

Draft Revenue Estimates 2026/27

Index

	Page
Summary	S 1 - S 2
Staffing, Overheads & Democratic Costs	CS 1 - CS 16
Chief Executive	CE 1 - CE 15
Director of Central Services	CEN 1 - CEN 11
Director of Planning, Housing & Environmental Health	PHEH 1 - PHEH 25
Director of Street Scene, Leisure & Technical Services	SSLTS 1 - SSLTS 35

Overview & Scrutiny Committee 22 January 2026

General Fund Revenue Estimates 2026/27

SUMMARY

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
Chief Executive	1,129,900	2,168,100	1,992,800
Director of Central Services	783,900	1,102,550	904,000
Director of Planning, Housing & Environmental Health	6,426,950	7,557,200	6,705,150
Director of Street Scene, Leisure & Technical Services	7,320,400	6,540,550	6,311,900
Staffing, Overheads and Democratic Costs	4,573,050	4,258,500	3,229,850
Sub Total	20,234,200	21,626,900	19,143,700
Capital Accounting Reversals			
Non-Current Asset Depreciation	(2,874,800)	(2,952,250)	(2,952,250)
Contributions to / (from) Reserves			
Building Repairs Reserve			
Withdrawals to fund expenditure	(1,388,650)	(1,613,550)	(1,125,350)
Contribution to Reserve	750,000	1,057,500	820,000
Earmarked Reserves (see page S 2)			
Contributions from Reserves	(6,167,350)	(10,413,650)	(2,188,900)
Contributions to Reserves	8,364,750	10,646,550	228,800
Revenue Reserve for Capital Schemes			
Withdrawals to fund expenditure			
Non-Current Assets	(6,529,000)	(6,828,000)	(19,523,000)
Revenue Expenditure Funded from Capital	(146,000)	(146,000)	(15,000)
Other contributions to / (from) Reserve (net)	1,399,000	1,871,000	2,630,000
Capital Expenditure Charged to General Fund	6,529,000	6,828,000	19,523,000
Sub Total	20,171,150	20,076,500	16,541,000
Government Grants			
New Homes Bonus	(517,000)	(517,000)	0
Under-indexing Business Rates Multiplier	(482,700)	(770,700)	0
Employer National Insurance Contributions Grant	(157,550)	(157,550)	0
Funding Guarantee/Funding Floor	(1,785,450)	(1,785,450)	0
Revenue Support Grant	(167,350)	(167,350)	(4,776,751)
National Non-Domestic Rates			
Share of National Non-Domestic Rates	(29,851,032)	(29,730,959)	(35,083,998)
Tariff	27,544,937	27,544,937	31,721,291
Business Rates Pool	428,688	325,804	0
Small Business Rate Relief Grant	(998,220)	(1,031,872)	0
Supporting Small Business Rate Relief Grant	(190,323)	(174,578)	0
Business Rates Relief Measures	(1,137,067)	(1,243,083)	0
Public Toilets Relief Grant	(6,752)	(6,182)	0
Collection Fund Adjustments			
Council Tax (Surplus) / Deficit	55,677	55,677	(269,261)
National Non-Domestic Rates (Surplus) / Deficit	281,560	281,560	315,963
Sub Total	13,188,568	12,699,754	8,448,244
Contribution to / (from) General Revenue Reserve	20,792	509,606	TBD
Balance to be met from Council Tax Payers	13,209,360	13,209,360	13,411,080

Overview & Scrutiny Committee 22 January 2026

General Fund Revenue Estimates 2026/27

EARMARKED RESERVES

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
Contributions from Earmarked Reserves			
General Fund Working Balance	(1,250,000)	(1,250,000)	0
Asset Review Reserve		(27,550)	
Budget Stabilisation Reserve	(2,456,150)	(2,720,700)	0
Business Rates Retention Scheme Reserve	(124,700)	(729,150)	(366,750)
Climate Change Reserve	(241,000)	(36,200)	(30,000)
Democratic Representation Reserve		(6,600)	
Domestic Abuse Act Reserve	(49,200)	(81,850)	(43,100)
Election Reserve		(50,000)	
Homelessness Reserve	(834,200)	(1,314,050)	(995,000)
Housing Assistance Reserve	(44,350)	(45,100)	(46,500)
Housing & Welfare Reform Reserve	-		
Invest to Save Reserve	-	(73,550)	
Peer Review Reserve	(21,800)	(22,500)	(15,350)
Planning Services Reserve	(853,550)	(837,550)	(461,600)
Regeneration of Tonbridge	(78,300)	(513,350)	(79,550)
Tonbridge & Malling Leisure Trust Reserve	(86,200)	(286,200)	0
Training Reserve	0	(40,000)	(40,000)
Transformation Reserve	(127,900)	(379,300)	(111,050)
Public Health Reserve	-		
Property & Multi Asset Fund Reserve		(2,000,000)	
	(6,167,350)	(10,413,650)	(2,188,900)
Contributions to Earmarked Reserves			
Business Rates Retention Scheme Reserve	321,500	321,500	0
Regeneration of Tonbridge	6,700,000	7,700,000	0
Climate Change Reserve	0	32,000	0
Domestic Abuse Act Reserve	0	112,450	38,800
Election Expenses Reserve	35,000	30,000	30,000
Homelessness Reserve	984,200	1,294,000	0
Planning Services Reserve	166,500	525,500	160,000
Transformation Reserve	157,550	631,100	0
	8,364,750	10,646,550	228,800

STAFFING, OVERHEADS & DEMOCRATIC COSTS**SUMMARY**

		2025/26		2026/27
		ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
		£	£	£
1	SALARIES AND ONCOSTS	15,964,650	16,691,600	15,563,350
2	OVERHEAD EXPENSES	5,476,650	5,833,950	5,845,750
3	RECHARGES TO SERVICE BUDGETS	(19,206,550)	(20,729,000)	(20,673,250)
	NON DISTRIBUTED COSTS	2,234,750	1,796,550	735,850
4	DEMOCRATIC REPRESENTATION	1,496,600	1,554,650	1,582,000
5	CORPORATE MANAGEMENT	841,700	907,300	912,000
		4,573,050	4,258,500	3,229,850
Full Time Equivalent Number of Staff (including Support Service Staff)		19.90	21.10	20.75

STAFFING, OVERHEADS & DEMOCRATIC COSTS**1 SALARIES AND ONCOSTS****(a) Salaries**

Salaries (see analysis on page CS 16)	10,689,900	11,276,600 a)	11,362,800 b)
Employers' National Insurance Contributions	1,381,800	1,397,100 a)	1,484,550 b)
Employers' Superannuation Contributions	2,120,100	2,117,950 a)	1,906,600 b)
Superannuation Backfunding Lump Sum	1,534,000	1,540,000	425,000 c)
Staff Turnover Saving	(144,000)	(84,000) d)	(60,000) d)
Apprenticeship Scheme / Levy	63,700	40,000 e)	43,000
Ring-fenced sums (Establishment Reviews)	-	19,000 f)	38,000 f)

15,645,500

16,306,650

15,199,950

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

245.99

259.79

254.00

(b) Termination Payments

Additional Annual Pension Contributions	221,700	215,000 g)	223,150 g)
Long Service Awards	-	1,250	-

221,700

216,250

223,150

(c) Recruitment & Training

Advertising & Other Recruitment Costs	8,800	38,500 h)	8,800
Training - Course Fees & Expenses	80,000	120,000 i)	120,000 i)
Health Screening & Miscellaneous	5,500	8,300	8,300
Employee Support Scheme	3,150	1,900	3,150

97,450

168,700

140,250

15,964,650

16,691,600

15,563,350

STAFFING, OVERHEADS & DEMOCRATIC COSTS

SALARIES

- a) Revised estimate reflects changes to the establishment and increased use of agency staff.
- b) Forward estimate reflects the full year effect of establishment changes approved during the current financial year together with provision for a pay award and outcome of the recent pension fund triennial valuation.
- c) Reflects outcome of the recent pension fund triennial valuation.
- d) Estimates reflect a reduction in projected savings arising from staff turnover.
- e) Separate provision held for employment of apprentices no longer required.
- f) Ring-fenced sums following establishment reviews retained for future operational adjustments in Community Safety and Licensing (£38,000). Revised estimate reflects part year.

TERMINATION PAYMENTS

- g) Anticipated level of retirement allowances payable in the current and next financial year.

RECRUITMENT & TRAINING

- h) Additional recruitment expenditure to fill a number of vacant posts, some currently covered by temporary staffing arrangements, and recruitment costs associated with Head of Finance post.
- i) Increased funding to allow more training courses to be undertaken in 2025/26 and 2026/27 is to be met from the Training reserve.

STAFFING, OVERHEADS & DEMOCRATIC COSTS

	2025/26		2026/27
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
(a) <u>COUNCIL OFFICES</u>			
Employees			
Salaries	235,650	244,950 a)	265,150 a)
Premises Related Expenses			
Maintenance of Grounds	4,150	4,150	4,150
Energy Costs :			
Electricity	125,000	125,000	125,000
Gas	60,000	60,000	60,000
Rates	373,950	372,700	386,900 b)
Water Services :			
Water Charges (metered)	7,000	7,000	7,000
Sewerage & Environmental Services	7,000	7,000	7,000
Fixture & Fittings	500	2,700	500
Cleaning & Domestic Supplies	6,500	6,500	6,500
Insurance	18,900	29,300 c)	24,950 c)
Repairs expenditure	179,200	179,700	169,600
Supplies & Services			
Equipment, Furniture & Materials	1,350	1,350	1,350
Catering Provisions	2,500	2,500	2,500
Clothing, Uniforms & Laundry	3,750	3,750	3,750
Trade Refuse Charges	10,700	11,000	10,700
Security / Cleaning	48,850	96,850 d)	100,850 d)
Miscellaneous Services	7,000	7,000	7,000
Licences	2,000	2,300	-
Third Party Payments			
Ground Maintenance Contract	2,400	2,400	2,400
	1,096,400	1,166,150	1,185,300
Less Income			
Customer & Client Receipts	-	(150)	-
Solemnization of Marriages	(5,500)	(5,500)	(6,000)
Hire of Tonbridge Council Chamber	(20,000)	(15,000) e)	(20,000)
Castle Catering	(7,000)	(6,000)	(8,000)
Police Accommodation Licence Fee	(39,200)	(39,500)	(39,500)
Rent - Tonbridge Castle	(28,700)	(37,000) f)	(20,350) f)
	(100,400)	(103,150)	(93,850)
<u>Sub-total</u>	996,000	1,063,000	1,091,450
Central, Departmental & Technical Support Services			
Central Salaries & Administration	47,100	42,400 g)	38,500 g)
Information Technology Expenses	2,500	2,500	2,500
Departmental Administrative Expenses	52,600	53,150	53,000
Depreciation & Impairment			
Non-Current Asset Depreciation	118,100	119,950	119,950
	1,216,300	1,281,000	1,305,400
Full Time Equivalent Number of Staff (including Support Service Staff)	7.21	7.08	7.02

STAFFING, OVERHEADS & DEMOCRATIC COSTS

COUNCIL OFFICES

- a) Increased allocation from Customer Services staff section resulting from changes affecting National Insurance contributions, that were made as part of the Autumn 2024 budget, and the effect of establishment changes. Forward estimate reflects full establishment and includes provision for a pay award.
- b) Assumes NNDR "multiplier" will increase by 3.8% from April 2026.
- c) Reflects annual insurance premium increase and change in the way the premium is reallocated to service budgets in the current year. Forward estimate includes provision for anticipated premium increases in 2026/27.
- d) Full budget provision for external security contract had not been reflected following cessation of Tonbridge Gateway. Forward estimate reflects provision for an increased cost of both security and cleaning contracts.
- e) Lower level of School bookings as the Castle Gatehouse Attraction was closed from April to end of July.
- f) Reduction in income as office space at Tonbridge Castle Offices has become vacant. This has been offset in 2025/26 from income received for the space occupied by the temporary banking hub.
- g) Reduction in staff allocation following deletion of the Head of Licensing, Community Safety and Customer Services post.

STAFFING, OVERHEADS & DEMOCRATIC COSTS**2 OVERHEAD EXPENSES-Continued****(b) PRINT & POSTAL ROOM****Employees**

Salaries

79,400

81,900

85,000

Supplies & Services

Purchases

1,000

2,000

1,000

Print Room Maintenance & Copy Charges

15,000

15,000

15,000

Multi Function Device Copy Charges

2,300

2,150

2,150

Multi Function Device Leasing Charges

5,800

4,100

4,100

Paper

12,000

12,000

12,000

115,500

117,150

119,250

Less Income

Sales

(15,000)

(18,000)

(18,000)

Recharges to non M&A Service Budgets

(14,000)

(14,000)

(14,000)

(29,000)

(32,000)

(32,000)

Sub-total

86,500

85,150

87,250

**Central, Departmental & Technical
Support Services**

Office Accommodation

43,900

44,550

45,100

Central Salaries & Administration

9,550

9,800

10,200

Information Technology Expenses

11,500

11,500

11,500

Departmental Administrative Expenses

9,500

9,750

9,650

Depreciation & Impairment

Non-Current Asset Depreciation

16,800

10,850

10,850

177,750**171,600****174,550****Full Time Equivalent Number of Staff**
(including Support Service Staff)

2.25

2.25

2.25

STAFFING, OVERHEADS & DEMOCRATIC COSTS

		2025/26		2026/27
		ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
2	<u>OVERHEAD EXPENSES-Continued</u>			
	(c) <u>CUSTOMER SERVICES</u>			
	Employees			
	Salaries	292,700	338,050 a)	377,800 a)
	Supplies & Services			
	Purchases	150	650	550
	Mobile Telephones	150	150	150
	<u>Sub-total</u>	293,000	338,850	378,500
	Central, Departmental & Technical Support Services			
	Central Salaries & Administration	9,950	8,200	6,800
	Departmental Administrative Expenses	132,050	134,350	133,800
		435,000	481,400	519,100
	Full Time Equivalent Number of Staff (including Support Service Staff)	8.62	9.75	9.78

- a) Increased allocation from Customer Services staff section resulting from changes affecting National Insurance contributions, that were made as part of the Autumn 2024 budget, and the effect of establishment changes. Forward estimate also includes provision for a pay award.

STAFFING, OVERHEADS & DEMOCRATIC COSTS**2 OVERHEAD EXPENSES-Continued****(d) GENERAL ADMINISTRATION****Employees**

Salaries

5,600

5,500

5,950

Supplies & Services

Insurance

123,700

180,450 a)

153,950 a)

Copyright Licence

2,500

2,600

2,600

Sub-total

131,800

188,550

162,500

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

14,200

15,800

14,800

Departmental Administrative Expenses

650

650

650

146,650**205,000****177,950****Full Time Equivalent Number of Staff**
(including Support Service Staff)

0.35

0.39

0.34

- a) Reflects annual insurance premium increase and change in the way the premium is reallocated to service budgets in the current year. Forward estimate includes provision for anticipated premium increases in 2026/27.

STAFFING, OVERHEADS & DEMOCRATIC COSTS**2 OVERHEAD EXPENSES-Continued****(e) DEPARTMENTAL ADMINISTRATION****Staff Transport Related Expenses**

Car & Travelling Allowances	160,500	150,600 a)	152,950
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Supplies & Services

Equipment, Furniture & Materials	6,000	5,250	5,250
Protective Clothing	700	600	600
Stationery	3,750	3,450	3,450
Reference Books & Publications	29,650	29,650	29,650
Legal Expenses	50,000	50,000	50,000
Contracted Services	211,150	211,150	244,000 b)
Consultancy / Professional Fees	2,000	2,000	2,000
Health & Safety	6,650	6,450	6,450
Postage	28,950	28,800	28,800
Telephones - Calls	100	150	150
Telephones - Other Costs	5,900	5,950	5,950
Mobile Telephones	10,600	14,100	14,100
Professional Membership Fees	16,800	15,300	16,800
Subscriptions to Organisations	39,250	49,750 c)	45,650 c)
Other Expenses (Counter Fraud)	750	750	750
Data Protection Act Registration	3,000	4,000	4,000

	575,750	577,950	610,550
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Less Income

Recovery of Court Costs	(5,000)	(5,000)	(5,000)
Customer & Client Receipts	(5,000)	(5,000)	(5,000)
Partnership Receipts	(11,400)	(12,400)	(12,400)

	(21,400)	(22,400)	(22,400)
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Sub-total

	554,350	555,550	588,150
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Depreciation & Impairment

Non-Current Asset Depreciation	1,350	1,350	1,350
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	555,700	556,900	589,500
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- a) Lower level of mileage claims and reduction in casual and essential user allowances.
- b) Reflects review of the fee payable to KCC for the provision of internal audit and counter fraud services.
- c) Reflects continuation of a Collection Fund accounting tool. Revised estimate includes the one-off cost (£4k) for a Fair Funding Review 2.0 model and report met from an earmarked reserve.

