and Scrutiny Committee September 2015. Net cost of scheme increased from £352,000 to £370,000 reflecting the poor condition of the blockwork walls once exposed. Scheme now complete.
<b>Sports Grounds</b> (d) Tonbridge School Athletics Track Improvements	3(key), 3a,4(key), 4e	Refurbishment of the existing track which provides community use via agreement with the Council. Developer contribution to be met from the new housing development at Priory Works. <b>Additional £11,000 funding in 17/18 required to progress works to track floodlights to enable use of track throughout whole year.</b>
(e) Racecourse Sports Ground Riverside Revetment	Health & Safety	Replace sections of the existing wooden revetment which is failing and causing erosion of the riverbank at Tonbridge Racecourse Sports Ground. Scheme is part funded by grant from the Environment Agency. Scheme being revised following outcome of tender.



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

	Code	Expenditure To 31/03/17	2017/18 Estimate inc Prior Year Slippage	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Open Spaces</b>										
(a) Open Spaces Site Improvements - Phase 2 Less Developer Contributions	P05FV	57 (57)	12 (12)							69 (69)
Sub-total		0	0	0	0	0	0	0	0	0
(b) Leybourne Lakes CP Car Park Extension	P05FY		17							17
<b>Page 53</b> Total Open Spaces to Summary		0	17	0	0	0	0	0	0	17
<b>Other Leisure Schemes</b>										
(c) Tonbridge Cemetery Memorial Safety Less Developer Contributions	P05KV	92 (3)	4	15						111 (3)
Sub-total		89	4	15	0	0	0	0	0	108
(d) Tonbridge Memorial Garden Improvement Less Fund Raising & Developer Contrib'ns	P05KA	334 (309)	3 (3)							337 (312)
Sub-total		25	0	0	0	0	0	0	0	25
(e) Community Group Funding	P05KS	n/a	10	8	8	8	8	8	8	58
Total Other Leisure Schemes to Summary		114	14	23	8	8	8	8	8	191

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

	Key Priorities & Improvement Themes or [CA & P]	Notes
<b>Open Spaces</b> (a) Open Spaces Site Improvements Phase 2	[CA&P: 3e,7a,7b,7c,7d,7g(key),8a(key),8b,11a(key),18a]	Improvements to a number of Public Open Spaces in Tonbridge in response to identified need including public and Member requests. Works completed include Frog Bridge Play Area, Woodlands Walk and Brungers Pond. Provision in 2017/18 relates to surfacing of play area at St Philips Church and ongoing investigation in relation to the future of Frogbridge pavilion.
(b) Leybourne Lakes CP Car Park Extension	Income generating	Additional parking provision to meet peak demand. Scheme part funded by South East Water.
<b>Other Leisure Schemes</b> (c) Tonbridge Cemetery Memorial Safety	[CA&P: 7d]	Provision in 2018/19 based on Local Government Ombudsman's recommendation to inspect every five years. 2017/18 provision relates to work on tombs
(d) Tonbridge Memorial Garden Improvement	[CA&P 3b(key),8a(key),10a(key)]	Original contribution to the Memorial Garden Improvement Fund of £25,000 in 2011/12 increased by £100,000 at Cabinet, March 2013 to enable works to progress in time for the centennial commemorations. The Council's additional contribution of £100,000 has been offset by developer contributions and funds raised by the Memorial Garden Trust. Gross budget for the Memorial Garden Improvement scheme of £250,000 increased by £55,000 (£50,000 2014/15 Capital Plan Review and £5,000 2015/16 Capital Plan Review) primarily for additional stone work and CCTV. This additional budget provision has been matched in full by developer contributions. A further sum of £4,000 has been added to the project budget as part of the 2016/17 Capital Plan Review to enhance the electrical feed to both the Memorial Garden and the adjacent Bradford Street Car Park. PA system wiring / ducting for the Memorial Garden has also been enhanced. Scheme completed.
(e) Community Group Funding	[CA&P: 7b,7c,7d,8a(key)]	Funding for community groups to undertake capital projects at a number of outdoor leisure facilities / areas where user groups are actively involved in the management of the Council's facilities. Includes Tonbridge Allotments and Gardens Association, Woodland Walk, Platt Wood and Basted Mill management groups.

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

	Code	Expenditure To 31/03/17	2017/18 Estimate inc Prior Year Slippage	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Car Parking</b>										
(a) Existing Car Parks Improvement Programme	P01AB	n/a	86	30	30	30	30	30	30	266
(b) Car Parking Action Plan										
(i) Phase 8	P01AV	12	8							20
(ii) Phase 9	P01AW		20							20
Total Car Parking to Summary		12	114	30	30	30	30	30	30	306
<b>Transportation</b>										
(c) Local Transport Plan Partnership Programme Less Grants & Contributions	P01ED	215 (9)	9							224 (9)
Sub-total		206	9	0	0	0	0	0	0	215
(d) Community Partnership Initiatives	P06FE	170	4							174
Total Transportation to Summary		376	13	0	0	0	0	0	0	389

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

	Key Priorities & Improvement Themes or [CA & P]	Notes
<p><b>Car Parking</b></p> <p>(a) Existing Car Parks Improvement Programme</p> <p>(b) Car Parking Action Plan</p> <p>(i) Phase 8</p> <p>(ii) Phase 9</p> <p><b>Transportation</b></p> <p>(c) Local Transport Plan Partnership Programme</p> <p>(d) Community Partnership Initiatives</p>	<p>2(Key), 2e, 2f, 2h</p> <p>2(Key), 2d, 2e</p> <p>7(Key), 7c,</p> <p>[CA&amp;P: 8a(key), 8b, 13c]</p>	<p>An annual provision for capital investment in our off-street car parks to ensure that their condition is adequate for health &amp; safety, legislation, the needs of our customers and income generation.</p> <p>A phased programme of parking measures to give effect to the Cabinet's adopted Parking Action Plan.</p> <p>Action plan to be drawn from the Member endorsed on-street waiting list. May include reviews and refinements of existing plan schemes.</p> <p>Notes as Phase 8. Budget provision for subsequent phases and for the ongoing review of existing parking action plans is now included in the revenue estimates (see Street Scene, Leisure and Technical Services revenue estimates: On-street Parking Services).</p> <p>Enabling provision to help influence priorities and timing of KCC Local Transport Plan schemes using selective funding contributions e.g. Tonbridge Town Centre. £11,000 vired to the Borough Transport Planning Policy revenue budget to meet consultancy costs associated with the Tonbridge Station interchange improvements.</p> <p>Scheme complete.</p>

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

	Code	Expenditure To 31/03/17	2017/18 Estimate inc Prior Year Slippage	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Land Drainage / Flood Defence</b>										
(a) Drainage Improvement Programme	P01HR	75	21							96
Less DEFRA Grant and other Income		(30)								(30)
Sub-total		45	21	0	0	0	0	0	0	66
(b) Wouldham River Wall	P01HS	2		998						1,000
Tonbridge Castle River Bank	P01HT	120	2							122
Less Environment Agency Grant		(120)	(2)							(122)
Sub-total		0	0	0	0	0	0	0	0	0
(d) Leigh Flood Storage Area	P01HV					500				500
Total Land Drainage / Flood Defence to Summary		47	21	998	0	500	0	0	0	1,566

