

Revenue and Capital Budgets

2021/22



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BUDGET STATEMENT 2021/22

1. Introduction

- 1.1 The revenue and capital budgets for 2021/22 are presented in this booklet for approval by full Council. In determining the budget the Council approves the financial resources necessary to achieve its plans for the provision of services and also sets the level of council tax for the year. The budget has been prepared within the context of a **Medium Term Financial Strategy (MTFS) [Annex 1]**.
- 1.2 By way of context, since 2010/11 the Council has seen its local government finance settlement (core funding) decrease by some 65% or £4.3m (from £6.6m to £2.3m in 2021/22).
- 1.3 The fall in core funding is, in part, negated by the grant award under the New Homes Bonus (NHB) scheme which in 2021/22 is around £2.2m. However, the future of NHB or a replacement remains the subject of discussion, but at the very least will not continue in its current form leaving one of two options. The scheme is withdrawn and not replaced or is replaced, but where the funding stream and sum awarded is much reduced (our working assumption).
- 1.4 However, funding beyond 2021/22 will be **dependent** on the outcome of the expected multi-year settlement to follow and the Fair Funding Review. How we will fair at the end of that process is extremely difficult to predict at this stage making financial planning that more difficult.
- 1.5 The one issue overshadowing everything else this year, however, is the **impact of Covid-19** on the Council's finances. We will not know the full extent of the impact for some time. Much will depend on the extent and speed of the recovery, impact of current and further 'lockdown' measures, societal changes brought about by the pandemic and financial support provided by central government.
- 1.6 In the latest iteration of the MTFS it is assumed government grant funding (core funding + NHB or its replacement) will **steadily** reduce to £2.4m in 2023/24 uplifted by inflation thereafter and that the reductions in income and increased costs seen as a result of the pandemic in large part **will return** to pre Covid-19 levels in the short to medium term; where the latest projected funding gap between expenditure and income is **circa £475,000**. Adding to this sum those initiatives already built into the MTFS, but yet to be delivered, totalling in excess of **£500,000** gives a figure of **£975,000** to be found and delivered within the next four years.
- 1.7 Dependent on the outcome of the expected multi-year settlement, the Fair Funding Review, what happens to NHB and the extent and speed of the

recovery following the Covid-19 pandemic, there is a **risk** the funding gap could be more than is presently reflected in the MTFS.

- 1.8 That said, as in previous iterations of the MTFS the latest projected funding gap can be broken down into tranches to enable more measured steps to be taken and give time for a better understanding to begin to emerge of the financial challenge ahead (Tranche 1 – £100,000 by April 2022; Tranche 2 – £100,000 by April 2023; and Tranche 3 – £275,000 by April 2024).
- 1.9 Based on the latest projections a **difficult and challenging** financial outlook remains.

2. **Medium Term Financial Strategy**

2.1 **Background**

- 2.1.1 The Council's Medium Term Financial Strategy (MTFS) covers both revenue and capital budgets, and it is this Strategy that underpins the budget setting process for the forthcoming year and over the strategy period.
- 2.1.2 The aim of the MTFS is to give us a realistic and sustainable plan that reflects the Council's strategic priorities and objectives and takes us into the future. Underneath the Strategy sits detailed estimates formulated in conjunction with Services taking into account past outturn, current spending plans and likely future demand levels / pressures. It is acknowledged that circumstances will change and for this reason the Strategy needs to, and will, be kept under regular review.
- 2.1.3 The MTFS spans a rolling ten-year period with two fundamental objectives: to achieve a balanced revenue budget and to retain a minimum of £3.0m in the general revenue reserve by the end of the strategy period and not to fall below £2.0m at any time during the 10-year period. All of the key objectives currently set out in the MTFS can be found at **[Annex 1]**.
- 2.1.4 Alongside the MTFS sits a **Savings and Transformation Strategy [Annex 2]**. The purpose of the Strategy is to provide structure, focus and direction in addressing the financial challenge faced by the Council. In so doing, it recognises that there is no one simple solution and as a result we will need to adopt a number of ways to deliver the required savings and transformation contributions within an agreed timescale. A number of key themes have been identified, together with outline targets and timescales.

2.2 **Corporate Strategy**

- 2.2.1 The Council's financial plans should be in support of its strategic priorities and objectives set out in overview in the [Corporate Strategy](#). A [one-year Addendum](#) has been added to the Corporate Strategy to provide a framework within which to consider a wide range of issues in response to the Covid-19 pandemic and development of a future recovery plan.

2.2.2 The Strategy sets out Our Vision: *To continue to be a financially sustainable Council with strong leadership that delivers valued services, a commitment to delivering innovation and change to meet the needs of our Borough* guided by our values and priorities:

Achieving efficiency;
Embracing effective partnership working;
Valuing our environment and encouraging sustainable growth; and
Innovation.

2.3 Financial Context

2.3.1 In April 2017 a Special Expenses Scheme was introduced and the Financial Arrangements with Parish Councils Scheme revoked from the same date. In accordance with the prescribed methodology we are required to aggregate all expenditure as if special expenses did not exist and calculate a *notional* Band D tax rate. The Council's *notional* Band D tax rate for 2021/22 is **£219.50 (an increase of £5.00 or 2.3%)**. In setting this level of council tax, the Council is to make a contribution of **£405,050** to its General Revenue Reserve.

2.3.2 In respect of Government Grant including NHB and a new one-off Lower Tier Services Grant (see paragraph 3) in 2021/22 the Council is to receive based on its baseline funding level (see paragraph 11) £5,177,055, a decrease of £499,760 or 8.8% when compared to the previous year.

2.3.3 The Medium Term Financial Strategy is the Council's high level financial planning tool which underpins the budget setting process. Alongside the MTFs sits a Savings and Transformation Strategy to provide structure, focus and direction in addressing the financial challenge faced by the Council.

2.3.4 Our external auditor (Grant Thornton UK LLP) following the 2020 audit concluded *in all significant respects, the audited body takes properly informed decisions and deploys resources to achieve planned and sustainable outcomes for taxpayers and local people.*

3. Local Government Finance Settlement

3.1 One of the external factors affecting the Council's budget is the level of Government Grant funding that is allocated to Tonbridge and Malling through the Local Government Finance Settlement.

3.2 Our Settlement Funding Assessment for 2021/22 as shown in the table below is £2,301,752, the same as that received in 2020/21.

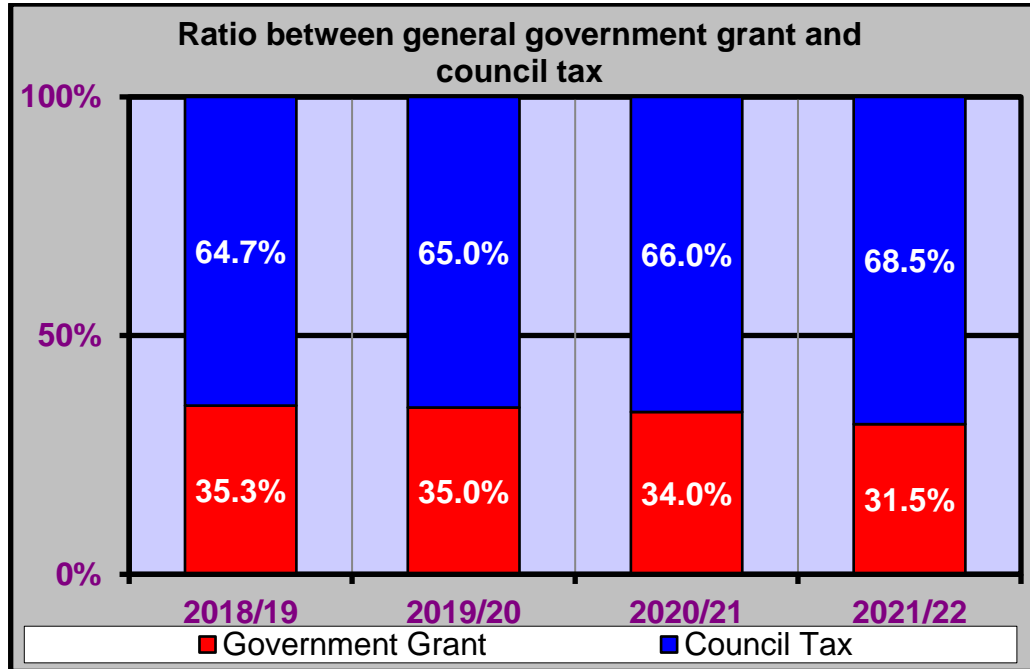
3.3 In addition, the Council's grant award under the NHB scheme in 2021/22 is £2,209,818, a cash decrease of £1,165,245 or 34.5% when compared to the equivalent figure of £3,375,063 in 2020/21.

3.4 A breakdown of government grant funding into the various funding streams including a new one-off Lower Tier Services Grant is set out in the table below.

	2020/21	2021/22	Cash Increase/ (Decrease)	
	£	£	£	%
Settlement Funding Assessment	2,301,752	2,301,752	-	-
New Homes Bonus	3,375,063	2,209,818	(1,165,245)	(34.5)
Lower Tier Services Grant	-	665,485	665,485	-
Government Grant Funding	5,676,815	5,177,055	(499,760)	(8.8)

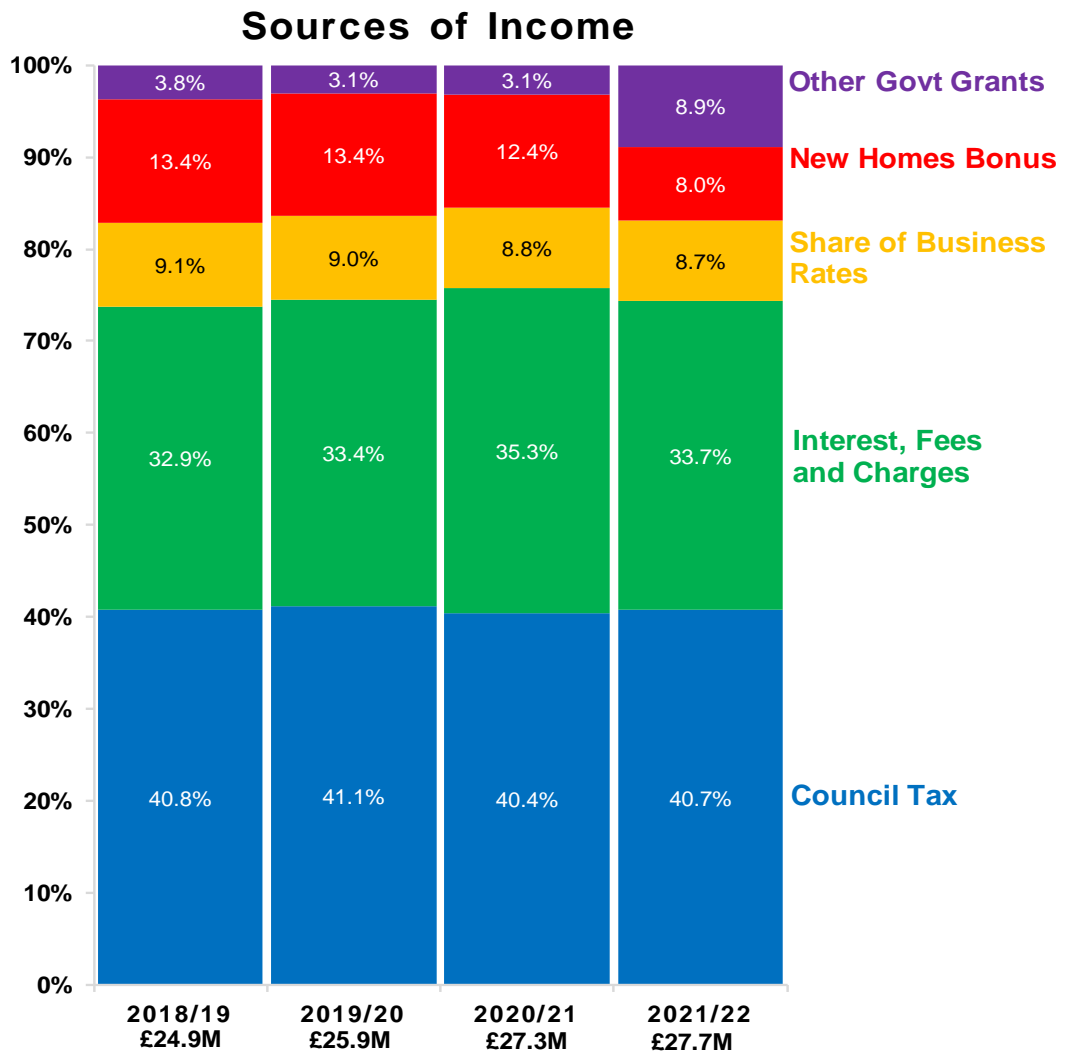
3.5 Of the twelve district councils in Kent, Tonbridge & Malling Borough Council receives **the lowest** Settlement Funding Assessment both in **total and per head**.

3.6 Government grant funding including NHB and a new one-off Lower Tier Services Grant continues the trend whereby the proportion of the Council’s budget requirement met from council tax is increasing over time. The chart below shows the ratio between government grant and council tax.



3.7 In addition to council tax and grant funding streams, the Council also levies fees and charges locally for specific services and generates investment interest on monies held.

3.8 As the chart below demonstrates, the Council is becoming far more reliant on 'local' forms of income (i.e. the council tax levied, fees and charges and interest on monies held) to meet the cost of local services.



4. Local Referendums to Veto Excessive Council Tax Increases

4.1 The Localism Act gives local communities the power to veto excessive council tax increases. The Secretary of State will determine a limit for council tax increases which has to be approved by the House of Commons. If an authority proposes to raise council tax above this limit they will have to hold a referendum to get approval for this from local voters who will be asked to approve or to veto the rise.

4.2 The level of council tax increase for 2021/22 above which the Council would be required to hold a referendum is **2.0%, or more than 2% and more than £5.**

5. General Fund

- 5.1 The Council's estimated net revenue expenditure for 2021/22 (prior to any contribution to or from the revenue reserve) amounts to £4,586,100. This is lower than it would otherwise be due to the contribution from the Business Rates Retention Scheme reserve to meet the business rates account deficit accounted for 'below the line'. A contribution of £405,050 is to be made to the revenue reserve giving £4,991,150 as the Council's budget requirement. A statement of balances and reserves is shown on page GF1.

6. Collection Fund

- 6.1 As the billing authority for the area, this Council has responsibility for maintaining the 'collection fund' accounts into which council tax and business rates are paid.
- 6.2 Each year we have to estimate the surplus / deficit on the collection fund in respect of council tax and then share this between the major precepting authorities including ourselves; and estimate the surplus / deficit on the collection fund in respect of business rates and then share this between the relevant parties in accordance with the Business Rates Retention scheme.
- 6.3 These are known as collection fund adjustments (by exception for the year 2020/21 any in-year deficit is to be spread over three years rather than accounted for in full in the year 2021/22).
- 6.4 The estimated **surplus** on the collection fund in respect of council tax at 31 March 2021 is £135,704. Our share, to be reflected in the 2021/22 Estimates is £19,582 followed by a deficit of £8,164 in each of the two years 2022/23 and 2023/24.
- 6.5 The estimated **deficit** on the collection fund in respect of business rates at 31 March 2021 is £21,112,403. Our share, to be reflected in the 2021/22 Estimates is £8,444,961 followed by a deficit of £449,867 in each of the two years 2022/23 and 2023/24. A large part of this sum met by central government via what is referred to as Section 31 Grant payments and accounted for in 2020/21.

7. Council Tax Base

- 7.1 The Council Tax base, as determined by the Director of Finance and Transformation was set at **51,374.86** band D equivalents for 2021/22.

8. Council Tax Reduction Scheme

- 8.1 From April 2013, the Council Tax Benefit Scheme (which operated nationally) was replaced by local Council Tax Reduction Schemes. As part of the arrangements, the value of the financial support towards council tax

is applied to council tax payers' accounts in the form of a discount. The discounts awarded, in turn, are taken into account when determining the Council's tax base (see paragraph 7). A new council tax reduction scheme following consultation was introduced on 1 April 2020.