STAFFING, OVERHEADS & DEMOCRATIC COSTS

	2025/26		2026/27
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
2 <u>OVERHEAD EXPENSES-Continued</u>			
(f) <u>INFORMATION TECHNOLOGY SERVICES</u>			
Employees			
Salaries	1,255,700	1,262,400	1,293,600 a)
Transport Related Expenses			
Public Transport	200	200	200
Supplies & Services			
Equipment - Purchases	13,000	12,500	12,500
Equipment - Maintenance	54,500	45,000 b)	45,000
Printing Consumables	1,000	1,000	1,000
Insurance	6,800	10,300	8,750
Professional Services / Consultancy	15,000	89,700 c)	15,000
Other Expenses	11,500	11,600	11,600
Software Support, Hire & Maintenance			
Azure	204,000	229,000 d)	229,000
Corporate	225,650	267,850	267,850
IDOX	90,000	81,600	93,200
Security	85,200	106,050 d)	102,050
Services	411,900	514,000 e)	490,500 e)
Telecoms	48,550	52,100	48,550
Other	1,300	300	300
Telephone leased lines and modems	21,100	21,100	21,100
Kent Connects	20,000	20,000	20,000
	2,465,400	2,724,700	2,660,200
Less Income			
Government Grant	-	(15,000) e)	-
<u>Sub-total</u>	2,465,400	2,709,700	2,660,200
Central, Departmental & Technical Support Services			
Office Accommodation	139,300	141,300	144,450
Central Salaries & Administration	86,700	76,200 f)	59,300 f)
Departmental Administrative Expenses	102,650	115,600	120,050
Depreciation & Impairment			
Non-Current Asset Depreciation	151,200	95,250 g)	95,250
	2,945,250	3,138,050	3,079,250
Full Time Equivalent Number of Staff (including Support Service Staff)	22.74	23.71	23.56

STAFFING, OVERHEADS & DEMOCRATIC COSTS

INFORMATION TECHNOLOGY SERVICES

- a) Reflects full establishment and provision for a pay award.
- b) Reduction in provision following recent budget review exercise.
- c) Cost of implementation and migration back to IDOX System (£74,700) funded from the Transformation reserve.
- d) Additional cloud infrastructure and support costs following migration back to IDOX system.
- e) Includes enhanced cyber security services (£41,750) reported to Cabinet 02 September 2025, funded from the Transformation reserve and Cyber Security grant in year 1. Forward estimate includes Agile system saving.
- f) Reduction in staff allocation resulting from line management reporting changes.
- g) Lower than anticipated expenditure on renewal of IT equipment.

STAFFING, OVERHEADS & DEMOCRATIC COSTS

		2025/26		2026/27
		ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
3	<u>SALARIES & OVERHEADS</u>			
	Salaries & Oncosts	15,964,650	16,691,600	15,563,350
	Overheads			
	(a) Council Offices	1,216,300	1,281,000	1,305,400
	(b) Print & Postal Room	177,750	171,600	174,550
	(c) Customer Services	435,000	481,400	519,100
	(d) Administration - General	146,650	205,000	177,950
	(e) Administration - Departmental	555,700	556,900	589,500
	(f) Information Technology Services	2,945,250	3,138,050	3,079,250
		21,441,300	22,525,550	21,409,100
	Less Recharge to :			
	Planning, Housing & Environmental Health	(6,555,750)	(7,934,750)	(7,664,050)
	Street Scene, Leisure & Technical	(3,395,800)	(3,407,400)	(3,573,300)
	Central Services	(1,975,450)	(1,442,250)	(1,465,300)
	Staffing, Overheads & Democratic Costs	(1,651,600)	(1,774,500)	(1,766,550)
	Chief Executive	(3,095,950)	(3,570,750)	(3,525,450)
	Other Services	(800)	(800)	(800)
	Holding Accounts	(2,531,200)	(2,598,550)	(2,677,800)
		(19,206,550)	(20,729,000)	(20,673,250)
	<u>Sub-total</u>	2,234,750	1,796,550	735,850
	<u>TO SUMMARY</u>	2,234,750	1,796,550	735,850

STAFFING, OVERHEADS & DEMOCRATIC COSTS**4 DEMOCRATIC REPRESENTATION & MANAGEMENT****(a) DEMOCRATIC ADMINISTRATION****Employees**

Salaries

379,950

410,000 a)

409,150

Premises Related Expenses

Accommodation Expenses (Forum/Area1)

1,600

350

1,600

Supplies & Services

Members' Meeting Expenses

3,000

3,600

3,600

Community Governance Review

-

3,500 b)

8,500 b)

Subscriptions

24,650

25,400

24,400

Sub-total

409,200

442,850

447,250

Central, Departmental & Technical Support Services

Accommodation & Printing Services

50,100

55,350

56,550

Central Salaries & Administration

293,000

315,500 c)

306,750

Information Technology Expenses

22,050

27,550

26,200

Departmental Administrative Expenses

133,750

139,050

141,200

908,100**980,300****977,950****Full Time Equivalent Number of Staff**
(including Support Service Staff)

10.94

11.62

11.35

Memorandum

Service Salary & Overhead Allocations to Democratic Administration

Administration & Property Services
Chief Executives' Service
Environmental Health & Hsg Services
Financial Services
Legal Services
Planning Services
Street Scene & Leisure Services
Technical Services

304,450

310,800

317,800

80,850

87,200

83,800

38,250

53,900

48,550

98,650

107,950

102,350

16,400

20,100

19,300

144,850

162,200

156,500

101,250

100,600

104,600

22,050

21,800

24,200

806,750

864,550

857,100

- a) Increased allocation primarily as a result from changes affecting National Insurance contributions National Insurance contributions, that were made as part of the Autumn 2024 budget, and the effect of establishment changes. Forward estimate also includes provision for a pay award.
- b) One-off budget of £12,000 approved by Full Council 13 May 2025 to conduct a Community Governance Review to create a Town Council for Tonbridge.
- c) Reflects employee insurance premium increase and change in the way the cost has been been reallocated to service budgets in the current year.

STAFFING, OVERHEADS & DEMOCRATIC COSTS

		2025/26		2026/27
		ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
(b)	<u>PAYMENTS TO MEMBERS</u>			
	Transport Related Expenses			
	Members' Travel & Subsistence	2,200	2,000	2,000
	Supplies and Services			
	Basic Allowance	246,250	244,500	255,900 a)
	Special Responsibility Allowance	131,950	123,300 a)	137,000 a)
	Mayors' and Deputy Mayors' Allowance	8,150	8,100	8,400
	Members' National Insurance	24,800	23,500	27,000
	Carers' Allowance	50	50	50
	<u>Sub-total</u>	413,400	401,450	430,350
	Central, Departmental & Technical Support Services			
	Central Salaries & Administration	20,900	20,750	21,500
	Information Technology Expenses	1,900	2,400	2,250
		436,200	424,600	454,100
	Full Time Equivalent Number of Staff (including Support Service Staff)	0.33	0.32	0.32

- a) A reduced number of Special Responsibility allowances are being paid in the current year, as some Members have more than one Chair or Vice Chair role but are only able to receive one allowance. Forward estimate includes provision for an increase in Members allowances.

STAFFING, OVERHEADS & DEMOCRATIC COSTS

		2025/26		2026/27
		ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
(c)	<u>MAYORAL & OTHER MEMBER SUPPORT (INC. MEMBER TRAINING)</u>			
	Employees			
	Salaries	1,500	2,150	2,200
	Transport Related Expenses			
	Mayors' Transport Allowance	10,000	4,000 a)	4,000
	Supplies and Services			
	Stationery	100	100	100
	Insurance	200	250	250
	Civic Hospitality	5,000	5,000	3,000 a)
	Mobile Telephones	100	100	100
	Other Expenses	1,500	1,500	1,500
	<u>Sub-total</u>	18,400	13,100	11,150
	Central, Departmental & Technical Support Services			
	Central Salaries & Administration	100,600	103,100	105,250
	Information Technology Expenses	32,950	33,100	33,050
	Departmental Administrative Expenses	350	450	500
		152,300	149,750	149,950
	Full Time Equivalent Number of Staff (including Support Service Staff)	1.81	1.84	1.84
	<u>SUMMARY</u>			
(a)	DEMOCRATIC ADMINISTRATION	908,100	980,300	977,950
(b)	PAYMENTS TO MEMBERS	436,200	424,600	454,100
(c)	MAYORAL & OTHER MEMBER SUPPORT INC. MEMBER TRAINING	152,300	149,750	149,950
	<u>TO SUMMARY</u>	1,496,600	1,554,650	1,582,000

a) Reduction in provision following recent budget review exercise.

STAFFING, OVERHEADS & DEMOCRATIC COSTS**5 CORPORATE MANAGEMENT****(a) CORPORATE POLICY****Employees**

Salaries

65,850

82,650 a)

81,500

Supplies and Services

Professional Fees

-

2,500 b)

-

Consultation & Other Expenses

1,400

1,400

1,400

Sub-total

67,250

86,550

82,900

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

375,800

395,050 c)

393,500

Departmental Administrative Expenses

18,250

21,550

21,550

461,300**503,150****497,950****Full Time Equivalent Number of Staff**
(including Support Service Staff)

4.91

5.35

5.26

(b) PROCUREMENT**Employees**

Salaries

16,650

17,750

19,100

Supplies and Services

Professional Fees

91,500

83,500 d)

95,150 d)

Sub-total

108,150

101,250

114,250

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

10,850

11,950

11,950

Departmental Administrative Expenses

5,050

5,450

5,600

124,050**118,650****131,800****Full Time Equivalent Number of Staff**
(including Support Service Staff)

0.38

0.41

0.41

STAFFING, OVERHEADS & DEMOCRATIC COSTS

	2024/25		2025/26
	ORIGINAL	REVISED	ESTIMATE
	ESTIMATE	ESTIMATE	
	£	£	£
Memorandum			
# Service Allocations to Corporate Policy			
Admin & Property Services	57,550	58,800	59,850
Chief Executives' Service	185,250	191,500	193,150
Environmental Health & Housing Services	18,700	26,000	23,500
Financial Services	132,250	143,850	139,600
Legal	750	900	900
Planning Services	34,900	47,700	48,450
Street Scene & Leisure Services	30,500	30,500	31,100
	459,900	499,250	496,550

- a) Reflects increased staff allocation costs from Housing Needs and PHEH Management staff sections arising from additional temporary staffing costs and establishment changes.
- b) Contribution towards cost of Identity Commission work associated with Local Government re-organisation in Kent, funded from an earmarked reserve.
- c) Increased allocation from Finance Management staff section arising from establishment changes and temporary staffing resource.
- d) Initial 2 year trial for external support in contract procurement funded from Transformation reserve, offset by writeback of prior year provision not required. Forward estimate reflects extension of agreement following the end of the trial period, still to be agreed by Informal Cabinet in January.

STAFFING, OVERHEADS & DEMOCRATIC COSTS

		2025/26		2026/27
		ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
(c)	<u>PUBLIC ACCOUNTABILITY</u>			
	Supplies and Services			
	Professional Fees	1,600	2,500	2,500
	Advertising	300	450	450
	External Audit Fees	151,850	171,350 a)	170,050 a)
		153,750	174,300	173,000
	Less Income			
	Government Grant	(19,500)	(19,500)	(19,500)
	<u>Sub-total</u>	134,250	154,800	153,500
	Central, Departmental & Technical Support Services			
	Central Salaries & Administration	122,000	130,600 b)	128,650
	Information Technology Expenses	100	100	100
		256,350	285,500	282,250
	Full Time Equivalent Number of Staff (including Support Service Staff)	1.53	1.56	1.57
	<u>SUMMARY</u>			
(a)	CORPORATE POLICY	461,300	503,150	497,950
(b)	PROCUREMENT	124,050	118,650	131,800
(c)	PUBLIC ACCOUNTABILITY	256,350	285,500	282,250
	<u>TO SUMMARY</u>	841,700	907,300	912,000

PUBLIC ACCOUNTABILITY

- a) Reflects an increase to the audit fee payable together with an additional sum due for a prior year audit. Forward estimate includes provision for inflation at 3.8% on the base fee.
- b) Increased allocation from Finance Management and Accountancy staff sections, arising from establishment changes and temporary staffing resource.

EMPLOYEES - SALARIES**SERVICE ANALYSIS OF EXPENDITURE**

	Basic Salaries	Overtime	Temporary Staff	Total Salaries	Council Contributions Nat. Ins.	Supern.	Total Salaries & Oncosts
	£	£	£	£	£	£	£
<u>2025/26 ESTIMATE</u>							
Original Estimate	10,649,250	22,650	18,000	10,689,900	1,381,800	2,120,100	14,191,800
Revised Estimate	10,632,700	49,500	594,400	11,276,600	1,397,100	2,117,950	14,791,650
<u>2026/27 ESTIMATE</u>							
Service							
Administration & Property	933,150	18,000	-	951,150	122,400	165,800	1,239,350
Environmental Health & Housing	1,768,250	-	-	1,768,250	229,700	295,400	2,293,350
Executive	539,000	-	-	539,000	73,600	92,450	705,050
Finance	1,660,450	1,200	-	1,661,650	216,200	267,350	2,145,200
Information Technology	1,009,900	-	-	1,009,900	135,700	167,800	1,313,400
Legal	523,700	1,200	-	524,900	68,750	91,500	685,150
HR & Customer Services	688,600	4,000	2,000	694,600	85,900	121,250	901,750
Planning	2,245,050	-	45,100	2,290,150	301,350	380,900	2,972,400
Street Scene & Leisure	1,039,200	-	-	1,039,200	137,100	174,700	1,351,000
Technical	884,000	-	-	884,000	113,850	149,450	1,147,300
	11,291,300	24,400	47,100	11,362,800	1,484,550	1,906,600	14,753,950

CHIEF EXECUTIVE**SUMMARY**

		2025/26		2026/27
		ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
		£	£	£
1	COMMUNITY SAFETY	201,000	197,900	195,750
2	COMMUNITY DEVELOPMENT	30,700	32,200	31,350
3	SAFEGUARDING	23,850	35,050	33,050
4	ELECTIONS	442,250	464,700	472,200
5	GRANTS & PAYMENTS	124,850	175,200	125,100
6	CLIMATE CHANGE	146,200	145,650	162,050
7	ECONOMIC DEVELOPMENT & REGENER'N	177,850	389,100	461,950
8	UK SHARED PROSPERITY FUND	38,400	39,400	13,300
9	HOMES FOR UKRAINE	5,950	7,700	7,750
10	HOUSING BENEFITS	445,350	495,500	506,350
11	LOCAL REVENUE & NNDR COLLECTION	609,250	679,950	681,800
12	COUNCIL TAX SUPPORT	336,100	387,950	383,750
13	TREASURY MANAGEMENT & BANKING	(2,074,000)	(1,514,700)	(1,726,400)
14	DRAINAGE BOARDS SPECIAL LEVIES	518,600	518,700	536,500
15	LIAISON, SUPPORT & ADVICE (PARISH COUNCILS)	98,550	103,400	103,300
16	CONTRIBUTIONS TO PROVISIONS	5,000	10,000	5,000
17	ITEMS FUNDED FROM RESERVES	-	400	-
		1,129,900	2,168,100	1,992,800
Full Time Equivalent Number of Staff (including Support Service Staff)		46.72	49.95	49.29

CHIEF EXECUTIVE

	2025/26		2026/27
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
1 <u>COMMUNITY SAFETY</u>			
Employees			
Salaries	123,200	156,750 a)	134,300 a)
Supplies & Services			
Community Safety / Domestic Abuse Initiatives	15,600	17,950	16,550
Anti Social Behaviour Enforcement	-	39,800 b)	-
	138,800	214,500	150,850
Less Income			
Government Grant	-	(37,300) c)	(38,800)
Anti Social Behaviour Fixed Penalty Notice	(500)	(600)	(500)
Contributions from Other Bodies	-	(36,650) c)	- c)
Contributions to ASB Enforcement	-	(18,850) d)	-
<u>Sub-total</u>	138,300	121,100	111,550
Central, Departmental & Technical Support Services			
Central Salaries & Administration	9,400	20,300 e)	32,150 e)
Information Technology Expenses	50	50	50
Departmental Administrative Expenses	53,250	56,450	52,000
<u>TO SUMMARY</u>	201,000	197,900	195,750
Full Time Equivalent Number of Staff (including Support Service Staff)	2.95	3.86	3.39

- a) Includes the cost of a fixed term Domestic Abuse Coordinator post to August 2026 met from grant funding, partly offset by a reduction in staff allocation following deletion of the Head of Licensing, Community Safety and Customer Services post.
- b) Funding of the external enforcement service to tackle crime and anti-social behaviour and enforcement of the Public Space Protection Order has been met from: £37,000 to support further community initiatives in 2025/26, as agreed by Cabinet on 10 December 2024; £45,000 from the UK Shared Prosperity Fund 2025/26 (see page CE 8), as agreed by Cabinet on 4 March 2025; and the balance from contributions received from Parish Council's.
- c) Grant funding following the Domestic Abuse Act for both this Council and Tunbridge Wells Borough Council are combined to fund a fixed term joint Domestic Abuse Coordinator post and related initiatives. Contribution from Tunbridge Wells Borough Council for 2026/27 is yet to be confirmed.
- d) Contributions received from Parish Council's towards the cost of the enforcement service.
- e) Increased staff allocation from Corporate Services section as a result of the change in line management reporting.

