

# **Draft Revenue Estimates 2026/27**

## Index

	<b>Page</b>
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 £
<b>Chief Executive</b>	1,129,900	2,168,100	1,992,800
<b>Director of Central Services</b>	783,900	1,102,550	904,000
<b>Director of Planning, Housing &amp; Environmental Health</b>	6,426,950	7,557,200	6,705,150
<b>Director of Street Scene, Leisure &amp; Technical Services</b>	7,320,400	6,540,550	6,311,900
<b>Staffing, Overheads and Democratic Costs</b>	4,573,050	4,258,500	3,229,850
<b>Sub Total</b>	<b>20,234,200</b>	<b>21,626,900</b>	<b>19,143,700</b>
<b>Capital Accounting Reversals</b>			
Non-Current Asset Depreciation	(2,874,800)	(2,952,250)	(2,952,250)
<b>Contributions to / (from) Reserves</b>			
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
<b>Capital Expenditure Charged to General Fund</b>	6,529,000	6,828,000	19,523,000
<b>Sub Total</b>	<b>20,171,150</b>	<b>20,076,500</b>	<b>16,541,000</b>
<b>Government Grants</b>			
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
<b>Revenue Support Grant</b>	(167,350)	(167,350)	(4,776,751)
<b>National Non-Domestic Rates</b>			
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
<b>Collection Fund Adjustments</b>			
Council Tax (Surplus) / Deficit	55,677	55,677	(269,261)
National Non-Domestic Rates (Surplus) / Deficit	281,560	281,560	315,963
<b>Sub Total</b>	<b>13,188,568</b>	<b>12,699,754</b>	<b>8,448,244</b>
<b>Contribution to / (from) General Revenue Reserve</b>	20,792	509,606	TBD
<b>Balance to be met from Council Tax Payers</b>	<b>13,209,360</b>	<b>13,209,360</b>	<b>13,411,080</b>

**Overview & Scrutiny Committee 22 January 2026**

**General Fund Revenue Estimates 2026/27**

**EARMARKED RESERVES**

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Contributions from Earmarked Reserves</b>			
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)	
	<b>(6,167,350)</b>	<b>(10,413,650)</b>	<b>(2,188,900)</b>
<b>Contributions to Earmarked Reserves</b>			
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
	<b>8,364,750</b>	<b>10,646,550</b>	<b>228,800</b>

**STAFFING, OVERHEADS & DEMOCRATIC COSTS****SUMMARY**

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

**STAFFING, OVERHEADS & DEMOCRATIC COSTS**

	2025/26		2026/27
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
<b>1 <u>SALARIES AND ONCOSTS</u></b>			
<b>(a) <u>Salaries</u></b>			
Salaries (see analysis on page CS 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)
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	15,645,500	16,306,650	15,199,950
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<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	245.99	259.79	254.00
<b>(b) <u>Termination Payments</u></b>			
Additional Annual Pension Contributions	221,700	215,000 g)	223,150 g)
Long Service Awards	-	1,250	-
	<hr/>	<hr/>	<hr/>
	221,700	216,250	223,150
	<hr/>	<hr/>	<hr/>
<b>(c) <u>Recruitment &amp; Training</u></b>			
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
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	97,450	168,700	140,250
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	<b>15,964,650</b>	<b>16,691,600</b>	<b>15,563,350</b>
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**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 £
<b>(a) COUNCIL OFFICES</b>			
<b>Employees</b>			
Salaries	235,650	244,950 a)	265,150 a)
<b>Premises Related Expenses</b>			
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
<b>Supplies &amp; Services</b>			
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	-
<b>Third Party Payments</b>			
Ground Maintenance Contract	2,400	2,400	2,400
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	1,096,400	1,166,150	1,185,300
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
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)
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	(100,400)	(103,150)	(93,850)
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<b>Sub-total</b>	996,000	1,063,000	1,091,450
<b>Central, Departmental &amp; Technical Support Services</b>			
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
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	118,100	119,950	119,950
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	<b>1,216,300</b>	<b>1,281,000</b>	<b>1,305,400</b>
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<b>Full Time Equivalent Number of Staff</b> (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**