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

	Key Priorities & Improvement Themes or [CA & P]	Notes
<p><b>Land Drainage / Flood Defence</b></p> <p>(a) Drainage Improvement Programme</p> <p>(b) Wouldham River Wall</p> <p>(c) Tonbridge Castle River Bank</p> <p>(d) Leigh Flood Storage Area</p>	<p>3(Key), 3h</p> <p>2(Key), 2g, 2h, 2i</p> <p>2(Key), 2g, 2h, 2i</p>	<p>To support the Borough Council's role as a flood risk management authority with powers to carry out works to reduce flood risk. <b>£6,000 has been vired under delegated authority to part fund the replacement of lamp columns on the cycle way near Bradford Street car park.</b></p> <p>Strengthening / rebuilding to address movement detected in the retaining wall between the public open space and the River Medway. Budget increased by £300,000 to £1,000,000, as part of the 2015/16 Capital Plan Review reflecting a re-evaluation of scheme costs by the consultant quantity surveyor. Movement in wall currently being monitored by external consultant to determine timing of works.</p> <p>Scheme to stabilise a section of the river bank at Tonbridge Castle by replacing an existing failing timber revetment with steel sheet piling. Scheme cost of £150,000 met in full by grant from the Environment Agency. Scheme completed at a gross cost of £122,000. The balance of grant funding of £28,000 is being used to address revetment works needed to the river bank adjacent to the Racecourse Sportsground.</p> <p>Contribution to an Environment Agency project to improve the Leigh Flood Storage Area. Project aims to provide additional flood protection and reduce the risk of flooding to local households and business premises and a range of community and leisure facilities, including those in the ownership of the Council, particularly in Central Tonbridge. Scheme approved Cabinet September 2016.</p>

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

	Code	Expenditure To 31/03/17	2017/18 Estimate inc Prior Year Slippage	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Capital Renewals</b>										
Street Scene - Recycling Initiatives	P02EBCR02	n/a	3	3	146	3	3	3	3	164
Sports Grounds & Open Spaces	P05KGBC05	n/a	113	162	177	70	63	165	62	812
Technical Services:										
(a) CCTV	P01BA	n/a	16	14	14	14	14	14	14	100
(b) Car Parking	P01JF	n/a	141			33		9	16	199
Provision for Inflation		n/a	273	179	337	120	80	191	95	1,275
Sub-total			5	17	9	7	22	13	73	73
			273	184	354	129	87	213	108	1,348
Leisure Centres:										
(c) Angel Centre	P05KGBC01	n/a	245	232	30	36	39	213	77	872
(d) Larkfield Leisure Centre	P05KGBC02	n/a	427	178	77	83	62	322	101	1,250
(e) Tonbridge Swimming Pool	P05KGBC04	n/a	74	128	17	79	35	89	50	472
(f) Poulton Wood Golf										
Grounds Maintenance	P05KGBC06	n/a	90	32	17	82	21	83	4	329
Clubhouse	P05KGBC03	n/a	47	58	6	29	17	11	15	183
Course	P05KGBC07	n/a		72	6			14	3	95
Provision for Inflation		n/a	883	700	153	309	174	732	250	3,201
Savings Target (assumes 25%)	P05KZ	n/a	21	8	22	16	84	34	185	185
Sub-total		n/a	(221)	(180)	(40)	(83)	(48)	(204)	(71)	(847)
			662	541	121	248	142	612	213	2,539
<b>Total Capital Renewals to Summary</b>		n/a	935	725	475	377	229	825	321	3,887

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

	Key Priorities & Improvement Themes or [CA & P]	Notes
<p><b>Capital Renewals</b></p> <p>Street Scene - Recycling Initiatives</p> <p>Sports Grounds &amp; Open Spaces</p> <p>Technical Services:</p> <p>(a) CCTV</p> <p>(b) Car Parking</p> <p>Leisure Centres:</p> <p>(c) Angel Centre</p> <p>(d) Larkfield Leisure Centre</p> <p>(e) Tonbridge Swimming Pool</p> <p>(f) Poulton Wood Golf Course</p> <p>Savings target</p>	<p>[CA&amp;P: 9a]</p> <p>[CA&amp;P: 7b, 7d, 18a]</p> <p>2(Key), 2e, 5(Key), 5a</p> <p>2(Key). 2e. 2f</p> <p>[CA&amp;P: 7b, 7d, 18a]</p>	<p>The "Bring Site" recycling service is subject to review as part of the Waste Services contract retender. Dependent on the outcome, the £143,000 provision for replacement of the two recycling vehicles in 2019/20 may not be required.</p> <p>2017/18 includes play equipment safety surfacing at Tonbridge Racecourse Sportsground, Tonbridge Farm Sportsground and other play areas.</p> <p>Provisions scaled back as part of the Scrutiny Review of capital renewals carried out in 2014/15.</p> <p>2017/18 provision includes replacement of all car parking ticket machines.</p> <p>}          }          } Provision for the replacement of life expired assets (sports and other equipment) used at leisure facilities.          } Provisions subject to annual review.          }          }          }</p> <p>Following the Overview and Scrutiny Committee review of capitals renewals (September 2014) savings target increased from 20% to 25% for 2015/16 and embedded in the detailed estimates thereafter by increasing estimated useful life for scheduled items. However, no changes were made to the Leisure Trust's renewals schedules so the 25% savings target is retained throughout the plan period.</p>





<b>Capital Plan: List A Corporate</b>									
	Expenditure To 31/03/17	2017/18 Estimate inc Prior Year Slippage	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Capital Plan Schemes</b>									
Land and Property	10	0	60	0	0	0	0	0	70
Information Technology Initiatives	20	402	30	30	30	30	30	30	602
Other	(3)	3	0	0	0	0	0	0	0
Sub-total	27	405	90	30	30	30	30	30	672
<b>Capital Renewals</b>	n/a	185	598	229	230	165	389	202	1,998
<b>Total Corporate</b>	27	590	688	259	260	195	419	232	2,670

<b>Capital Plan: List A Corporate</b>										
	Code	Expenditure To 31/03/17	2017/18 Estimate inc Prior Year Slippage	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Land and Property</b>										
(a) Tonbridge Castle Offices: Re-tile Roof	P06AA	10		60						70
Total Land and Property to Summary		10	0	60	0	0	0	0	0	70
<b>Information Technology Initiatives</b>										
(b) General IT Developments	P06DA	n/a	30	30	30	30	30	30	30	210
(c) Revenues & Benefits Document Management Less Government Grant	P06DG	49 (49)	3 (3)							52 (52)
Sub-total		0	0	0	0	0	0	0	0	0
(d) Housing Services Document Management Less Government Grant	P06DH	28 (8)	12							40 (8)
Sub-total		20	12	0	0	0	0	0	0	32
(e) Council Chamber Conference System	P06ER		95							95
(f) Virtual Desktop Infrastructure	P06ET		200							200
(g) Revenues and Benefits IT Digital Solution	P06EW		65							65
Total Information Technology Initiatives to Summary		20	402	30	30	30	30	30	30	602
<b>Other</b>										
(h) Local Strategic Partnership Less Performance Reward Grant	P06FJ	146 (149)	3							149 (149)
Sub-total		(3)	3	0	0	0	0	0	0	0
Total Other to Summary		(3)	3	0	0	0	0	0	0	0

<b>Capital Plan: List A Corporate</b>		
	Key Priorities & Improvement Themes or [CA & P]	Notes
<p><b>Land and Property</b></p> <p>(a) Tonbridge Castle Offices : Re-tile roof</p>	[CA&P: 18a]	Retiling of roof to protect asset. Condition has not materially worsened. Bulk of the budget has been deferred to 2018/19. Spend to 31/3/16 relates to re-roofing works associated with the Tonbridge Castle Reception enhancement project carried out a number of years ago.
<p><b>Information Technology Initiatives</b></p> <p>(b) General IT Developments</p>	[CA&P: 17a,17b,2c]	Global provision for identified IT developments with estimated expenditure of less than £5,000 each.
<p>(c) Revenues &amp; Benefits Document Management</p>	1a	Replacement for the existing, outdated, document management system used in the Revenues and Benefits systems. £8,000 vired to the new Housing Service Document Management System - see below.
<p>(d) Housing Services Document Management</p>	1a	Document management system approved by Communities & Housing Advisory Board, November 2016. Scheme funded by virements of: £8,000 Revenues & Benefits Document Management; £16,000 Renewable Energy; and £16,000 from the Council's contribution to Housing Disabled Facility Grants which was underspent in 2015/16.
<p>(e) Council Chamber Conference System</p>	Maintain capability	Replace the ageing microphone and projector systems in the Council Chamber and Committee Room
<p>(f) Virtual Desktop Infrastructure</p>	Cost Saving	Transfers processing capability from desktop PCs to centralised servers to enhance security and facilitate remote and alternative working arrangements. The project is a catalyst for other initiatives including enhanced shared, remote and home working arrangements to deliver efficiency savings.
<p>(g) Revenues and Benefits IT Digital Solution</p>	Cost Saving	<b><i>IT digital solution which all staff in the service can readily access and improvements to online presentation of information and 24/7 access for tax payers.</i></b>
<p><b>Other</b></p> <p>(h) Local Strategic Partnership</p>	[CA&P: 13a(key)]	Capital element of Performance Reward grant received in 2008/09 and 2009/10.