CHIEF EXECUTIVE

	2025/26		2026/27
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
2 <u>COMMUNITY DEVELOPMENT</u>			
Employees			
Salaries	17,400	18,450	17,750
Central, Departmental & Technical Support Services			
Central Salaries & Administration	6,200	6,250	6,350
Departmental Administrative Expenses	7,100	7,500	7,250
<u>TO SUMMARY</u>	30,700	32,200	31,350
Full Time Equivalent Number of Staff (including Support Service Staff)	0.42	0.45	0.41
 3 <u>SAFEGUARDING</u>			
Employees			
Salaries	10,200	18,550 a)	17,150 a)
Supplies & Services			
Safeguarding	4,250	4,400	4,400
<u>Sub-total</u>	14,450	22,950	21,550
Central, Departmental & Technical Support Services			
Central Salaries & Administration	6,150	6,200	6,300
Departmental Administrative Expenses	3,250	5,900	5,200
<u>TO SUMMARY</u>	23,850	35,050	33,050
Full Time Equivalent Number of Staff (including Support Service Staff)	0.25	0.44	0.37

- a) Includes cost of fixed term Safeguarding Officer post to December 2026 met from Peer Review reserve.

CHIEF EXECUTIVE**4 ELECTIONS****(a) ELECTORAL REGISTRATION****Employees**

Salaries

123,200

121,650

125,150

Supplies & Services

Equipment & Materials - Purchases

1,000

1,000

1,000

Maintenance

1,100

3,500

3,500

Printing

6,000

6,000

6,000

Stationery

3,500

3,500

3,500

Electronic Elector Registration Responses

9,000

- a)

-

Postages

43,000

55,000 b)

55,000

186,800

190,650

194,150

Less Income

Sale of Registers

(3,000)

(3,000)

(3,000)

Sub-total

183,800

187,650

191,150

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

14,900

15,450

15,850

Information Technology Expenses

47,550

59,400 c)

56,500

Departmental Administrative Expenses

45,700

46,650

50,550

Depreciation & Impairment

Non-Current Asset Depreciation

1,200

-

-

293,150

309,150

314,050

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

2.71

2.87

3.03

a) Budget provision for specific IT system module now included in IT Software Support budget (see page CS 9).

b) Increased volume and price charged for outgoing mail.

c) Reflects reallocation of additional IT Services costs across all service budget headings (see page CS 9).

CHIEF EXECUTIVE

	2025/26		2026/27
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
(b) <u>CONDUCT OF ELECTIONS</u>			
Employees			
Salaries	55,150	54,450	56,050
Premises Related Expenses			
Rent	-	-	-
Supplies & Services			
Equipment & Materials - Purchases	-	-	-
Printing	-	-	-
Stationery	-	-	-
Polling Fees (Staff)	-	-	-
Postage	-	-	-
	55,150	54,450	56,050
Less Income			
Government Grant	-	-	-
Fees & Charges	-	-	-
Contributions from Other Bodies	-	-	-
	55,150	54,450	56,050
<u>Sub-total</u>	55,150	54,450	56,050
Central, Departmental & Technical Support Services			
Central Salaries & Administration	52,550	54,050	54,650
Information Technology Expenses	20,950	26,150	24,850
Departmental Administrative Expenses	20,450	20,900	22,600
	149,100	155,550	158,150
Full Time Equivalent Number of Staff (including Support Service Staff)	1.72	1.80	1.87
<u>ELECTIONS</u>			
<u>SUMMARY</u>			
(a) ELECTORAL REGISTRATION	293,150	309,150	314,050
(b) CONDUCT OF ELECTIONS	149,100	155,550	158,150
<u>TO SUMMARY</u>	442,250	464,700	472,200

CHIEF EXECUTIVE

	2025/26		2026/27
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
5 <u>GRANTS & PAYMENTS</u>			
Supplies & Services			
Grants to Citizens Advice Bureaux	90,000	90,000	90,000
Grants to Other Charitable & Voluntary Org.	28,500	28,500	28,500
Household Support Grants	-	240,950 a)	-
Community Grants Scheme	-	50,000 b)	-
Tonbridge Historic Society Accommodation	2,000	2,000	2,000
	120,500	411,450	120,500
Less Income			
Contributions from Other Bodies	-	(240,950) a)	-
<u>Sub-total</u>	120,500	170,500	120,500
Central, Departmental and Technical Support Services			
Central Salaries & Administration	4,350	4,650	4,550
Information Technology Expenses	-	50	50
<u>TO SUMMARY</u>	124,850	175,200	125,100
Full Time Equivalent Number of Staff (including Support Service Staff)	0.05	0.06	0.05
6 <u>CLIMATE CHANGE</u>			
Employees			
Salaries	80,150	79,000	92,450 c)
Supplies & Services			
Initiatives	30,000	30,000	30,000
<u>Sub-total</u>	110,150	109,000	122,450
Central, Departmental and Technical Support Services			
Central Salaries & Administration	8,400	8,600	8,700
Departmental Administrative Expenses	27,650	28,050	30,900
<u>TO SUMMARY</u>	146,200	145,650	162,050
Full Time Equivalent Number of Staff (including Support Service Staff)	1.61	1.71	1.75

CHIEF EXECUTIVE

GRANTS & PAYMENTS

- a) Reflects payments made to support vulnerable and low income households, met from latest grant allocation.
- b) Funding for the 50th Anniversary Grant Award Scheme as reported to Cabinet 01 April 2025.

CLIMATE CHANGE

- c) Reflects reallocation of staff resources within Corporate Services staff section and a full establishment.

CHIEF EXECUTIVE**7 ECONOMIC DEVELOPMENT & REGENERATION****Employees**

Salaries

40,150

48,150

66,500 a)

Supplies & Services

Economic Development Expenses

3,250

3,250

3,000

Business Growth Programme

10,000

10,000

10,000

Economic Development & Reg'n Initiatives

100,000

300,000 b)

350,000 b)

People & Skills Fund Grants

-

34,000 c)

33,750 c)

Visit Kent

5,000

4,950

5,000

158,400

400,350

468,250

Less Income

Developer Contributions

-

(34,000) c)

(33,750) c)

Sub-total

158,400

366,350

434,500

Central, Departmental & Technical Support Services

Central Salaries & Administration

6,200

6,400

6,500

Information Technology Expenses

300

400

400

Departmental Administrative Expenses

12,950

15,950

20,550 a)

TO SUMMARY**177,850****389,100****461,950****Full Time Equivalent Number of Staff**
(including Support Service Staff)

0.81

1.06

1.24

- a) Reflects reallocation of staff resources within Corporate Services staff section following the end of the UK Shared Prosperity Fund grant scheme.
- b) This cost code relates to the remaining funding in the Business Rates Retention Pilot along with the new Business Rates Pool (Shared Growth Fund) - both external funding. The programme for the Shared Growth Fund was approved by Cabinet in July 2025 following approval by KCC. This programme includes contributions towards a variety of economic initiatives, including contributions towards some of the Council's priority projects - such as Tonbridge Town Centre Regeneration and Carbon Descent Plan works at our leisure centres.
- c) Local employment and skill initiative grants are fully funded from the developer contribution received in respect of the redevelopment of the Former Aylesford Newsprint site.

CHIEF EXECUTIVE

	2025/26		2026/27
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
8 <u>UK SHARED PROSPERITY FUND (UKSPF)</u>			
Employees			
Salaries	26,550	37,000	10,000 a)
Supplies & Services			
Initiatives	-	253,650 b)	-
	26,550	290,650	10,000
Less Income			
Government Grant	-	(266,750) c)	-
<u>Sub-total</u>	26,550	23,900	10,000
Central, Departmental & Technical Support Services			
Central Salaries & Administration	4,300	4,450	700
Departmental Administrative Expenses	7,550	11,050	2,600 a)
<u>TO SUMMARY</u>	38,400	39,400	13,300
Full Time Equivalent Number of Staff (including Support Service Staff)	0.46	0.69	0.13

- a) Reflects reallocation of staff resources within Corporate Services staff section following the end of the UKSPF grant scheme.
- b) Total UKSPF allocation towards projects across the three main UKSPF priority themes of 'Communities and Place'; 'Local Business'; and 'People and Skills' as approved by Cabinet in March 2025. These projects includes measures to tackle anti-social behaviour, community development, town centre regeneration, carbon descent, business support and skills development. This external funding is for 2025/26 only.
- c) UKSPF income received from Government - this is slightly higher than b) as this includes a 4% contribution towards management and administration costs (just over £13,000).

CHIEF EXECUTIVE**9 HOMES FOR UKRAINE****Employees**

Salaries

60,400

50,200 a)

20,650 a)

Supplies & Services

Rent Deposits / Rent in Advance

- Payments to Landlords

30,000

30,000 b)

20,000 b)

Other Expenses

10,000

5,000 b)

5,000 b)

100,400

85,200

45,650

Less Income

Rent Deposits / Rent in Advance

-

(700) b)

-

Contributions from Other Bodies

(118,000)

(95,000) c)

(46,000) c)

Sub-total

(17,600)

(10,500)

(350)

Central, Departmental & Technical**Support Services**

Central Salaries & Administration

4,650

2,150

2,200

Departmental Administrative Expenses

18,900

16,050 a)

5,900 a)

TO SUMMARY**5,950****7,700****7,750****Full Time Equivalent Number of Staff**

(including Support Service Staff)

1.11

1.00

0.36

- a) Includes cost of fixed term Resettlement Officer post to June 2026 and adjustment of staff resources from Corporate Services staff section.
- b) Ongoing support and initiatives funded from the Homes for Ukraine scheme grant allocation.
- c) Reflects allocation of grant funding received from Kent County Council used to fund the Resettlement Officer post and other support and initiatives. The balance of the grant received is to be used for further initiatives.

CHIEF EXECUTIVE

	2025/26		2026/27
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
10 HOUSING BENEFITS			
Employees			
Salaries	242,450	278,550 a)	276,850 a)
Supplies & Services			
Stationery	200	200	200
Reference Books & Publications	1,500	1,500	1,500
Audit Fee	36,000	36,000	36,000
Postages	1,000	1,000	1,000
Subscriptions	1,500	900	900
Compensation Scheme	100	-	-
Other Expenses	-	15,500 b)	-
Housing Benefits			
Rent Allowances	21,880,900	19,278,150 c)	18,278,150 d)
Non HRA Rent Rebates	1,004,000	1,039,700 c)	1,039,700 d)
Local Scheme	51,600	47,000 c)	47,000 d)
Discretionary Housing Payments	158,700	158,700 c)	158,700 d)
Overpayments	(340,000)	(326,050) c)	(326,050) d)
Contribution to Bad Debt Provision	(39,800)	(153,050) c)	(132,150) d)
	22,998,150	20,378,100	19,381,800
Less Income			
Government Grant	-	(20,300) e)	-
Rent Allowance Subsidy	(21,695,900)	(19,007,050) c)	(18,018,000) d)
Non HRA Rent Rebate Subsidy	(833,600)	(866,400) c)	(866,400) d)
Local Scheme Subsidy	(51,600)	(47,000) c)	(47,000) d)
Discretionary Housing Payment Contribution	(158,700)	(158,700) c)	(158,700) d)
Administration Grant	(169,900)	(175,650)	(175,650)
	(22,909,700)	(20,275,100)	(19,265,750)
<u>Sub-total</u>	88,450	103,000	116,050
Central, Departmental & Technical Support Services			
Central Salaries & Administration	146,600	152,300	155,050
Information Technology Expenses	84,100	105,050 f)	99,950 f)
Departmental Administrative Expenses	126,200	135,150 a)	135,300
<u>TO SUMMARY</u>	445,350	495,500	506,350
Full Time Equivalent Number of Staff (including Support Service Staff)	9.47	9.98	10.07

CHIEF EXECUTIVE**HOUSING BENEFITS**

- a) Reflects additional staffing requirement within Revenues & Benefits staff section. Forward estimate includes provision for a pay award, partly offset by a reduction in staff allocation from Housing Services.
- b) Includes upgrades to the Revenues & Benefits IT system funded by government grant.
- c) Revised estimates reflect current levels of benefit payments and subsidy due, together with a reassessment of the bad debts provision on overpayments, having regard to the age and size of the debt and level of write-offs. Overall the budget is £10,300 less than the 2025/26 original estimate.
- d) Reflects anticipated reduction in rent allowances as existing working age housing benefits claimants move onto Universal Credit. Overall the budget is £350 less than the 2025/26 original estimate.
- e) Grants awarded to assist with the administrative costs of implementing welfare reform and other changes. £8,500 has been used on upgrades to the IT system. The balance is transferred to an earmarked reserve for use on transformation initiatives.
- f) Reflects reallocation of additional IT Services costs across all service budget headings (see page CS 9).

CHIEF EXECUTIVE

	2025/26		2026/27
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
11 <u>LOCAL REVENUE & NNDR COLLECTION</u>			
Employees			
Salaries	430,850	478,400 a)	483,300
Supplies & Services			
Equipment, Furniture & Materials - Purchases	500	500	500
Court Fees	3,000	2,000	2,000
Debt Recovery Fees	10,000	- b)	-
Other Expenses / KIN	17,000	16,000	16,000
Stationery	3,500	3,500	3,500
Reference Books & Publications	500	500	500
Bar Code Payment Charges	1,000	1,000	1,000
Tracing Services	20,000	10,000 b)	10,000
Advertising	400	400	400
Postages	78,000	78,000	78,000
Compensation Scheme	100	100	100
	564,850	590,400	595,300
Less Income			
Government Grant			
- Allowances for Cost of NNDR Collection	(161,500)	(161,500)	(161,500)
Summons Costs Recovered	(350,000)	(370,000) c)	(370,000)
Civil Penalty	(3,000)	(3,000)	(3,000)
Contributions from Other Bodies	(25,000)	(25,000)	(25,000)
	(539,500)	(559,500)	(559,500)
<u>Sub-total</u>	25,350	30,900	35,800
Central, Departmental & Technical Support Services			
Central Salaries & Administration	177,300	185,750	191,700
Information Technology Expenses	174,300	217,800 d)	207,150 d)
Departmental Administrative Expenses	232,300	245,500 a)	247,150
<u>TO SUMMARY</u>	609,250	679,950	681,800
Full Time Equivalent Number of Staff (including Support Service Staff)	15.11	15.64	16.01

CHIEF EXECUTIVE

LOCAL REVENUE & NNDR COLLECTION

- a) Reflects additional staffing requirement within Revenues & Benefits staff section.
- b) Budget provision no longer required following recent budget savings exercise.
- c) Increased level of recovery action.
- d) Reflects reallocation of additional IT Services costs across all service budget headings (see page CS 9).

CHIEF EXECUTIVE**12 COUNCIL TAX SUPPORT****Employees**

Salaries

256,500

284,800 a)

287,700

Supplies & Services

Council Tax Support Scheme

12,500

12,500 b)

4,500

269,000

297,300

292,200

Less Income

Government Grant

Administration

- Dept. for Work and Pensions

Contributions from Other Bodies

(64,500)

(64,500)

(64,500)

(136,700)

(140,300)

(140,300)

(201,200)

(204,800)

(204,800)

Sub-total

67,800

92,500

87,400

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

Information Technology Expenses

Departmental Administrative Expenses

61,250

63,400

67,500

68,750

85,900 c)

81,750 c)

138,300

146,150 a)

147,100

TO SUMMARY**336,100****387,950****383,750****Full Time Equivalent Number of Staff**
(including Support Service Staff)

7.82

8.12

8.34

- a) Reflects additional staffing requirement within Revenues & Benefits staff section.
- b) Includes provision to potentially undertake a Council Tax Reduction Scheme consultation in 2025/26 due to uncertainty around continuation of the existing incentive payment received from Kent County Council.
- c) Reflects reallocation of additional IT Services costs across all service budget headings (see page CS 9).

CHIEF EXECUTIVE

	2025/26		2026/27
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
13 <u>TREASURY MANAGEMENT & BANKING ARRANGEMENTS</u>			
Employees			
Salaries	40,900	41,700	45,550
Supplies & Services			
Treasury Advisor & Dealing Fees	18,000	18,000	18,000
Credit / Debit Card Charges	47,000	47,500	48,500
Bank Charges	18,000	18,000	18,500
Other Hired and Contracted Services	-	29,500 a)	-
Transfers in Lieu of Interest	167,500	223,500 b)	175,000
Investment Fund Losses	-	750,000 c)	-
	291,400	1,128,200	305,550
Less Income			
Interest on:			
Cash Flow Investments	(686,000)	(991,000) d)	(819,000) d)
Core Cash Investments	(1,486,000)	(1,442,000) d)	(1,005,000) d)
Property Fund Investments	(72,000)	(82,000) e)	(72,000)
Multi Asset Income Fund Investments	(157,250)	(165,750)	(174,250)
Other Miscellaneous Interest	-	(1,400)	-
	(2,401,250)	(2,682,150)	(2,070,250)
<u>Sub-total</u>	(2,109,850)	(1,553,950)	(1,764,700)
Central, Departmental & Technical Support Services			
Central Salaries & Administration	14,250	14,900	15,000
Information Technology Expenses	1,250	1,550	1,500
Departmental Administrative Expenses	20,350	22,800	21,800
<u>TO SUMMARY</u>	(2,074,000)	(1,514,700)	(1,726,400)
Full Time Equivalent Number of Staff (including Support Service Staff)	1.04	1.05	1.07

- a) Review of the Banking contract (£4,500), and implementation of a recurring card payment facility (£25,000), both funded from an earmarked reserve.
- b) Reflects recent receipt of developer contributions, together with the effect of predicted levels of investment rate returns.
- c) Estimated capital investment loss resulting from the Lothbury Property Trusts decision, after consultation with stakeholders, to terminate the fund. This loss will be funded from an earmarked reserve established in 2017, in order to finance any capital investments in long term investments.
- d) More favourable Money Market Fund rates are being paid that are currently offsetting the rates offered on longer term investments. Forward estimate anticipates continued reduction in the Bank base rate.
- e) Previously unbudgeted dividend of circa £10,000 received from Lothbury Property Trust.