	2025/26	2026/27	
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>2    <u>OVERHEAD EXPENSES-Continued</u></b>			
<b>(b) <u>PRINT &amp; POSTAL ROOM</u></b>			
<b>Employees</b>			
Salaries	79,400	81,900	85,000
<b>Supplies &amp; Services</b>			
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
	(15,000)	(18,000)	(18,000)
<b>Less Income</b>			
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)
	86,500	85,150	87,250
	<b><u>Sub-total</u></b>	<b><u>85,150</u></b>	<b><u>87,250</u></b>
<b>Central, Departmental &amp; Technical Support Services</b>			
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
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	16,800	10,850	10,850
	<b>177,750</b>	<b>171,600</b>	<b>174,550</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	2.25	2.25	2.25

**STAFFING, OVERHEADS & DEMOCRATIC COSTS**

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

- 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**

		<b>2025/26</b>		<b>2026/27</b>
		<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>	<b>ESTIMATE</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>2</b>	<b><u>OVERHEAD EXPENSES-Continued</u></b>			
	<b>(d) <u>GENERAL ADMINISTRATION</u></b>			
	<b>Employees</b>			
	Salaries	5,600	5,500	5,950
	<b>Supplies &amp; Services</b>			
	Insurance	123,700	180,450 a)	153,950 a)
	Copyright Licence	2,500	2,600	2,600
	<b><u>Sub-total</u></b>	131,800	188,550	162,500
	<b>Central, Departmental &amp; Technical Support Services</b>			
	Central Salaries & Administration	14,200	15,800	14,800
	Departmental Administrative Expenses	650	650	650
		<b>146,650</b>	<b>205,000</b>	<b>177,950</b>
	<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	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**

	<b>2025/26</b>		<b>2026/27</b>
	<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>2 OVERHEAD EXPENSES-Continued</b>			
<b>(e) DEPARTMENTAL ADMINISTRATION</b>			
<b>Staff Transport Related Expenses</b>			
Car & Travelling Allowances	160,500	150,600 a)	152,950
<b>Supplies &amp; Services</b>			
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
	<hr/>	<hr/>	<hr/>
	575,750	577,950	610,550
<b>Less Income</b>			
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)
	<hr/>	<hr/>	<hr/>
	(21,400)	(22,400)	(22,400)
	<hr/>	<hr/>	<hr/>
<b>Sub-total</b>	554,350	555,550	588,150
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	1,350	1,350	1,350
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	<b>555,700</b>	<b>556,900</b>	<b>589,500</b>
	<hr/>	<hr/>	<hr/>

- 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 £
<b>2 OVERHEAD EXPENSES-Continued</b>			
<b>(f) INFORMATION TECHNOLOGY SERVICES</b>			
<b>Employees</b>			
Salaries	1,255,700	1,262,400	1,293,600 a)
<b>Transport Related Expenses</b>			
Public Transport	200	200	200
<b>Supplies &amp; Services</b>			
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
	<hr/>	<hr/>	<hr/>
	2,465,400	2,724,700	2,660,200
<b>Less Income</b>			
Government Grant	-	(15,000) e)	-
	<hr/>	<hr/>	<hr/>
<b>Sub-total</b>	2,465,400	2,709,700	2,660,200
<b>Central, Departmental &amp; Technical Support Services</b>			
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
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	151,200	95,250 g)	95,250
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	<b>2,945,250</b>	<b>3,138,050</b>	<b>3,079,250</b>
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<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	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**