Capital Plan: List A Corporate										
	Code	Expenditure To 31/03/17	2017/18 Estimate inc Prior Year Slippage	2018/19 Estimate	2019/20 Estimate	2020/21 Estimate	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Capital Renewals</b>	P06FA									
(a) General										
Departmental Administration	GR01	n/a	5	21		3	16			45
Council Offices	GR02	n/a				2	15			17
Print Unit	GR03	n/a		129		29		7		165
Photocopiers	GR04	n/a								0
Telephones	GR05	n/a		3	5			3	2	13
Snack Facilities	GR06	n/a		5					3	8
Tonbridge Christmas Lighting	GR09	n/a		32						32
Elections	GR10	n/a						27		27
Sub-total		n/a	5	190	5	34	31	37	5	307
Information Technology	P06FB		43	48						91
Desktop Hardware	FB10	n/a	6	6	22	6	6	16	16	78
Mobile Hardware	FB20	n/a	36	18	5	5	30	22	5	121
Computer Suite	FB30	n/a	37	141	80	26	26	216	37	563
Other Hardware	FB40	n/a	3	14	14	14	3	3	3	54
Network	FB50	n/a	4	113	41	79	4	4	61	306
Corporate Software	FB60	n/a	7	7	7	7	7	7	7	49
Operational Software	FB70	n/a	20	20	20	20	20	20	20	140
User Software	FB80	n/a	24	24	24	24	24	24	24	168
Sub-total		n/a	180	391	213	181	120	312	173	1,570
Provision for Inflation	P06FZ	n/a		17	11	15	14	40	24	121
<b>Total Capital Renewals to Summary</b>		n/a	185	598	229	230	165	389	202	1,998

**Capital Plan: List A  
Corporate**

	Key Priorities & Improvement Themes or [CA & P]	Notes
<p><b>Capital Renewals</b></p> <p>(a) General</p> <p>    Departmental Admin</p> <p>    Council Offices</p> <p>    Print Unit</p> <p>    Photocopiers</p> <p>    Telephones</p> <p>    Snack Facilities</p> <p>    Tonbridge Christmas Lighting</p> <p>    Elections</p> <p>(b) Information Technology</p>	<p><i>[CA&amp;P: 2c, 17a, 17b]</i></p>	<p>} } } } } } } Provision for the renewal of life-expired or obsolete equipment. Subject to annual review. <b>Provisions for the purchase of replacement photocopiers deleted from 2017/18 onwards. Photocopiers now rented.</b> } } } } } } }</p> <p>See sub-headings for type of equipment covered by renewals provisions. Software provisions cater for minor upgrades to existing systems. Full replacement, significant upgrades and new systems are identified as Capital Plan schemes in their own right.</p>



## Schedule of List C Schemes

Cost Bands: A = £5,000 to £25,000 B= £26,000 to £50,000 C= £51,000 to £100,000 D= £101,000 to £200,000 E= Greater than £200,000			
Service  New / Existing Scheme	Scheme Title  Details of Scheme / Comments	Recommended for Evaluation ✓ = Yes X = No A/S = Already Selected	Cost Band / Justification  previously Key Priorities & Improvement Themes & [Corporate Aims & Priorities]
Street Scene, Leisure & Technical Services  Existing Scheme	<b>Angel Leisure Centre: Medway Hall – Alternative use for Extreme Sports</b>  Scheme identified by Leisure Trust in its Business Plan to develop the under-utilised Medway Hall. Options under consideration by the Trust include facilities such as Rockbox, High Ropes, Indoor Caving and other extreme sports. All subject to full site survey and design/build proposals. Funding would be met in full by the Leisure Trust.  <b>Retain on List C</b>	<b>X</b>	Band E  External funding  Income generating
Street Scene, Leisure & Technical Services  Existing Scheme	<b>Larkfield Leisure Centre: Pool Hall Roof</b>  Replacement of the Barrel Vaulted Pool Hall roof. Works identified in liaison with Property Services.  <b>Retain on List C</b>	<b>X</b>	Band E  Contractual requirement  Protect existing income/reduce expenditure



## Schedule of List C Schemes

Cost Bands: A = £5,000 to £25,000 B= £26,000 to £50,000 C= £51,000 to £100,000 D= £101,000 to £200,000 E= Greater than £200,000			
Service	Scheme Title	Recommended for Evaluation	Cost Band / Justification
New / Existing Scheme	Details of Scheme / Comments	✓ = Yes X = No A/S = Already Selected	previously Key Priorities & Improvement Themes & [Corporate Aims & Priorities]
Street Scene, Leisure & Technical Services  Existing Scheme	<p><b>Larkfield Leisure Centre: Gym Extension / New Studio</b></p> <p>Scheme identified by the Leisure Trust in its Business Plan to extend gym into existing store and studio, leaving a single Spin Bike studio. Scheme then provides two new studios at the front of the building on the existing enclosed 'garden' area.</p> <p>Scheme currently being progressed and funded in full by Leisure Trust (TMLT). Landlords consent and planning permission granted.</p> <p><b>Delete from List C</b> – Scheme being progressed and funded in full by TMLT</p>	<b>X</b>	Band E  External funding  Income generating
Street Scene, Leisure & Technical Services  Existing Scheme	<p><b>Larkfield Leisure Centre: Ventilation and Building / Leisure Pool Boiler System</b></p> <p>The existing ventilation plant and equipment has reached the end of its predicted life which is creating operational issues on site. Replacement with a new higher efficiency system would ensure that the facility can operate reliably and efficiently in the future.</p> <p>The original ventilation only scheme has been expanded to include replacement of the boiler system serving the building and leisure pool.</p> <p><b>Selected for evaluation 2016/17 Capital Plan Review – see Annex 4</b></p>	<b>A/S</b>	Band D/E  Health & Safety  Protect existing income / reduce expenditure

## Schedule of List C Schemes

Cost Bands: A = £5,000 to £25,000 B= £26,000 to £50,000 C= £51,000 to £100,000 D= £101,000 to £200,000 E= Greater than £200,000			
Service  New / Existing Scheme	Scheme Title  Details of Scheme / Comments	Recommended for Evaluation ✓ = Yes X = No A/S = Already Selected	Cost Band / Justification  previously Key Priorities & Improvement Themes & [Corporate Aims & Priorities]
Street Scene, Leisure & Technical Services  Existing Scheme	<p><b>Sports Grounds: Tonbridge Farm Sportsground – Provision of Toilets</b></p> <p>There is currently no toilet provision for members of the public serving the sportsground facilities at Tonbridge Farm. The issue has been raised in user surveys and by local Members. Potential partnership opportunity with Tonbridge Angels Football Club and or funding opportunity from developer contributions. Scheme selected for evaluation 2013/14 Capital Plan Review.</p> <p>Use of the sports pavilion’s toilets has been considered. This option is expected to require installation of CCTV, changing the internal layout of the pavilion, use of vandal resistant fittings and an automatic locking system. New standalone provision (portaloo) as an alternative would also need to be protected against vandalism. Additional costs associated with water, electricity and sewerage connections will also be required under this option in addition to cleaning / maintenance costs. Whilst neither option has been ruled out, public toilet provision can also be considered in the broader context of a site review (Local Plan “Call for Sites” and potential review / development of the Tonbridge Angels Football Club provision). The review provides the opportunity to enhance leisure facilities at the site in a more considered and cost effective manner and the provision of public toilets could be incorporated within this. Given the Council’s financial position this latter approach is now favoured.</p> <p><b>Evaluation deferred pending outcome of the “Call for Sites” review.</b></p>	<b>A/S</b>	Band C  External funding