CHIEF EXECUTIVE

	2025/26		2026/27
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
14 <u>DRAINAGE BOARDS SPECIAL LEVIES</u>			
Payments to Drainage Boards	518,250	518,300	536,050 a)
Central, Departmental & Technical Support Services			
Central Salaries & Administration	350	350	400
Information Technology Expenses	-	50	50
<u>TO SUMMARY</u>	518,600	518,700	536,500
Full Time Equivalent Number of Staff (including Support Service Staff)	0.01	0.01	0.01
15 <u>LIAISON, SUPPORT & ADVICE (PARISH COUNCILS)</u>			
Employees			
Salaries	52,850	56,350	55,650
Central, Departmental & Technical Support Services			
Central Salaries & Administration	28,400	29,050	29,450
Departmental Administrative Expenses	17,300	18,000	18,200
<u>TO SUMMARY</u>	98,550	103,400	103,300
Full Time Equivalent Number of Staff (including Support Service Staff)	1.18	1.21	1.19
16 <u>CONTRIBUTIONS TO PROVISIONS</u>			
General Bad Debts Provision	5,000	10,000 b)	5,000
<u>TO SUMMARY</u>	5,000	10,000	5,000
17 <u>ITEMS FUNDED FROM RESERVES</u>			
Aldermen / Freedom Ceremonies / Other	-	400	-
<u>TO SUMMARY</u>	-	400	-

a) Reflects actual levy payable to Lower Medway Internal Drainage Board, and includes provision for an increase to the levy payable to the Upper Medway Internal Drainage Board.

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

DIRECTOR OF CENTRAL SERVICES**SUMMARY**

		2025/26		2026/27
		ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
		£	£	£
1	TONBRIDGE CASTLE GATEHOUSE	138,650	311,950	127,450
2	EVENTS DEVELOPMENT	182,800	221,550	229,000
3	MEDIA & COMMUNICATIONS	336,150	346,200	351,550
4	LOCAL LAND CHARGES	42,100	108,000	82,400
5	INDUSTRIAL ESTATE	(69,550)	(69,100)	(69,100)
6	COMMERCIAL PROPERTY	(255,700)	(216,250)	(251,800)
7	VALE RISE DEPOT	-	-	-
8	LAND REVIEW	100,750	99,400	98,600
9	REGENERATION OF TONBRIDGE	292,000	312,300	317,700
10	STREET NAMING & NUMBERING	3,150	(25,100)	4,600
11	CHRISTMAS LIGHTING (PARISH AREAS)	13,550	13,600	13,600
		783,900	1,102,550	904,000
Full Time Equivalent Number of Staff		20.64	21.34	21.27
(including Support Service Staff)				

DIRECTOR OF CENTRAL SERVICES**1 TONBRIDGE CASTLE GATEHOUSE****Employees**

Salaries

59,300

67,000 a)

73,800 a)

Premises Related Expenses

Building Repairs Expenditure

38,500

192,300 b)

19,600 b)

Rates

300

300

300

Premises Insurance

10,900

16,950 c)

14,400 c)

Supplies & Services

Purchases - Equipment & Materials

2,000

2,000

2,000

Purchases - Exhibits

2,000

1,000

2,000

Maintenance - General

4,500

4,500

4,500

Professional Fees

3,500

3,500

4,000

Leasing Charges

5,600

5,600

6,000

Subscriptions

250

250

250

126,850

293,400

126,850

Less Income

Fees & Charges

Weddings / Hire of Gatehouse

(3,500)

(5,000)

(2,500)

Commission

(200)

(200)

(200)

Tonbridge Castle Attraction

(30,050)

(20,000) d)

(33,500)

Profit / Loss on Stock Sales

(11,000)

(8,000) d)

(10,000)

(44,750)

(33,200)

(46,200)

Sub-total

82,100

260,200

80,650

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

29,300

23,850 e)

19,100 e)

Information Technology Expenses

1,700

2,150

2,050

Departmental Administrative Expenses

25,400

25,750

25,650

Depreciation & Impairment

Non-Current Asset Depreciation

150

-

-

TO SUMMARY**138,650****311,950****127,450****Full Time Equivalent Number of Staff**
(including Support Service Staff)

2.14

2.24

2.16

DIRECTOR OF CENTRAL SERVICES

TONBRIDGE CASTLE GATEHOUSE

- a)** Increased allocation from Customer Services staff section resulting from changes affecting National Insurance contributions, that were made as part of the Autumn 2024 budget, and the effect of establishment changes. Forward estimate also includes provision for a pay award.
- b)** Revised estimate reflects major Gatehouse roof repairs (£165,000) and renewal of lighting in the Great Hall (£20,000). Forward estimate includes provision for remaining roof repair work (£9,000).
- c)** Reflects annual insurance premium increase and change in the way the premium is reallocated to service budgets in the current year. Forward estimate includes provision for anticipated premium increases in 2026/27.
- d)** Lower than anticipated income as the Castle Gatehouse Attraction was closed April to end of July.
- e)** Reduction in staff allocation following deletion of the Head of Licensing, Community Safety and Customer Services post.

DIRECTOR OF CENTRAL SERVICES**2 EVENTS DEVELOPMENT****Employees**

Salaries

147,300

156,400 a)

166,050 a)

Supplies & Services

Events & Grant Support

14,000

14,000

13,000

Marketing

4,000

4,000

3,500

Licences

1,200

1,200

1,200

Children's Holiday Activities

- Leisure Pass Subsidy

3,000

1,500

1,500

169,500

177,100

185,250

Less Income

Events Income

(69,000)

(42,000) b)

(45,000)

Billboard & Banners Income

(1,000)

(3,500)

(3,500)

Sub-total

99,500

131,600

136,750

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

28,000

34,750

36,900

Information Technology Expenses

950

1,150

1,100

Departmental Administrative Expenses

54,350

54,050

54,250

TO SUMMARY**182,800****221,550****229,000****Full Time Equivalent Number of Staff**
(including Support Service Staff)

4.26

4.53

4.56

a) Increased allocation from Customer Services and Events staff sections resulting from changes affecting National Insurance contributions, that were made as part of the Autumn 2024 budget, and the effect of establishment changes. Forward estimate also includes provision for a pay award.

b) Parking income associated with Castle events now included under off-street parking budgets.

DIRECTOR OF CENTRAL SERVICES

	2025/26	2026/27	
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	2026/27 ESTIMATE £
3 MEDIA & COMMUNICATIONS			
Employees			
Salaries	219,850	227,100 a)	230,450
Supplies & Services			
Media & Communications	26,100	23,600	24,100
<u>Sub-total</u>	245,950	250,700	254,550
Central, Departmental & Technical Support Services			
Central Salaries & Administration	9,550	9,750	9,900
Information Technology Expenses	6,950	8,650	8,250
Departmental Administrative Expenses	73,700	77,100	78,850
<u>TO SUMMARY</u>	336,150	346,200	351,550
Full Time Equivalent Number of Staff (including Support Service Staff)	4.74	4.81	4.80

- a) Increased allocation resulting from changes affecting National Insurance contributions, that were made as part of the Autumn 2024 budget.

DIRECTOR OF CENTRAL SERVICES**4 LOCAL LAND CHARGES****Employees**

Salaries

144,000

147,750

148,850

Supplies & Services

Consultancy Fees

-

-

-

Insurance

2,500

4,050

3,400

Kent Highways

6,000

3,000

3,500

152,500

154,800

155,750

Less Income

Fees & Charges

(230,000)

(180,000) a)

(205,000) a)

(230,000)

(180,000)

(205,000)

Sub-total

(77,500)

(25,200)

(49,250)

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

22,400

25,300

25,000

Information Technology Expenses

39,000

48,700 b)

46,350

Departmental Administrative Expenses

58,200

59,200

60,300

42,100**108,000****82,400****TO SUMMARY****Full Time Equivalent Number of Staff**
(including Support Service Staff)

3.86

3.90

3.90

Memorandum

Surplus from above

42,100

108,000

82,400

Share of:

Democratic Administration

21,150

21,250

21,700

Corporate Management

12,000

12,250

12,550

Non Distributed Costs

23,900

23,500

27,000

Deficit (Surplus) for Trading Purposes

99,150

165,000

143,650

- a) Reduction in market demand for property searches and effect of migration of the LLC1 search to HM Land Registry. Forward estimate anticipates a recovery in demand.
- b) Reflects reallocation of additional IT Services costs across all service budget headings (see page CS 9).

DIRECTOR OF CENTRAL SERVICES**5 INDUSTRIAL ESTATE**

Employees
Salaries

4,450

4,700

4,650

4,450

4,700

4,650

Less Income
Rents

(78,600)

(78,600)

(78,600)

Sub-total

(74,150)

(73,900)

(73,950)

**Central, Departmental and Technical
Support Services**

Central Salaries & Administration

2,550

2,700

2,700

Information Technology Expenses

100

100

100

Departmental Administrative Expenses

1,950

2,000

2,050

TO SUMMARY**(69,550)****(69,100)****(69,100)**

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

0.13

0.13

0.13

DIRECTOR OF CENTRAL SERVICES

	2025/26		2026/27
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
6 COMMERCIAL PROPERTY			
Employees			
Salaries	10,050	10,550	10,550
Premises Related Expenses			
Insurance	1,200	1,800	1,550
Repairs Expenditure	11,500	56,550 a)	26,550 a)
	22,750	68,900	38,650
Less Income			
Rents - Land	(5,500)	(6,000)	(6,000)
- Shops & Maisonettes	(260,000)	(270,000) b)	(275,000)
- Offices	(37,000)	(37,000)	(37,000)
	(302,500)	(313,000)	(318,000)
<u>Sub-total</u>	(279,750)	(244,100)	(279,350)
Central, Departmental and Technical Support Services			
Central Salaries & Administration	16,350	19,100	18,700
Information Technology Expenses	650	800	750
Departmental Administrative Expenses	6,400	6,550	6,700
Depreciation & Impairment			
Non-Current Asset Depreciation	650	1,400	1,400
<u>TO SUMMARY</u>	(255,700)	(216,250)	(251,800)
Full Time Equivalent Number of Staff (including Support Service Staff)	0.41	0.43	0.44

a) Revised estimate includes repairs to maisonettes to be used for Temporary Accommodation (£40,000). Forward estimates includes provision for remaining repair works (£15,000).

b) Increased rental income following completion of rent reviews.

DIRECTOR OF CENTRAL SERVICES**7 VALE RISE DEPOT****Employees**

Salaries

7,450

7,550

7,600

Premises Related Expenses

Premises Insurance

150

250

200

Rates

20,300

19,950

20,700

Repairs Expenditure

2,000

2,000

2,000

29,900

29,750

30,500

Less Recharges to Other Services

(45,950)

(41,900)

(42,750)

Sub-total

(16,050)

(12,150)

(12,250)

**Central, Departmental and Technical
Support Services**

Central Salaries & Administration

950

1,000

1,050

Departmental Administrative Expenses

2,900

3,000

3,050

Depreciation & Impairment

Non-Current Asset Depreciation

12,200

8,150

8,150

TO SUMMARY

-

-

-

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

0.15

0.15

0.15

DIRECTOR OF CENTRAL SERVICES**8 LAND REVIEW****Employees**

Salaries

29,300

30,750

30,650

Premises Related Expenses

Depot

2,300

1,750

1,600

Estate Management

1,000

1,000

1,000

Rates

8,950

- a)

-

Insurance

400

500

450

Repairs Expenditure

12,600

23,600 b)

17,600 b)

Supplies & Services

Professional Fees

35,000

35,000

35,000

89,550

92,600

86,300

Less Income

Fees & Charges - General

(1,000)

(1,000)

(1,000)

De-Minimus Capital Receipts

-

(5,000) c)

-

Castle Lodge Rent

(7,000)

(7,000)

(7,000)

Wayleaves

(500)

(500)

(500)

(8,500)

(13,500)

(8,500)

Sub-total

81,050

79,100

77,800

Central, Departmental and Technical Support Services

Central Salaries & Administration

3,300

3,450

3,500

Information Technology Expenses

300

350

350

Departmental Administrative Expenses

16,100

16,500

16,950

TO SUMMARY**100,750****99,400****98,600****Full Time Equivalent Number of Staff**
(including Support Service Staff)

0.69

0.70

0.70

- a) Budget for anticipated rates liability in respect of former car park at Maidstone Road, Bluebell Hill not required.
- b) Revised estimate reflects increased maintenance work on Community Areas (£11,000). Castle Lodge Energy Performance Certificate works have slipped to 2026/27 (£5,000).
- c) Reflects sale of a piece of land no longer required.

DIRECTOR OF CENTRAL SERVICES

	2025/26		2026/27
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
9 <u>REGENERATION OF TONBRIDGE</u>			
Employees			
Salaries	165,950	178,000 a)	181,850
Central, Departmental and Technical Support Services			
Central Salaries & Administration	64,350	69,650	69,100
Departmental Administrative Expenses	61,700	64,650	66,750
<u>TO SUMMARY</u>	292,000	312,300	317,700
Full Time Equivalent Number of Staff (including Support Service Staff)	3.50	3.69	3.67
10 <u>STREET NAMING & NUMBERING</u>			
Employees			
Salaries	38,600	40,800	40,000
Less Income			
Street / House Naming & Numbering	(45,000)	(76,500) b)	(46,000)
<u>Sub-total</u>	(6,400)	(35,700)	(6,000)
Central, Departmental & Technical Support Services			
Central Salaries & Administration	950	1,000	1,000
Information Technology Expenses	3,100	3,850	3,650
Departmental Administrative Expenses	5,500	5,750	5,950
<u>TO SUMMARY</u>	3,150	(25,100)	4,600
Full Time Equivalent Number of Staff (including Support Service Staff)	0.75	0.75	0.75

a) Increased allocation from PHEH Management section as a result of establishment changes reported to General Purposes Committee 08 October 2025.

b) Additional income generated in current year following the completion of a number of larger site applications.

DIRECTOR OF CENTRAL SERVICES

	2025/26		2026/27
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
11 <u>CHRISTMAS LIGHTING (PARISH AREAS)</u>			
Supplies & Services			
Borough Christmas Lighting	12,800	12,800	12,800
Central, Departmental and Technical Support Services			
Central Salaries & Administration	50	50	50
Departmental Administrative Expenses	700	750	750
<u>TO SUMMARY</u>	13,550	13,600	13,600
Full Time Equivalent Number of Staff (including Support Service Staff)	0.01	0.01	0.01

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

	2025/26 ESTIMATE		2026/27
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1 DEVELOPMENT MANAGEMENT	912,650	1,293,250	982,700
2 CONSERVATION	108,750	121,050	118,550
3 BUILDING CONTROL	233,250	220,150	204,800
4 PLANNING POLICY	1,670,100	1,815,400	1,549,200
5 HOUSING STRATEGY & ENABLING ROLE	401,750	587,200	524,900
6 HOMELESSNESS	1,290,850	1,543,850	1,385,750
7 HOUSING ADVICE & PREVENTION	268,800	383,450	344,600
8 HOME SAFETY	4,800	4,850	5,000
9 PRIVATE SECTOR HOUSING RENEWAL	358,100	378,200	382,400
10 PRIVATE SECTOR HOUSING STANDARDS	118,650	128,600	129,800
11 PEST CONTROL	24,450	28,150	28,000
12 PUBLIC HEALTH ACT 1984	6,500	6,550	6,650
13 ENVIRONMENTAL PROTECTION ACT - PART 1	39,150	42,600	42,400
14 ENVIRONMENTAL PROTECTION	357,050	381,200	380,900
15 FOOD & SAFETY	379,200	375,050	395,580
16 PUBLIC HEALTH	71,600	77,300	77,850
17 GYPSY TRAVELLER SITES	65,000	65,000	65,000
18 LICENSING	116,300	105,350	81,070
	6,426,950	7,557,200	6,705,150
Full Time Equivalent Number of Staff (including Support Service Staff)	99.20	111.96	107.62

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**1. DEVELOPMENT MANAGEMENT****Employees**

Salaries

1,462,300

1,632,350 a)

1,519,750

Supplies & Services

Professional Fees

0

51,300 b)

10,000 c)

Legal Fees

0

0

0

Application & Appeals

100,000

212,500 d)

120,000 e)

Advertising

8,900

8,900

8,900

1,571,200

1,905,050

1,658,650

Less Income

Fees & Charges

Planning Applications

(1,169,950)

(1,110,000) f)

(1,151,000) g)

Pre-Planning Advice

(113,850)

(145,000) f)

(151,050) g)

Planning Performance Agreements

(98,300)

(129,100) f)

(134,300) g)

s.106 Agreement Monitoring

(25,000)

(14,000) f)

(15,050) g)

Government Grant

0

0

0

(1,407,100)

(1,398,100)

(1,451,400)

Sub-total

164,100

506,950

207,250

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

133,500

127,750

125,100

Information Technology Expenses

132,450

165,500 h)

157,450 h)

Departmental Administrative Expenses

482,600

493,050

492,900

TO SUMMARY

912,650

1,293,250

982,700

Full Time Equivalent Number of Staff

32.93

31.23

30.25

(including Support Service Staff)

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

- a) Increased use of agency staff to fill vacant posts due to difficulties in recruiting.
- b) £29,000 for consultancy fees for the backlog of TPO work that was approved by cabinet-funded by reserve. £24,477 KLV agent consultants in relation to the Bradborne applications funded by PPA income.
- c) Projected return to usual level of professional fees.
- d) Revised projection due to number of appeals being lodged.
- e) Ongoing pressure on appeals budget due to the strategic position - cannot demonstrate a 5YHLS and no Local Plan in place - which results in increased 'speculative' applications.
- f) Application rates slightly lower than original projection, reflecting increasing costs in the development industry. Pre-application and PPA services have remained well used. S106 income reduction tracks with fewer starts on site.
- g) Projection based on proposed fee increases in line with inflation, expect pre-application and PPA uptake to remain high.
- h) Reflects reallocation of additional IT Services costs across all service budget headings (see page CS 9).