	<b>2025/26</b>	<b>2026/27</b>	
	<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>	
	<b>£</b>	<b>£</b>	
<b>3 <u>SALARIES &amp; OVERHEADS</u></b>		<b>ESTIMATE</b>	
		<b>£</b>	
<b>Salaries &amp; Oncosts</b>	15,964,650	16,691,600	15,563,350
<b>Overheads</b>			
(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
	<hr/>	<hr/>	<hr/>
	21,441,300	22,525,550	21,409,100
<b>Less Recharge to :</b>	<hr/>	<hr/>	<hr/>
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)
	<hr/>	<hr/>	<hr/>
	(19,206,550)	(20,729,000)	(20,673,250)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	2,234,750	1,796,550	735,850
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	2,234,750	1,796,550	735,850
	<hr/>	<hr/>	<hr/>

**STAFFING, OVERHEADS & DEMOCRATIC COSTS**

	2025/26		2026/27
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>4 <u>DEMOCRATIC REPRESENTATION &amp; MANAGEMENT</u></b>			
<b>(a) <u>DEMOCRATIC ADMINISTRATION</u></b>			
<b>Employees</b>			
# Salaries	379,950	410,000 a)	409,150
<b>Premises Related Expenses</b>			
Accommodation Expenses (Forum/Area1)	1,600	350	1,600
<b>Supplies &amp; Services</b>			
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
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	409,200	442,850	447,250
<b>Central, Departmental &amp; Technical Support Services</b>			
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
	<hr/>	<hr/>	<hr/>
	<b>908,100</b>	<b>980,300</b>	<b>977,950</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	10.94	11.62	11.35

**Memorandum**

# Service Salary &amp; Overhead Allocations to Democratic Administration

Administration & Property Services	304,450	310,800	317,800
Chief Executives' Service	80,850	87,200	83,800
Environmental Health & Hsg Services	38,250	53,900	48,550
Financial Services	98,650	107,950	102,350
Legal Services	16,400	20,100	19,300
Planning Services	144,850	162,200	156,500
Street Scene & Leisure Services	101,250	100,600	104,600
Technical Services	22,050	21,800	24,200
	<hr/>	<hr/>	<hr/>
	806,750	864,550	857,100
	<hr/>	<hr/>	<hr/>

- 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>(b) <u>PAYMENTS TO MEMBERS</u></b>			
<b>Transport Related Expenses</b>			
Members' Travel & Subsistence	2,200	2,000	2,000
<b>Supplies and Services</b>			
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
	-----	-----	-----
<b><u>Sub-total</u></b>	413,400	401,450	430,350
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	20,900	20,750	21,500
Information Technology Expenses	1,900	2,400	2,250
	-----	-----	-----
	<b>436,200</b>	<b>424,600</b>	<b>454,100</b>
	-----	-----	-----
<b>Full Time Equivalent Number of Staff</b> (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) <b><u>MAYORAL &amp; OTHER MEMBER SUPPORT (INC. MEMBER TRAINING)</u></b>			
<b>Employees</b>			
Salaries	1,500	2,150	2,200
<b>Transport Related Expenses</b>			
Mayors' Transport Allowance	10,000	4,000 a)	4,000
<b>Supplies and Services</b>			
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
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	18,400	13,100	11,150
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	100,600	103,100	105,250
Information Technology Expenses	32,950	33,100	33,050
Departmental Administrative Expenses	350	450	500
	<hr/>	<hr/>	<hr/>
	<b>152,300</b>	<b>149,750</b>	<b>149,950</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	1.81	1.84	1.84
 <b><u>SUMMARY</u></b>			
(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
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>1,496,600</b>	<b>1,554,650</b>	<b>1,582,000</b>
	<hr/>	<hr/>	<hr/>

a) Reduction in provision following recent budget review exercise.