## Schedule of List C Schemes

Cost Bands: A = £5,000 to £25,000 B= £26,000 to £50,000 C= £51,000 to £100,000 D= £101,000 to £200,000 E= Greater than £200,000			
Service	Scheme Title	Recommended for Evaluation	Cost Band / Justification
New / Existing Scheme	Details of Scheme / Comments	✓ = Yes X = No A/S = Already Selected	previously Key Priorities & Improvement Themes & [Corporate Aims & Priorities]
Street Scene, Leisure & Technical Services  Existing Scheme	<p><b>Sports Grounds: Tonbridge Racecourse Sportsground – Improvement Works Phase 3</b></p> <p>Previous improvements have been made at the site following the approval of a Master Plan by Members at the May 2010 meeting of the Leisure and Arts Advisory Board. Phase 3 improvements aim to enhance existing provision and bring forward new facilities for the public. Proposals include the potential extension of the Skate Park and Outdoor Gym and improvements to paths. Potential for developer contributions and other external funding opportunities.</p> <p><b>Retain on List C</b></p>	<b>X</b>	Band C  External funding
Street Scene, Leisure & Technical Services  Existing Scheme	<p><b>Sports Grounds: Tonbridge Racecourse Sportsground – Rugby Pitch Drainage Improvements</b></p> <p>Drainage improvement works to the rugby pitches at Tonbridge Racecourse Sportsground following external consultant's report. Potential for developer contributions, partnership funding and other external funding opportunities.</p> <p><b>Selected for evaluation 2016/17 Capital Plan Review – see Annex 4</b></p>	<b>A/S</b>	Band B  External funding

## Schedule of List C Schemes

Cost Bands: A = £5,000 to £25,000 B= £26,000 to £50,000 C= £51,000 to £100,000 D= £101,000 to £200,000 E= Greater than £200,000			
Service  New / Existing Scheme	Scheme Title  Details of Scheme / Comments	Recommended for Evaluation ✓ = Yes X = No A/S = Already Selected	Cost Band / Justification  previously Key Priorities & Improvement Themes & [Corporate Aims & Priorities]
Street Scene, Leisure & Technical Services  Existing Scheme	<p><b>Sports Grounds: Tonbridge Racecourse Sportsground – Swimming Pool Bridge</b></p> <p>A metal bridge, similar in construction to that previously replaced at Avebury Avenue, links Tonbridge Pool Car Park to the Racecourse Sportsground. The bridge is showing significant signs of wear with priority repairs to the decking already undertaken to address health &amp; safety concerns. An external survey has been commissioned to establish the structural condition of the bridge. The results of the survey will dictate the requirement for future works. Scheme selected for evaluation 2016/17 Capital Plan Review.</p> <p>The survey concluded that the bridge was still serviceable at present but recommended upgrading the abutments and removal of the timber decking to allow the supporting metalwork to be repaired / refurbished. Such major works to a bridge of this age may be cost prohibitive. Costings for the repair / refurbishment of the bridge are to be obtained in 2018/19 and compared against the cost of full replacement. Closing the bridge and making use of the nearby timber bridge, as the only access point at that location, will also be considered.</p> <p><b>Evaluation deferred to 2018/19</b></p>	<b>A/S</b>	Band D  Health & Safety

## Schedule of List C Schemes

Cost Bands: A = £5,000 to £25,000 B= £26,000 to £50,000 C= £51,000 to £100,000 D= £101,000 to £200,000 E= Greater than £200,000			
Service	Scheme Title	Recommended for Evaluation	Cost Band / Justification
New / Existing Scheme	Details of Scheme / Comments	✓ = Yes X = No A/S = Already Selected	previously Key Priorities & Improvement Themes & [Corporate Aims & Priorities]
Street Scene, Leisure & Technical Services  Existing Scheme	<p><b>Open Spaces: Haysden Country Park – Car Park Extension</b></p> <p>With increasing visitor numbers, the main car park can reach full capacity at peak times resulting in vehicles parking along the main drive. The opportunity exists to extend the car park into the adjoining Tile Barn Field that is within Council ownership. Potential funding from Developer Contributions.</p> <p><b>Selected for evaluation 2016/17 Capital Plan Review – see Annex 4</b></p>	<b>A/S</b>	<p>Band C</p> <p>External funding</p> <p>Income generating</p>
Street Scene, Leisure & Technical Services  Existing Scheme	<p><b>Open Spaces: Haysden Country Park – Site Improvements Phase 2</b></p> <p>Additional site improvements have been identified at the site including revetment work to the northwest bank of Barden Lake, path improvements, play area improvements and improvements / replacement of the existing building facility. Potential funding from Developer Contributions.</p> <p><b>Retain on List C</b></p>	<b>X</b>	<p>Band C</p> <p>Health &amp; Safety</p> <p>External funding</p> <p>Income generating</p>

Schedule of List C Schemes

Cost Bands: A = £5,000 to £25,000 B= £26,000 to £50,000 C= £51,000 to £100,000 D= £101,000 to £200,000 E= Greater than £200,000					
Service	Scheme Title	Recommended for Evaluation	Cost Band / Justification		
New / Existing Scheme	Details of Scheme / Comments	✓ = Yes X = No A/S = Already Selected	previously Key Priorities & Improvement Themes & [Corporate Aims & Priorities]		
Street Scene, Leisure & Technical Services  <b>New Scheme</b>	<p><b>Open Spaces: Haysden Country Park – Sewerage Treatment Facility</b></p> <p>As the park is not connected to a main sewer, the current toilet block is served via an eco-sewage tank system which treats the sewage on-site and then locally discharges the treated waste in accordance with strict Environment Agency requirements. The capacity of the sewerage treatment system needs to be increased to match the higher visitor numbers attracted to the park following recent improvements (extending children’s play area, improved catering facility and lakeside landscape works).</p> <p><b>Recommended for “Fast Track” evaluation – see Annex 4</b></p>		Band C  Legislative requirement		
	<table border="1"> <tr> <td>Revenue budget needed for evaluation:</td> <td>Nil</td> </tr> </table>	Revenue budget needed for evaluation:	Nil		
Revenue budget needed for evaluation:	Nil				

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## Schedule of List C Schemes

Cost Bands: A = £5,000 to £25,000 B= £26,000 to £50,000 C= £51,000 to £100,000 D= £101,000 to £200,000 E= Greater than £200,000			
Service  New / Existing Scheme	Scheme Title  Details of Scheme / Comments	Recommended for Evaluation ✓ = Yes X = No A/S = Already Selected	Cost Band / Justification  previously Key Priorities & Improvement Themes & [Corporate Aims & Priorities]
Street Scene, Leisure & Technical Services  Existing Scheme	<p><b>Open Spaces: Leybourne Lakes Country Park – Facility Improvements</b></p> <p>The previous List C scheme for facility improvements was selected for evaluation in the 2010/11 Capital Plan Review. The scheme has evolved following the development and approval of the site Management Plan and proposes facility improvements to include the provision of an education facility / room, potential catering facilities and general improvements to the water sports facilities / area.</p> <p>A procurement exercise is to be undertaken which combines capital investment with external management of the country park (CHAB November 2017). The approach is expected to deliver a reduction in the overall running costs associated with the park (Original 2017/18 estimate of £124,450). The outcome of the procurement exercise will be subject to evaluation to determine the way forward.</p> <p><b>Evaluation deferred to 2018/19</b></p>	<b>A/S</b>	Band D  Income generating  External funding