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**2. CONSERVATION****Employees**

Salaries

58,500

63,150

59,500

Supplies & Services

Archaeological Advice

9,700

9,700

9,700

Third Party Payments

Conservation

17,500

25,000 a)

26,000 b)

Sub-total

85,700

97,850

95,200

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

2,550

2,650

2,700

Information Technology Expenses

100

100

100

Departmental Administrative Expenses

20,400

20,450

20,550

TO SUMMARY**108,750****121,050****118,550****Full Time Equivalent Number of Staff**

(including Support Service Staff)

1.26

1.20

1.17

- a) This is a action to take forward as part of the PAS review. Increase includes work that is paid directly from pre-application advice. Sevenoaks invoice us based on the work that has occurred e.g. design work, conservation work.
- b) Cost reflects ongoing work by Sevenoaks and accounts for CPI of 4%.

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**3. BUILDING CONTROL****Employees**

Salaries

365,850

363,550

371,050

Supplies & Services

Professional Fees

13,000

13,000

13,000

Subscriptions

2,350

2,350

2,350

Competent Persons Scheme

2,000

2,000

2,000

383,200

380,900

388,400

Less Income

Fees & Charges

Building Regulations

(341,550)

(360,000) a)

(384,500) b)

Partnership Receipts

0

(700)

0

Sub-total

41,650

20,200

3,900

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

16,100

17,250

17,450

Information Technology Expenses

38,400

47,950

45,600

Departmental Administrative Expenses

137,100

134,750

137,850

TO SUMMARY

233,250

220,150

204,800

Full Time Equivalent Number of Staff

(including Support Service Staff)

7.08

7.96

7.96

a) Estimate reflects the current income projection for this year**b)** Reflects a 6.8% increase in fees to be agreed at Housing and Planning Scrutiny
Select Committee on 2nd December 2025.

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**4. PLANNING POLICY****(a) DEVELOPMENT OF LOCAL PLAN****Employees**

Salaries

370,800

466,300 **a)**440,200 **b)****Supplies & Services**

Development of Local Plan

789,950

745,000 **c)**519,550 **d)****Less Income**

Grants & Contributions

0

(14,950) **e)**

0

Sub-total

1,160,750

1,211,300

959,750

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

18,300

21,850

21,200

Information Technology Expenses

700

900

850

Departmental Administrative Expenses

100,600

106,150

108,600

1,280,350**1,340,200****1,090,400****Full Time Equivalent Number of Staff
(including Support Service Staff)**

6.53

6.73

6.74

- a)** Includes temporary staffing arrangements in Planning Policy team to assist with developing a Local Plan
- b)** Forward estimate includes provision for continuation of a temporary staffing arrangement.
- c)** Agreed by Cabinet, funded by the Planning reserve. Also accounts for 10k for local plan leaflet costs as agreed by members.
- d)** Agreed by Cabinet, funded from the Planning reserve.
- e)** KCC Active Travel Strategy Grant.

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**4. PLANNING POLICY (continued)****(b) PLANNING POLICY****Employees**

Salaries

281,800

357,950 a)

341,300 b)

Supplies & Services

Consultancy Fees

5,000

32,150 c)

5,000

AONB Management

6,000

6,000

6,000

Local Wildlife Sites Register Update

3,500

3,500

3,500

Sub-total

296,300

399,600

355,800

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

11,900

13,950

13,450

Information Technology Expenses

3,500

4,400

4,150

Departmental Administrative Expenses

78,050

84,400

85,400

Less Income

Government Grants

0

(27,150) d)

0

389,750**475,200****458,800****Full Time Equivalent Number of Staff**

(including Support Service Staff)

6.03

5.62

5.50

PLANNING POLICY**(a) DEVELOPMENT OF LOCAL PLAN****(b) PLANNING POLICY****1,280,350****1,340,200****1,090,400****389,750****475,200****458,800****TO SUMMARY****1,670,100****1,815,400****1,549,200**

a) a) Includes temporary staffing arrangements in Planning Policy team to assist with developing a Local Plan.

b) b) Forward estimate includes provision for continuation of a temporary staffing arrangement.

c) c) Biodiversity Net Gain Feasibility and Implementation expenditure, funded from government grants.

d) d) Biodiversity Net Gain (BNG) grant from DEFRA.

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**5. HOUSING STRATEGY
& ENABLING ROLE****(a) HOUSING STRATEGY****Employees**

Salaries

97,050

145,650 a)

129,950 a)

Supplies & Services

Support for External Agencies

3,650

3,650

3,650

Sub-total

100,700

149,300

133,600

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

5,100

5,350

5,450

Information Technology Expenses

850

1,050

1,000

Departmental Administrative Expenses

27,950

36,800

34,300

134,600**192,500****174,350****Full Time Equivalent Number of Staff**

1.64

3.16

2.75

(including Support Service Staff)

- a) a) Increase reflects extension of additional fixed term posts employed to seek to reduce escalating temporary accommodation costs. These are funded from the Homelessness Prevention Grant. Forward estimate reflects end of a number of the fixed term arrangements.

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**5. HOUSING STRATEGY
& ENABLING ROLE (continued)****(b) HOUSING REGISTER****Employees**

Salaries

190,750

297,350 a)

259,000 a)

Third Party Payments

Choice Based Lettings

10,800

11,100

11,500

Sub-total

201,550

308,450

270,500

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

6,200

6,400

6,850

Information Technology Expenses

2,350

2,950

2,800

Departmental Administrative Expenses

57,050

76,900 b)

70,400 b)

267,150

394,700

350,550

Full Time Equivalent Number of Staff

(including Support Service Staff)

3.23

6.71

5.71

HOUSING STRATEGY & ENABLING ROLE**(a) HOUSING STRATEGY****(b) HOUSING REGISTER**

134,600

192,500

174,350

267,150

394,700

350,550

TO SUMMARY

401,750

587,200

524,900

a) a) Increase reflects extension of additional fixed term posts employed to seek to reduce escalating temporary accommodation costs. These are funded from the Homelessness Prevention Grant. Forward estimate reflects end of a number of the fixed term arrangements.

b) b) Reflects primarily the re-distribution of overhead costs arising from additional temporary and permanent posts.

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**6. HOMELESSNESS****Employees**

Salaries	421,900	538,900 a)	507,250 a)
----------	---------	------------	------------

Premises Related Expenses

Repairs & Maintenance to Buildings	20,000	99,250 b)	0 b)
Maintenance of Grounds	1,600	2,500	2,500
Electricity	1,500	18,800 c)	19,300 c)
Gas	200	1,900	1,900
Rent	0	225,000 d)	300,000 d)
Rates	1,000	(11,900) e)	0 e)
Council Tax	10,000	40,000 f)	15,000 g)
Water Charges (Metered)	600	1,000	2,000
Fixtures & Fittings	1,000	1,000	1,000
Premises Insurance	3,800	6,450	7,300
Building repairs Maintenance	0	0 h)	97,300 h)

Transport Related Expenses

Parking	500	500	500
Public Transport	100	100	100

Supplies & Services

Purchases - Equipment & Materials	1,500	5,000	3,000
Maintenance - General	500	500	500
Rough Sleeping Initiative	309,800	309,800	309,800
Legal Fees	-	24,500	-
Temporary Accommodation	2,254,800	2,212,900 i)	1,697,700 j)
Storage of Furniture, Transport, etc.	500	550	500
Rent Deposits / Rent in Advance - Payments	33,550	33,550	33,550
Telephones & Broadband	800	1,550	1,800
Homelessness Reduction Initiatives	401,800	82,850 k)	200,000 k)
Contribution to Bad Debt Provision	30,000	35,000	30,000

Third Party Payments

Property Management	20,000	20,000	20,000
Medical Assessments	100	100	100

Carried Forward

3,515,550	3,649,800	3,251,100
-----------	-----------	-----------

HOMELESSNESS

- a) Increase reflects extension of additional fixed term posts employed to seek to reduce escalating temporary accommodation costs. These are funded from the Homelessness Prevention Grant. Forward estimate reflects end of a number of the fixed term arrangements.
- b) The repairs expenditure for Temporary Accommodation will now be coded to BRREP and is now recharged - see the Building Repairs Maintenance line below.
- c) Increased electricity costs in line with actuals and ACTUALS for Pembury road, 47 high street, and 102 union street, which also reflect rate increase by electricity provider. Electricity costs are higher than usual due to an increase in void properties.
- d) Rental cost for Council owned Temporary Accommodation - Bridge House. 25/26 includes three quarters.
- e) Back dated credit as business rates for 47High Street are now paid by tenant.
- f) Higher than anticipated number of empty properties due to essential maintenance, has resulted in the Council having to meet the Council Tax costs.
- g) The number of void properties is expected to reduce, bringing Council Tax expenditure back down to normal levels.
- h) New budget line for 25/26 representing the building repairs recharges, the recharge includes Bridge House which will be covered by increased income levels.
- i) The Original Estimate was calculated based on the caseload dropping to 120 for the 2025/26 financial year. Caseload figures as at October 2025 were 111. The Council is still experiencing the impact of rising cost of living costs, including increasing private sector rental costs. The revised and forward estimates assume that the caseload will remain at current levels, being based on 110 households in temporary accommodation.
- j) Projecting a reduction in unit costs due to an increase in Council owned and managed TA, coupled with a small reduction in cohort size.
- k) Additional Homelessness Prevention Funding placed in this budget line until specific initiatives are agreed in year.

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**6. HOMELESSNESS (continued)**

	2025/26 ESTIMATE		2026/27 ESTIMATE
	ORIGINAL £	REVISED £	£
<u>Brought Forward</u>	3,515,550	3,649,800	3,251,100
Less Income			
Government Grant	(1,144,000)	(1,144,000)	(804,350) l)
Rent Deposits/Rent in Advance - Recharges	(33,550)	(33,550)	(33,550)
Customer & Client Receipts - Accommodation	(1,172,500)	(1,054,500)	(984,950) m)
Customer & Client Receipts - Service Charge	(24,800)	(34,600)	(24,800)
Rent of Temporary Accommodation	(247,550)	(262,400) n)	(438,850) n)
	(2,622,400)	(2,529,050)	(2,286,500)
<u>Sub-total</u>	893,150	1,120,750	964,600
Central, Departmental & Technical Support Services			
Central Salaries & Administration	197,450	215,600	217,150
Information Technology Expenses	24,100	30,100	28,650
Departmental Administrative Expenses	124,100	140,400 o)	138,350 o)
Depreciation & Impairment			
Non-Current Asset Depreciation	52,050	37,000	37,000
<u>TO SUMMARY</u>	1,290,850	1,543,850	1,385,750
Full Time Equivalent Number of Staff	10.87	14.78	14.02
(including Support Service Staff)			

Memorandum

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

Temporary Accommodation	2,254,800	2,212,900	1,697,700
Customer & Client Receipts - Accommodation	(1,172,500)	(1,054,500)	(984,950)
Customer & Client Receipts - Service Charge	(24,800)	(34,600)	(24,800)
Non HRA Rent Rebates	1,004,000	1,039,700	1,039,700
Non HRA Rent Rebate Subsidy	(833,600)	(866,400)	(866,400)
Total including non-HRA rent rebates	1,227,900	1,297,100	861,250

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**HOMELESSNESS (continued)**

- l)** Central Government Funding, made up of HPG funding £457,550 and Rough Sleeping initiative grants £309,800. The HPG Grant has been split this year and £476k will be included under RSG.
- m)** Lower receipts due to lower number of households in externally provided Temporary Accommodation.
- n)** Rental income for TMBC owned properties, this has increased due to the 19 units at Bridge House. Estimates also include the increased Housing Benefit Subsidy that customers are now able to claim following a recent review.
- o)** Reflects primarily the re-distribution of overhead costs arising from additional temporary and permanent posts.

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**7. HOUSING ADVICE & PREVENTION****Employees**

Salaries

187,400

280,650 a)

247,700 b)

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

16,800

19,150

19,000

Information Technology Expenses

8,900

11,100

10,600

Departmental Administrative Expenses

55,700

72,550 c)

67,300 c)

TO SUMMARY

268,800

383,450

344,600

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

3.47

6.56

5.70

- a) Increase reflects extension of additional fixed term posts employed to seek to reduce escalating temporary accommodation costs. These are funded from the Homelessness Prevention Grant.
- b) Forward estimate reflects end of a number of the fixed term arrangements.
- c) Reflects primarily the re-distribution of overhead costs arising from additional temporary and permanent posts.

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**8. HOME SAFETY****Employees**

Salaries

3,200

3,250

3,350

Central, Departmental & Technical**Support Services**

Central Salaries & Administration

650

700

700

Departmental Administrative Expenses

950

900

950

Information Technology

0

0

0

TO SUMMARY**4,800****4,850****5,000****Full Time Equivalent Number of Staff**
(including Support Service Staff)

0.07

0.07

0.08

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**9. PRIVATE SECTOR**
HOUSING RENEWAL**Employees**

Salaries	232,000	249,650 a)	251,350 b)
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Supplies & Services

Purchases - Equipment & Materials	50	50	50
Professional Fees	250	12,850	0
Better Care Fund Initiatives	96,600	96,600	96,600
Energy Efficiency Initiatives	0	0	0
Capital Grants & Contributions (RECS)	1,110,000	1,110,000	1,110,000
Maintenance General	0	60,000 c)	60,000 c)
Remediation - Building Safety	0	50,000 d)	0
	<u>1,438,900</u>	<u>1,579,150</u>	<u>1,518,000</u>

Less Income

Government Grant - Better Care Fund	(96,600)	(206,600) e)	(156,600) f)
Capital Grants Received (RECS)	(1,080,000)	(1,080,000)	(1,080,000)
Contribution from other bodies	0	(12,850) g)	0
	<u>(1,176,600)</u>	<u>(1,299,450)</u>	<u>(1,236,600)</u>

Sub-total

262,300	279,700	281,400
---------	---------	---------

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration	12,400	13,000	13,250
Information Technology Expenses	14,300	17,900	17,000
Departmental Administrative Expenses	69,100	67,600	70,750
	<u></u>	<u></u>	<u></u>

TO SUMMARY

<u>358,100</u>	<u>378,200</u>	<u>382,400</u>
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Full Time Equivalent Number of Staff
(including Support Service Staff)

4.53	5.19	5.21
------	------	------

- a) Increase reflects cost of fixed term Empty Homes Officer post established for a two-year period reported to Cabinet 02 April 2024.
- b) Includes provision for a pay award.
- c) Clearance & Clear-up work to be funded from the Better Care Fund.
- d) MHCLG funded expenditure for the remediation of private sector residential buildings with unsafe cladding.
- e) Better Care funding received to offset revenue cost of capital projects, including £60,000 for Clean and Clearance costs.
- f) Better Care funding to offset revenue cost of capital projects.
- g) Balance left over from the 24/25 HUG scheme due to the 24/25 accrual being higher than the repayment.

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**10. PRIVATE SECTOR**
HOUSING STANDARDS**Employees**

Salaries

83,950

92,500 a)

92,900 a)

Supplies & Services

Other Expenses

6,450

6,450

6,450

90,400

98,950

99,350

Less IncomeHouses in Multiple Occupation /
Caravan Site Licences

(3,500)

(3,500)

(3,500)

Sub-total

86,900

95,450

95,850

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

1,900

2,000

2,050

Information Technology Expenses

5,550

6,950

6,600

Departmental Administrative Expenses

24,300

24,200

25,300

TO SUMMARY**118,650****128,600****129,800****Full Time Equivalent Number of Staff**
(including Support Service Staff)

1.57

1.83

1.83

a) a) Increase reflects cost of fixed term Empty Homes Officer post established for a two-year period reported to Cabinet 02 April 2024. Includes provision for a pay award.