**STAFFING, OVERHEADS & DEMOCRATIC COSTS**

	2025/26		2026/27
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
<b>5 <u>CORPORATE MANAGEMENT</u></b>			
<b>(a) <u>CORPORATE POLICY</u></b>			
<b>Employees</b>			
# Salaries	65,850	82,650 a)	81,500
<b>Supplies and Services</b>			
Professional Fees	-	2,500 b)	-
Consultation & Other Expenses	1,400	1,400	1,400
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	67,250	86,550	82,900
<b>Central, Departmental &amp; Technical Support Services</b>			
# Central Salaries & Administration	375,800	395,050 c)	393,500
# Departmental Administrative Expenses	18,250	21,550	21,550
	<hr/>	<hr/>	<hr/>
	<b>461,300</b>	<b>503,150</b>	<b>497,950</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	4.91	5.35	5.26
<b>(b) <u>PROCUREMENT</u></b>			
<b>Employees</b>			
Salaries	16,650	17,750	19,100
<b>Supplies and Services</b>			
Professional Fees	91,500	83,500 d)	95,150 d)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	108,150	101,250	114,250
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	10,850	11,950	11,950
Departmental Administrative Expenses	5,050	5,450	5,600
	<hr/>	<hr/>	<hr/>
	<b>124,050</b>	<b>118,650</b>	<b>131,800</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.38	0.41	0.41

**STAFFING, OVERHEADS & DEMOCRATIC COSTS**

Memorandum	2024/25		2025/26
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
<b># Service Allocations to Corporate Policy</b>			
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
	<hr/>	<hr/>	<hr/>
	459,900	499,250	496,550
	<hr/>	<hr/>	<hr/>

- 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**

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

**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
	£	£	£	£	£	£	£
<b><u>2025/26 ESTIMATE</u></b>							
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
<b><u>2026/27 ESTIMATE</u></b>							
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**

	<b>2025/26</b>	<b>2026/27</b>	
	<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>	
	<b>£</b>	<b>£</b>	
		<b>ESTIMATE</b>	
		<b>£</b>	
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	-
	<b>1,129,900</b>	<b>2,168,100</b>	<b>1,992,800</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	46.72	49.95	49.29

**CHIEF EXECUTIVE**

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

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

	<b>2025/26</b>	<b>2026/27</b>	
	<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>	
	<b>£</b>	<b>£</b>	
		<b>ESTIMATE</b>	
		<b>£</b>	
<b>4 ELECTIONS</b>			
<b>(a) <u>ELECTORAL REGISTRATION</u></b>			
<b>Employees</b>			
Salaries	123,200	121,650	125,150
<b>Supplies &amp; Services</b>			
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	-	-
Postages	43,000	55,000 <b>a)</b> <b>b)</b>	55,000
	<hr/>	<hr/>	<hr/>
	186,800	190,650	194,150
<b>Less Income</b>			
Sale of Registers	(3,000)	(3,000)	(3,000)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	183,800	187,650	191,150
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	14,900	15,450	15,850
Information Technology Expenses	47,550	59,400 <b>c)</b>	56,500
Departmental Administrative Expenses	45,700	46,650	50,550
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	1,200	-	-
	<hr/>	<hr/>	<hr/>
	<b>293,150</b>	<b>309,150</b>	<b>314,050</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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**

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

**CHIEF EXECUTIVE**

	2025/26		2026/27
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>5 GRANTS &amp; PAYMENTS</b>			
<b>Supplies &amp; Services</b>			
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
	<hr/>	<hr/>	<hr/>
	120,500	411,450	120,500
<b>Less Income</b>			
Contributions from Other Bodies	-	(240,950) a)	-
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	120,500	170,500	120,500
<b>Central, Departmental and Technical Support Services</b>			
Central Salaries & Administration	4,350	4,650	4,550
Information Technology Expenses	-	50	50
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>124,850</b>	<b>175,200</b>	<b>125,100</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.05	0.06	0.05
<b>6 CLIMATE CHANGE</b>			
<b>Employees</b>			
Salaries	80,150	79,000	92,450 c)
<b>Supplies &amp; Services</b>			
Initiatives	30,000	30,000	30,000
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	110,150	109,000	122,450
<b>Central, Departmental and Technical Support Services</b>			
Central Salaries & Administration	8,400	8,600	8,700
Departmental Administrative Expenses	27,650	28,050	30,900
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>146,200</b>	<b>145,650</b>	<b>162,050</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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**