## Schedule of List C Schemes

Cost Bands: A = £5,000 to £25,000 B= £26,000 to £50,000 C= £51,000 to £100,000 D= £101,000 to £200,000 E= Greater than £200,000			
Service	Scheme Title	Recommended for Evaluation	Cost Band / Justification
New / Existing Scheme	Details of Scheme / Comments	✓ = Yes X = No A/S = Already Selected	previously Key Priorities & Improvement Themes & [Corporate Aims & Priorities]
Street Scene, Leisure & Technical Services  Existing Scheme	<b>Open Spaces: Taddington Valley – Woodland Management</b>  Currently only health and safety works are being undertaken in the woodland. A Woodland Management Plan is being developed and the opportunity exists to attract external funding sources.  <b>Retain on List C</b>	<b>X</b>	Band B  External funding
Street Scene, Leisure & Technical Services  Existing Scheme	<b>Open Spaces: Tonbridge Castle – Site Improvements.</b>  General site improvements / repairs to include path revetment and refurbishment identified following liaison with the Council's Health and Safety Officer. Urgent, temporary, health and safety works already undertaken. Potential for developer contributions and other external funding.  <b>Retain on List C</b>	<b>X</b>	Band D  Health & Safety



## Schedule of List C Schemes

Cost Bands: A = £5,000 to £25,000 B= £26,000 to £50,000 C= £51,000 to £100,000 D= £101,000 to £200,000 E= Greater than £200,000			
Service  New / Existing Scheme	Scheme Title  Details of Scheme / Comments	Recommended for Evaluation ✓ = Yes X = No A/S = Already Selected	Cost Band / Justification  previously Key Priorities & Improvement Themes & [Corporate Aims & Priorities]
Street Scene, Leisure & Technical Services  Existing Scheme	<b>Other Schemes: Tonbridge Cemetery – Path Works</b>  The current condition of the Cemetery Paths is deteriorating with some priority repairs/replacement already undertaken. In order to maintain public safety further works are required in the future.  <b>Selected for evaluation 2016/17 Capital Plan Review – see Annex 4</b>	<b>A/S</b>	Band C  Health and Safety
Street Scene, Leisure & Technical Services  Existing Scheme	<b>Other Schemes: Tonbridge to Penshurst Cycle Route Refurbishment</b>  The Cycle Route has now been in place for 11 years and has proved to be extremely popular (70,000 users per year – KCC 2011). Improvements / resurfacing of discrete sections of the route are proposed and opportunities will be investigated to deliver these in partnership with external parties, including KCC Public Rights of Way and Sustrans. Potential for developer contributions and other external funding opportunities.  Scheme selected for evaluation 2013/14 Capital Plan Review. Evaluation deferred due to broader discussions with KCC regarding cycle route plans and availability of staff resources.  <b>Selected for evaluation 2013/14 Capital Plan Review – see Annex 4</b>	<b>A/S</b>	Band C  <b>4(Key), 4e, 4g</b>

Schedule of List C Schemes

Cost Bands: A = £5,000 to £25,000 B= £26,000 to £50,000 C= £51,000 to £100,000 D= £101,000 to £200,000 E= Greater than £200,000			
Service	Scheme Title	Recommended for Evaluation	Cost Band / Justification
New / Existing Scheme	Details of Scheme / Comments	✓ = Yes X = No A/S = Already Selected	previously Key Priorities & Improvement Themes & [Corporate Aims & Priorities]
Street Scene, Leisure & Technical Services  Existing Scheme	<p><b>Environmental Improvements: River Medway - Riverside Lighting, Tonbridge</b></p> <p>Proposal for new riverside lighting along two sections of the River Medway in Tonbridge. Section 1, from Town Lock to Cannon Lane and Section 2, from the Big Bridge to Tonbridge Swimming Pool. Brought forward following residents and Member requests to improve security of pedestrian access to the town centre.</p> <p>Scheme introduced and selected for evaluation in the 2015/16 Capital Plan Review. £25,000 has currently been secured through developer contributions. No additional developer contributions have been identified to allow the scheme to progress at this time.</p> <p><b>Evaluation deferred to 2018/19</b></p>	<p><b>AS</b></p>	<p>Band C</p> <p>2d, 2g, 3a, 7c, 7f</p>

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## Schedule of List C Schemes

Cost Bands: A = £5,000 to £25,000 B= £26,000 to £50,000 C= £51,000 to £100,000 D= £101,000 to £200,000 E= Greater than £200,000			
Service  New / Existing Scheme	Scheme Title  Details of Scheme / Comments	Recommended for Evaluation ✓ = Yes X = No A/S = Already Selected	Cost Band / Justification  previously Key Priorities & Improvement Themes & [Corporate Aims & Priorities]
Corporate  Existing Scheme	<p><b>IT Initiatives: Revenues and Benefits Citizen's Access</b></p> <p>Upgrade to the existing Council Tax, Business Rates and Housing Benefit IT systems to enable customers to self-serve. The upgrade will enable customers to access their account information and submit applications via the T&amp;MBC website improving the quality of service whilst reducing staff costs.</p> <p>This scheme is to be funded from the Transformation Reserve.</p> <p><b>Delete from List C</b> – Scheme now part of Revenue and Benefits IT Digital Solution in List A.</p>	<b>A/S</b>	Band B  1a, 1b, 1c, 1d
Corporate  Existing Scheme	<p><b>IT Initiatives: Upgrade to Payment Facilities Software</b></p> <p>Due to the withdrawal of payment card facilities from March 2018 by one of our bankers, alternatives need to be sourced to ensure continued collection of Council Tax. The latest version of the Council's receipting system can offer alternative payment methods for these cards.</p> <p>Alternative existing payment options have now been taken-up by payment card holders making this scheme redundant.</p> <p><b>Delete from List C</b> – Alternative existing payment options taken-up.</p>	<b>A/S</b>	Band A  Protect existing income stream

## Schedule of List C Schemes

Cost Bands: A = £5,000 to £25,000 B= £26,000 to £50,000 C= £51,000 to £100,000 D= £101,000 to £200,000 E= Greater than £200,000			
Service New / Existing Scheme	Scheme Title Details of Scheme / Comments	Recommended for Evaluation ✓ = Yes X = No A/S = Already Selected	Cost Band / Justification previously Key Priorities & Improvement Themes & [Corporate Aims & Priorities]
Corporate Existing Scheme	<p><b>IT Initiatives: Financial Services Document Management Software</b></p> <p>The scheme allows the purchase of a document management module to enhance the functionality of the current financial ledger system. The module takes scanned image files and stores them in the database linked to transactions. Users can view the image files when using the system and managers will be able to authorise invoices electronically.</p> <p>Adoption of these electronic processes will lead to a significant reduction in time spent on transaction approval and document handling, it will leverage existing infrastructure (MFDs and SAN) and enable greater flexibility and more work to be done on remote and mobile platforms. Savings could be made when the time savings can contribute to restructuring plans. Scheme selected for evaluation FIPAB Jan 2017.</p> <p><b>Evaluation deferred to 2018/19</b></p>	<b>A/S</b>	Band A  Revenue saving



Capital Plan List C – Evaluations

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1	<b>SSL&amp;T Larkfield Leisure Centre: Ventilation and Boiler Replacement</b>	
1	<b>Specification:</b>	
	(i) <b>Purpose of the scheme</b>	To repair/replace the current ventilation system serving the leisure pool and boilers serving both the leisure pool and main building (excludes fitness pool) at Larkfield Leisure Centre to maintain acceptable environmental conditions and improve efficiency.
	(ii) <b>Relevance to National / Council's Objectives</b>	(a) National: None (b) Council: Health and safety Protect existing Income Reduce expenditure
	(iii) <b>Targets for judging success</b>	(a) Ensuring the continuation of service provision at the Centre (b) Improved energy efficiency (c) Protecting income streams
2	<p><b>Description of Project / Design Issues:</b></p> <p>Whilst the Tonbridge and Malling Leisure Trust manage Larkfield Leisure Centre on behalf of the Council, the Council is obligated under the Management Agreement to maintain the facilities fit for purpose including the main ventilation and heating systems. A number of operational issues have been brought to the Council's attention relating to the poor performance of the current ventilation system in the leisure pool hall and this includes poor environmental conditions resulting in excessive heat, undesirable smells and condensation leading to potential slips, trips and falls.</p> <p>In order to assess the condition of the current leisure pool hall ventilation system an independent report was commissioned and undertaken by an external specialist, PCS Consulting Services Ltd. The report advised that the current ventilation system was installed in 1991, has reached the end of its predicted life and replacement with new higher efficiency system will ensure the Leisure Centre can operate reliably and efficiently in the future.</p> <p>The report brought forward a number of replacement/improvements identifying both short and medium-term works. Some works have already been progressed at the site and this includes the installation of new ventilation systems within the office area and wet change toilets. In regard to the toilets this work was combined with the refurbishment of the changing village that was part funded by the Leisure Trust.</p> <p>Whilst some works have been progressed, works to the Leisure Pool air handling unit, café ventilation system and Leisure Pool ductwork are yet to be considered. The report identified these works at a potential cost of circa £200,000 exclusive of fees and loss of income.</p>	