9. Special Expenses and Parish Council Precepts

- 9.1 In April 2017 a Special Expenses Scheme was introduced and the Financial Arrangements with Parish Councils Scheme revoked from the same date. The basic amount of council tax plus the special expenses Band D charge, where applicable, gives the total Borough Council Band D charge for that area. Details of the Special Expenses for 2021/22 can be found on page 24.
- 9.2 In addition, details of Parish Council precepts for 2021/22 can be found on page 25.

10. Consultation with Non-Domestic Ratepayers

- 10.1 Before determining total estimated expenditure and calculating its requirements for the ensuing financial year, the Council has consulted representatives of its non-domestic ratepayers. No comments were received.

11. National Non-Domestic (Business) Rates

- 11.1 National non-domestic rates are collected by billing authorities at a nationally prescribed rate in the pound and redistributed as part of the local government finance settlement. The prescribed standard rate for 2021/22 is 51.2p, the same as in 2020/21. A lower rate of 49.9p applies to small businesses with rateable values below £51,000.
- 11.2 From April 2013 business rates income collected above or below a pre-determined baseline funding level is shared between central government, the billing authority and other major precepting authorities covered by the Business Rates Retention scheme subject to safety net and levy arrangements. The Council has taken the decision not to be a member of the Kent Business Rates Pool in 2021/22.
- 11.3 It is assumed business rates income retained in 2021/22 will be below the baseline funding level, but marginally above safety net.

12. Capital Estimates

- 12.1 The Borough Council's Capital Plan is shown on pages CP1 to CP24. This is the culmination of a review process which began in January 2021. The progress on existing Capital Plan schemes has been noted and Cabinet on 11 February 2021 recommended one new capital plan scheme.

12.2 Bearing in mind the challenging financial outlook and the limited funding available, only schemes meeting one or more of the following criteria would normally be considered for inclusion in the Capital Plan:

- to meet legislative requirements including health and safety obligations;
- funded from external resources; and
- reduce revenue expenditure and or generate income.

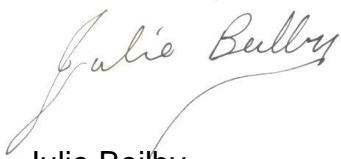
13. Cabinet

13.1 Cabinet comprises the following Councillors:

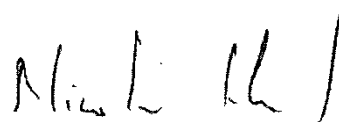
Cllr N Heslop	Leader and Economic Regeneration
Cllr M Coffin	Finance, Innovation and Property and Deputy Executive Leader
Cllr R Betts	Street Scene and Environment Services
Cllr D Lettington	Strategic Planning and Infrastructure
Cllr P Montague	Housing
Cllr M Rhodes	Community Services

14. Acknowledgement

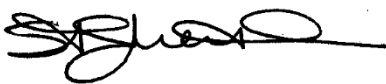
14.1 The formulation of the Budget for 2021/22, as in recent years, has been challenging and we are indebted to the staff in Financial Services who have, once again, worked tirelessly to bring both the Budget for 2021/22, and the updated Medium Term Financial Strategy and Savings and Transformation Strategy, to fruition. We are also grateful to the Management Team and staff across the organisation for their support, advice and assistance throughout the process. Finally, we would like to thank the Cabinet and Members of the Council for their dedication and their support throughout the budget setting process.



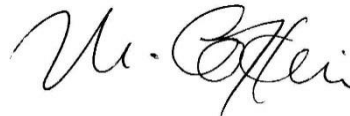
Julie Beilby
Chief Executive



Nicolas Heslop
Leader of the Council



Sharon Shelton
Director of Finance and Transformation



Martin Coffin
Finance, Innovation and Property and Deputy Executive Leader

MEDIUM TERM FINANCIAL STRATEGY 2021/22 – 2030/31

INTRODUCTION

The Council continues to face a **challenging financial outlook** and in particular more recently as a result of the Covid-19 pandemic and consequent adverse impact on the Council's finances. We do, however, believe that our Medium Term Financial Strategy is resilient and the financial pressures likely to confront us can be addressed in a measured and controlled way, but this is becoming progressively more difficult.

This Medium Term Financial Strategy represents an update to the strategy approved by Council on 18 February 2020. The update has been prepared given the circumstances prevailing in February 2021. It will be reviewed and updated further as circumstances change, but nevertheless, remains a **statement of intent** by all stakeholders and should be read in conjunction with the Budget Statement for 2021/22.

Alongside the MTFs sits a Savings and Transformation Strategy. The purpose of the Strategy is to provide structure, focus and direction in addressing the financial challenge faced by the Council. In so doing, it recognises that there is no one simple solution and as a result we will need to adopt a number of ways to deliver the required savings and transformation contributions within an agreed timescale. A number of key themes have been identified, together with outline targets and timescales.

FINANCIAL CONTEXT

The Council's *notional* Band D tax rate for 2021/22 is £219.50 (an increase of £5.00 or 2.3%). In setting this level of Council Tax, the contribution to or from the General Revenue Reserve is a contribution to the Reserve of £405,050.

One of the external factors affecting the Council's budget is the level of Government Grant funding that is allocated to Tonbridge and Malling through the Local Government Finance Settlement.

The Council received a grant settlement of £2,301,752 in 2021/22, the same as that received in 2020/21 and a new (one-off) Lower Tier Services Grant in the sum of £665,485.

In addition, the Council's grant award under the New Homes Bonus scheme in 2021/22 is £2,209,818, a cash decrease of £1,165,245 or 34.5% when compared to the equivalent figure of £3,375,063 in 2020/21. The future of NHB or a replacement remains the subject of discussion, but at the very least will not continue in its current form leaving one of two options. The scheme is withdrawn and not replaced or is replaced, but where the funding stream and sum awarded is much reduced (our working assumption).

In the latest iteration of the MTFS it is assumed government grant funding (core funding + NHB or its replacement) will **steadily** reduce to £2.4m in 2023/24 uplifted by inflation thereafter and that the reductions in income and increased costs seen as a result of the pandemic in large part **will return** to pre Covid-19 levels in the short to medium term; where the latest projected funding gap between expenditure and income is **circa £475,000**. Adding to this sum those initiatives already built into the MTFS, but yet to be delivered, totalling in excess of **£500,000** gives a figure of **£975,000** to be found and delivered within the next four years.

However, funding beyond 2021/22 will be **dependent** on the outcome of the expected multi-year settlement to follow and the Fair Funding Review. How we will fair at the end of that process is extremely difficult to predict at this stage making financial planning that more difficult.

Dependent on the outcome of the expected multi-year settlement, the Fair Funding Review, what happens to NHB and the extent and speed of the recovery following the Covid-19 pandemic, there is a **risk** the funding gap could be more than is presently reflected in the MTFS.

That said, as in previous iterations of the MTFS the latest projected funding gap can be broken down into tranches to enable more measured steps to be taken and to give time for a better understanding to begin to emerge of the financial challenge ahead (Tranche 1 – £100,000 by April 2022; Tranche 2 – £100,000 by April 2023; and Tranche 3 – £275,000 by April 2024).

The Council has a wide-ranging Capital Plan and has adopted a Capital Strategy and Capital Planning process which are regularly reviewed to reflect changing circumstances. Other than funding for the replacement of our assets which deliver services as well as recurring capital expenditure, there is now an annual capital allowance for all other capital expenditure.

Any 'bids' for capital schemes or discretionary capital grants are to be assessed in the context of the annual allowance. The annual capital allowance is currently set at £250,000. Based on current projections, from 2027/28 the Council may need to borrow to fund such expenditure.

This does not however, preclude a decision to borrow in order to fund in full or in part a capital investment opportunity that meets the Council's strategic priorities and objectives, achieves value for money and delivers a financial return. Each such opportunity to be considered on a case by case basis as appropriate.

OBJECTIVES

- To achieve a balanced revenue budget that delivers the Council's priorities by the end of the strategy period.

- To retain a minimum of £3.0m in the General Revenue Reserve by the end of the strategy period and not to fall below £2.0m at any time during the 10-year period.
- Seek to set future increases in council tax having regard to the guidelines issued by the Secretary of State.
- Continue to identify efficiency savings and opportunities for new or additional income sources and to seek appropriate reductions in service costs in delivery of the Savings and Transformation Strategy approved by Members.
- Subject to there being sufficient resources within the capital reserve, set a maximum 'annual capital allowance' each year as part of the budget setting process for all new capital schemes (set at £250,000 from the Council's own resources) and give priority to those schemes that generate income or reduce costs.

THE STRATEGY

The updated Strategy is set out below. It incorporates:

Document 1: A Revenue Budget Plan for the period 2021/22 to 2030/31 together with a projection of Council Tax Levels in order to support that Revenue Budget Plan and meet the objectives set out above.

Document 2: A Capital Plan Funding Statement for the period to 2026/27.

The Strategy should be read in conjunction with:

- The Treasury Management and Annual Investment Strategy for 2021/22 recommended to full Council by Cabinet on 11 February 2021.
- The updated Capital Strategy recommended to full Council by Cabinet on 11 February 2021.
- The report to Cabinet on 11 February 2021 entitled 'Setting the Budget' for 2021/22.
- The report to Cabinet on 11 February 2021 entitled 'Setting the Council Tax 2021/22'.
- The Budget Statement 2021/22 to which this Strategy is annexed.

This Strategy, together with the Savings and Transformation Strategy will be reviewed and updated at least annually.

Director of Finance and Transformation
February 2021

Medium Term Financial Strategy

	Estimate	Projection								
	2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	2030/31 £000
EXPENDITURE										
Employees	12,244	12,473	12,715	12,992	13,214	13,477	13,748	14,022	14,302	14,590
Transfer Payments	26,457	26,854	15,089	15,391	15,699	16,013	16,333	16,660	16,993	17,333
Other Expenditure	15,079	12,294	12,268	12,474	12,689	13,056	14,114	14,544	14,982	15,436
Capital Charges	3,622	3,676	3,750	3,825	3,901	3,979	4,059	4,140	4,223	4,307
Total Expenditure	57,402	55,297	43,822	44,682	45,503	46,525	48,254	49,366	50,500	51,666
INCOME										
Fees & Charges	(9,070)	(9,563)	(9,949)	(10,070)	(10,264)	(10,492)	(10,808)	(11,044)	(11,286)	(11,532)
Other Specific Grants & Misc	(28,159)	(27,405)	(15,595)	(15,905)	(16,222)	(16,545)	(16,874)	(17,209)	(17,553)	(17,903)
Investment Income	(250)	(306)	(344)	(480)	(539)	(596)	(659)	(705)	(795)	(842)
Total Income	(37,479)	(37,274)	(25,888)	(26,455)	(27,025)	(27,633)	(28,341)	(28,958)	(29,634)	(30,277)
Appropriations										
Capital Renewals	542	992	1,014	1,038	1,053	1,069	1,085	1,101	1,118	1,134
Provision for new Capital Schemes	250	250	250	250	250	250	0	0	0	0
Other Appropriations	(13,133)	(4,126)	(4,202)	(3,830)	(3,889)	(3,874)	(3,954)	(4,035)	(4,118)	(4,202)
SAVINGS & TRANSFORMATION TARGET	0	(100)	(102)	(104)	(106)	(108)	(110)	(113)	(115)	(117)
SAVINGS & TRANSFORMATION TARGET	0	0	(100)	(102)	(104)	(106)	(108)	(110)	(113)	(115)
SAVINGS & TRANSFORMATION TARGET	0	0	0	(275)	(281)	(286)	(292)	(298)	(304)	(310)
NET BUDGETED SPEND	7,582	15,039	14,794	15,204	15,401	15,837	16,534	16,953	17,334	17,779
FUNDING										
Revenue Reserves	(405)	839	814	303	42	0	226	152	47	(15)
Government Grant	5,136	3,001	2,395	2,443	2,492	2,542	2,592	2,644	2,697	2,751
Council Tax	11,277	11,657	12,043	12,458	12,867	13,295	13,716	14,157	14,590	15,043
Collection Fund Adjustment	(8,426)	(458)	(458)	0	0	0	0	0	0	0
Total Funding	7,582	15,039	14,794	15,204	15,401	15,837	16,534	16,953	17,334	17,779
Council Tax Level at Band D Increase on Previous Year	£219.50 £5.00	£224.50 £5.00	£229.50 £5.00	£234.50 £5.00	£239.50 £5.00	£244.50 £5.00	£249.50 £5.00	£254.50 £5.00	£259.50 £5.00	£264.50 £5.00
RESERVES BALANCE CARRIED FORWARD	7,426	6,587	5,773	5,470	5,428	5,428	5,202	5,050	5,003	5,018

Capital Plan Review 2020/21 : Funding the Draft Capital Plan

	2020/21 Estimate £'000	2021/22 Estimate £'000	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000	2025/26 Estimate £'000	2026/27 Estimate £'000
Capital Plan Schemes							
Capital Renewals	433	1,514	761	552	740	568	688
Other Recurring Expenditure (net of grants)	235	321	257	264	273	273	273
One-Off Schemes (net of grants & contributions)	1,603	995	60	1,115			
Capital Plan Totals	2,271	2,830	1,078	1,931	1,013	841	961
Add back grants / contributions	1,192	1,863	1,066	1,066	1,066	1,066	1,066
Total to be funded	3,463	4,693	2,144	2,997	2,079	1,907	2,027
Funded from:							
Grants							
BCF (Disabled Facilities Grant)	890	1,103	1,026	1,026	1,026	1,026	1,026
Environment Agency TRSG Revetment		14					
Sport England TRSG Rugby Pitch Drainage	10						
Developer Contributions							
Temporary Accommodation	157						
Tonbridge School Athletics Track	21						
Tonbridge Racecourse SG Rugby Pitch Drainage		8					
Tonbridge Racecourse SG Swimming Pool Bridge	1						
Haysden Country Park Sewage Treatment Facility	30						
Leyborne lakes Facility Improvements	43	698					
Capital and Other Receipts							
DFG Grant Repayments	10	10	10	10	10	10	10
Housing Assistance Grant Repayments	30	30	30	30	30	30	30
Bal met from Revenue Reserve for Capital Schemes	2,271	2,830	1,078	1,931	1,013	841	961
Total funding	3,463	4,693	2,144	2,997	2,079	1,907	2,027

Savings & Transformation Strategy 2021/22 – 2030/31

INTRODUCTION

By way of context, since 2010/11 the Council has seen its local government finance settlement (core funding) decrease by some 65% or £4.3m (from £6.6m in 2010/11 to £2.3m in 2021/22).

The fall in core funding is, in part, negated by the grant award under the New Homes Bonus (NHB) scheme which in 2021/22 is around £2.2m. However, the future of NHB or a replacement remains the subject of discussion, but at the very least will not continue in its current form leaving one of two options. The scheme is withdrawn and not replaced or is replaced, but where the funding stream and sum awarded is much reduced (our working assumption).

We are fortunate that we do not have to make all the required savings and transformation contributions in one year and can spread the challenge into ‘tranches’ as set out within the Council’s Medium Term Financial Strategy (MTFS). Nevertheless, the Council have acknowledged that we need to balance customer expectations with the need to make these savings and transformation contributions and achieve as much as possible in the earlier years to provide the best long-term financial sustainability.

In the latest iteration of the MTFS it is assumed government grant funding (core funding + NHB or its replacement) will **steadily** reduce to £2.4m in 2023/24 uplifted by inflation thereafter and that the reductions in income and increased costs seen as a result of the pandemic in large part **will return** to pre Covid-19 levels in the short to medium term; where the latest projected funding gap between expenditure and income is **circa £475,000**. In updating this Strategy, it is noted that the ‘tranches’ assumed within the MTFS are: *Tranche 1* – £100,000 to be achieved by April 2022; *Tranche 2* – £100,000 to be achieved by April 2023 and *Tranche 3* – £275,000 to be achieved by April 2024. **Plus** the initiatives already built into the MTFS, but yet to be delivered, totalling in excess of **£500,000**.

OBJECTIVES

In developing this Strategy, the Council has set the following objectives:

1. To deliver sufficient savings and transformation contributions in order to bridge the funding gap identified in the MTFS, and to deliver as much as possible in the earlier years in order to minimise risk to the Council’s finances.
2. To direct resources in line with the principles of the Council’s Corporate Strategy.
3. To maintain the Council’s reputation of good front line service provision.