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**11. PEST CONTROL****Employees**

Salaries

6,950

5,850

6,100

Supplies and Services

Financial Hardship Subsidy

350

3,000 a)

3,000 a)

Less Income

General

0

0

0

Sub-total

7,300

8,850

9,100

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

10,100

12,600

12,000

Information Technology Expenses

2,750

2,900

3,000

Departmental Administrative Expenses

4,300

3,800

3,900

TO SUMMARY

24,450

28,150

28,000

Full Time Equivalent Number of Staff

0.41

0.28

0.28

(including Support Service Staff)

- a) To allow subsidy of those in receipt of Council Tax Reduction Scheme as per agreed Member approach.

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**12. PUBLIC HEALTH ACT 1984****Employees**

Salaries

2,150

2,200

2,250

Third Party Payments

Funeral Expenses

3,000

3,000

3,000

Sub-total

5,150

5,200

5,250

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

650

700

700

Information Technology Expenses

50

50

50

Departmental Administrative Expenses

650

600

650

TO SUMMARY

6,500

6,550

6,650

Full Time Equivalent Number of Staff

(including Support Service Staff)

0.05

0.05

0.05

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**13. ENVIRONMENTAL
PROTECTION ACT - PART 1****Employees**

Salaries

30,050

31,950

31,700

Less Income

Fees & Charges

(10,750)

(10,750)

(10,750)

Sub-total

19,300

21,200

20,950

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

1,650

1,750

1,800

Information Technology Expenses

8,050

10,050

9,600

Departmental Administrative Expenses

10,150

9,600

10,050

TO SUMMARY**39,150****42,600****42,400****Full Time Equivalent Number of Staff**
(including Support Service Staff)

0.71

0.67

0.67

Memorandum

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

Total from above

39,150

42,600

42,400

Share of:

Democratic Administration

4,150

4,250

4,300

Corporate Management

2,350

2,450

2,500

Non Distributed Costs

4,700

4,700

5,350

Full Cost of LAPPC / LA-IPPC

50,350

54,000

54,550

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**14. ENVIRONMENTAL PROTECTION****Employees**

Salaries	214,600	231,300 a)	229,350 a)
----------	---------	------------	------------

Supplies & Services

Purchases - Equipment & Materials	300	300	300
Maintenance - Calibration of Instruments	2,500	2,500	2,500
Miscellaneous Insurance	600	900	750

Third Party Payments

Water Sampling	500	500	500
General	1,000	5,000	5,000
Air Quality	18,000	18,000	18,000
Contaminated Land - Site Inspections	2,300	2,300	2,300

	239,800	260,800	258,700
--	---------	---------	---------

Less Income

Fees & Charges			
Water Sampling	(700)	(700)	(700)
Provision of Information	(2,050)	(2,050)	(2,050)

	(2,750)	(2,750)	(2,750)
--	---------	---------	---------

Sub-total

	237,050	258,050	255,950
--	---------	---------	---------

Central, Departmental & Technical Support Services

Central Salaries & Administration	20,700	23,500	23,250
Information Technology Expenses	16,300	20,350	19,350
Departmental Administrative Expenses	74,050	70,600	73,650

Depreciation & Impairment

Non-Current Asset Depreciation	8,950	8,700	8,700
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TO SUMMARY

	357,050	381,200	380,900
--	---------	---------	---------

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

	4.84	4.54	4.57
--	------	------	------

a) Additional staff costs attributable to Environmental Protection team in current financial year.

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**15. FOOD & SAFETY****(a) GENERAL****Employees**

Salaries

110,150

106,050

114,200

Supplies & Services

Protective Clothing

100

100

100

Health General

250

250

250

Miscellaneous Insurance

800

1,150

950

Sub-total

111,300

107,550

115,500

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

12,050

13,750

13,550

Information Technology Expenses

15,850

19,800

18,800

Departmental Administrative Expenses

42,950

39,700

42,300

Less Income

Acupuncture/Tattooing/Ear Pier

(1,750)

(3,000)

(3,120)

180,400**177,800****187,030****Full Time Equivalent Number of Staff**

(including Support Service Staff)

2.58

2.30

2.41

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**15. FOOD & SAFETY (continued)****(b) FOOD SAFETY****Employees**

Salaries

127,600

123,500

133,250

Supplies & Services

Health General

250

250

250

Other Expenses

250

250

250

Third Party Payments

Food Sampling

300

300

300

128,400

124,300

134,050**Less Income**

Food Hygiene Rating Systems Re-inspections

(2,800)

(2,150)

(2,250)

Fees & Charges

Food Inspection

(1,650)

(1,750)

(2,000)

(4,450)

(3,900)

(4,250)**Sub-total**

123,950

120,400

129,800

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

9,200

10,750

10,600

Information Technology Expenses

16,050

20,050

19,050

Departmental Administrative Expenses

49,600

46,050

49,100

198,800

197,250

208,550**Full Time Equivalent Number of Staff**

2.89

2.58

2.72

(including Support Service Staff)

FOOD & SAFETY**(a) GENERAL**

180,400

177,800

187,030

(b) FOOD SAFETY

198,800

197,250

208,550

TO SUMMARY

379,200

375,050

395,580

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**16. PUBLIC HEALTH****(a) HEALTHY LIVING****Employees**

Salaries

109,600

113,800

116,400

Supplies & Services

Healthy Living Initiatives

14,000

14,000

14,000

123,600

127,800

130,400

Less Income

Public Health Funding

(124,100)

(124,100)

(124,100)

Sub-total

(500)

3,700

6,300

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

2,550

2,800

2,800

Information Technology Expenses

500

600

600

Departmental Administrative Expenses

51,000

51,100

48,600

53,550

58,200

58,300

Full Time Equivalent Number of Staff

2.78

3.22

2.77

(including Support Service Staff)

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**16. PUBLIC HEALTH (continued)****(b) GENERAL****Employees**

Salaries

14,650

15,650

15,950

**Central, Departmental & Technical
Support Services**

Departmental Administrative Expenses

3,400

3,450

3,600

18,050

19,100

19,550**Full Time Equivalent Number of Staff**
(including Support Service Staff)

0.17

0.18

0.18**PUBLIC HEALTH****(a) HEALTHY LIVING****(b) GENERAL**

53,550

58,200

58,300

18,050

19,100

19,550

71,600

77,300

77,850**TO SUMMARY**

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

17. GYPSY TRAVELLER SITES

(b) GENERAL

Supplies & Services
Management fees

2025/26 ESTIMATE		2026/27
ORIGINAL	REVISED	ESTIMATE
£	£	£
65,000	65,000	65,000
65,000	65,000	65,000
0.17	0.00	0.00

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

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**18. LICENSING****(a) FEE PAYING****Employees**

Salaries	282,200	267,400 a)	252,350 a)
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Supplies & Services

Rents	100	100	100
Purchases	7,000	7,000	7,000
Professional Fees	8,000	8,000	8,000
Advertising General	250	250	250

	297,550	282,750	267,700
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Less Income

Animal Boarding Establishments	(2,000)	(6,850)	(7,100)
Dog Breeding	(1,300)	(1,300)	(1,350)
Selling Animals As Pets	(2,750)	(500)	(550)
Hackney Carriages & Private Hi	(258,350)	(258,350)	(268,700)
Hiring Out Horses	(3,150)	(3,150)	(3,300)
Alcohol & Entertain - Premises	(94,000)	(94,000)	(94,000)
Pleasure Boats & Boatmen	(550)	(550)	(600)
Street Trading	(700)	(700)	(750)
Alcohol & Entertain - Personal	(1,900)	(2,000)	(1,900)
Sex Establishments	(2,000)	(2,000)	(2,080)
Dangerous Wild Animals	0	(100)	(100)
Gambling	(6,400)	(6,400)	(6,700)
Scrap Metal Licences	0	0	0
Licensing Fixed Penalty Notice	0	0	0

Sub-total

	(75,550)	(93,150)	(119,430)
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**Central, Departmental & Technical
Support Services**

Central Salaries & Administration	18,550	19,750	20,700
Information Technology Expenses	13,500	16,850	16,000
Departmental Administrative Expenses	105,600	110,000	113,200

	62,100	53,450	30,470
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**Full Time Equivalent Number of Staff
(including Support Service Staff)**

	2.78	6.32	6.28
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a) Reduction in staff allocation following deletion of the Head of Licensing, Community Safety and Customer Services post, and changed line management reporting reported to General Purpose Committee 08 October 2025.

b) The forward estimate includes a 4% increase in level with inflation for fiscal year 26-27.

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**18. LICENSING****(b) NON-FEE PAYING****Employees**

Salaries

37,350

34,900

33,150

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

2,500

2,600

2,750

Information Technology Expenses

0

0

0

Departmental Administrative Expenses

14,350

14,400

14,700

54,200

51,900

50,600**Full Time Equivalent Number of Staff**
(including Support Service Staff)

2.78

0.78

0.77

LICENSING**(a) FEE PAYING**

62,100

53,450

30,470

(b) NON-FEE PAYING

54,200

51,900

50,600

TO SUMMARY

116,300

105,350

81,070

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

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
1 REFUSE COLLECTION	1,547,250	1,390,350	1,437,700
2 RECYCLING	(274,000)	(812,800)	(689,550)
3 STREET SCENE	1,412,050	1,366,800	1,400,900
4 PUBLIC CONVENIENCES	150,500	153,950	143,800
5 TONBRIDGE & MALLING LEISURE TRUST	437,700	353,500	275,000
6 LARKFIELD LEISURE CENTRE	1,298,050	1,543,600	1,388,100
7 ANGEL CENTRE	551,250	472,950	604,850
8 TONBRIDGE SWIMMING POOL	713,300	814,900	686,150
9 POULT WOOD GOLF CENTRE	347,900	393,550	301,400
10 SPORTS GROUNDS	805,600	608,550	575,850
11 PLEASURE GROUNDS & OPEN SPACES	1,028,200	1,027,800	988,100
12 ALLOTMENTS	7,200	7,450	7,500
13 CHURCHYARDS	18,050	18,100	18,800
14 TONBRIDGE CEMETERY	16,150	28,150	26,450
15 LEISURE MARKETING / PROMOTION	88,150	87,400	91,150
16 TONBRIDGE CHRISTMAS LIGHTING	38,800	34,150	35,500
17 PARKING SERVICES	(1,453,250)	(1,584,350)	(1,536,950)
18 TRANSPORTATION	165,950	167,650	177,400
19 SECURITY SERVICES MANAGEMENT (CCTV)	71,350	87,400	99,050
20 BOROUGH DRAINAGE & LAND DRAINAGE RELATED WORK	190,550	191,150	76,900
21 CIVIL CONTINGENCIES	159,650	190,300	203,800
	7,320,400	6,540,550	6,311,900
Full Time Equivalent Number of Staff (Including Support Service Staff)	50.75	55.42	55.03

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2025/26 ESTIMATE		2026/27
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. <u>REFUSE COLLECTION</u>			
Employees			
Salaries	186,800	179,650	177,100
Premises Related Expenses			
Vale Rise Depot Recharge	41,650	38,550	39,550
Supplies & Services			
Purchases - Equipment & Materials	500	500	500
Consultancy Fees			
Emergency Arrangements	50	50	50
Other Expenses	6,000	10,000	6,000
Third Party Payments			
Residual Waste Collection	1,595,700	1,558,700	1,622,900 a)
Commercial Waste Collection	600	600	600
	1,831,300	1,788,050	1,846,700
Less Income			
Fees & Charges			
Bulky Waste Collection	(165,600)	(165,600)	(165,600)
Additional Collections	(1,450)	(1,450)	(1,450)
Commercial Waste Collection	(650)	(650)	(650)
Government Grant	(309,100)	(421,000) b)	(430,700) b)
	(476,800)	(588,700)	(598,400)
<u>Sub-total</u>	1,354,500	1,199,350	1,248,300
Central, Departmental & Technical Support Services			
Central Salaries & Administration	23,750	26,400	25,600
Information Technology Expenses	10,550	13,200	12,550
Departmental Administrative Expenses	96,050	95,500	95,350
Depreciation & Impairment			
Non-Current Asset Depreciation	62,400	55,900	55,900
<u>TO SUMMARY</u>	1,547,250	1,390,350	1,437,700
Full Time Equivalent Number of Staff	5.04	4.64	4.47
(including Support Service Staff)			

a) Reflects Oct 2025 Inflation rate of 4.12%

b) DEFRA Polluter Pay funding, following new legislation.

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**2. RECYCLING****Employees**

Salaries

234,500

225,000 a)

223,800 a)

Premises Related Expenses

Recycling Centres - Servicing

0

0

0

Rates

1,050

1,050

1,050

Publicity & promotion

0

800

0

Transport Related Expenses

Glass Collection

0

0

0

Supplies & Services

Purchases - Equipment & Materials

1,500

4,000

1,000

Contribution to Kent Resource Partnership

15,000

15,000

15,000

Other Expenses

1,300

1,300

1,300

Contribution to Bad Debt Provision

0

5,000

5,000

Third Party Payments

Kerbside Waste Collection

Dry Recycling

1,281,050

1,251,300

1,302,900 b)

Food Recycling

490,850

479,500

499,300 b)

Garden Waste Recycling

460,750

450,100

468,600 b)

Carried Forward

2,486,000

2,433,050

2,517,950

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2025/26 ESTIMATE		2026/27 ESTIMATE
	ORIGINAL	REVISED	
	£	£	£
2. <u>RECYCLING (continued)</u>			
<u>Brought Forward</u>	2,486,000	2,433,050	2,517,950
Less Income			
Garden Waste Collection	(1,753,400)	(1,849,200) c)	(1,937,300) d)
Textile Recycling	0	0	0
Performance Payment	(628,000)	(850,000) e)	(700,000) e)
Contribution from Other Bodies	<u>(674,500)</u>	<u>(915,450) f)</u>	<u>(936,600) f)</u>
	(3,055,900)	(3,614,650)	(3,573,900)
	<u></u>	<u></u>	<u></u>
<u>Sub-total</u>	(569,900)	(1,181,600)	(1,055,950)
Central, Departmental & Technical Support Services			
Central Salaries & Administration	16,500	18,000	18,050
Information Technology Expenses	46,350	57,900 g)	55,200 g)
Departmental Administrative Expenses	115,050	114,150	114,400
Depreciation & Impairment			
Non-Current Asset Depreciation	118,000	178,750	178,750
Non-current Asset Impairment	<u></u>	<u></u>	<u></u>
	<u>(274,000)</u>	<u>(812,800)</u>	<u>(689,550)</u>
Full Time Equivalent Number of Staff (including Support Service Staff)	6.31	5.74	5.56

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

- a)** Reflects effect of establishment changes within Street Scene Administration team and assumed the contract end date of temporary Waste Contract Officer post as December 2025.
- b)** Reflects a 4.12% increase in contract costs from April 2026 - based on Oct 2025 inflation.
- c)** There has been a higher than anticipated take up of renewals and fewer than anticipated cancellations during 2025/26. Estimate based on actuals to date and outstanding subscriptions to be raised.
- d)** Estimate is based on the level of subscriptions in 25/26 and includes the increase in fees from April 2026 approved by Cabinet on 18 November 2025.
- e)** 2025/26 estimate includes additional income received from KCC for Quarter 4 2425. 2026/27 is based on previous years averages.
- f)** DEFRA Polluter Pay funding, following new legislation.
- g)** Reflects reallocation of additional IT Services costs across all service budget headings.

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**3. STREET SCENE****Employees**

Salaries	148,800	144,450	145,050
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Supplies & Services

Purchases - Equipment & Materials	10,000	18,000 a)	10,000
Abatement Initiatives (Self Help)	15,000	15,000	15,000
Dog Bin Emptying	14,200	14,200	14,200
Graffiti Removal	1,000	0	0
Dog Warden	110,600	103,500	103,500
Emergency Arrangements	50	50	50

Third Party Payments

Amenity & Street Cleansing	1,039,000	1,014,900	1,056,700 b)
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1,338,650	1,310,100	1,344,500
-----------	-----------	-----------

Less Income

Fees & Charges			
Stray Dogs Redemption Fees	(5,550)	(5,550)	(5,550)
Clearance Costs and Contributions from	(7,500)	(7,500)	(7,500)
Fixed Penalty Notices	0	(20,000) c)	(20,000) c)
Government Grants	0	0	0

(13,050)	(33,050)	(33,050)
----------	----------	----------

Sub-total

1,325,600	1,277,050	1,311,450
-----------	-----------	-----------

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration	11,400	12,150	12,300
Information Technology Expenses	7,700	9,600	9,150
Departmental Administrative Expenses	67,350	68,000	68,000

TO SUMMARY

1,412,050	1,366,800	1,400,900
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**Full Time Equivalent Number of Staff
(including Support Service Staff)**

3.73	3.54	3.42
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DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

STREET SCENE

- a)** Purchase of Dog Waste Bins (£10,600).
- b)** Reflects 4% inflation increase in April 2026.
- c)** Percentage share of Fixed Penalty Notice income.