Capital Plan List C – Evaluations

	<p>Whilst it is acknowledged that further work is required to develop a detailed scheme and to establish the cost of the project, it is proposed that pending this £265,000 inclusive of fees be allocated within the Capital Plan for 2018/19 in order that consideration can be given to undertaking these work in the Autumn/Winter of 2018.</p> <p>The report also highlighted the poor condition of the boilers at the site serving the original building (this excludes boilers serving the fitness pool) noting that these were installed in 1981 and whilst still operational given their age they are approaching the end of their useful life and do not operate at current energy efficiency standards. The report brought forward proposals for their replacement at an estimated cost of £180,000 exclusive of fees and loss of income. It is proposed that pending a more detailed assessment, £240,000 inclusive of fees be allocated within the Capital Plan for 2018/19.</p> <p>At the current time the urgency of the boiler works is being established though consideration regarding implementation/timing of these works needs to be considered alongside works to the ventilation system, with potential savings on loss of income if these works are combined. A detailed financial appraisal of both schemes is being developed to inform a future decision on the timing of implementation of both projects, however, it is proposed that allocation for both projects be included within the Capital Plan for 2018/19 and is reflected below.</p> <p>Loss of income is dependent on both the length and extent of closure of the facility and as such is difficult to estimate at the current time. However, a provisional sum of £250,000 has been used or circa 50% of the estimated capital cost and funded from the Tonbridge and Malling Leisure Trust Reserve.</p> <p>The works meet the agreed criteria for Capital Schemes of meeting legislation requirements including health &amp; safety, protect existing income stream and reduce energy consumption.</p>																	
3	<p><b>Consultation:</b> External consultants have and will continue to be engaged in order to develop detailed costed proposals. The project is being led by the Council’s Building &amp; Facilities Manager.</p>																	
4	<p><b>Capital Cost:</b> £505,000 estimated at the current time though detailed financial appraisals of both projects need to be undertaken.</p>																	
5	<p><b>Profiling of Expenditure</b></p> <table border="1" data-bbox="304 1254 2096 1326"> <thead> <tr> <th data-bbox="304 1254 622 1289">2018/19 (£'000)</th> <th data-bbox="622 1254 925 1289">2019/20 (£'000)</th> <th data-bbox="925 1254 1245 1289">2020/21 (£'000)</th> <th data-bbox="1245 1254 1547 1289">2021/22 (£'000)</th> <th data-bbox="1547 1254 1832 1289">2022/23 (£'000)</th> <th data-bbox="1832 1254 2096 1289">2023/24 (£'000)</th> </tr> </thead> <tbody> <tr> <td data-bbox="304 1289 622 1326">505</td> <td data-bbox="622 1289 925 1326"></td> <td data-bbox="925 1289 1245 1326"></td> <td data-bbox="1245 1289 1547 1326"></td> <td data-bbox="1547 1289 1832 1326"></td> <td data-bbox="1832 1289 2096 1326"></td> </tr> </tbody> </table>						2018/19 (£'000)	2019/20 (£'000)	2020/21 (£'000)	2021/22 (£'000)	2022/23 (£'000)	2023/24 (£'000)	505					
2018/19 (£'000)	2019/20 (£'000)	2020/21 (£'000)	2021/22 (£'000)	2022/23 (£'000)	2023/24 (£'000)													
505																		
6	<p><b>Capital Renewals Impact:</b> None</p>																	

Capital Plan List C – Evaluations

7	<b>Revenue Impact:</b> £20,200 per annum loss of investment income (£505,000 at 4%). Provision for loss of income from partial closure of the facility whilst the works are undertaken assumed at £250,000 (see above).		
8	<b>Partnership Funding:</b> Opportunities exist to discuss contributions from the Trust relating to improved future energy efficiency.		
9	<b>Post Implementation Review:</b> Twelve Months after completion		
10	<b>Screening for equality impacts:</b>		
	<b>Question</b>	<b>Answer</b>	<b>Explanation of impacts</b>
	a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	N/a	
	b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	N/a	
	c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?	N/a	
11	<b>Recommendation:</b> Transfer from List C to List B		



Capital Plan List C – Evaluations

2	<b>SSL&amp;T Sports Grounds: Tonbridge Racecourse Sportsground Rugby Pitch Drainage Improvements</b>		
1	<b>Specification:</b>		
(i)	<b>Purpose of the scheme</b>	To improve drainage to the rugby pitches at Tonbridge Racecourse Sportsground that are currently subject to regular flooding. To maintain and enhance use.	
(ii)	<b>Relevance to National / Council's Objectives</b>	(a) National: Health and Wellbeing (b) Council: External funding	
(iii)	<b>Targets for judging success</b>	(a) Reduced periods of flooding (b) Greater ability to drain following periods of flooding (c) Improved access to leisure facilities	
2	<p><b>Description of Project / Design Issues:</b></p> <p>Rugby pitches at Tonbridge Racecourse Sportsground are owned and maintained by the Borough Council. Whilst it is acknowledged that the current rugby pitches fall within a floodplain, recent years have seen an increase in the number of occasions and length of time that areas have been flooded and unavailable for use. The Council has been working closely with Tonbridge Juddians Rugby Club, Tonbridge Sports Association and Landscape Services in an attempt to alleviate this problem. Whilst it is recognised that it is not feasible to prevent all flooding, investigations have been undertaken to minimise the risk and to assist areas to drain promptly following flood conditions.</p> <p>With the assistance of external drainage consultants and support from the Council's Technical Services team, a number of options have been investigated and some minor works have already been progressed. These minor works have included the clearance and extension of the drainage ditch adjacent to Lower Castle Field Car Park, the servicing/repair of the non-return valve on the main outlet pipe, review of the current drainage system on the first team pitch and enhancement/repair to areas of river bank. These works have been carried out from within existing revenue budgets and with the financial support of Tonbridge Juddians Rugby Club. The investigations have also allowed the Council to eliminate some potential projects as they were deemed to have no significant benefit to the issue identified.</p> <p>The external drainage consultant has recommended the installation of an active drainage system on the area most affected by the flooding and some other minor works including localised clearance to the Hilden Brook. These works are estimated at £25,000. The works meet the agreed criteria for Capital Schemes of being funded from external resources and also assist the Rugby Club in generating income. The Club has recently been promoted to National League 2 and has a thriving women's section and junior academy.</p>		

**Capital Plan List C – Evaluations**

3	<b>Consultation:</b> Consultation on the works has been undertaken with external drainage consultants, Tonbridge Juddians Rugby Club, Tonbridge Sports Association, the Council’s Technical Services and Landscape Services.					
4	<b>Capital Cost:</b> £25,000 to be funded in full from developer contributions.					
5	<b>Profiling of Expenditure</b>					
	<b>2018/19 (£’000)</b>	<b>2019/20 (£’000)</b>	<b>2020/21 (£’000)</b>	<b>2021/22 (£’000)</b>	<b>2022/23 (£’000)</b>	<b>2023/24 (£’000)</b>
	25					
6	<b>Capital Renewals Impact:</b> None					
7	<b>Revenue Impact:</b> None					
8	<b>Partnership Funding:</b> Tonbridge Juddians Rugby Club has already financially supported drainage works undertaken over the last year.					
9	<b>Post Implementation Review:</b> Twelve months after completion.					
10	<b>Screening for equality impacts:</b>					
	<b>Question</b>	<b>Answer</b>	<b>Explanation of impacts</b>			
	a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No				
	b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	Yes	The proposal would assist in improving access to leisure facilities.			
	c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?	N/a				
11	<b>Recommendation:</b> Transfer from List C to List B <b>subject to receipt of developer contributions.</b>					