4. To adopt a 'mixed' approach to addressing the funding gap through a series of 'themes'.
5. To be open to accept 'cultural' change/transformation in the ways we work and offer services to the public in order to release efficiencies and savings.
6. To engage, as appropriate, with stakeholders when determining how savings and transformation contributions will be achieved.

THE STRATEGY

It is recognised that there is no one simple solution to addressing the financial challenge faced. The Council will need to embrace transformation in a multitude of ways in order to deliver the savings and transformation contributions within an agreed timescale.

This Strategy sets out a measured structure and framework for delivering the necessary savings and transformation contributions through a series of 'themes'. Each theme has a deliverable target within a timeframe.

Whilst the framework includes some major areas where savings can be made without direct effect on services, by adopting this Strategy the Council has recognised that it may need to decide that some service areas should change/transform to accommodate saving requirements. That might mean doing things differently, with even greater efficiency – for example, with the help of new technology – and with increased income opportunities where circumstances allow this. It might also mean that services will simply need to be run with fewer resources. All these approaches will require a shift in culture for the organisation so that we can be focused and flexible in the way in which we deliver services to our communities.

The Themes, Targets, and Timeframes for the Strategy are set out in the table below, and will be the subject of review at least annually.

Progress on identifying and implementing savings and transformational opportunities across the various themes will be regularly reported to and reviewed by Management Team and in-year update reports presented to Members as appropriate. The Council is committed to engagement with relevant stakeholders as proposals are brought forward.

Julie Beilby
Chief Executive

Sharon Shelton
Director of Finance and Transformation

Nicolas Heslop
Leader of the Council

Martin Coffin
Cabinet Member for Finance, Innovation and Property
and Deputy Executive Leader

Savings & Transformation Strategy 2021/22 - 2030/31

Savings and Transformation Contributions in Previous Years of STS £000	Theme	Indicative Years	Target £000	Savings and Transformation Contributions Identified after Setting of 2021/22 Budget £000	Balance of Target to be Achieved £000
682	Income Generation & Cost Recovery	2021 - 2024	70	0	70
530	In-Service Efficiencies	2021 - 2024	20	0	20
377	Service Change & Reduction	2021 - 2024	250	0	250
785	Contracts	2021 - 2024	10	0	10
168	Organisation Structure Change	2021 - 2024	100	0	100
431	Partnership Funding	2021 - 2024	5	0	5
386	Asset Management	2021 - 2024	20	0	20
3,359	TOTAL		475	0	475

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

Savings & Transformation Strategy updated February 2021

Council 23 February 2021
General Fund Revenue Estimates 2021/22
SUMMARY

	2020/21 ESTIMATE		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
Corporate Services	3,568,250	3,323,350	3,534,700
Chief Executive	968,750	(543,200)	2,544,300
Director of Central Services	458,150	637,950	277,750
Director of Finance & Transformation	1,404,150	1,658,800	1,835,800
Director of Planning, Housing & Environmental Health	4,306,900	4,382,950	4,523,000
Director of Street Scene, Leisure & Technical Services	6,794,800	9,732,050	8,012,700
Sub Total	17,501,000	19,191,900	20,728,250
Capital Accounting Reversals			
Non-Current Asset Depreciation	(3,165,850)	(2,860,800)	(2,966,650)
Contributions to / (from) Reserves			
Building Repairs Reserve			
Withdrawals to fund expenditure	(1,410,400)	(1,352,900)	(809,400)
Contribution to Reserve	1,075,000	1,075,000	725,000
Earmarked Reserves (see page 18)			
Contributions from Reserves	(912,450)	(1,209,200)	(11,529,200)
Contributions to Reserves	3,949,300	13,419,250	2,101,500
Revenue Reserve for Capital Schemes			
Withdrawals to fund expenditure			
Non-Current Assets	(2,587,000)	(2,241,000)	(2,175,000)
Revenue Expenditure Funded from Capital	(155,000)	(30,000)	(655,000)
Other contributions to / (from) Reserve (net)	850,000	1,407,000	792,000
Capital Expenditure Charged to General Fund	2,587,000	2,241,000	2,175,000
Government Grants			
New Homes Bonus	(3,375,050)	(3,375,050)	(2,209,800)
Under-indexing Business Rates Multiplier	(92,250)	(92,250)	(119,950)
Covid-19 Support Grant	-	(1,736,000)	(605,150)
Income Compensation Scheme	-	(1,200,000)	(200,000)
Sharing of Collection Fund Deficits	-	(200,000)	-
Lower Tier Services Grant	-	-	(665,500)
Contributions from KCC	-	(200,000)	-
Sub Total	14,264,300	22,836,950	4,586,100
Contribution to / (from) General Revenue Reserve	371,950	444,500	405,050
Budget Requirement	14,636,250	23,281,450	4,991,150

Council 23 February 2021
General Fund Revenue Estimates 2021/22
EARMARKED RESERVES

	2020/21 ESTIMATE		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
Contributions from Earmarked Reserves			
Additional Restrictions Support Reserve	-	-	(1,321,500)
Asset Review Reserve	-	(3,000)	-
Business Rates Retention Scheme Reserve	(190,400)	(112,700)	(8,876,150)
Climate Change Reserve	-	(17,000)	(50,000)
Covid-19 Reserve	-	(40,550)	(15,000)
Economic Development Reserve	(5,900)	(7,250)	-
Homelessness Reserve	(116,500)	(462,000)	(329,150)
Housing Assistance Reserve	(91,600)	-	-
Housing Survey Reserve	-	(26,450)	-
Invest to Save Reserve	(45,000)	(83,450)	-
Local Development Framework Reserve	(317,500)	(316,200)	(214,500)
Public Health Reserve	(5,550)	(17,150)	(20,900)
Repossessions Prevention Fund Reserve	(2,000)	(2,000)	(2,000)
Tonbridge & Malling Leisure Trust Reserve	(138,000)	(59,500)	(700,000)
Transformation Reserve	-	(39,350)	-
Waste & Street Scene Initiatives Reserve	-	(22,600)	-
	(912,450)	(1,209,200)	(11,529,200)
Contributions to Earmarked Reserves			
Additional Restrictions Support Reserve	-	1,321,500	-
Budget Stabilisation Reserve	3,500,000	2,000,000	1,500,000
Business Rates Retention Scheme Reserve	75,650	9,345,000	-
Covid-19 Reserve	-	15,000	-
Election Expenses Reserve	25,000	25,000	25,000
Homelessness Reserve	268,650	562,750	346,500
Invest to Save Reserve	-	-	150,000
Local Development Framework Reserve	80,000	80,000	80,000
Transformation Reserve	-	70,000	-
	3,949,300	13,419,250	2,101,500

ESTIMATES FOR THE FINANCIAL YEAR 2021/22

COUNCIL TAX - BOROUGH COUNCIL AND PARISH COUNCIL REQUIREMENTS

2020/21 Estimate		DESCRIPTION	2021/22
Original £	Revised £		Estimate £
14,636,250	23,281,450	BOROUGH COUNCIL REQUIREMENT	4,991,150
3,130,729	3,130,729	PARISH COUNCIL PRECEPTS	3,326,832
<u>17,766,979</u>	<u>26,412,179</u>	Sub-total	<u>8,317,982</u>
		LESS:	
		National Non-Domestic Rates	
22,918,471	22,918,471	Share of National Non-Domestic Rates	22,398,263
(21,310,255)	(21,310,255)	(Tariff) / Top Up	(21,310,255)
(22,100)	440,000	(Levy) / Safety Net	-
(100,850)	-	Business Rates Pool	-
931,000	1,141,000	Small Business Rate Relief Grant	1,042,729
-	7,893,750	Covid-19 Business Rates Relief Measures	-
281,800	281,800	Retail Relief Grant	-
11,250	6,400	Supporting Small Business Grant	9,030
-	200	Public House Relief	-
17,950	1,100	Discretionary Relief	-
<u>15,039,713</u>	<u>15,039,713</u>	Sub-total	<u>6,178,215</u>
		LESS:	
		Collection Fund Adjustments -	
66,826	66,826	Council Tax Surplus / (Deficit)	19,582
823,094	823,094	National Non-Domestic Rates Surplus / (Deficit)	(8,444,961)
<u>14,149,793</u>	<u>14,149,793</u>	COUNCIL TAX REQUIREMENT	<u>14,603,594</u>

COUNCIL TAX - BAND "D" EQUIVALENT

2020/21 Estimate £	Band "D" Equivalent £	DESCRIPTION	2021/22 Estimate £	Band "D" Equivalent £
63,321,974	1,232.64	KENT COUNTY COUNCIL	64,713,829	1,259.64
6,093,630	118.62	GENERAL	8,174,768	159.12
<u>69,415,604</u>	<u>1,351.26</u>	ADULT SOCIAL CARE	<u>72,888,596</u>	<u>1,418.76</u>
10,436,023	203.15	POLICE & CRIME COMMISSIONER FOR KENT	11,207,426	218.15
4,073,208	79.29	KENT & MEDWAY FIRE & RESCUE AUTHORITY	4,152,116	80.82
10,154,976	197.68	TONBRIDGE & MALLING BOROUGH COUNCIL	10,392,517	202.29
864,088	16.82	GENERAL	884,245	17.21
<u>11,019,064</u>	<u>214.50</u>	SPECIAL EXPENSES (Average) #	<u>11,276,762</u>	<u>219.50</u>
94,943,899	1,848.20	BAND "D" COUNCIL TAX (excluding Parishes)	99,524,900	1,937.23
3,130,729	60.94	PARISH COUNCILS (Average) #	3,326,832	64.76
<u>98,074,628</u>	<u>1,909.14</u>	AVERAGE BAND "D" COUNCIL TAX	<u>102,851,732</u>	<u>2,001.99</u>

See page 24 for details of Special Expenses and page 25 for details of Parish Precepts

COUNCIL TAX

DRAFT RESOLUTION

1. It be noted that on 23rd February 2021 the Council calculated:
- (a) the Council Tax Base 2021/22 for the whole Council area as 51,374.86 [Item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended (the "Act")] and,
- (b) for dwellings in those parts of its area to which one or more special items (Special expenses and or a Parish precept) relates as follows:

Tonbridge	13,705.51
Addington	428.64
Aylesford	4,304.64
Birling	202.93
Borough Green	1,680.88
Burham	466.17
Ditton	1,786.27
East Malling & Larkfield	4,994.87
East Peckham	1,299.04
Hadlow	1,523.20
Hildenborough	2,219.38
Ightham	1,104.54
Kings Hill	4,202.92
Leybourne	1,910.59
Mereworth	437.07
Offham	394.97
Platt	887.65
Plaxtol	591.58
Ryarsh	369.94
Shipbourne	271.16
Snodland	3,871.98
Stansted	277.70
Trottscliffe	277.12
Wateringbury	896.21
West Malling	1,138.21
West Peckham	178.54
Wouldham	994.34
Wrotham	958.81

2. £11,276,762 being the Council Tax requirement for the Council's own purposes for 2021/22 (excluding Parish precepts).

3. That the following amounts be calculated for the year 2021/22 in accordance with Sections 31 to 36 of the Act:

- (a) £95,297,298 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils.
- (b) £80,693,704 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
- (c) £14,603,594 being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year. (Item R in the formula in Section 31B of the Act).
- (d) £284.26 being the amount at 3(c) above (Item R), all divided by Item T (1(a) above), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year including Parish precepts.
- (e) £4,211,077 being the aggregate amount of all special items (Special expenses and Parish precepts) referred to in Section 34(1) of the Act.
- (f) £202.29 being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by Item T (1(a) above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special items relate (this is the Council Tax for General Expenses to which Special expenses and Parish precepts are added as applicable).

(g) <u>Part of the Council's area</u>	Band D £
Tonbridge	258.83
Addington	260.51
Aylesford	263.64
Birling	261.31
Borough Green	326.42
Burham	259.33
Ditton	353.37
East Malling & Larkfield	287.39
East Peckham	315.21
Hadlow	282.72
Hildenborough	246.04
Ightham	314.55
Kings Hill	317.51
Leybourne	318.27
Mereworth	282.02
Offham	257.70
Platt	288.35
Plaxtol	287.59
Ryarsh	271.91
Shipbourne	247.79
Snodland	292.07
Stansted	264.44
Trottscliffe	270.85
Wateringbury	299.76
West Malling	316.16
West Peckham	234.05
Wouldham	273.99
Wrotham	316.29

being the amounts given by adding to the amount at 3(f) above the amounts of the special item or items relating to dwellings in those parts of the Council's area mentioned above divided in each case by the amount at 1(b) above, calculated by the Council, in accordance with Section 34(3) of the Act, as the basic amounts of its council tax for the year for dwellings in those parts of its area to which one or more special items (Special expenses and Parish precepts) relate.

(h)

Valuation Bands

<u>Part of the Council's area</u>	A	B	C	D	E	F	G	H
	£	£	£	£	£	£	£	£
Tonbridge	172.55	201.31	230.07	258.83	316.35	373.87	431.38	517.66
Addington	173.67	202.62	231.56	260.51	318.40	376.29	434.18	521.02
Aylesford	175.76	205.05	234.35	263.64	322.23	380.81	439.40	527.28
Birling	174.21	203.24	232.28	261.31	319.38	377.45	435.52	522.62
Borough Green	217.61	253.88	290.15	326.42	398.96	471.50	544.03	652.84
Burham	172.89	201.70	230.52	259.33	316.96	374.59	432.22	518.66
Ditton	235.58	274.84	314.11	353.37	431.90	510.42	588.95	706.74
East Malling & Larkfield	191.59	223.53	255.46	287.39	351.25	415.12	478.98	574.78
East Peckham	210.14	245.16	280.19	315.21	385.26	455.30	525.35	630.42
Hadlow	188.48	219.89	251.31	282.72	345.55	408.37	471.20	565.44
Hildenborough	164.03	191.36	218.70	246.04	300.72	355.39	410.07	492.08
Ightham	209.70	244.65	279.60	314.55	384.45	454.35	524.25	629.10
Kings Hill	211.67	246.95	282.23	317.51	388.07	458.63	529.18	635.02
Leybourne	212.18	247.54	282.91	318.27	389.00	459.72	530.45	636.54
Mereworth	188.01	219.35	250.68	282.02	344.69	407.36	470.03	564.04
Offham	171.80	200.43	229.07	257.70	314.97	372.23	429.50	515.40
Platt	192.23	224.27	256.31	288.35	352.43	416.51	480.58	576.70
Plaxtol	191.73	223.68	255.64	287.59	351.50	415.41	479.32	575.18
Ryarsh	181.27	211.49	241.70	271.91	332.33	392.76	453.18	543.82
Shipbourne	165.19	192.73	220.26	247.79	302.85	357.92	412.98	495.58
Snodland	194.71	227.17	259.62	292.07	356.97	421.88	486.78	584.14
Stansted	176.29	205.68	235.06	264.44	323.20	381.97	440.73	528.88
Trottscliffe	180.57	210.66	240.76	270.85	331.04	391.23	451.42	541.70
Wateringbury	199.84	233.15	266.45	299.76	366.37	432.99	499.60	599.52
West Malling	210.77	245.90	281.03	316.16	386.42	456.68	526.93	632.32
West Peckham	156.03	182.04	208.04	234.05	286.06	338.07	390.08	468.10
Wouldham	182.66	213.10	243.55	273.99	334.88	395.76	456.65	547.98
Wrotham	210.86	246.00	281.15	316.29	386.58	456.86	527.15	632.58

being the amounts given by multiplying the amounts at 3(g) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

4. That it be noted that for the year 2021/22 The Police & Crime Commissioner for Kent, the Kent & Medway Fire & Rescue Authority and the Kent County Council have stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:

Valuation Bands

<u>Precepting Authority</u>	A £	B £	C £	D £	E £	F £	G £	H £
The Police & Crime Commissioner for Kent	145.43	169.67	193.91	218.15	266.63	315.11	363.58	436.30
Kent & Medway Fire & Rescue Authority	53.88	62.86	71.84	80.82	98.78	116.74	134.70	161.64
Kent County Council	945.84	1,103.48	1,261.12	1,418.76	1,734.04	2,049.32	2,364.60	2,837.52

5. That, having calculated the aggregate in each case of the amounts at 3(h) and 4. above, the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of council tax for the year 2021/22, for each of the categories of dwellings shown below:

Valuation Bands

<u>Part of the Council's area</u>	A £	B £	C £	D £	E £	F £	G £	H £
Tonbridge	1,317.70	1,537.32	1,756.94	1,976.56	2,415.80	2,855.04	3,294.26	3,953.12
Addington	1,318.82	1,538.63	1,758.43	1,978.24	2,417.85	2,857.46	3,297.06	3,956.48
Aylesford	1,320.91	1,541.06	1,761.22	1,981.37	2,421.68	2,861.98	3,302.28	3,962.74
Birling	1,319.36	1,539.25	1,759.15	1,979.04	2,418.83	2,858.62	3,298.40	3,958.08
Borough Green	1,362.76	1,589.89	1,817.02	2,044.15	2,498.41	2,952.67	3,406.91	4,088.30
Burham	1,318.04	1,537.71	1,757.39	1,977.06	2,416.41	2,855.76	3,295.10	3,954.12
Ditton	1,380.73	1,610.85	1,840.98	2,071.10	2,531.35	2,991.59	3,451.83	4,142.20
East Malling & Larkfield	1,336.74	1,559.54	1,782.33	2,005.12	2,450.70	2,896.29	3,341.86	4,010.24
East Peckham	1,355.29	1,581.17	1,807.06	2,032.94	2,484.71	2,936.47	3,388.23	4,065.88
Hadlow	1,333.63	1,555.90	1,778.18	2,000.45	2,445.00	2,889.54	3,334.08	4,000.90
Hildenborough	1,309.18	1,527.37	1,745.57	1,963.77	2,400.17	2,836.56	3,272.95	3,927.54
Ightham	1,354.85	1,580.66	1,806.47	2,032.28	2,483.90	2,935.52	3,387.13	4,064.56
Kings Hill	1,356.82	1,582.96	1,809.10	2,035.24	2,487.52	2,939.80	3,392.06	4,070.48
Leybourne	1,357.33	1,583.55	1,809.78	2,036.00	2,488.45	2,940.89	3,393.33	4,072.00
Mereworth	1,333.16	1,555.36	1,777.55	1,999.75	2,444.14	2,888.53	3,332.91	3,999.50
Offham	1,316.95	1,536.44	1,755.94	1,975.43	2,414.42	2,853.40	3,292.38	3,950.86
Platt	1,337.38	1,560.28	1,783.18	2,006.08	2,451.88	2,897.68	3,343.46	4,012.16
Plaxtol	1,336.88	1,559.69	1,782.51	2,005.32	2,450.95	2,896.58	3,342.20	4,010.64
Ryarsh	1,326.42	1,547.50	1,768.57	1,989.64	2,431.78	2,873.93	3,316.06	3,979.28
Shipbourne	1,310.34	1,528.74	1,747.13	1,965.52	2,402.30	2,839.09	3,275.86	3,931.04
Snodland	1,339.86	1,563.18	1,786.49	2,009.80	2,456.42	2,903.05	3,349.66	4,019.60
Stansted	1,321.44	1,541.69	1,761.93	1,982.17	2,422.65	2,863.14	3,303.61	3,964.34
Trottscliffe	1,325.72	1,546.67	1,767.63	1,988.58	2,430.49	2,872.40	3,314.30	3,977.16
Wateringbury	1,344.99	1,569.16	1,793.32	2,017.49	2,465.82	2,914.16	3,362.48	4,034.98
West Malling	1,355.92	1,581.91	1,807.90	2,033.89	2,485.87	2,937.85	3,389.81	4,067.78
West Peckham	1,301.18	1,518.05	1,734.91	1,951.78	2,385.51	2,819.24	3,252.96	3,903.56
Wouldham	1,327.81	1,549.11	1,770.42	1,991.72	2,434.33	2,876.93	3,319.53	3,983.44
Wrotham	1,356.01	1,582.01	1,808.02	2,034.02	2,486.03	2,938.03	3,390.03	4,068.04

Special Expenses 2021/22

Special Expenses for 2020/21 £	Local Area	Closed Church-yards £	Open Spaces, Parks & Play Areas £	Sports Grounds £	Local Events £	Allotments £	Special Expenses for 2021/22 £	Tax Base	Amount Per Band D Property £
767,073	Tonbridge	11,800	211,853	478,600	65,323	7,350	774,926	13,705.51	56.54
1,748	Addington		1,955				1,955	428.64	4.56
9,361	Aylesford		10,954				10,954	4,304.64	2.54
999	Birling		1,118				1,118	202.93	5.51
1,577	Borough Green		1,724				1,724	1,680.88	1.03
0	Burham						0	466.17	0.00
537	Ditton		601				601	1,786.27	0.34
23,102	E. Malling & Larkfield		25,678				25,678	4,994.87	5.14
612	East Peckham		685				685	1,299.04	0.53
0	Hadlow						0	1,523.20	0.00
0	Hildenborough						0	2,219.38	0.00
0	Ightham						0	1,104.54	0.00
0	Kings Hill						0	4,202.92	0.00
28,119	Leybourne		31,454				31,454	1,910.59	16.46
30	Mereworth		34				34	437.07	0.08
0	Offham						0	394.97	0.00
1,245	Platt		1,393				1,393	887.65	1.57
0	Plaxtol						0	591.58	0.00
0	Ryarsh						0	369.94	0.00
0	Shipbourne						0	271.16	0.00
19,476	Snodland		21,787				21,787	3,871.98	5.63
0	Stansted						0	277.70	0.00
0	Trottscliffe						0	277.12	0.00
1,941	Wateringbury		2,172				2,172	896.21	2.42
2,717	West Malling		402		3,193		3,595	1,138.21	3.16
0	West Peckham						0	178.54	0.00
4,634	Wouldham		5,143				5,143	994.34	5.17
917	Wrotham		1,026				1,026	958.81	1.07
864,088	Total	11,800	317,979	478,600	68,516	7,350	884,245	51,374.86	

Parish Council Precepts 2021/22

Precept for 2020/21 £	Parish Council	Precept for 2021/22 £	Tax Base	Amount Per Band D Property £	Per Band D Variation %
23,000.00	Addington	23,000.00	428.64	53.66	(1.2)
257,800.00	Aylesford	253,155.00	4,304.64	58.81	0.0
10,913.00	Birling	10,858.00	202.93	53.51	0.6
201,920.00	Borough Green	206,920.00	1,680.88	123.10	2.8
26,588.09	Burham	26,588.09	466.17	57.04	(1.2)
269,231.00	Ditton	269,260.00	1,786.27	150.74	0.3
347,797.00	E. Malling & Larkfield	399,396.00	4,994.87	79.96	15.0
146,000.00	East Peckham	146,000.00	1,299.04	112.39	0.5
119,995.00	Hadlow	122,510.00	1,523.20	80.43	2.2
77,524.00	Hildenborough	97,098.00	2,219.38	43.75	25.0
125,052.00	Ightham	124,000.00	1,104.54	112.26	(0.1)
389,502.00	Kings Hill	484,279.00	4,202.92	115.22	23.4
176,299.00	Leybourne	190,140.00	1,910.59	99.52	8.2
33,475.00	Mereworth	34,814.00	437.07	79.65	4.8
21,592.00	Offham	21,885.00	394.97	55.41	0.0
75,000.00	Platt	75,000.00	887.65	84.49	0.5
50,462.00	Plaxtol	50,462.00	591.58	85.30	0.3
25,769.00	Ryarsh	25,755.00	369.94	69.62	0.0
12,187.00	Shipbourne	12,337.00	271.16	45.50	2.0
317,025.00	Snodland	325,816.00	3,871.98	84.15	2.1
17,260.00	Stansted	17,260.00	277.70	62.15	1.6
16,500.00	Trottscliffe	19,000.00	277.12	68.56	14.2
93,810.99	Wateringbury	85,185.13	896.21	95.05	(9.4)
126,015.13	West Malling	126,015.13	1,138.21	110.71	(0.0)
5,670.00	West Peckham	5,670.00	178.54	31.76	1.5
62,545.00	Wouldham	66,153.00	994.34	66.53	(5.0)
101,797.00	Wrotham	108,276.00	958.81	112.93	5.0
3,130,729.21	Total	3,326,832.35	37,669.35		

CORPORATE SERVICES

SUMMARY

	2020/21		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
1 SALARIES & ONCOSTS	12,190,100	12,263,250	12,567,600
2 OVERHEAD EXPENSES	4,415,950	4,253,350	4,508,400
3 RECHARGES TO SERVICE BUDGETS	(14,962,100)	(14,967,050)	(15,496,600)
	<hr/>	<hr/>	<hr/>
NON DISTRIBUTED COSTS	1,643,950	1,549,550	1,579,400
4 DEMOCRATIC REPRESENTATION	1,332,250	1,226,950	1,346,550
5 CORPORATE MANAGEMENT	592,050	546,850	608,750
6 CAPITAL PROGRAMME REVENUE EXPENSES	-	-	-
	<hr/>	<hr/>	<hr/>
	3,568,250	3,323,350	3,534,700
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

	2020/21		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
1 <u>SALARIES & ONCOSTS</u>			
Salaries - see analysis page CS 9	10,523,150	10,685,100	10,893,850
Salaries - Ring-fenced Sums	105,650	49,350	88,650
Superannuation Backfunding	1,290,000	1,290,000	1,336,000
Staff Turnover Saving	(120,000)	(100,000)	(120,000)
Apprenticeship Scheme / Levy	42,500	27,000	45,000
Termination Payments	254,100	238,000	231,000
Recruitment & Training	94,700	73,800	93,100
	12,190,100	12,263,250	12,567,600
2 <u>OVERHEAD EXPENSES</u>			
(a) <u>COUNCIL OFFICES</u>			
Employees	145,550	131,300	155,350
Premises Related Expenses	699,750	642,350	626,600
Supplies & Services	34,700	63,350	32,500
Third Party Payments	2,000	1,950	2,000
	882,000	838,950	816,450
Less Income	(78,800)	(67,750)	(79,200)
	803,200	771,200	737,250
<u>Sub-total</u>			
Central, Departmental & Technical Support Services	64,800	62,300	66,450
Depreciation & Impairment	154,650	150,400	150,750
	1,022,650	983,900	954,450

CORPORATE SERVICES

	2020/21		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
2 OVERHEAD EXPENSES (Continued)			
(b) <u>PRINTING SECTION & MULTI FUNCTION DEVICES</u>			
Employees	80,850	76,700	83,300
Supplies & Services	66,200	41,450	60,150
	<hr/>	<hr/>	<hr/>
	147,050	118,150	143,450
Less Income	(42,000)	(15,000)	(34,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	105,050	103,150	109,450
Central, Departmental & Technical Support Services	67,950	66,400	64,950
Depreciation & Impairment	16,900	14,500	20,800
	<hr/>	<hr/>	<hr/>
	189,900	184,050	195,200
	<hr/>	<hr/>	<hr/>
(c) <u>CUSTOMER SERVICES</u>			
Employees	248,100	264,800	264,950
Supplies & Services	37,450	38,200	37,500
	<hr/>	<hr/>	<hr/>
	285,550	303,000	302,450
Less Income	(141,300)	(135,000)	(135,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	144,250	168,000	167,450
Central, Departmental & Technical Support Services	178,400	164,450	196,650
	<hr/>	<hr/>	<hr/>
	322,650	332,450	364,100
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

2 OVERHEAD EXPENSES (Continued)

(d) GENERAL ADMINISTRATION

	2020/21		2021/22
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Employees	4,450	3,750	4,700
Supplies & Services	101,100	99,950	101,800
	<hr/>	<hr/>	<hr/>
	105,550	103,700	106,500
Less Income	(100)	(100)	(100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	105,450	103,600	106,400
Central, Departmental & Technical Support Services	4,900	4,800	4,900
	<hr/>	<hr/>	<hr/>
	110,350	108,400	111,300
	<hr/>	<hr/>	<hr/>

(e) DEPARTMENTAL ADMINISTRATION

Transport Related Expenses	199,000	171,850	192,850
Supplies & Services	224,250	209,600	218,300
	<hr/>	<hr/>	<hr/>
	423,250	381,450	411,150
Less Income	(35,900)	(26,850)	(36,700)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	387,350	354,600	374,450
Depreciation & Impairment	13,450	16,400	16,400
	<hr/>	<hr/>	<hr/>
	400,800	371,000	390,850
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

	2020/21		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
2 OVERHEAD EXPENSES (Continued)			
(f) DRINK MACHINES			
Supplies & Services	1,500	1,500	1,500
Less Income	(200)	(50)	(200)
	<hr/>	<hr/>	<hr/>
Sub-total	1,300	1,450	1,300
Central, Departmental & Technical Support Services	2,950	2,600	3,100
Depreciation & Impairment	750	550	750
	<hr/>	<hr/>	<hr/>
	5,000	4,600	5,150
	<hr/>	<hr/>	<hr/>
(g) INFORMATION TECHNOLOGY SERVICES			
Employees	924,050	919,950	1,069,650
Transport Related Expenses	1,500	-	1,500
Supplies & Services	820,800	807,750	854,700
	<hr/>	<hr/>	<hr/>
	1,746,350	1,727,700	1,925,850
Less Income	-	(3,000)	-
	<hr/>	<hr/>	<hr/>
Sub-total	1,746,350	1,724,700	1,925,850
Central, Departmental & Technical Support Services	261,700	260,350	275,000
Depreciation & Impairment	356,550	283,900	286,500
	<hr/>	<hr/>	<hr/>
	2,364,600	2,268,950	2,487,350
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

3 SUMMARY

	2020/21		2021/22
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Salaries & Oncosts	12,190,100	12,263,250	12,567,600
Overhead Expenses :			
(a) Council Offices	1,022,650	983,900	954,450
(b) Printing & Multi Function Devices	189,900	184,050	195,200
(c) Customer Services	322,650	332,450	364,100
(d) General Administration	110,350	108,400	111,300
(e) Departmental Administration	400,800	371,000	390,850
(f) Drink Machines	5,000	4,600	5,150
(g) Information Technology Services	2,364,600	2,268,950	2,487,350
	<hr/>	<hr/>	<hr/>
	16,606,050	16,516,600	17,076,000
	<hr/>	<hr/>	<hr/>
Less Recharged to :			
Planning, Housing & Environmental Health	(4,975,150)	(4,761,650)	(5,081,750)
Street Scene, Leisure & Technical	(2,573,750)	(3,196,300)	(2,866,250)
Central Services	(984,900)	(1,027,850)	(1,080,300)
Finance & Transformation	(2,276,550)	(2,257,650)	(2,264,200)
Corporate Services	(1,610,550)	(1,300,850)	(1,463,750)
Chief Executive	(557,000)	(464,700)	(550,700)
Other Services	(500)	(650)	(650)
Holding Accounts	(1,983,700)	(1,957,400)	(2,189,000)
	<hr/>	<hr/>	<hr/>
	(14,962,100)	(14,967,050)	(15,496,600)
	<hr/>	<hr/>	<hr/>
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,643,950	1,549,550	1,579,400
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

	2020/21		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
5 <u>CORPORATE MANAGEMENT</u>			
(a) <u>CORPORATE POLICY</u>			
Employees	69,750	67,200	71,900
Central, Departmental & Technical Support Services	394,500	337,950	406,200
	<hr/> 464,250 <hr/>	<hr/> 405,150 <hr/>	<hr/> 478,100 <hr/>
(b) <u>PUBLIC ACCOUNTABILITY</u>			
Supplies & Services	43,750	58,150	43,750
Central, Departmental & Technical Support Services	84,050	83,550	86,900
	<hr/> 127,800 <hr/>	<hr/> 141,700 <hr/>	<hr/> 130,650 <hr/>
	<hr/> 592,050 <hr/>	<hr/> 546,850 <hr/>	<hr/> 608,750 <hr/>
6 <u>CAPITAL PROGRAMME REVENUE EXPENSES</u>			
Employees	94,700	-	-
Less Income	(175,550)	-	-
	<hr/> (80,850) <hr/>	<hr/> - <hr/>	<hr/> - <hr/>
Central, Departmental & Technical Support Services	80,850	-	-
	<hr/> - <hr/>	<hr/> - <hr/>	<hr/> - <hr/>