	<b>2025/26</b>		<b>2026/27</b>
	<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>7 <u>ECONOMIC DEVELOPMENT &amp; REGENERATION</u></b>			
<b>Employees</b>			
Salaries	40,150	48,150	66,500 a)
<b>Supplies &amp; Services</b>			
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
	<hr/>	<hr/>	<hr/>
	158,400	400,350	468,250
<b>Less Income</b>			
Developer Contributions	-	(34,000) c)	(33,750) c)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	158,400	366,350	434,500
<b>Central, Departmental &amp; Technical Support Services</b>			
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)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>177,850</b>	<b>389,100</b>	<b>461,950</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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 £
<b>8 <u>UK SHARED PROSPERITY FUND (UKSPF)</u></b>			
<b>Employees</b>			
Salaries	26,550	37,000	10,000 a)
<b>Supplies &amp; Services</b>			
Initiatives	-	253,650 b)	-
	<hr/>	<hr/>	<hr/>
	26,550	290,650	10,000
<b>Less Income</b>			
Government Grant	-	(266,750) c)	-
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	26,550	23,900	10,000
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	4,300	4,450	700
Departmental Administrative Expenses	7,550	11,050	2,600 a)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>38,400</b>	<b>39,400</b>	<b>13,300</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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**

	<b>2025/26</b>	<b>2026/27</b>
<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>	<b>ESTIMATE</b>
<b>£</b>	<b>£</b>	<b>£</b>
<b>9 HOMES FOR UKRAINE</b>		
<b>Employees</b>		
Salaries	60,400	50,200 a)
<b>Supplies &amp; Services</b>		
Rent Deposits / Rent in Advance		
- Payments to Landlords	30,000	30,000 b)
Other Expenses	10,000	5,000 b)
	100,400	85,200
		45,650
<b>Less Income</b>		
Rent Deposits / Rent in Advance	-	(700) b)
Contributions from Other Bodies	(118,000)	(95,000) c)
	(17,600)	(350)
<b><u>Sub-total</u></b>		
	(17,600)	(10,500)
		(350)
<b>Central, Departmental &amp; Technical Support Services</b>		
Central Salaries & Administration	4,650	2,150
Departmental Administrative Expenses	18,900	16,050 a)
	5,950	7,700
<b><u>TO SUMMARY</u></b>		
	5,950	7,700
		7,750
<b>Full Time Equivalent Number of Staff</b>		
(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
	£	£	£
<b>10 HOUSING BENEFITS</b>			
<b>Employees</b>			
Salaries	242,450	278,550 a)	276,850 a)
<b>Supplies &amp; Services</b>			
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)	-
<b>Housing Benefits</b>			
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)
	<hr/>	<hr/>	<hr/>
	22,998,150	20,378,100	19,381,800
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
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)
	<hr/>	<hr/>	<hr/>
	(22,909,700)	(20,275,100)	(19,265,750)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	88,450	103,000	116,050
<b>Central, Departmental &amp; Technical Support Services</b>			
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
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>445,350</b>	<b>495,500</b>	<b>506,350</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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 £
<b>11 LOCAL REVENUE &amp; NNDR COLLECTION</b>			
<b>Employees</b>			
Salaries	430,850	478,400 a)	483,300
<b>Supplies &amp; Services</b>			
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
	<hr/>	<hr/>	<hr/>
	564,850	590,400	595,300
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
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)
	<hr/>	<hr/>	<hr/>
	(539,500)	(559,500)	(559,500)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	25,350	30,900	35,800
<b>Central, Departmental &amp; Technical Support Services</b>			
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
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>609,250</b>	<b>679,950</b>	<b>681,800</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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**