Capital Plan List C – Evaluations

3	<b>SSL&amp;T Open spaces : Haysden Country Park Car Park Extension</b>										
1	<p><b>Specification:</b></p> <table border="1"> <tr> <td data-bbox="309 371 376 443">(i)</td> <td data-bbox="376 371 696 443"><b>Purpose of the scheme</b></td> <td data-bbox="696 371 2098 443">To increase car parking capacity in response to visitor demand.</td> </tr> <tr> <td data-bbox="309 443 376 576">(ii)</td> <td data-bbox="376 443 696 576"><b>Relevance to National / Council's Objectives</b></td> <td data-bbox="696 443 2098 576">                     (a) National: Health and Wellbeing                      (b) Council: External funding                      Income generating                 </td> </tr> <tr> <td data-bbox="309 576 376 683">(iii)</td> <td data-bbox="376 576 696 683"><b>Targets for judging success</b></td> <td data-bbox="696 576 2098 683">                     (a) Provision of increased parking capacity at Haysden Country Park.                      (b) Increased car parking income.                 </td> </tr> </table>		(i)	<b>Purpose of the scheme</b>	To increase car parking capacity in response to visitor demand.	(ii)	<b>Relevance to National / Council's Objectives</b>	(a) National: Health and Wellbeing (b) Council: External funding Income generating	(iii)	<b>Targets for judging success</b>	(a) Provision of increased parking capacity at Haysden Country Park. (b) Increased car parking income.
(i)	<b>Purpose of the scheme</b>	To increase car parking capacity in response to visitor demand.									
(ii)	<b>Relevance to National / Council's Objectives</b>	(a) National: Health and Wellbeing (b) Council: External funding Income generating									
(iii)	<b>Targets for judging success</b>	(a) Provision of increased parking capacity at Haysden Country Park. (b) Increased car parking income.									
2	<p><b>Description of Project / Design Issues:</b></p> <p>Recent years have seen a number of improvements undertaken at the Park through externally funded investment by the Council. This has seen the extension of the Play Area, improved catering facilities and landscaping projects throughout the site. These investments have seen an increase in visitor numbers and it is apparent that at peak times the current main car park cannot accommodate visitor demand, with cars parking along the main drive or not being able to park at all. The current car park capacity is circa 170.</p> <p>In response to this, 10 additional parking spaces were created by undertaking clearance work in the main car park, including the removal of raised beds. In addition, approximately 70 temporary spaces were provided in the adjoining Tile Barn Field over the summer. The use of these temporary spaces has been closely monitored and, with them reaching near capacity at peak times, it is felt that they should now be formalised.</p> <p>It is, therefore, proposed that the area of Tile Barn Field currently marked out for temporary parking is converted to a formal over-flow car park. It is proposed that the area is levelled, surfaced with a permeable stone and associated signage and an additional pay and display machine installed. Creating a hard surfaced parking area will allow parking at peak times throughout the entire year, including when the ground conditions are wet.</p> <p>The works meet the agreed criteria for Capital Schemes of being funded from external resources and generating additional income.</p>										
3	<p><b>Consultation:</b> The proposed extension of the car park has been raised with the Haysden Country Park User Panel and no objections have been received. Consultation has also taken place with Planning and no Planning Permission is required.</p>										

Capital Plan List C – Evaluations

4	<b>Capital Cost:</b> The cost is estimated at £30,000, including surfacing, signage and a new pay and display machine. The cost will be met in full by Developer Contributions.					
5	<b>Profiling of Expenditure</b>					
	<b>2018/19 (£'000)</b>	<b>2019/20 (£'000)</b>	<b>2020/21 (£'000)</b>	<b>2021/22 (£'000)</b>	<b>2022/23 (£'000)</b>	<b>2023/24 (£'000)</b>
	30					
6	<b>Capital Renewals Impact:</b> Car Park Ticket Machine £350 per annum (based on a capital cost of £3,500 and a 10 year life).					
7	<b>Revenue Impact:</b> There will also be additional revenue costs associated with the maintenance, monitoring and cash collection from the new ticket machine estimated at £1,900 per annum. This cost will be offset by increased car park income estimated at £2,500 per annum.					
8	<b>Partnership Funding:</b> Funded in full from developer contributions.					
9	<b>Post Implementation Review:</b> Twelve months after completion					
10	<b>Screening for equality impacts:</b>					
	<b>Question</b>	<b>Answer</b>	<b>Explanation of impacts</b>			
	a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No				
	b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	Yes	Improved access to leisure facilities for all			
	c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?	N/a				
11	<b>Recommendation:</b> Transfer from List C to List B					

Capital Plan List C – Evaluations

4	<b>SSL&amp;T Open Spaces: Haysden Country Park – Sewage Treatment Facility</b>		
1	<b>Specification:</b>		
(i)	<b>Purpose of the scheme</b>	To replace the existing Haysden Country Park sewage facility to meet current customer demand and legal environmental requirements.	
(ii)	<b>Relevance to National / Council’s Objectives</b>	(a) National None (b) Council Legislative requirement	
(iii)	<b>Targets for judging success</b>	(a) Reduction in Public Complaints (b) Compliance with Regulation (c) Capacity adequate to meet customer demand	
2	<b>Description of Project / Design Issues:</b>		
<p>As the park is not connected to a main sewer, the current toilet block is served via an eco-sewage tank system which treats the sewage on-site and then locally discharges the treated waste in accordance with strict Environment Agency requirements. This system was installed in 2008 and, at the time, adequately served the park at its previous visitor level.</p> <p>Recent improvements at the park including extending the play area, improving the catering facility and lakeside landscape works have resulted in a notable increase in the parks popularity and it is apparent that the current sewage facility is struggling to cope with demand. This has resulted in many customer complaints regarding undesirable smells from the facility, periodic closure of the toilets and concerns over the future ability to comply with legal discharge requirements.</p> <p>Liaison has been undertaken with an external consultant to review the capacity of the current system and offer advice on future options. This process has concluded that the current system falls considerably short on its ability to cope with current visitor numbers and a replacement system is recommended. An indicative replacement cost of £75,000 has been provided by the consultant though additional work is required to establish the full specification of the new scheme. This will include liaison with the Environment Agency to ensure legal compliance. The cost above has been based on a module approach comprising of a 3 tank system though there may be the potential to decrease this to 2 tanks dependent on Environment Agency requirements. Consideration should also, however, be given to future proofing and providing best value to the Council in the longer-term.</p>			

Capital Plan List C – Evaluations

3	<b>Consultation:</b> The proposed scheme has been brought forward following liaison with a specialist external consultant. Colleagues in the Environmental Protection Team have also been consulted and advised that whilst there is a presumption that connection to the public sewer should be the first considered method of sewage disposal, the closest public sewer is located over 700m away on Brook Street. A replacement sewage disposal facility is therefore the best option to avoid a total system failure, leading to breaches of environmental standards and incidents of public health concern associated with raw sewage.					
4	<b>Capital Cost:</b> Estimated at £75,000.					
5	<b>Profiling of Expenditure</b>					
	<b>2018/19 (£'000)</b>	<b>2019/20 (£'000)</b>	<b>2020/21 (£'000)</b>	<b>2021/22 (£'000)</b>	<b>2022/23 (£'000)</b>	<b>2023/24 (£'000)</b>
	75					
6	<b>Capital Renewals Impact:</b> None					
7	<b>Revenue Impact:</b> Maintenance costs related to the current sewage system are funded from BRREP including the main pump. Consideration will need to be given to BRREP once the detailed specification of the new scheme has been developed.					
8	<b>Partnership Funding:</b> Funded in full through Developer Contributions					
9	<b>Post Implementation Review:</b> Twelve months after completion					
10	<b>Screening for equality impacts:</b>					
	<b>Question</b>			<b>Answer</b>	<b>Explanation of impacts</b>	
	c. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?			No		
	d. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?			Yes	Maintains public access to toilet facilities for all	
11	c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?			N/a		
	<b>Recommendation:</b> Transfer from List C to List B					