EMPLOYEES - SALARIES

SERVICE ANALYSIS OF EXPENDITURE

	Basic Salaries	Overtime	Temporary Staff	Total Salaries	Council Contributions Nat. Ins.	Supern.	Total Salaries & Oncosts
	£	£	£	£	£	£	£
<u>2020/21 ESTIMATE</u>							
Original Estimate	8,175,700	21,850	87,400	8,284,950	804,150	1,434,050	10,523,150
Revised Estimate	7,980,750	81,950	395,600	8,458,300	797,200	1,429,600	10,685,100
<u>2021/22 ESTIMATE</u>							
Service							
Administration & Property	677,500	11,100	500	689,100	64,750	121,300	875,150
Environmental Health & Housing	1,149,450	9,000	13,600	1,172,050	111,350	211,850	1,495,250
Executive	410,100	-	2,000	412,100	45,700	75,000	532,800
Finance	1,315,750	2,000	65,650	1,383,400	130,250	234,100	1,747,750
Information Technology	831,600	1,200	-	832,800	90,700	149,100	1,072,600
Legal	443,400	7,200	-	450,600	44,350	81,200	576,150
Personnel	387,750	4,750	4,000	396,500	28,700	69,800	495,000
Planning	1,567,350	-	50,000	1,617,350	159,600	283,850	2,060,800
Street Scene & Leisure	1,051,800	-	9,250	1,061,050	103,500	188,500	1,353,050
Technical	557,850	550	-	558,400	48,000	78,900	685,300
	8,392,550	35,800	145,000	8,573,350	826,900	1,493,600	10,893,850

CHIEF EXECUTIVE

SUMMARY

	2020/21		2021/22
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1 COMMUNITY DEVELOPMENT	101,050	66,250	92,450
2 ELECTIONS	397,150	304,400	389,250
3 GRANTS & PAYMENTS	124,450	122,050	121,900
4 CLIMATE CHANGE	41,150	70,050	105,500
5 ECONOMIC DEVELOPMENT & REGENERATION	304,950	(1,105,950)	1,835,200
	<hr/>	<hr/>	<hr/>
	968,750	(543,200)	2,544,300
	<hr/>	<hr/>	<hr/>

CHIEF EXECUTIVE

1 COMMUNITY DEVELOPMENT

Employees

43,700

27,150

44,150

Supplies & Services

21,500

14,000

21,500

Sub-total

65,200

41,150

65,650

Central, Departmental & Technical
Support Services

35,850

25,100

26,800

TO SUMMARY

101,050

66,250

92,450

CHIEF EXECUTIVE

2 ELECTIONS

(a) ELECTORAL REGISTRATION

	2020/21		2021/22
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Employees	114,050	92,100	108,200
Supplies & Services	76,400	69,900	67,850
	<hr/>	<hr/>	<hr/>
	190,450	162,000	176,050
Less Income	(18,000)	(12,550)	(3,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	172,450	149,450	173,050
Central, Departmental & Technical Support Services	94,600	81,700	89,950
	<hr/>	<hr/>	<hr/>
	267,050	231,150	263,000
	<hr/>	<hr/>	<hr/>

(b) CONDUCT OF ELECTIONS

Employees	52,300	32,050	49,350
Central, Departmental & Technical Support Services	77,800	41,200	76,900
	<hr/>	<hr/>	<hr/>
	130,100	73,250	126,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	397,150	304,400	389,250
	<hr/>	<hr/>	<hr/>

CHIEF EXECUTIVE

		2020/21		2021/22
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
3	<u>GRANTS & PAYMENTS</u>			
	Supplies & Services	117,800	163,850	116,500
	Less Income	-	(47,350)	-
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	117,800	116,500	116,500
	Central, Departmental & Technical Support Services	6,650	5,550	5,400
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	124,450	122,050	121,900
		<hr/>	<hr/>	<hr/>
4	<u>CLIMATE CHANGE</u>			
	Employees	26,350	34,500	32,650
	Supplies & Services	-	20,000	50,000
		<hr/>	<hr/>	<hr/>
		26,350	54,500	82,650
	Less Income	-	(3,000)	-
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	26,350	51,500	82,650
	Central, Departmental & Technical Support Services	14,800	18,550	22,850
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	41,150	70,050	105,500
		<hr/>	<hr/>	<hr/>

CHIEF EXECUTIVE

		2020/21		2021/22
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
5	<u>ECONOMIC DEVELOPMENT & REGENERATION</u>			
	Employees	62,900	56,600	64,900
	Supplies & Services	214,050	3,610,300	1,740,750
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	276,950	3,666,900	1,805,650
	Less Income	-	(4,823,050)	-
		<hr/>	<hr/>	<hr/>
	<u>Sub-total</u>	276,950	(1,156,150)	1,805,650
	Central, Departmental & Technical Support Services	28,000	50,200	29,550
		<hr/>	<hr/>	<hr/>
	<u>TO SUMMARY</u>	304,950	(1,105,950)	1,835,200
		<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

SUMMARY

	2020/21		2021/22
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1 TONBRIDGE CASTLE GATEHOUSE	60,350	93,500	26,800
2 COMMUNITY SAFETY	150,150	160,550	164,000
3 MEDIA & COMMUNICATIONS	177,250	218,750	241,850
4 LOCAL LAND CHARGES	(48,350)	21,050	(30,250)
5 INDUSTRIAL ESTATE	(70,950)	(71,100)	(70,900)
6 COMMERCIAL PROPERTY	35,900	15,900	(229,300)
7 VALE RISE DEPOT	-	-	-
8 LAND REVIEW	91,850	113,850	92,950
9 BOROUGH CHRISTMAS LIGHTING	40,000	46,100	46,700
10 LICENCES	21,950	39,350	35,900
	<hr/>	<hr/>	<hr/>
	458,150	637,950	277,750
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

	2020/21		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
1 <u>TONBRIDGE CASTLE GATEHOUSE</u>			
Employees	5,500	6,200	5,800
Premises Related Expenses	51,800	58,650	16,700
Supplies & Services	15,500	15,300	15,500
	<hr/>	<hr/>	<hr/>
	72,800	80,150	38,000
Less Income	(33,250)	(7,000)	(32,250)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	39,550	73,150	5,750
Central, Departmental & Technical Support Services	20,050	19,350	20,050
Depreciation & Impairment	750	1,000	1,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	60,350	93,500	26,800
	<hr/>	<hr/>	<hr/>
2 <u>COMMUNITY SAFETY</u>			
Employees	87,700	97,500	98,900
Supplies & Services	14,100	14,100	14,100
	<hr/>	<hr/>	<hr/>
	101,800	111,600	113,000
Less Income	(100)	(400)	(200)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	101,700	111,200	112,800
Central, Departmental & Technical Support Services	48,450	49,350	51,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	150,150	160,550	164,000
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

	2020/21		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
3 <u>MEDIA & COMMUNICATIONS</u>			
Employees	106,450	136,350	158,050
Supplies & Services	12,000	15,000	7,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	118,450	151,350	165,050
Central, Departmental & Technical Support Services	58,800	67,400	76,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	177,250	218,750	241,850
	<hr/>	<hr/>	<hr/>
4 <u>LOCAL LAND CHARGES</u>			
Employees	112,900	111,900	115,400
Supplies & Services	10,100	7,000	8,950
	<hr/>	<hr/>	<hr/>
	123,000	118,900	124,350
Less Income	(270,000)	(190,000)	(250,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(147,000)	(71,100)	(125,650)
Central, Departmental & Technical Support Services	98,650	92,150	95,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(48,350)	21,050	(30,250)
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

	2020/21		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
5 <u>INDUSTRIAL ESTATE</u>			
Employees	1,650	1,600	1,650
Less Income	(75,950)	(75,950)	(75,950)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(74,300)	(74,350)	(74,300)
Central, Departmental & Technical Support Services	3,350	3,250	3,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(70,950)	(71,100)	(70,900)
	<hr/>	<hr/>	<hr/>
6 <u>COMMERCIAL PROPERTY</u>			
Employees	5,100	4,850	5,150
Premises Related Expenses	303,600	284,400	38,550
	<hr/>	<hr/>	<hr/>
	308,700	289,250	43,700
Less Income	(281,300)	(281,550)	(281,550)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	27,400	7,700	(237,850)
Central, Departmental & Technical Support Services	7,850	7,550	7,900
Depreciation & Impairment	650	650	650
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	35,900	15,900	(229,300)
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

	2020/21		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
7 <u>VALE RISE DEPOT</u>			
Employees	4,650	5,050	4,950
Premises Related Expenses	16,600	16,500	16,550
	<hr/>	<hr/>	<hr/>
	21,250	21,550	21,500
Less Income	(36,200)	(36,550)	(36,550)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(14,950)	(15,000)	(15,050)
Central, Departmental & Technical Support Services	2,750	2,800	2,850
Depreciation & Impairment	12,200	12,200	12,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	-	-	-
	<hr/>	<hr/>	<hr/>
8 <u>LAND REVIEW</u>			
Employees	40,000	38,300	40,300
Premises Related Expenses	26,050	32,900	26,800
Supplies & Services	5,000	32,250	5,000
	<hr/>	<hr/>	<hr/>
	71,050	103,450	72,100
Less Income	(8,500)	(17,850)	(8,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	62,550	85,600	63,600
Central, Departmental & Technical Support Services	29,300	28,250	29,350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	91,850	113,850	92,950
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

	2020/21		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
9 <u>BOROUGH CHRISTMAS LIGHTING</u>			
Employees	550	5,650	5,950
Supplies & Services	32,000	32,000	32,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	32,550	37,650	37,950
Central, Departmental & Technical Support Services	3,000	4,000	4,300
Depreciation & Impairment	4,450	4,450	4,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	40,000	46,100	46,700
	<hr/>	<hr/>	<hr/>
10 <u>LICENCES</u>			
a) <u>FEE PAYING</u>			
Employees	200,400	200,300	202,250
Premises Related Expenses	100	100	100
Supplies & Services	22,300	19,800	22,300
	<hr/>	<hr/>	<hr/>
	222,800	220,200	224,650
Less Income	(349,900)	(326,900)	(339,400)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(127,100)	(106,700)	(114,750)
Central, Departmental & Technical Support Services	109,100	106,000	108,850
	<hr/>	<hr/>	<hr/>
	(18,000)	(700)	(5,900)
	<hr/>	<hr/>	<hr/>
b) <u>NON FEE PAYING</u>			
Employees	26,100	26,050	26,950
Central, Departmental & Technical Support Services	13,850	14,000	14,850
	<hr/>	<hr/>	<hr/>
	39,950	40,050	41,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	21,950	39,350	35,900
	<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

SUMMARY

	2020/21		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
1 HOUSING BENEFITS	465,250	386,400	517,350
2 LOCAL REVENUE & NNDR COLLECTION	564,300	662,800	673,500
3 COUNCIL TAX SUPPORT	222,100	221,000	209,950
4 TREASURY MANAGEMENT & BANKING	(381,250)	(158,150)	(112,450)
5 DRAINAGE BOARDS SPECIAL LEVIES	431,850	431,800	450,400
6 GENERAL ADVICE TO PARISH COUNCILS	85,100	86,200	88,850
7 STREET NAMING & NUMBERING	11,800	13,750	3,200
8 CONTRIBUTIONS TO PROVISIONS	5,000	15,000	5,000
	<hr/> 1,404,150 <hr/>	<hr/> 1,658,800 <hr/>	<hr/> 1,835,800 <hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

	2020/21		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
1 HOUSING BENEFITS			
Employees	309,650	269,950	260,550
Supplies & Services	25,150	129,800	26,150
Housing Benefits	27,271,000	27,580,450	26,457,000
	<hr/>	<hr/>	<hr/>
	27,605,800	27,980,200	26,743,700
Less Income	(27,510,450)	(27,912,450)	(26,562,650)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	95,350	67,750	181,050
Central, Departmental & Technical Support Services	369,900	318,650	336,300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	465,250	386,400	517,350
	<hr/>	<hr/>	<hr/>
2 LOCAL REVENUE & NNDR COLLECTION			
Employees	374,950	298,900	359,350
Supplies & Services	81,850	27,301,950	89,850
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	456,800	27,600,850	449,200
Less Income	(440,600)	(27,619,600)	(405,400)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	16,200	(18,750)	43,800
Central, Departmental & Technical Support Services	548,100	681,550	629,700
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	564,300	662,800	673,500
	<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

	2020/21		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
3 <u>COUNCIL TAX SUPPORT</u>			
Employees	226,300	247,350	233,100
Supplies & Services	9,350	878,850	3,750
	<hr/>	<hr/>	<hr/>
	235,650	1,126,200	236,850
Less Income	(275,000)	(1,166,650)	(285,750)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(39,350)	(40,450)	(48,900)
Central, Departmental & Technical Support Services	261,450	261,450	258,850
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	222,100	221,000	209,950
	<hr/>	<hr/>	<hr/>
4 <u>TREASURY MANAGEMENT & BANKING ARRANGEMENTS</u>			
Employees	31,100	31,000	31,800
Supplies & Services	89,750	75,250	78,550
	<hr/>	<hr/>	<hr/>
	120,850	106,250	110,350
Less Income	(525,000)	(288,000)	(250,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(404,150)	(181,750)	(139,650)
Central, Departmental & Technical Support Services	22,900	23,600	27,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(381,250)	(158,150)	(112,450)
	<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

	2020/21		2021/22
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
5 <u>DRAINAGE BOARDS SPECIAL LEVIES</u>			
Supplies & Services	431,550	431,550	450,100
Central, Departmental & Technical Support Services	300	250	300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	431,850	431,800	450,400
	<hr/>	<hr/>	<hr/>
6 <u>GENERAL ADVICE TO PARISH COUNCILS</u>			
Employees	41,700	42,900	44,100
Central, Departmental & Technical Support Services	43,400	43,300	44,750
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	85,100	86,200	88,850
	<hr/>	<hr/>	<hr/>
7 <u>STREET NAMING & NUMBERING</u>			
Income	(35,000)	(25,000)	(35,000)
Central, Departmental & Technical Support Services	46,800	38,750	38,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	11,800	13,750	3,200
	<hr/>	<hr/>	<hr/>
8 <u>CONTRIBUTIONS TO PROVISIONS</u>			
Supplies & Services	5,000	15,000	5,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	5,000	15,000	5,000
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