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**4. PUBLIC CONVENIENCES****Employees**

Salaries

13,300

13,050

12,700

Premises Related Expenses

Building Repairs Expenditure

17,300

22,300

12,800

Electricity

12,000

10,000

10,000

Water Charges (Metered)

2,650

2,650

2,650

Sewerage & Environmental Services

3,000

3,000

3,000

Premises Insurance

1,500

2,400

2,000

Third Party Payments

Public Conveniences Cleansing

38,200

48,000 a)

48,000 a)

87,950

101,400

91,150

Less Income

Fees & Charges

Radar Keys

(50)

(50)

(50)

Sub-total

87,900

101,350

91,100

Central, Departmental & Technical Support Services

Central Salaries & Administration

7,800

8,100

8,300

Information Technology Expenses

700

900

850

Departmental Administrative Expenses

6,900

7,000

6,950

Depreciation & Impairment

Non-Current Asset Depreciation

47,200

36,600

36,600

TO SUMMARY

150,500

153,950

143,800

Full Time Equivalent Number of Staff

0.45

0.43

0.42

(including Support Service Staff)

PUBLIC CONVENIENCES

a) Increase in contract cost from April 2025.

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
5. <u>TONBRIDGE & MALLING LEISURE TRUST</u>			
Employees			
Salaries	56,600	56,250	57,700
Third Party Payments			
Management Fee (Utilities)	165,500	80,000	0 a)
Employers' Superannuation Costs	177,200	177,200	177,200
<u>Sub-total</u>	399,300	313,450	234,900
Central, Departmental & Technical Support Services			
Central Salaries & Administration	17,150	18,600	18,050
Information Technology Expenses	50	50	50
Departmental Administrative Expenses	21,200	21,400	22,000
<u>TO SUMMARY</u>	437,700	353,500	275,000
Full Time Equivalent Number of Staff (including Support Service Staff)	1.57	1.21	1.22

a) Contingency for 25/26. 26/27 expected to be Nil.

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

		2025/26 ESTIMATE		2026/27 ESTIMATE
		ORIGINAL £	REVISED £	£
6. <u>LARKFIELD LEISURE CENTRE</u>				
Employees				
Salaries		4,500	4,500	4,650
Premises Related Expenses				
Building Repairs Expenditure		344,950	451,600 a)	310,700 b)
Premises Insurance		64,250	100,950 c)	85,700 d)
Other expenses		0	800	850
	<u>Sub-total</u>	413,700	557,850	401,900
Less Income				
Contribution from other bodies		0	0	0
Central, Departmental & Technical Support Services				
Central Salaries & Administration		22,100	23,100	23,550
Information Technology Expenses		300	400	350
Departmental Administrative Expenses		1,650	1,700	1,750
Depreciation & Impairment				
Non-Current Asset Depreciation		860,300	960,550 e)	960,550 e)
Non-Current Asset Impairment				
	<u>TO SUMMARY</u>	1,298,050	1,543,600	1,388,100
Full Time Equivalent Number of Staff				
		0.33	0.39	0.39
(Including Support Service Staff)				

- a) Includes weights room floor repairs (£35,000), Prima Dance studio toilet replacement (£15,000), pool tile repairs (£55,000), window/door repairs (£42,000), external decoration (£35,000), and servicing of fire alarms / emergency lighting (£72,000).
- b) Includes repairs to changing areas (£20,000) and replacement of air handling equipment (£90,000).
- c) Reflects annual insurance premium increase and change in the way the premium is reallocated to service budgets in the current year.
- d) Forward estimate includes provision for anticipated premium increases in 2026/27.
- e) Reflects an increased depreciation charge following revaluation of the asset.

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
7. <u>ANGEL CENTRE</u>			
Employees			
Salaries	8,700	8,450	9,200
Premises Related Expenses			
Building Repairs Expenditure	200,050	71,100 a)	195,500 b)
Premises Insurance	12,150	18,650	15,900
Third Party Payments			
General	-	800	10,000
<u>Sub-total</u>	220,900	99,000	230,600
Central, Departmental & Technical Support Services			
Central Salaries & Administration	10,950	11,350	11,600
Information Technology Expenses	250	300	300
Departmental Administrative Expenses	2,450	2,550	2,600
Depreciation & Impairment			
Non-Current Asset Depreciation	316,700	359,750 c)	359,750 c)
Non- Current Asset Impairment	0	0	0
<u>TO SUMMARY</u>	551,250	472,950	604,850
Full Time Equivalent Number of Staff (Including Support Service Staff)	0.26	0.35	0.35

- a) Includes servicing of air conditioning units (£19,000).
- b) Includes sports hall flooring (£46,000), servicing of the lift (£32,000), and servicing of fire alarms / emergency lighting (£51,500).
- c) The Angel Centre was revalued in 2024/25 - resulting in a higher depreciation charge. Depreciation is reversed out via the Movement in Reserves Statement.

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**8. TONBRIDGE SWIMMING POOL****Employees**

Salaries

7,850

7,600

8,300

Premises Related Expenses

Building Repairs Expenditure

272,900

315,750 a)

190,650 b)

Premises Insurance

20,350

31,450 c)

26,700 c)

Other Expenses

0

1,200

1,200

Sub-total

301,100

356,000

226,850

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

16,550

17,150

17,550

Information Technology Expenses

250

350

300

Departmental Administrative Expenses

2,200

2,300

2,350

Depreciation & Impairment

Non-Current Asset Depreciation

393,200

439,100

439,100

Non-Current Asset Impairment

TO SUMMARY

713,300

814,900

686,150

Full Time Equivalent Number of Staff

0.33

0.41

0.41

(Including Support Service Staff)

- a) Includes spa jet renewal (£25,000), BMS System maintenance / upgrade (£48,000), external decoration (£40,000)
- b) Reflects standard provision for cyclical and response maintenance items. Includes repairs to the swim through timbers (£15,000) and repairs to windows/doors (£40,000).
- c) Reflects annual insurance premium increase and change in the way the premium is reallocated to service budgets in the current year. Forward estimate includes provision for anticipated premium increases in 2026/27.

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**9. POULT WOOD GOLF CENTRE****Employees**

Salaries

4,900

4,900

5,050

Premises Related Expenses

Building Repairs Expenditure

90,950

128,150 a)

39,350 b)

Maintenance of Grounds

1,200

1,900

1,200

Premises Insurance

4,300

6,650

5,600

Transport Related Expenses

Transport Insurance

9,050

13,650

11,600

Sub-total

110,400

155,250

62,800

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

11,350

11,750

12,000

Information Technology Expenses

150

200

200

Departmental Administrative Expenses

1,950

1,950

2,000

Depreciation & Impairment

Non-Current Asset Depreciation

224,050

224,400

224,400

Non-Current Asset Impairment

TO SUMMARY**347,900****393,550****301,400****Full Time Equivalent Number of Staff**

(Including Support Service Staff)

0.20

0.25

0.25

a) Includes conservatory works (£25,000), refurbishment of showers (£10,000), first floor patio works (£10,000), and servicing of air conditioning units (£15,000).

b) Reflects lower level of planned and response maintenance items.

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**10. SPORTS GROUNDS****Employees**

Salaries

42,350

42,900

44,300

Premises Related Expenses

Building Repairs Expenditure

185,900

24,650 a)

12,050 b)

Maintenance of Grounds

21,650

21,650

21,650

Premises Insurance

2,200

3,300

2,800

Supplies & Services

Clothing, Uniform & Laundry

0

0

0

Stationery

100

100

100

Professional fees

0

35,000 c)

0

Honoraria

1,100

1,100

1,100

Telephones

50

50

50

Licences

100

100

100

Recharge

17,650

17,650

17,650

Purchases

0

250

250

Third Party Payments

Grounds Maintenance Contract

330,050

330,050 d)

343,250 d)

601,150

476,800

443,300

Less Income

Rents

(16,200)

(16,200)

(16,200)

Sub-total

584,950

460,600

427,100

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

14,550

15,200

15,550

Information Technology Expenses

850

1,050

1,000

Departmental Administrative Expenses

21,450

21,450

21,950

Depreciation & Impairment

Non-Current Asset Depreciation

183,800

110,250 e)

110,250 e)

TO SUMMARY

805,600

608,550

575,850

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

1.31

1.29

1.29

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

SPORTS GROUNDS

- a) Reflects slippage of repairs to the roof at Tonbridge Farm Pavilion to 2027/28.
- b) Reflects standard provision for cyclical and response maintenance items.
- c) One-off consultancy costs for the Tonbridge Farm Capital Project, to be funded from the Tonbridge Town Centre Reserve.
- d) Reflects 4% inflation increase in April 2026.
- e) Depreciation charge calculated based on the useful life of assets at the last valuation.

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**11. PLEASURE GROUNDS & OPEN SPACES****(a) TONBRIDGE CASTLE GROUNDS****Employees**

Salaries

20,800

20,600

21,700

Premises Related Expenses

Maintenance of Grounds

4,500

39,500 a)

4,500

Electricity

1,400

1,400

1,400

Rates

1,400

1,400

1,400

Premises Insurance

50

50

50

Supplies & Services

Purchases - Equipment & Materials

10,000

10,000

10,000

Licences

0

0

-

Third Party Payments

Grounds Maintenance Contract

87,150

87,150

90,636

Tonbridge Hanging Baskets

5,000

5,000

5,000

130,300

165,100

134,686

Less Income

Fees & Charges - Mooring Fees

(150)

(150)

(150)

Rights over Water

(2,550)

(2,550)

(2,550)

(2,700)

(2,700)

(2,700)

Sub-total

127,600

162,400

131,986

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

17,350

19,050

20,450

Information Technology Expenses

400

500

450

Departmental Administrative Expenses

9,400

9,350

9,600

Depreciation & Impairment

Non-Current Asset Depreciation

15,300

7,650

7,650

170,050

198,950

170,136

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

0.61

0.90

0.90

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

PLEASURE GROUNDS & OPEN SPACES - TONBRIDGE CASTLE GROUNDS

- a) Management team approved an overspend of £35K for the castle moat revetment project.

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**11. PLEASURE GROUNDS & OPEN SPACES**
(continued)**(b) HAYSDEN COUNTRY PARK****Employees**

Salaries	44,850	45,350	47,100
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Premises Related Expenses

Building Repairs Expenditure	14,600	16,300	4,000
Maintenance of Grounds	13,000	13,000	13,000
Electricity	7,700	7,700	7,700
Water Charges (Metered)	3,700	3,700	3,700
Sewerage & Environmental Services	2,650	1,000	1,000
Cleaning & Domestic Supplies	38,200	38,200	38,200
Premises Insurance	200	250	250

Supplies & Services

Purchases - Equipment & Materials	2,850	4,500	2,850
Maintenance - General	2,500	2,500	2,500
Clothing, Uniforms & Laundry	50	50	50
Cash Collection	1,850	1,850	7,300
Trade Refuse Charges	1,000	1,000	1,000
Dog Bin Emptying	400	400	400
Gates / Security	7,550	7,550	7,550
Rodent Control	1,400	1,400	1,400
Litter Collection	1,150	1,150	1,150
Advertising	450	450	450

Third Party Payments

Grounds Maintenance Contract	57,750	57,750	60,060
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Carried Forward

201,850	204,100	199,660
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DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2025/26 ESTIMATE		2026/27 ESTIMATE
	ORIGINAL	REVISED	
	£	£	£
11. PLEASURE GROUNDS & OPEN SPACES			
<u>(continued)</u>			
<u>(b) HAYSDEN COUNTRY PARK (continued)</u>			
<u>Brought Forward</u>	201,850	204,100	199,660
Less Income			
Fees & Charges			
Car Parking Fees	(85,000)	(124,500) a)	(124,500) a)
Car Park Season Tickets	(10,000)	(13,000)	(13,000)
Rents			
Rights over Water	(6,050)	(6,050)	(6,050)
Miscellaneous Concessions	(9,950)	(11,350)	(11,000)
	(111,000)	(154,900)	(154,550)
<u>Sub-total</u>	90,850	49,200	45,110
Central, Departmental & Technical Support Services			
Central Salaries & Administration	3,300	3,500	3,550
Information Technology Expenses	1,950	2,450	2,350
Departmental Administrative Expenses	21,650	21,800	22,300
Depreciation & Impairment			
Non-Current Asset Depreciation	34,400	29,500	29,500
	152,150	106,450	102,810
Full Time Equivalent Number of Staff	1.24	1.22	1.22
(Including Support Service Staff)			

a) Income estimates have been revised in line with recent activity, which has been higher than originally forecasted.

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**11. PLEASURE GROUNDS & OPEN SPACES**
(continued)**(c) OPEN SPACES**
& AMENITY AREAS BOROUGH - WIDE**Employees**

Salaries

87,550

84,600

91,550

Premises Related Expenses

Maintenance of Grounds

34,600

32,700

34,000

Maintenance of Play Equipment

10,000

20,000 a)

18,000 a)

Bridge Maintenance

46,600

46,600

40,000

Electricity

1,400

1,400

1,400

Premises Insurance

4,000

4,700

4,000

Supplies & Services

Purchases - Equipment & Materials

850

600

600

Dog Bin Emptying

200

200

200

Rodent Control

500

500

500

Miscellaneous Insurance

150

200

200

Telephones

50

50

50

Third Party Payments

Grounds Maintenance Contract

162,600

162,600

169,104

Carried Forward

348,500

354,150

359,604

a) Various essential H&S works to Play Equipment.

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2025/26 ESTIMATE		2026/27
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
11. <u>PLEASURE GROUNDS & OPEN SPACES</u>			
<u>(continued)</u>			
(c) <u>OPEN SPACES</u>			
<u>& AMENITY AREAS BOROUGH - WIDE</u>			
<u>(continued)</u>			
<u>Brought Forward</u>	348,500	354,150	359,604
Less Income			
Developer Contributions	(2,650)	(2,650)	(2,650)
Rents			
Land	(27,000)	(27,000)	(27,000)
Wayleave Agreement	(1,250)	(1,250)	(1,250)
	(30,900)	(30,900)	(30,900)
<u>Sub-total</u>	317,600	323,250	328,704
Central, Departmental & Technical Support Services			
Central Salaries & Administration	8,500	9,000	9,150
Information Technology Expenses	1,600	2,000	1,900
Departmental Administrative Expenses	41,600	41,900	42,800
Depreciation & Impairment			
Non-Current Asset Depreciation	27,300	18,600	18,600
Non- Current Asset Impairment	0	0	0
	396,600	394,750	401,154
Full Time Equivalent Number of Staff	2.30	2.25	2.25
(Including Support Service Staff)			

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**11. PLEASURE GROUNDS & OPEN SPACES**
(continued)**(d) PATROLLING****Employees**

Salaries

13,900

13,850

14,300

Transport Related Expenses

Repairs & Maintenance

750

750

750

Licences

300

300

300

Petrol / Oil

800

800

800

Transport Insurance

700

1,050

900

Supplies & Services

Clothing, Uniform & Laundry

300

200

300

Gates / Security

8,250

9,300

9,300

Telephones

0

0

0

Sub-total

25,000

26,250

26,650

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

3,100

3,250

3,300

Information Technology Expenses

250

300

300

Departmental Administrative Expenses

6,950

6,850

7,050

35,300

36,650

37,300

Less Income

Recharge to Sports Grounds

(17,650)

(17,650)

(17,650)

17,650

19,000

19,650

Full Time Equivalent Number of Staff

0.42

0.39

0.39

(Including Support Service Staff)

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**11. PLEASURE GROUNDS & OPEN SPACES**
(continued)**(e) COUNTRYSIDE / WOODLAND**
MANAGEMENT**Employees**

Salaries

18,750

18,800

19,450

Premises Related Expenses

Maintenance of Grounds

20,000

20,000

20,000

Tree Planting Schemes

2,300

2,300

2,300

Supplies & Services

Purchases - Equipment & Materials

0

0

0

Health & Safety - Trees

109,000

109,000

109,000

Miscellaneous Insurance

100

100

100

Third Party Payments

Medway Valley Countryside Partnership

9,000

9,000

9,000

Sub-total

159,150

159,200

159,850

Central, Departmental & Technical
Support Services

Central Salaries & Administration

8,000

8,400

8,550

Information Technology Expenses

1,650

2,050

1,950

Departmental Administrative Expenses

9,400

9,350

9,600

178,200**179,000****179,950****Full Time Equivalent Number of Staff**
(Including Support Service Staff)

0.61

0.60

0.60

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**11. PLEASURE GROUNDS & OPEN SPACES**
(continued)**(f) LEYBOURNE LAKES COUNTRY PARK****Employees**

Salaries

7,400

7,100

7,450

Premises Related Expenses

Building Repairs Expenditure

16,900

26,700 **a)**21,600 **b)**

Premises Insurance

650

1,650

1,300

Dog Bin Emptying

0

400

0

Maintenance of grounds

0

9,650 **c)**

0

Transport Related Expenses

Transport Insurance

700

1,050

900

Supplies & Services

Maintenance - General

0

0

0

Dog Bin Emptying

0

0

0

Telephones

0

0

0

Carried Forward

25,650

46,550

31,250

- a)** Increased cost of cyclical maintenance and routine servicing, and includes concreting of the bin store area (£3k).
- b)** Includes servicing of the automatic doors (£5,000).
- c)** One off cost in relation the Leybourne lakes path works. Filling in potholes for health and safety of users.