Capital Plan List C – Evaluations

5	<b>SSL&amp;T Other Schemes: Tonbridge Cemetery – Path Works</b>																	
1	<b>Specification:</b>																	
	(i)	<b>Purpose of the scheme</b>	To provide safe public access.															
	(ii)	<b>Relevance to National / Council’s Objectives</b>	(a)	National:	None													
			(b)	Council:	Health and Safety	External Funding												
	(iii)	<b>Targets for judging success</b>	(a)	Compliance with health and safety recommendations.														
			(b)	Maintaining safe access.														
2	<p><b>Description of Project / Design Issues:</b>                  The path network within Tonbridge Cemetery is relatively extensive and its condition varies. It is kept under regular review with previous improvements already undertaken in recent years. As part of programmed inspections, the Council’s Health and Safety Officer undertook a review of the site in May 2017 bringing forward a number of recommendations. This included a recommendation for an upgrade to a specific section of path within the site, and it has been agreed that this work needs to be completed no later than Spring 2018.</p> <p>The cost of the works is estimated at £15,000. The works meet the agreed criteria for Capital Schemes of meeting legislative requirements including health &amp; safety and are to be funded in full from developer contributions.</p>																	
3	<b>Consultation:</b> Works have been identified by the Council’s Health and Safety Officer.																	
4	<b>Capital Cost:</b> £15,000																	
5	<p><b>Profiling of Expenditure</b></p> <table border="1" data-bbox="304 1161 2098 1230"> <thead> <tr> <th data-bbox="304 1161 622 1198">2018/19 (£’000)</th> <th data-bbox="622 1161 927 1198">2019/20 (£’000)</th> <th data-bbox="927 1161 1245 1198">2020/21 (£’000)</th> <th data-bbox="1245 1161 1550 1198">2021/22 (£’000)</th> <th data-bbox="1550 1161 1854 1198">2022/23 (£’000)</th> <th data-bbox="1854 1161 2098 1198">2023/24 (£’000)</th> </tr> </thead> <tbody> <tr> <td data-bbox="304 1198 622 1230">15</td> <td data-bbox="622 1198 927 1230"></td> <td data-bbox="927 1198 1245 1230"></td> <td data-bbox="1245 1198 1550 1230"></td> <td data-bbox="1550 1198 1854 1230"></td> <td data-bbox="1854 1198 2098 1230"></td> </tr> </tbody> </table>						2018/19 (£’000)	2019/20 (£’000)	2020/21 (£’000)	2021/22 (£’000)	2022/23 (£’000)	2023/24 (£’000)	15					
2018/19 (£’000)	2019/20 (£’000)	2020/21 (£’000)	2021/22 (£’000)	2022/23 (£’000)	2023/24 (£’000)													
15																		
6	<b>Capital Renewals Impact:</b> None																	
7	<b>Revenue Impact:</b> None																	
8	<b>Partnership Funding:</b> Funded in full from developer contributions.																	

Capital Plan List C – Evaluations

9	<b>Post Implementation Review:</b> Twelve months after completion.		
10	<b>Screening for equality impacts:</b>		
	<b>Question</b>	<b>Answer</b>	<b>Explanation of impacts</b>
	a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?	No	
	b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?	Yes	Improve safe access for all within Tonbridge Cemetery.
c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?	N/a		
11	<b>Recommendation:</b> Transfer from List C to List B.		



Capital Plan List C – Evaluations

6	<b>SSL&amp;T Other Schemes: Tonbridge to Penshurst Cycle Route Refurbishment</b>										
1	<p><b>Specification:</b></p> <table border="1" data-bbox="309 371 2096 614"> <tr> <td data-bbox="309 371 376 440">(i)</td> <td data-bbox="376 371 696 440"><b>Purpose of the scheme</b></td> <td data-bbox="696 371 2096 440">To maintain sections of the Tonbridge to Penshurst Cycle Route that fall within the responsibility of Tonbridge and Malling Borough Council.</td> </tr> <tr> <td data-bbox="309 440 376 544">(ii)</td> <td data-bbox="376 440 696 544"><b>Relevance to National / Council's Objectives</b></td> <td data-bbox="696 440 2096 544">(a) National: None (b) Council: Health and Safety</td> </tr> <tr> <td data-bbox="309 544 376 614">(iii)</td> <td data-bbox="376 544 696 614"><b>Targets for judging success</b></td> <td data-bbox="696 544 2096 614">(a) Maintaining safe public access for all.</td> </tr> </table>		(i)	<b>Purpose of the scheme</b>	To maintain sections of the Tonbridge to Penshurst Cycle Route that fall within the responsibility of Tonbridge and Malling Borough Council.	(ii)	<b>Relevance to National / Council's Objectives</b>	(a) National: None (b) Council: Health and Safety	(iii)	<b>Targets for judging success</b>	(a) Maintaining safe public access for all.
(i)	<b>Purpose of the scheme</b>	To maintain sections of the Tonbridge to Penshurst Cycle Route that fall within the responsibility of Tonbridge and Malling Borough Council.									
(ii)	<b>Relevance to National / Council's Objectives</b>	(a) National: None (b) Council: Health and Safety									
(iii)	<b>Targets for judging success</b>	(a) Maintaining safe public access for all.									
2	<p><b>Description of Project / Design Issues:</b></p> <p>The Tonbridge to Penshurst Cycle Route has now been in place for over 10 years and has proved to be extremely popular (70,000 users per year – KCC 2011). Responsibility for maintenance varies along the route with Tonbridge and Malling Borough Council being responsible for discrete sections.</p> <p>Whilst the surface in general has weathered well over this period of time it is apparent that refurbishment is required and it is proposed that this be undertaken on a phased and priority basis.</p> <p>The current section proposed for refurbishment runs through Tonbridge Racecourse Sportsground and runs parallel with a pedestrian tarmac path that serves the site. This particular section shows signs of significant wear with potholing and cracking. The poor condition of the path also means that water gathers and sits at this location making it unpassable at certain times of the year. This section of the cycle route and adjacent path also form part of the route of the highly successful parkrun event that sees around 500 runners using this section of path on a weekly basis.</p> <p>It is, therefore, proposed that this section of the Cycle Route and the adjacent footpath be fully refurbished. Liaison has taken place with the Council's Technical Services to assess the potential cost and options for refurbishment that has included the potential amalgamation of the two paths. It has been concluded that the best approach is to replace the two paths, like for like, both in terms of best value and public health and safety.</p>										
3	<p><b>Consultation:</b> The proposed scheme has been brought forward following liaison with the Council's Technical Services and further liaison will be undertaken with KCC Public Rights of Way and Sustrans.</p>										
4	<p><b>Capital Cost:</b> The estimated cost for refurbishment of this priority section of path is £60,000.</p>										

## Capital Plan List C – Evaluations

5	<b>Profiling of Expenditure</b>					
	<b>2018/19 (£'000)</b>	<b>2019/20 (£'000)</b>	<b>2020/21 (£'000)</b>	<b>2021/22 (£'000)</b>	<b>2022/23 (£'000)</b>	<b>2023/24 (£'000)</b>
	60					
6	<b>Capital Renewals Impact:</b> None					
7	<b>Revenue Impact:</b> None					
8	<b>Partnership Funding:</b> Funded through Developer Contributions. Partnership funding will also be discussed with KCC Public Rights of Way.					
9	<b>Post Implementation Review:</b> Twelve months after completion					
10	<b>Screening for equality impacts:</b>					
	<b>Question</b>			<b>Answer</b>	<b>Explanation of impacts</b>	
	a. Does the decision being made or recommended through this paper have potential to cause adverse impact or discriminate against different groups in the community?			No		
	b. Does the decision being made or recommended through this paper make a positive contribution to promoting equality?			Yes	Maintains public access for all	
	c. What steps are you taking to mitigate, reduce, avoid or minimise the impacts identified above?			N/a		
11	<b>Recommendation:</b> Transfer from List C to List B.					