SUMMARY

	2020/21 ESTIMATE		2021/22
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. DEVELOPMENT MANAGEMENT	975,050	867,900	945,750
2. CONSERVATION	68,900	68,250	71,200
3. BUILDING CONTROL	61,850	160,650	53,100
4. PLANNING POLICY	944,400	916,100	839,000
5. HOUSING STRATEGY & ENABLING ROLE	263,000	264,700	246,300
6. HOMELESSNESS	371,000	1,020,600	814,000
7. HOUSING ADVICE & PREVENTION	194,400	137,100	162,600
8. HOME SAFETY	3,400	3,550	3,700
9. PRIVATE SECTOR HOUSING RENEWAL	484,400	204,500	403,900
10. PRIVATE SECTOR HOUSING STANDARDS	81,050	100,250	81,100
11. PUBLIC HEALTH ACT 1984	4,200	11,550	7,650
12. ENVIRONMENTAL PROTECTION ACT - PART 1	33,850	26,450	34,050
13. ENVIRONMENTAL PROTECTION	323,100	290,200	328,800
14. FOOD & SAFETY	368,200	250,100	376,550
15. PUBLIC HEALTH	130,100	61,050	155,300
	<hr/>	<hr/>	<hr/>
	4,306,900	4,382,950	4,523,000
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2020/21 ESTIMATE		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
1. <u>DEVELOPMENT MANAGEMENT</u>			
Employees	1,062,100	1,056,700	1,107,400
Supplies & Services	95,500	62,000	83,000
	<hr/>	<hr/>	<hr/>
	1,157,600	1,118,700	1,190,400
Less Income	(877,600)	(913,050)	(927,600)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	280,000	205,650	262,800
Central, Departmental & Technical Support Services	695,050	662,250	682,950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	975,050	867,900	945,750
	<hr/>	<hr/>	<hr/>
2. <u>CONSERVATION</u>			
Employees	41,400	41,000	42,850
Supplies & Services	7,800	7,800	7,800
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	49,200	48,800	50,650
Central, Departmental & Technical Support Services	19,700	19,450	20,550
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	68,900	68,250	71,200
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2020/21 ESTIMATE		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
3. <u>BUILDING CONTROL</u>			
Employees	259,550	255,150	257,350
Supplies & Services	4,000	-	-
Third Party Payments	45,000	45,000	45,000
	<hr/>	<hr/>	<hr/>
	308,550	300,150	302,350
Less Income	(400,000)	(290,000)	(404,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(91,450)	10,150	(101,650)
Central, Departmental & Technical Support Services	153,300	150,500	154,750
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	61,850	160,650	53,100
	<hr/>	<hr/>	<hr/>
4. <u>PLANNING POLICY</u>			
Employees	456,850	452,000	469,350
Supplies & Services	317,900	303,600	197,500
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	774,750	755,600	666,850
Central, Departmental & Technical Support Services	169,650	160,500	172,150
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	944,400	916,100	839,000
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2020/21 ESTIMATE		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
5. <u>HOUSING STRATEGY & ENABLING ROLE</u>			
Employees	174,400	188,100	167,200
Supplies & Services	4,800	3,600	3,600
Third Party Payments	6,500	5,950	5,950
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	185,700	197,650	176,750
Central, Departmental & Technical Support Services	77,300	67,050	69,550
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	263,000	264,700	246,300
	<hr/>	<hr/>	<hr/>
6. <u>HOMELESSNESS</u>			
Employees	231,850	359,600	285,400
Premises Related Expenses	30,300	16,450	30,000
Transport Related Expenses	300	150	200
Supplies & Services	634,550	1,984,850	1,616,250
Third Party Payments	200	200	200
	<hr/>	<hr/>	<hr/>
	897,200	2,361,250	1,932,050
Less Income	(728,900)	(1,571,300)	(1,336,900)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	168,300	789,950	595,150
Central, Departmental & Technical Support Services	142,000	165,200	153,400
Depreciation & Impairment	60,700	65,450	65,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	371,000	1,020,600	814,000
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2020/21 ESTIMATE		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
7. <u>HOUSING ADVICE & PREVENTION</u>			
Employees	130,400	94,850	109,650
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	130,400	94,850	109,650
Central, Departmental & Technical Support Services	64,000	42,250	52,950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	194,400	137,100	162,600
	<hr/>	<hr/>	<hr/>
8. <u>HOME SAFETY</u>			
Employees	2,150	2,350	2,350
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	2,150	2,350	2,350
Central, Departmental & Technical Support Services	1,250	1,200	1,350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	3,400	3,550	3,700
	<hr/>	<hr/>	<hr/>
9. <u>PRIVATE SECTOR HOUSING RENEWAL</u>			
Employees	162,250	156,400	169,200
Supplies & Services	1,314,100	1,120,100	1,392,500
	<hr/>	<hr/>	<hr/>
	1,476,350	1,276,500	1,561,700
Less Income	(1,067,250)	(1,139,850)	(1,237,250)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	409,100	136,650	324,450
Central, Departmental & Technical Support Services	75,300	67,850	79,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	484,400	204,500	403,900
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2020/21 ESTIMATE		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
10. <u>PRIVATE SECTOR HOUSING STANDARDS</u>			
Employees	58,800	54,300	61,200
Supplies & Services	-	26,450	-
Less Income	(3,300)	(1,850)	(6,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	55,500	78,900	55,200
Central, Departmental & Technical Support Services	25,550	21,350	25,900
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	81,050	100,250	81,100
	<hr/>	<hr/>	<hr/>
11. <u>PUBLIC HEALTH ACT 1984</u>			
Employees	850	1,550	1,550
Third Party Payments	2,500	9,000	5,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	3,350	10,550	6,550
Central, Departmental & Technical Support Services	850	1,000	1,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	4,200	11,550	7,650
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2020/21 ESTIMATE		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
12. <u>ENVIRONMENTAL PROTECTION ACT</u>			
Employees	26,500	20,950	26,850
Less Income	(9,750)	(9,350)	(9,050)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	16,750	11,600	17,800
Central, Departmental & Technical Support Services	17,100	14,850	16,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	33,850	26,450	34,050
	<hr/>	<hr/>	<hr/>
13. <u>ENVIRONMENTAL PROTECTION</u>			
Employees	195,250	163,750	197,950
Supplies & Services	3,900	3,350	3,900
Third Party Payments	15,250	22,500	15,750
	<hr/>	<hr/>	<hr/>
	214,400	189,600	217,600
Less Income	(2,750)	(2,000)	(2,250)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	211,650	187,600	215,350
Central, Departmental & Technical Support Services	107,100	97,200	108,050
Depreciation & Impairment	4,350	5,400	5,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	323,100	290,200	328,800
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2020/21 ESTIMATE		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
14. <u>FOOD & SAFETY</u>			
Employees	223,000	162,600	229,900
Supplies & Services	3,800	8,450	3,000
Third Party Payments	100	200	200
	<hr/>	<hr/>	<hr/>
	226,900	171,250	233,100
Less Income	(6,100)	(31,100)	(5,700)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	220,800	140,150	227,400
Central, Departmental & Technical Support Services	147,400	109,950	149,150
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	368,200	250,100	376,550
	<hr/>	<hr/>	<hr/>
15. <u>PUBLIC HEALTH</u>			
Employees	168,350	113,550	175,400
Supplies & Services	10,000	10,000	10,000
	<hr/>	<hr/>	<hr/>
	178,350	123,550	185,400
Less Income	(134,150)	(120,700)	(120,700)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	44,200	2,850	64,700
Central, Departmental & Technical Support Services	85,900	58,200	90,600
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	130,100	61,050	155,300
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

SUMMARY

	2020/21 ESTIMATE		2021/22
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. REFUSE COLLECTION	1,321,350	1,448,550	1,411,900
2. RECYCLING	296,150	828,750	251,050
3. STREET SCENE	1,072,900	1,023,750	1,082,350
4. PUBLIC CONVENIENCES	311,750	340,050	191,850
5. PEST CONTROL	22,750	21,450	22,150
6. TONBRIDGE & MALLING LEISURE TRUST	113,750	1,073,700	833,850
7. LARKFIELD LEISURE CENTRE	1,334,150	1,170,250	999,350
8. ANGEL CENTRE	468,900	445,150	448,800
9. TONBRIDGE SWIMMING POOL	922,700	785,700	652,800
10. POULT WOOD GOLF CENTRE	213,250	192,500	232,200
11. SPORTS GROUNDS	637,050	454,850	638,600
12. PLEASURE GROUNDS & OPEN SPACES	704,900	747,700	800,850
13. ALLOTMENTS	9,200	7,400	7,350
14. CHURCHYARDS	10,700	10,800	11,800
15. CEMETERY	86,750	78,350	85,100
16. YOUTH PARTNERSHIPS	69,400	45,000	61,900
17. SPORTS PARTNERSHIPS	64,400	58,850	66,450
18. EVENTS DEVELOPMENT	130,200	99,550	106,100
19. LEISURE STRATEGY	93,350	73,650	97,650
20. PARKING SERVICES	(1,512,700)	(101,450)	(933,000)
21. TRANSPORTATION	130,700	146,250	145,550
22. SECURITY SERVICES MANAGEMENT (CCTV)	73,000	63,800	66,050
23. BOROUGH DRAINAGE & LAND DRAINAGE RELATED WORK	75,200	72,250	568,150
24. CIVIL CONTINGENCIES	145,000	645,200	163,850
	6,794,800	9,732,050	8,012,700

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2020/21 ESTIMATE		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
1. <u>REFUSE COLLECTION</u>			
Employees	122,350	167,750	139,800
Premises Related Expenses	32,450	32,800	32,800
Supplies & Services	17,350	14,350	8,350
Third Party Payments	1,118,400	1,208,400	1,204,400
	<hr/>	<hr/>	<hr/>
	1,290,550	1,423,300	1,385,350
Less Income	(106,150)	(127,750)	(123,100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,184,400	1,295,550	1,262,250
Central, Departmental & Technical Support Services	82,700	95,950	90,850
Depreciation & Impairment	54,250	57,050	58,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,321,350	1,448,550	1,411,900
	<hr/>	<hr/>	<hr/>
2. <u>RECYCLING</u>			
Employees	120,600	234,100	159,300
Premises Related Expenses	3,000	16,000	3,000
Transport Related Expenses	-	36,500	-
Supplies & Services	67,000	60,300	30,000
Third Party Payments	1,629,050	1,695,950	1,620,000
	<hr/>	<hr/>	<hr/>
	1,819,650	2,042,850	1,812,300
Less Income	(1,705,000)	(1,468,000)	(1,775,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	114,650	574,850	37,300
Central, Departmental & Technical Support Services	80,050	147,900	114,900
Depreciation & Impairment	101,450	106,000	98,850
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	296,150	828,750	251,050
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2020/21 ESTIMATE		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
3. <u>STREET SCENE</u>			
Employees	127,950	108,700	142,700
Supplies & Services	113,600	92,650	105,650
Third Party Payments	804,000	794,000	801,000
	<hr/>	<hr/>	<hr/>
	1,045,550	995,350	1,049,350
Less Income	(46,850)	(32,900)	(47,600)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	998,700	962,450	1,001,750
Central, Departmental & Technical Support Services	74,200	61,300	80,600
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,072,900	1,023,750	1,082,350
	<hr/>	<hr/>	<hr/>
4. <u>PUBLIC CONVENIENCES</u>			
Employees	18,550	23,600	20,450
Premises Related Expenses	117,500	142,450	35,350
Supplies & Services	-	-	54,000
Third Party Payments	82,850	73,050	25,000
	<hr/>	<hr/>	<hr/>
	218,900	239,100	134,800
Less Income	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	218,850	239,050	134,750
Central, Departmental & Technical Support Services	15,900	17,150	17,150
Depreciation & Impairment	77,000	83,850	39,950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	311,750	340,050	191,850
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2020/21 ESTIMATE		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
5. <u>PEST CONTROL</u>			
Employees	7,550	8,550	8,450
Financial Hardship Subsidy	1,500	750	1,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	9,050	9,300	9,450
Central, Departmental & Technical Support Services	13,700	12,150	12,700
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	22,750	21,450	22,150
	<hr/>	<hr/>	<hr/>
6. <u>TONBRIDGE & MALLING LEISURE TRUST</u>			
Employees	43,200	44,200	44,650
Supplies & Services	-	7,700	-
Third Party Payments	41,300	1,240,800	756,500
	<hr/>	<hr/>	<hr/>
	84,500	1,292,700	801,150
Less Income	-	(250,000)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	84,500	1,042,700	801,150
Central, Departmental & Technical Support Services	29,250	31,000	32,700
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	113,750	1,073,700	833,850
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2020/21 ESTIMATE		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
7. <u>LARKFIELD LEISURE CENTRE</u>			
Employees	1,100	1,150	1,150
Premises Related Expenses	193,350	288,050	159,200
Third Party Payments	238,000	59,500	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	432,450	348,700	160,350
Central, Departmental & Technical Support Services	35,250	15,550	16,550
Depreciation & Impairment	866,450	806,000	822,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,334,150	1,170,250	999,350
	<hr/>	<hr/>	<hr/>
8. <u>ANGEL CENTRE</u>			
Employees	3,000	2,800	3,050
Premises Related Expenses	91,250	117,100	101,900
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	94,250	119,900	104,950
Central, Departmental & Technical Support Services	12,200	6,900	7,500
Depreciation & Impairment	362,450	318,350	336,350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	468,900	445,150	448,800
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2020/21 ESTIMATE		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
9. <u>TONBRIDGE SWIMMING POOL</u>			
Employees	3,000	2,800	3,050
Premises Related Expenses	373,600	337,400	188,700
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	376,600	340,200	191,750
Central, Departmental & Technical Support Services	13,050	11,550	12,500
Depreciation & Impairment	533,050	433,950	448,550
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	922,700	785,700	652,800
	<hr/>	<hr/>	<hr/>
10. <u>POULT WOOD GOLF CENTRE</u>			
Employees	1,400	1,450	1,450
Premises Related Expenses	44,000	35,250	56,950
Transport Related Expenses	6,250	5,600	5,900
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	51,650	42,300	64,300
Central, Departmental & Technical Support Services	8,900	7,900	8,500
Depreciation & Impairment	152,700	142,300	159,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	213,250	192,500	232,200
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2020/21 ESTIMATE		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
11. <u>SPORTS GROUNDS</u>			
Employees	38,150	38,350	41,350
Premises Related Expenses	167,600	44,750	199,100
Transport Related Expenses	1,600	1,550	1,550
Supplies & Services	3,550	24,550	3,550
Third Party Payments	246,200	242,950	244,150
	<hr/>	<hr/>	<hr/>
	457,100	352,150	489,700
Less Income	(14,850)	(36,200)	(15,200)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	442,250	315,950	474,500
Central, Departmental & Technical Support Services	57,600	30,150	32,450
Depreciation & Impairment	137,200	108,750	131,650
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	637,050	454,850	638,600
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2020/21 ESTIMATE		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
12. <u>PLEASURE GROUNDS & OPEN SPACES</u>			
Employees	199,800	204,650	221,600
Premises Related Expenses	115,400	147,100	124,650
Transport Related Expenses	1,850	1,800	1,800
Supplies & Services	92,000	122,900	106,000
Third Party Payments	259,500	256,050	259,650
	<hr/>	<hr/>	<hr/>
	668,550	732,500	713,700
Less Income	(206,450)	(209,500)	(200,800)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	462,100	523,000	512,900
Central, Departmental & Technical Support Services	129,850	120,850	135,400
Depreciation & Impairment	112,950	103,850	152,550
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	704,900	747,700	800,850
	<hr/>	<hr/>	<hr/>
13. <u>ALLOTMENTS</u>			
Employees	300	500	500
Premises Related Expenses	150	150	150
Third Party Payments	5,100	5,100	5,100
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	5,550	5,750	5,750
Central, Departmental & Technical Support Services	2,550	550	650
Depreciation & Impairment	1,100	1,100	950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	9,200	7,400	7,350
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2020/21 ESTIMATE		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
14. <u>CHURCHYARDS</u>			
Employees	2,300	2,800	3,100
Premises Related Expenses	2,150	1,600	2,150
Third Party Payments	4,300	4,250	4,250
	<hr/>	<hr/>	<hr/>
	8,750	8,650	9,500
Less Income	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	8,700	8,600	9,450
Central, Departmental & Technical Support Services	2,000	2,200	2,350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	10,700	10,800	11,800
	<hr/>	<hr/>	<hr/>
15. <u>CEMETERY</u>			
Employees	24,600	24,800	26,000
Premises Related Expenses	18,950	19,400	25,950
Supplies & Services	1,950	1,950	1,950
Third Party Payments	63,050	57,000	57,300
	<hr/>	<hr/>	<hr/>
	108,550	103,150	111,200
Less Income	(64,550)	(68,200)	(68,900)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	44,000	34,950	42,300
Central, Departmental & Technical Support Services	18,150	17,400	18,650
Depreciation & Impairment	24,600	26,000	24,150
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	86,750	78,350	85,100
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2020/21 ESTIMATE		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
16. <u>YOUTH PARTNERSHIPS</u>			
Employees	28,600	25,150	30,700
Supplies & Services	21,000	3,000	11,000
	<hr/>	<hr/>	<hr/>
	49,600	28,150	41,700
Less Income	-	-	(100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	49,600	28,150	41,600
Central, Departmental & Technical Support Services	19,800	16,850	20,300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	69,400	45,000	61,900
	<hr/>	<hr/>	<hr/>
17. <u>SPORTS PARTNERSHIPS</u>			
Employees	39,300	37,350	41,150
Supplies & Services	5,000	3,100	5,000
	<hr/>	<hr/>	<hr/>
	44,300	40,450	46,150
Less Income	(500)	-	(500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	43,800	40,450	45,650
Central, Departmental & Technical Support Services	20,600	18,400	20,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	64,400	58,850	66,450
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2020/21 ESTIMATE		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
18. <u>EVENTS DEVELOPMENT</u>			
Employees	49,250	46,900	53,850
Supplies & Services	49,300	4,700	27,000
	<hr/>	<hr/>	<hr/>
	98,550	51,600	80,850
Less Income	(20,000)	(1,500)	(30,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	78,550	50,100	50,850
Central, Departmental & Technical Support Services	51,650	49,450	55,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	130,200	99,550	106,100
	<hr/>	<hr/>	<hr/>
19. <u>LEISURE STRATEGY</u>			
Employees	59,900	51,950	63,000
Supplies & Services	12,250	3,850	12,250
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	72,150	55,800	75,250
Central, Departmental & Technical Support Services	21,200	17,850	22,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	93,350	73,650	97,650
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2020/21 ESTIMATE		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
20. <u>PARKING SERVICES</u>			
Employees	481,100	487,900	530,250
Premises Related Expenses	541,550	611,900	543,200
Transport Related Expenses	11,650	14,400	11,600
Supplies & Services	808,950	554,400	727,550
	<hr/>	<hr/>	<hr/>
	1,843,250	1,668,600	1,812,600
Less Income	(3,812,600)	(2,129,200)	(3,129,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(1,969,350)	(460,600)	(1,316,900)
Central, Departmental & Technical Support Services	349,500	249,800	268,500
Depreciation & Impairment	107,150	109,350	115,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(1,512,700)	(101,450)	(933,000)
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2020/21 ESTIMATE		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
21. <u>TRANSPORTATION</u>			
Employees	70,400	82,700	80,350
Premises Related Expenses	19,250	19,400	19,350
Supplies & Services	5,000	5,000	5,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	94,650	107,100	104,700
Central, Departmental & Technical Support Services	34,000	37,100	39,500
Depreciation & Impairment	2,050	2,050	1,350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	130,700	146,250	145,550
	<hr/>	<hr/>	<hr/>
22. <u>SECURITY SERVICES MANAGEMENT</u>			
Employees	30,200	30,350	30,800
Premises Related Expenses	350	350	350
Supplies & Services	16,700	14,700	16,850
Third Party Payments	190,000	165,000	165,000
	<hr/>	<hr/>	<hr/>
	237,250	210,400	213,000
Less Income	(197,450)	(172,450)	(178,650)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	39,800	37,950	34,350
Central, Departmental & Technical Support Services	25,400	18,650	19,900
Depreciation & Impairment	7,800	7,200	11,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	73,000	63,800	66,050
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2020/21 ESTIMATE		2021/22
	ORIGINAL £	REVISED £	ESTIMATE £
23. <u>BOROUGH DRAINAGE & LAND DRAINAGE RELATED WORK</u>			
Employees	34,200	43,950	38,300
Supplies & Services	5,750	5,900	506,150
Third Party Payments	3,000	3,000	3,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	42,950	52,850	547,450
Central, Departmental & Technical Support Services	32,000	19,300	20,600
Depreciation & Impairment	250	100	100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	75,200	72,250	568,150
	<hr/>	<hr/>	<hr/>
24. <u>CIVIL CONTINGENCIES</u>			
Employees	60,850	245,500	64,650
Supplies & Services	33,250	575,100	33,300
	<hr/>	<hr/>	<hr/>
	94,100	820,600	97,950
Less Income	-	(447,850)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	94,100	372,750	97,950
Central, Departmental & Technical Support Services	50,900	272,450	65,900
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	145,000	645,200	163,850
	<hr/>	<hr/>	<hr/>