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
11. <u>PLEASURE GROUNDS & OPEN SPACES</u>			
<u>(continued)</u>			
(f) <u>LEYBOURNE LAKES COUNTRY PARK</u>			
<u>(continued)</u>			
<u>Brought Forward</u>	25,650	46,550	31,250
<u>Sub-total</u>	25,650	46,550	31,250
Central, Departmental & Technical Support Services			
Central Salaries & Administration	6,200	6,500	6,600
Information Technology Expenses	1,800	2,300	2,150
Departmental Administrative Expenses	2,650	2,600	2,700
Depreciation & Impairment			
Non-Current Asset Depreciation	77,250	71,700	71,700
	113,550	129,650	114,400
Full Time Equivalent Number of Staff (Including Support Service Staff)	0.28	0.22	0.22
<u>PLEASURE GROUNDS & OPEN SPACES</u>			
(a) TONBRIDGE CASTLE GROUNDS	170,050	198,950	170,136
(b) HAYSDEN COUNTRY PARK	152,150	106,450	102,810
(c) OPEN SPACES & AMENITY AREAS	396,600	394,750	401,154
(d) PATROLLING	17,650	19,000	19,650
(e) COUNTRYSIDE / WOODLAND MANAGE'T	178,200	179,000	179,950
(f) LEYBOURNE LAKES COUNTRY PARK	113,550	129,650	114,400
<u>TO SUMMARY</u>	1,028,200	1,027,800	988,100

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**12. ALLOTMENTS****Employees**

Salaries

650

700

700

Premises Related Expenses

Drainage Rates

50

50

50

Premises Insurance

50

100

100

Third Party Payments

Management Fee to T.A.G.A.

5,100

5,100

5,100

Sub-total

5,850

5,950

5,950

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

650

650

650

Departmental Administrative Expenses

300

300

350

Information Technology

0

50

50

Depreciation & Impairment

Non-Current Asset Depreciation

400

500

500

TO SUMMARY

7,200

7,450

7,500

Full Time Equivalent Number of Staff

(Including Support Service Staff)

0.02

0.02

0.02

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**13. CHURCHYARDS****Employees**

Salaries

3,250

3,150

3,400

Premises Related Expenses

Maintenance of Grounds

1,800

1,800

1,800

Third Party Payments

Grounds Maintenance Contract

10,150

10,150

10,550

15,200

15,100

15,750

Less Income

Contributions from Other Bodies

(50)

(50)

(50)

Sub-total

15,150

15,050

15,700

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

1,400

1,450

1,500

Information Technology Expenses

150

200

200

Departmental Administrative Expenses

1,350

1,400

1,400

TO SUMMARY**18,050****18,100****18,800****Full Time Equivalent Number of Staff**

(Including Support Service Staff)

0.09

0.09

0.09

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**14. TONBRIDGE CEMETERY****Employees**

Salaries	30,450	30,700	31,800
----------	--------	--------	--------

Premises Related Expenses

Building Repairs Expenditure	2,300	3,600	6,100
Maintenance of Grounds	5,600	7,500	5,600
Electricity	3,000	3,000	3,000
Rates	8,150	8,150	8,150
Water Charges (Metered)	150	100	150
Sewerage & Environmental Services	100	100	100
Premises Insurance	650	1,000	850

Supplies & Services

Purchases - Equipment & Materials	2,500	3,000	2,500
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Third Party Payments

Grounds Maintenance Contract	69,650	69,650	72,450 a)
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	122,550	126,800	130,700
--	---------	---------	---------

Less Income**Fees & Charges**

Graves - Exclusive Right of Burial	(41,400)	(34,000) b)	(35,400) b)
Interments	(56,900)	(56,900)	(59,200)
Memorials - Erection	(9,300)	(9,300)	(9,700)
Memorials - Inscription	(4,150)	(4,150)	(4,350)
Register Search	(3,100)	(3,100)	(3,250)
Memorial Garden - Lease of Tablet	(25,850)	(28,750)	(29,900)
Memorial Garden - Plaque/Inscription	(6,200)	(6,200)	(6,450)
Use of Chapel	(4,150)	(4,150)	(4,350)

	(151,050)	(146,550)	(152,600)
--	-----------	-----------	-----------

Sub-total

	(28,500)	(19,750)	(21,900)
--	----------	----------	----------

Central, Departmental & Technical Support Services

Central Salaries & Administration	5,800	6,050	6,150
Information Technology Expenses	1,400	1,700	1,650
Departmental Administrative Expenses	14,550	14,600	15,000

Depreciation & Impairment

Non-Current Asset Depreciation	22,900	25,550	25,550
Non-Current Asset Impairment	0	0	0

TO SUMMARY

	16,150	28,150	26,450
--	--------	--------	--------

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

	0.88	0.85	0.85
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DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

TONBRIDGE CEMETERY

- a) The forward estimate includes a 4% inflation increase in April 2026.
- b) Estimates are based on income to date, reflecting the anticipated change in requests for different services. The forward estimate includes a 4% inflation increase for 26/27.

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**15. LEISURE STRATEGY****Employees**

Salaries

58,850

57,650

60,650

Supplies & Services

Market Research / Audit Programme

4,000

4,000

4,000

Community Group Funding

5,000

5,000

5,000

Sub-total

67,850

66,650

69,650

Central, Departmental & Technical**Support Services**

Central Salaries & Administration

2,600

2,700

2,700

Information Technology Expenses

50

50

50

Departmental Administrative Expenses

17,650

18,000

18,750

TO SUMMARY**88,150****87,400****91,150****Full Time Equivalent Number of Staff**

0.54

0.92

0.94

(Including Support Service Staff)

Analysis of Salaries:-

Leisure Planning / Policy

£
35,700£
36,500£
37,500

Market Research

1,500

1,500

1,600

Liaison with Outside Bodies

19,850

20,000

20,600

57,05058,00059,700

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**16. TONBRIDGE CHRISTMAS LIGHTING****Employees**

Salaries

6,800

5,650

7,000

Supplies & Services

Christmas Lighting

23,750

23,750

23,750

Sub-total

30,550

29,400

30,750

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

700

750

750

Information Technology Expenses

300

400

350

Departmental Administrative Expenses

2,800

2,800

2,850

Depreciation & Impairment

Non-Current Asset Depreciation

4,450

800

800

TO SUMMARY**38,800****34,150****35,500****Full Time Equivalent Number of Staff**

0.15

0.14

0.14

(including Support Service Staff)

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**17. PARKING SERVICES****(a) OFF-STREET****Employees**

Salaries

349,800

325,300 a)

373,950 b)

Premises Related Expenses

Maintenance of Grounds

263,250

267,800 c)

278,550 c)

Repairs & Maintenance

30,000

35,000

35,000

Winter Maintenance

10,000

10,000

10,000

Electricity

5,850

5,850

5,850

Rates

279,650

305,350 d)

305,350 d)

Premises Insurance

1,500

2,300

1,950

Transport Related Expenses

Repairs & Maintenance

2,000

2,000

2,000

Licences

600

350

600

Petrol / Oil

2,000

2,000

2,000

Transport Insurance

1,350

2,100

1,800

Supplies & Services

Purchases - Equipment & Materials

2,000

9,900

9,900

Maintenance - General

30,000

28,300

28,300

Uniforms

750

4,500

4,500

Stationery

7,500

6,500

7,500

Cash Collection

77,900

77,900

77,900

Professional Fees

0

0

0

Payment to Principals / Ticket Refunds

437,850

437,850

437,850

Advertising

500

600

600

Adjudication & Enforcement Services

12,200

12,200

12,200

Security Services Mgt. Recharge (CCTV)

192,900

192,900

192,900

Carried Forward

1,707,600

1,728,700

1,788,700

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

PARKING SERVICES - OFF-STREET

- a)** Management savings arising from vacant Civil Enforcement Officer posts.
- b)** Reflects a full establishment and includes provision for a pay award.
- c)** Change to reflect CPI increase of 4% for 25/26 and 26/27.
- d)** 2025/26 original estimate was insufficient, increases due to additional Parking Spaces.

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**17. PARKING SERVICES (continued)****(a) OFF-STREET (continued)****Brought Forward****Less Income**

Fees & Charges

Car Park Season Tickets

Short Stay Parking

Long Stay Parking

Penalty Charge Notices

General

Management of Angel / Botany Car Parks

Rent

Electric Vehicle Charging

Sub-total**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

Information Technology Expenses

Departmental Administrative Expenses

Depreciation & Impairment

Non-Current Asset Depreciation

Non Current Asset Impairment

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

	2025/26 ESTIMATE		2026/27 ESTIMATE
	ORIGINAL £	REVISED £	£
<u>Brought Forward</u>	1,707,600	1,728,700	1,788,700
Less Income			
Fees & Charges			
Car Park Season Tickets	(112,000)	(130,000) e)	(130,000) f)
Short Stay Parking	(2,150,000)	(2,060,000) e)	(2,060,000) f)
Long Stay Parking	(780,000)	(982,000) e)	(982,000) f)
Penalty Charge Notices	(300,000)	(250,000) g)	(300,000) g)
General	(38,900)	(73,200) h)	(45,700)
Management of Angel / Botany Car Parks	(114,650)	(114,650)	(117,000)
Rent	(9,950)	(5,500)	(5,500)
Electric Vehicle Charging	(4,400)	(4,400)	(5,000)
	(3,509,900)	(3,619,750)	(3,645,200)
<u>Sub-total</u>	(1,802,300)	(1,891,050)	(1,856,500)
Central, Departmental & Technical Support Services			
Central Salaries & Administration	34,550	36,150	36,700
Information Technology Expenses	55,100	68,850	65,500
Departmental Administrative Expenses	101,750	102,350	104,750
Depreciation & Impairment			
Non-Current Asset Depreciation	92,500	102,900	102,900
Non Current Asset Impairment			
	(1,518,400)	(1,580,800)	(1,546,650)
Full Time Equivalent Number of Staff (including Support Service Staff)	8.03	9.97	9.99

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**PARKING SERVICES - OFF-STREET (continued)**

- e) The agreed trends indicate that season ticket levels are higher than previous years, while short-stay activity has decreased, and long-stay performance continues in line with established trends.
- f) The 2026/27 budget has been aligned with 2025/26 levels. The revised forecast represents an 11% increase on 2024/25, with 2026/27 showing a further 2% uplift on the revised 2025/26 position.
- g) The reduction is attributable to a CEO staffing shortage in the first half of 2025/26. Full headcount is expected to be restored by the end of the financial year.
- h) One-off additional income received in 2025/26 for Vale Road Car Parking Spaces.

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**17. PARKING SERVICES (continued)****(b) ON-STREET****Employees**

	2025/26 ESTIMATE ORIGINAL £	REVISED £	2026/27 ESTIMATE £
Salaries	490,300	463,500 a)	528,600 b)
Premises Related Expenses			
Repairs & Maintenance	15,000	15,000	15,000
Car Parking Action Plans	15,000	15,000	15,000
Transport Related Expenses			
Repairs & Maintenance	2,000	2,000	2,000
Licences	600	600	600
Petrol / Oil	2,000	2,000	2,000
Transport Insurance	2,050	3,150	2,700
Supplies & Services			
Purchases - Equipment & Materials	1,950	1,950	1,950
Maintenance - General	12,500	12,500	12,500
Uniforms	1,500	21,500 c)	5,000
Stationery	500	500	500
Cash Collection	1,650	1,650	1,650
Advertising	1,500	1,500	1,500
Adjudication & Enforcement Services	6,500	9,000	8,000
	553,050	549,850	597,000
Less Income			
Fees & Charges			
Business Parking Permits	(26,000)	(26,000)	(31,000)
Residents Parking Permits	(145,000)	(145,000)	(150,000)
Visitors Parking Permits	(35,150)	(35,150)	(35,400)
Dispensations	(19,000)	(19,000)	(19,000)
On-street Parking	(72,000)	(260,000) d)	(260,000) d)
Penalty Charge Notices	(400,000)	(300,000) e)	(325,000) e)
General Income			
	(697,150)	(785,150)	(820,400)
<u>Sub-total Carried Forward</u>	(144,100)	(235,300)	(223,400)

Premises Related Expenses**Transport Related Expenses****Supplies & Services****Less Income****Fees & Charges**

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**17. PARKING SERVICES (continued)****(b) ON-STREET (continued)****Sub-total Brought Forward****Central, Departmental & Technical
Support Services**

Central Salaries & Administration
Information Technology Expenses
Departmental Administrative Expenses

Depreciation & Impairment

Non-Current Asset Depreciation
Non-Current Asset impairment

Full Time Equivalent Number of Staff

(including Support Service Staff)

2025/26 ESTIMATE		2026/27
ORIGINAL	REVISED	ESTIMATE
£	£	£
(144,100)	(235,300)	(223,400)
23,200	24,300	24,800
41,200	51,450	48,950
140,050	140,900	144,250
4,800	15,100	15,100
65,150	(3,550)	9,700
10.53	13.64	13.66

PARKING SERVICES**(a) OFF-STREET****(b) ON-STREET**

(1,518,400)	(1,580,800)	(1,546,650)
65,150	(3,550)	9,700
(1,453,250)	(1,584,350)	(1,536,950)

TO SUMMARY

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

- a)** Management savings arising from vacant Civil Enforcement Officer posts.
- b)** Reflects a full establishment and includes provision for a pay award.
- c)** The variance reflects the planned purchase of body-worn cameras to support operational effectiveness and staff safety.
- d)** Higher than expected level of income, due to rate increases.
- e)** The income forecast has been reduced to reflect the impact of staffing shortages, which are expected to limit income generation.

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**18. TRANSPORTATION****Employees**

Salaries

94,500

94,650

103,750 a)

Premises Related Expenses

Repairs, Alterations & Maintenance

17,000

19,900

17,000

Electricity

900

900

900

Vale Rise Depot Recharge

2,000

1,600

1,600

Supplies & Services

Purchases - Equipment & Materials

5,000

5,000

5,000

Sub-total

119,400

122,050

128,250

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

9,050

9,500

9,650

Information Technology Expenses

3,500

4,450

4,150

Departmental Administrative Expenses

34,000

34,050

34,850

Depreciation & Impairment

Non-Current Asset Depreciation

0

500

500

Less Income

Other Contributions

-

-2,900

-

TO SUMMARY

165,950

167,650

177,400

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

1.95

2.02

2.03

- a) Reflects full year effect of establishment changes within the Projects team and includes provision for a pay award.

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**19. SECURITY SERVICES MANAGEMENT**

	2025/26 ESTIMATE		2026/27 ESTIMATE
	ORIGINAL	REVISED	
	£	£	£
Employees			
Salaries	33,300	29,000	33,650
Premises Related Expenses			
Electricity	0	200	200
Supplies & Services			
Purchases - Equipment & Materials	1,500	1,000	1,000
Maintenance - General	10,000	10,000	10,000
Miscellaneous Insurance	2,800	4,300	3,650
Third Party Payments			
CCTV Monitoring Station	167,000	181,300 a)	188,600 a)
	214,600	225,800	237,100
Less Income			
Recharge to Parking Services	(192,900)	(192,900)	(192,900)
<u>Sub-total</u>	21,700	32,900	44,200
Central, Departmental & Technical Support Services			
Central Salaries & Administration	6,050	6,350	6,500
Information Technology Expenses	1,400	1,750	1,650
Departmental Administrative Expenses	15,100	14,700	15,000
Depreciation & Impairment			
Non-Current Asset Depreciation	27,100	31,700	31,700
Non-Current Asset Impairment			
<u>TO SUMMARY</u>	71,350	87,400	99,050
Full Time Equivalent Number of Staff	0.78	0.75	0.75
(including Support Service Staff)			

a) Adjusted to reflect CPI of 4% for this financial year and 26/27.

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**20. BOROUGH DRAINAGE
& LAND DRAINAGE RELATED WORK****Employees**

Salaries

44,450

45,300

47,600

Supplies & Services

Purchases - Equipment & Materials

50

50

50

Professional Fees

5,400

5,400

5,400

Capital Grants & Contributions (RECS)

116,000

116,000

0

Third Party Payments

Contract Payments

2,100

2,100

2,200

Sub-total

168,000

168,850

55,250

**Central, Departmental & Technical
Support Services**

Central Salaries & Administration

2,300

2,400

2,450

Information Technology Expenses

950

1,200

1,150

Departmental Administrative Expenses

19,200

18,600

17,950

Depreciation & Impairment

Non-Current Asset Depreciation

100

100

100

TO SUMMARY

190,550

191,150

76,900

Full Time Equivalent Number of Staff

0.93

0.93

0.89

(including Support Service Staff)

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

		2025/26 ESTIMATE		2026/27
		ORIGINAL	REVISED	ESTIMATE
		£	£	£
21. <u>CIVIL CONTINGENCIES</u>				
Employees				
Salaries		75,100	97,700 a)	109,050 a)
Supplies & Services				
Purchases - Equipment & Materials		1,000	1,000	1,000
Provision of Sandbags		500	500	500
Out of Hours Call Service		0	0	0
Other Expenses		250	200	200
Contribution to Kent Resilience Forum		14,700	14,700	14,700
	<u>Sub-total</u>	91,550	114,100	125,450
Central, Departmental & Technical Support Services				
Central Salaries & Administration		35,000	35,600	36,300
Information Technology Expenses		300	350	350
Departmental Administrative Expenses		32,800	40,250	41,700
	<u>TO SUMMARY</u>	159,650	190,300	203,800
Full Time Equivalent Number of Staff		1.86	2.26	2.31
(including Support Service Staff)				

- a) Cessation of support from Projects team to Homes for Ukraine scheme.
Forward estimate reflects full year effect of establishment changes within the Projects team and includes provision for a pay award.