**Capital Plan: List A
Service Summary**

	Expenditure To 31/03/20	2020/21 Estimate inc Prior Year Slippage	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Planning, Housing & Environmental Health	1,453	736	155	84	84	84	84	84	2,764
Street Scene, Leisure & Technical Services	1,803	900	1,107	143	1,265	159	159	159	5,695
Corporate	83	202	54	90	30	30	30	30	549
Sub-total	3,339	1,838	1,316	317	1,379	273	273	273	9,008
Capital Renewals									
Planning, Housing & Environmental Health	n/a	0	0	0	13	0	0	0	13
Street Scene, Leisure & Technical Services	n/a	205	1,277	571	370	358	231	506	3,518
Corporate	n/a	228	237	190	169	382	337	182	1,725
Sub-total	n/a	433	1,514	761	552	740	568	688	5,256
Total	3,339	2,271	2,830	1,078	1,931	1,013	841	961	14,264

Capital Plan: List A
Planning, Housing and Environmental Health

	Expenditure To 31/03/20	2020/21 Estimate inc Prior Year Slippage	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Housing									
Grants	n/a	30	155	84	84	84	84	84	605
Temporary Accommodation	1452	682	0	0	0	0	0	0	2,134
Environmental Health	1	24	0	0	0	0	0	0	25
Sub-total	1,453	736	155	84	84	84	84	84	2,764
Capital Renewals	n/a	0	0	0	13	0	0	0	13
Total Planning, Housing and Environmental Health	1,453	736	155	84	97	84	84	84	2,777

Capital Plan: List A
Planning, Housing and Environmental Health

	Code	Expenditure To 31/03/20	2020/21 Estimate inc Prior Year Slippage	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Housing										
(a) Temporary Accommodation										
(i) 6 Flats, High Street, Tonbridge Less Developer Contributions	P03AX	1,088 (1,088)								1,088 (1,088)
		0	0	0	0	0	0	0	0	0
(ii) 4 Dwellings, Pembury Road, Tonbridge Less Developer Contributions	P03AX	1,958 (506)	799 (157)							2,757 (663)
		1,452	642	0	0	0	0	0	0	2,094
(iii) Ground Floor Unit, High Street, Tonbridge	P03AY		40							40
Total Temporary Accommodation to Summary		1,452	682	0	0	0	0	0	0	2,134

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

	Justification	Scheme notes
<p>Housing</p> <p>(a) Temporary Accommodation</p> <p>(i) 6 Flats, High Street, Tonbridge</p> <p>(ii) 4 Dwellings, Pembury Road, Tonbridge</p> <p>(iii) Ground Floor Unit, High Street, Tonbridge</p>	<p>Cost saving</p>	<p>Provision to purchase property for temporary accommodation purposes approved Cabinet March 2018.</p> <p>Of the £1.6m initially approved by Cabinet, £1,088m was used to purchases 6 flats in the High Street, Tonbridge. Costs were met in full from developer contributions received to support housing initiatives. £65,000 of the approved budget was transferred to revenue to fund service charges, ground rents and repairs associated with the properties.</p> <p>Following the purchase of flats in Tonbridge High Street, the unspent funding balance was increased by £1.5m at FIPAB September 2019 and a further £0.6m at Cabinet October 2019 making a combined budget of £2.6m. This was used to acquire and provided funding to refurbish properties in Pembury Road, Tonbridge. Following purchase, £642,000 remained available to fund refurbishment / conversion of the 4 dwellings into 12 flats. Scheme funded from developer contributions, the Business Rates Retention Scheme Reserve (£1m) and the Property Fund Investment Reserve (£0.5m),</p> <p>Gross budget increased by £157,000 to £2,757,000 following assessment of the refurbishment / conversion works by the Council's management contractor, Council October 2020. These additional costs are to be met from developer contributions in the first instance or an alternative source.</p> <p>Scheme approved by Council in October 2020 to acquire ground floor accommodation at 47 High Street, Tonbridge to provide office accommodation and a CCTV monitoring capability relating to the Council owned flats in the adjoining properties.</p>

Capital Plan: List A
Planning, Housing and Environmental Health

	Code	Expenditure To 31/03/20	2020/21 Estimate inc Prior Year Slippage	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Environmental Health										
(a) Air Quality Monitoring Station	P02EN	1	24							25
Total Environmental Health to Summary		1	24	0	0	0	0	0	0	25
Capital Renewals										
Environmental Protection Provision for Inflation	P02EBCR01 P02EZ	n/a n/a				12 1				12 1
Total Capital Renewals to Summary		n/a	0	0	0	13	0	0	0	13

Capital Plan: List A
Planning, Housing and Environmental Health

	Justification	Scheme notes
<p>Environmental Health</p> <p>(a) Air Quality Monitoring Station</p> <p>Capital Renewals</p> <p>(b) Environmental Protection</p>	<p>Statutory requirement, Health & safety</p> <p><i>Former Corp't Aims & Priorities</i></p>	<p>Purchase of “particulate matter” air quality monitoring station to enable roadside pollution levels to be monitored in identified locations in the borough. Budget increased by £5,000 to £25,000 (Capital Plan Review 2019/20) reflecting higher than anticipated cost of equipment.</p> <p>Provisions relate to the replacement of noise and gas pollution monitoring equipment.</p>

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

	Expenditure To 31/03/20	2020/21 Estimate inc Prior Year Slippage	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Street Scene	n/a	150	106	113	120	129	129	129	876
Leisure									
Larkfield Leisure Centre	1,638	690	0	0	0	0	0	0	2,328
Sports Grounds	40	19	201	0	0	0	0	0	260
Open Spaces	0	0	60	0	0	0	0	0	60
Other Leisure Schemes	100	16	0	0	15	0	0	0	131
Technical Services									
Car Parking	0	25	240	30	30	30	30	30	415
Land Drainage / Flood Defence	25	0	500	0	1,100	0	0	0	1,625
Sub-total	1,803	900	1,107	143	1,265	159	159	159	5,695
Capital Renewals	n/a	205	1,277	571	370	358	231	506	3,518
Total Street Scene, Leisure & Technical Services	1,803	1,105	2,384	714	1,635	517	390	665	9,213

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

	Code	Expenditure To 31/03/20	2020/21 Estimate inc Prior Year Slippage	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Street Scene										
(a) Recycling Waste Bins Growth / Replacement	P02BC	n/a	45	31	31	31	31	31	31	231
(b) Refuse Bins Growth / Replacement	P02DA	n/a	81	61	61	61	61	61	61	447
(c) Garden Waste Bin Replacement	P02CF	n/a	24	14	21	28	37	37	37	198
Total Street Scene to Summary		n/a	150	106	113	120	129	129	129	876
Larkfield Leisure Centre										
(d) Ventilation, Boiler and Pool Hall Roof	P05LP	1,638	690							2,328
Total Larkfield Leisure Centre to Summary		1,638	690	0	0	0	0	0	0	2,328

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

	Justification	Scheme notes
<p>Street Scene</p> <p>(a) Recycling Waste Bins Growth / Replacement</p> <p>(b) Refuse Bins Growth / Replacement</p> <p>(c) Garden Waste Bin Replacement</p> <p>Lakfield Leisure Centre</p> <p>(d) Ventilation, Boiler and Pool Hall Roof</p>	<p><i>Former Corp't Aims & Priorities</i></p> <p>Reduce expenditure, income generation</p> <p>Health & safety, protect existing income, reduce exp.</p>	<p>Recycling and refuse provisions cater for growth in the number of properties served and the replacement of exiting collection bins and boxes. Recycling provision increased by £14,000 in 2020/21 and Refuse provision by £20,000 in 2020/21 due to increased demand for initial and replacement bins due to the implementation of the new recycling services in 2019/20.</p> <p>Provision for replacement of garden waste containers issued in 2019/20. Additional take-up estimated at £17,000 in 2020/21 is not catered for and will be met by additional income from service charges.</p> <p>To repair / replace the current ventilation system serving the leisure pool and boilers serving both the leisure pool and main building. Scheme progressed as part of a package of improvements in 2019/20 including the refurbishment/repainting of leisure pool spaceframe. Scheme budget of £505,000 increased by £445,000 following a detailed assessment by consultant heating and ventilation engineers. Replacement of the pool hall roof, at an estimated cost of £450,000, was added as part of the 2018/19 Capital Plan Review increasing the scheme cost to £1,400,000.</p> <p>In progressing the scheme with Kier Construction, under the SCAPE framework, additional budget provision of £499,000 was approved by FIPAB June 2019 and a further £230,000 approved by Cabinet October 2019. Cost increases attributed, in part, to the complexity and scale of the scaffolding required to provided a safe working environment to replace the high level ventilation ducting, roof and associated works. Works commenced onsite October 2019.</p> <p>The £2,129,000 capital budget is augmented by a £250,000 BREP provision to allow repainting of the internal roof support (space frame) and £1,138,000 revenue provision to cover loss of income by the Leisure Trust whilst the work progress. Combined project budget is £3,517,000.</p> <p>Works now completed. Capital budget increased by a further £199,000 to £2,328,000 offset in full by reduced loss of income to the Trust. The higher capital spend reflects the discovery of rust on the roof steels once the roof had been removed, which needed to be treated with a specialist product; the discovery of some asbestos containing materials which had to be removed by a specialist; and the decision to replace the main air handling unit rather than refurbishing it following a detailed survey. On completion, the combined revenue and capital budget of £3,517,000 was underspent by £332,000.</p>

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

	Code	Expenditure To 31/03/20	2020/21 Estimate inc Prior Year Slippage	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	Scheme Total
Sports Grounds										
(a) Tonbridge School Athletics Track Improvements Less Developer Contributions Sub-total	P05DC	140 (140)	21 (21)							161 (161)
		0	0	0	0	0	0	0	0	0
(b) Racecourse Sportsground Riverside Revetment Less Grants Sub-total	P05DD	18 (14)		207 (14)						225 (28)
		4	0	193	0	0	0	0	0	197
(c) Racecourse Sportsground Rugby Pitch Drainage Less Grants and Developer Contrib's Sub-total	P05DE		10 (10)	16 (8)						26 (18)
		0	0	8	0	0	0	0	0	8
(d) Racecourse Sportsground Swimming Pool Bridge Less Developer Contributions Sub-total	P05DN	100 (64)	20 (1)							120 (65)
		36	19	0	0	0	0	0	0	55
Total Sports Grounds to Summary		40	19	201	0	0	0	0	0	260

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

	Justification	Scheme notes
<p>Sports Grounds (a) Tonbridge School Athletics Track Improvements</p>	<p><i>Former Corp't Aims & Priorities</i></p>	<p>Refurbishment of the existing track which provides community use via a legal agreement between the School and the Council. Developer contribution to be met from the housing development at Priory Works. Scheme budget increased by £11,000 (2017/18 Capital Plan Review) to progress works to track floodlights to enable use of track throughout the year. Long term Community Use Agreement secured and implemented as a result of the investment. Scheme completed with exception of improvement works to the pavilion which are being funded in partnership with the Athletics club.</p>
<p>(b) Racecourse Sportsground Riverside Revetment</p>	<p>Health & safety</p>	<p>Replace sections of the existing wooden revetment which is failing and causing erosion of the riverbank at Tonbridge Racecourse Sportsground. Scheme is part funded by grant from the Environment Agency. Budget increased by £105,000 following unsuccessful outcome of tender exercise and cost review by the Building and Facilities Manager in liaison with external consultants. Works initially delayed to enable bridge replacement to be completed first and delayed further due to pandemic. Works now to take place in 2021/22.</p>
<p>(c) Racecourse Sportsground Rugby Pitch Drainage</p>	<p>Externally funded</p>	<p>To improve drainage to the rugby pitches at Tonbridge Racecourse Sportsground that are currently subject to regular flooding to maintain and enhance their use. Funded from developer contributions and a virement of £8,000 from the Land Drainage Improvement Programme. Gross budget, approved February 2020, increased by £10,000 to £26,000 offset in full by grant from Sport England.</p>
<p>(d) Racecourse Sportsground Swimming Pool Bridge</p>	<p>Health & safety</p>	<p>Replacement of the condemned metal bridge linking Tonbridge Pool Car Park to the Racecourse Sportsground. Works complete and new bridge installed.</p>

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

	Code	Expenditure To 31/03/20	2020/21 Estimate inc Prior Year Slippage	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Open Spaces										
(a) Haysden Country Park Sewage Treatment Less Developer Contributions	P05FC	100 (100)	30 (30)							130 (130)
Sub-total		0	0	0	0	0	0	0	0	0
(b) Leybourne Lakes County Park Path Improvements Less Grants & Developer Contributions	P05FH			60 0						60 0
Sub-total		0	0	60	0	0	0	0	0	60
(c) Leybourne Lakes County Park Facility Improvements Less Grants & Developer Contributions	P05FF		43 (43)	698 (698)						741 (741)
Sub-total		0	0	0	0	0	0	0	0	0
Total Open Spaces to Summary		0	0	60	0	0	0	0	0	60
Other Leisure Schemes										
(d) Tonbridge Cemetery / Closed Churchyards Memorial Safety Less Developer Contributions	P05KV	103 (3)				15				118 (3)
Sub-total		100	0	0	0	15	0	0	0	115
(e) Tonbridge Cemetery Memorial Garden Vaults	P05KC		16							16
Total Other Leisure Schemes to Summary		100	16	0	0	15	0	0	0	131

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

	Justification	Scheme notes
<p>Open Spaces</p> <p>(a) Haysden Country Park Sewage Treatment</p> <p>(b) Leybourne Lakes County Park Path Improvements</p> <p>(c) Leybourne Lakes County Park Facility Improvements</p>	<p>Legislative requirement</p> <p>External funding</p> <p>External funding</p>	<p>To replace the existing Haysden Country Park sewage facility to meet current customer demand and environmental requirements. Scheme budget increased by £55,000 to £130,000 following receipt of tenders. Original budget based on quotations for an under specified sewage treatment facility. Scheme funded in full from developer contributions. Works completed Spring 2020, retention payment due October 2020.</p> <p>Due to increased usage of the Country Park, including the popular weekly Parkrun, resurfacing of the path around the main lake is required on health and safety grounds and in order to maintain good access for the public and make it accessible for less able users. It was originally hoped the scheme could be funded in full from grants and/or developer contributions. Unfortunately no such external funding has been sourced and the works are considered to be essential and cannot wait to be progressed.</p> <p>Scheme recommended for approval FIPAB September 2020. To build a purpose built lakeside facility to provide year round catering, educational / flexible space and a centre for watersports. The facility would meet an identified customer need and would be income generating. The project will help support the long term sustainability of the Leisure Trust and generate savings to the Council. Costs to be met in full from developer contributions held by the Council for investment in the Park. Funding in current financial year required for investigative work including site surveys and cost of utilising a specialist procurement framework.</p>
<p>Other Leisure Schemes</p> <p>(d) Tonbridge Cemetery / Closed Churchyards Memorial Safety</p> <p>(e) Tonbridge Cemetery Memorial Garden Vaults</p>	<p><i>Former Corp't Aims & Priorities</i></p> <p>Income generation</p>	<p>Provision based on Local Government Ombudsman's recommendation to inspect every five years. £5,000 vired in 2019/20 to the Open Spaces Site Improvement Phase 2 scheme to facilitate works at Woodland Walk.</p> <p>Due to an increase in the sale of vaults within the Memorial Garden at Tonbridge Cemetery, additional vaults are required in order to continue to offer this service to the public. Existing supply of vaults will run out in 2020/21. Income from sale of vaults exceeds capital cost.</p>

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

	Code	Expenditure To 31/03/20	2020/21 Estimate inc Prior Year Slippage	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Car Parking										
(a) Existing Car Parks Improvement Programme	P01AB	n/a	25	30	30	30	30	30	30	205
(b) Car Parking Improvement Works	P01AD			210						210
Total Car Parking to Summary		0	25	240	30	30	30	30	30	415
Land Drainage / Flood Defence										
(c) Wouldham River Wall	P01HS	25				1,100				1,125
(d) Leigh Flood Storage Area	P01HV			500						500
Total Land Drainage / Flood Defence to Summary		25	0	500	0	1,100	0	0	0	1,625

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

	Justification	Scheme notes
<p>Car Parking</p> <p>(a) Existing Car Parks Improvement Programme</p> <p>(b) Car Parking Improvement Works</p> <p>Land Drainage / Flood Defence</p> <p>(c) Wouldham River Wall</p> <p>(d) Leigh Flood Storage Area</p>	<p><i>Former Corp't Aims & Priorities</i></p> <p>Income generation, Health & Safety</p> <p><i>Former Corp't Aims & Priorities</i></p> <p><i>Former Corp't Aims & Priorities</i></p>	<p>An annual provision for capital investment in the Council's off-street car parks to ensure that their condition is adequate for health & safety, legislation, the needs of our customers and income generation. A condition survey of the car parks has been progressed to determine a future work programme.</p> <p>The Street Scene & Environment Services Advisory Board on 30 October 2019 recommended to Cabinet that subject to consultation the proposed increase in existing car parking fees and charges and the introduction of new charges set out in the report be approved. A number of the proposals will require improvement works including new ticket machines, signage and surfacing works primarily to the car parks at Martin Square, Larkfield, Aylesford and Snodland. Consultation delayed due to Covid-19 and works now expected to take place in 2021/22. Overtime the capital costs will be recouped from additional income.</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 the wall is being monitored by an external consultant over the next 5 years to determine requirement for works. Funding rescheduled to 2023/24 in liaison with local Members and the Parish Council. Funding may need to be brought forward if monitoring identifies significant changes in movement levels of the wall. Budget increased by £125,000 to maintain the purchasing power of the reprogrammed scheme. Health and safety related path repairs were undertaken in 2018/19.</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 31/03/20	2020/21 Estimate inc Prior Year Slippage	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Renewals										
Sports Grounds & Open Spaces	P05KGBC05	n/a	17	416	198	38	150	36	145	1,000
Technical Services:										
(a) CCTV	P01BA	n/a	14	30	30	30	30	30	30	194
(b) Car Parking	P01JF	n/a	3		10	17	35	8	16	89
			34	446	238	85	215	74	191	1,283
Provision for Inflation		n/a		4	7	4	15	7	22	59
Sub-total			34	450	245	89	230	81	213	1,342
Leisure Centres:										
(c) Angel Centre	P05KGBC01	n/a	35	267	199	18	47	39	116	721
(d) Larkfield Leisure Centre	P05KGBC02	n/a	88	304	62	284	26	85	115	964
(e) Tonbridge Swimming Pool	P05KGBC04	n/a	30	216	92	38	26	35	73	510
(f) Poult Wood Golf Clubhouse	P05KGBC03	n/a	23	135	8	9	4	14	18	211
Course	P05KGBC07	n/a	6	5	4	4	9	2	25	55
Grounds Maintenance	P05KGBC06	n/a	46	165	57	4	48	8	4	332
			228	1,092	422	357	160	183	351	2,793
Provision for Inflation	P05KZ	n/a		11	13	18	11	17	40	110
Savings Target (assumes 25%)		n/a	(57)	(276)	(109)	(94)	(43)	(50)	(98)	(727)
Sub-total			171	827	326	281	128	150	293	2,176
Total Capital Renewals to Summary		n/a	205	1,277	571	370	358	231	506	3,518

**Capital Plan: List A
Corporate**

	Expenditure To 31/03/20	2020/21 Estimate inc Prior Year Slippage	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Land and Property	10	0	0	60	0	0	0	0	70
Information Technology Initiatives	73	202	30	30	30	30	30	30	455
Other Schemes	0	0	24	0	0	0	0	0	24
Sub-total	83	202	54	90	30	30	30	30	549
Capital Renewals	n/a	228	237	190	169	382	337	182	1,725
Total Corporate	83	430	291	280	199	412	367	212	2,274

**Capital Plan: List A
Corporate**

	Code	Expenditure To 31/03/20	2020/21 Estimate inc Prior Year Slippage	2021/22 Estimate	2022/23 Estimate	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Land and Property (a) Tonbridge Castle Offices: Re-tile Roof	P06AA	10			60					70
Total Land and Property to Summary		10	0	0	60	0	0	0	0	70
Information Technology Initiatives (b) General IT Developments	P06DA	n/a	30	30	30	30	30	30	30	210
(c) Council Chamber Conference System	P06ER	68								68
(d) Revenues and Benefits IT Digital Solution	P06EW	5	15							20
(e) CMS Website Solution	P06EX		140							140
(f) Corporate Document Management Solution	P06EY		17							17
Total Information Technology Initiatives to Summary		73	202	30	30	30	30	30	30	455
Other Schemes (g) Electric / Hybrid Pool Car	P06EZ			24						24
Total Other Schemes to Summary		0	0	24	0	0	0	0	0	24

**Capital Plan: List A
Corporate**

	Justification	Scheme notes
<p>Land and Property (a) Tonbridge Castle Offices : Re-tile roof</p> <p>Information Technology Initiatives (b) General IT Developments</p> <p>(c) Council Chamber Conference System</p> <p>(d) Revenues and Benefits IT Digital Solution</p> <p>(e) CMS Website Solution</p> <p>(f) Corporate Document Management Solution</p> <p>Other Schemes (g) Electric / Hybrid Pool Car</p>	<p><i>Former Corp't Aims & Priorities</i></p> <p><i>Former Corp't Aims & Priorities</i></p> <p>Maintain capability</p> <p>Cost saving</p> <p>Cost saving</p> <p>Cost saving</p> <p>Health & safety</p>	<p>Retiling of roof to protect asset. Condition has not materially worsened. Bulk of the budget has been deferred to 2022/23. Expenditure to 31/3/20 relates to re-roofing works associated with the Tonbridge Castle Reception enhancement project carried out a number of years ago.</p> <p>Provision for identified IT developments with estimated expenditure of less than £5,000 each.</p> <p>Replace the ageing microphone and projector systems in the Council Chamber and Committee Room at an estimated cost of £95,000. Work was completed in 2017/18 at £27,000 below budget. This balance was retained in subsequent years to upgrade meeting room projection equipment. This element of the project is no longer being progressed.</p> <p>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 at an estimated cost of £65,000. Key elements of this project have now been progressed through revenue initiatives reducing the capital requirement by £45,000. Scheme expected to complete in 2020/21.</p> <p>Replacement of the Council's existing website Content Management System (CMS) to improve customer experience and allow customers to access all Council services via a secure unified customer portal with single sign-on.</p> <p>To expand the current information @ work document management system used by Housing and Revenues & Benefits staff to a corporate enterprise solution. The provision of a Council-wide DMS will open opportunities for efficiencies in the management of digital records and in the reduction in paper records, as well as enabling the Council to comply with GDPR guidelines on electronic document storage, access and retention periods. Scheme recommended for approval FIPAB September 2020.</p> <p>A vehicle is required to meet health and safety obligations following the cessation of the Council's leased car scheme. Management Team support the purchase of an electric car.</p>

GENERAL FUND WORKING BALANCE

	£
Balance at 1.4.2020	1,250,000
	<hr/>
Balance at 31.3.2022	1,250,000
	<hr/>

GENERAL REVENUE RESERVE

	£	£
Balance at 1.4.2020		6,576,239
Budgeted to be transferred to the Reserve	371,950	
Decrease on Original Estimate	72,550	
	<hr/>	444,500
		<hr/>
Estimated Balance at 1.4.2021		7,020,739
Contribution to the Reserve 2021/22		405,050
		<hr/>
Estimated Balance at 31.3.2022		7,425,789

Tonbridge and Malling Borough Council
Estimate of Collection Fund Surplus / (Deficit) 2020/21 - Council Tax

	Estimate	
	£	£
Income		
Surplus / (Deficit) Brought Forward		651,885
Income from Council Tax Payers (Net of Discounts, CTR and Exemptions)		98,681,899
Credit Adjustment		113,152
Total Income for the Year		99,446,936
Expenditure		
Precepts and Demands for 2020/21		
Kent County Council	69,415,604	
Police & Crime Commissioner for Kent	10,436,023	
Kent & Medway Fire & Rescue Authority	4,073,208	
Parishes	3,130,729	
Tonbridge & Malling Borough Council	11,019,064	98,074,628
Provision for Council Tax Non-Collection		777,000
Payment of Estimated Surplus for 2019/20		
Kent County Council	325,033	
Police & Crime Commissioner for Kent	48,304	
Kent & Medway Fire & Rescue Authority	19,441	
Tonbridge & Malling Borough Council	66,826	459,604
Total Expenditure for the Year		99,311,232
Estimated Surplus / (Deficit) for 2020/21		135,704

Allocation of Estimated Surplus / (Deficit) for 2020/21

	Precepts 2020/21		Surplus / (Deficit) 2021/22
	£	%	£
Kent County Council	69,415,604	70.78	96,051
Police & Crime Commissioner for Kent	10,436,023	10.64	14,439
Kent & Medway Fire & Rescue Authority	4,073,208	4.15	5,632
Tonbridge & Malling Borough Council	14,149,793	14.43	19,582
Total	98,074,628	100.00	135,704

Tonbridge and Malling Borough Council
Estimate of Collection Fund Surplus / (Deficit) 2020/21 - Business Rates

	Estimate	
	£	£
<u>Income</u>		
Surplus / (Deficit) Brought Forward		1,804,363
Income from Business Rate Payers		36,711,819
Credit Adjustment		2,249,336
Total Income for the Year		40,765,518
<u>Expenditure</u>		
Demands for 2020/21 based upon NNDR 1 2020/21		
Kent County Council	5,156,656	
Kent & Medway Fire & Rescue Authority	572,962	
Tonbridge & Malling Borough Council	22,918,471	
Central Government	28,648,089	57,296,178
Allowance for Losses - Bad Debts		215,099
Allowance for Losses - Appeals		1,657,000
Cost of Collection Allowance		157,389
Transitional Protection Payments		494,520
Payment of Estimated Surplus for 2019/20		
Kent County Council	464,451	
Kent & Medway Fire & Rescue Authority	20,577	
Tonbridge & Malling Borough Council	823,094	
Central Government	749,613	2,057,735
Total Expenditure for the Year		61,877,921
Estimated Surplus / (Deficit) for 2020/21		(21,112,403)
<u>Allocation of Estimated Surplus / (Deficit) for 2020/21</u>		
	Allocation	Surplus / (Deficit) 2021/22
	%	£
Kent County Council	9	(1,900,116)
Kent & Medway Fire & Rescue Authority	1	(211,124)
Tonbridge & Malling Borough Council	40	(8,444,961)
Central Government	50	(10,556,202)
Total	100	(21,112,403)

Estimated Comprehensive Income and Expenditure Account 2020 - 2022

	2020/21		2021/22
	Original Estimate	Revised Estimate	Original Estimate
	£	£	£
Continuing Operations			
Corporate Services	3,712,250	3,301,350	3,529,700
Chief Executive	968,750	(543,200)	2,544,300
Director of Central Services	423,100	582,750	(22,450)
Director of Finance & Transformation	1,492,600	1,385,250	1,630,700
Director of Planning, Housing & Environmental Health	4,306,900	4,382,950	4,523,000
Director of Street Scene, Leisure & Technical Services	6,794,800	9,647,050	8,012,700
Net Cost of Services	17,698,400	18,756,150	20,217,950
Other Operating Expenditure			
Parish Council Precepts	3,130,729	3,130,729	3,326,832
Drainage Board Levies	431,550	431,550	450,100
Corporate Provisions for Bad Debts	5,000	15,000	5,000
Payments to Housing Capital Receipts Pool	0	0	0
Financing & Investing Income & Expenditure			
Trading Undertakings	35,050	55,200	300,200
Interest & Investment Income	(525,000)	(288,000)	(250,000)
IAS 19 Pension Costs	1,371,000	1,310,000	1,310,000
Taxation & Non-Specific Grant Income			
Council Tax Income	(14,149,793)	(14,149,793)	(14,603,594)
Collection Fund - Council Tax (Surplus)/Deficit	(66,826)	(66,826)	(19,582)
Collection Fund - Non Dom Rates (Surplus)/Deficit	(823,094)	(823,094)	8,444,961
National Non-Domestic Rate Distribution	(1,608,216)	(1,608,216)	(1,088,008)
General Government Grants	(4,586,350)	(16,367,550)	(4,852,159)
(SURPLUS) / DEFICIT ON PROVISION OF SERVICES	912,450	(9,604,850)	13,241,700

Estimated Movement in Reserves Statement 2020 - 2022

	2020/21		2021/22
	Original Estimate	Revised Estimate	Original Estimate
	General Fund & Reserves	General Fund & Reserves	General Fund & Reserves
BALANCE AT 1 APRIL	19,617,146	21,632,324	33,144,974
Total Comprehensive Income & Expenditure	(912,450)	9,604,850	(13,241,700)
Adjustments Between Accounting Basis & Funding Basis Under Regulations			
Depreciation of Non-Current Assets	3,165,850	2,860,800	2,966,650
Net Charges made for Retirement Benefits	1,515,000	1,288,000	1,305,000
Capital Exp. Charged to the General Fund	(2,587,000)	(2,241,000)	(2,175,000)
Capital Receipts	0	0	0
Net Increase / (Decrease) in Reserves	1,181,400	11,512,650	(11,145,050)
BALANCE AT 31 MARCH	20,798,546	33,144,974	21,999,924

2021/22