	<b>2025/26</b>	<b>2026/27</b>
	<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>
	<b>£</b>	<b>ESTIMATE £</b>
<b>12 COUNCIL TAX SUPPORT</b>		
<b>Employees</b>		
Salaries	256,500	284,800 a)
<b>Supplies &amp; Services</b>		
Council Tax Support Scheme	12,500	12,500 b)
	269,000	297,300
	-----	-----
<b>Less Income</b>		
Government Grant		
Administration		
- Dept. for Work and Pensions	(64,500)	(64,500)
Contributions from Other Bodies	(136,700)	(140,300)
	-----	-----
	(201,200)	(204,800)
	-----	-----
<b><u>Sub-total</u></b>	67,800	92,500
<b>Central, Departmental &amp; Technical Support Services</b>		
Central Salaries & Administration	61,250	63,400
Information Technology Expenses	68,750	85,900 c)
Departmental Administrative Expenses	138,300	146,150 a)
	-----	-----
<b><u>TO SUMMARY</u></b>	<b>336,100</b>	<b>387,950</b>
	-----	-----
<b>Full Time Equivalent Number of Staff</b> (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 £
<b>13 <u>TREASURY MANAGEMENT &amp; BANKING ARRANGEMENTS</u></b>			
<b>Employees</b>			
Salaries	40,900	41,700	45,550
<b>Supplies &amp; Services</b>			
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
<b>Investment Fund Losses</b>	-	750,000 c)	-
	<hr/>	<hr/>	<hr/>
	291,400	1,128,200	305,550
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
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)	-
	<hr/>	<hr/>	<hr/>
	(2,401,250)	(2,682,150)	(2,070,250)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(2,109,850)	(1,553,950)	(1,764,700)
<b>Central, Departmental &amp; Technical Support Services</b>			
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
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>(2,074,000)</b>	<b>(1,514,700)</b>	<b>(1,726,400)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	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**

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

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**

	<b>2025/26</b>		<b>2026/27</b>
	<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
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
	<b>783,900</b>	<b>1,102,550</b>	<b>904,000</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	20.64	21.34	21.27

**DIRECTOR OF CENTRAL SERVICES**

	2025/26	2026/27
	ORIGINAL ESTIMATE	REVISED ESTIMATE
	£	£
		ESTIMATE
		£
<b>1 <u>TONBRIDGE CASTLE GATEHOUSE</u></b>		
<b>Employees</b>		
Salaries	59,300	67,000 a)
<b>Premises Related Expenses</b>		
Building Repairs Expenditure	38,500	192,300 b)
Rates	300	300
Premises Insurance	10,900	16,950 c)
<b>Supplies &amp; Services</b>		
Purchases - Equipment & Materials	2,000	2,000
Purchases - Exhibits	2,000	1,000
Maintenance - General	4,500	4,500
Professional Fees	3,500	3,500
Leasing Charges	5,600	5,600
Subscriptions	250	250
	126,850	293,400
<b>Less Income</b>		
Fees & Charges		
Weddings / Hire of Gatehouse	(3,500)	(5,000)
Commission	(200)	(200)
Tonbridge Castle Attraction	(30,050)	(20,000) d)
Profit / Loss on Stock Sales	(11,000)	(8,000) d)
	(44,750)	(33,200)
	82,100	260,200
<b><u>Sub-total</u></b>		
<b>Central, Departmental &amp; Technical Support Services</b>		
Central Salaries & Administration	29,300	23,850 e)
Information Technology Expenses	1,700	2,150
Departmental Administrative Expenses	25,400	25,750
<b>Depreciation &amp; Impairment</b>		
Non-Current Asset Depreciation	150	-
	138,650	311,950
<b><u>TO SUMMARY</u></b>		
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	2.14	2.24
		127,450
		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**

	<b>2025/26</b>	<b>2026/27</b>
	<b>ORIGINAL ESTIMATE £</b>	<b>REVISED ESTIMATE £</b>
<b>2 EVENTS DEVELOPMENT</b>		<b>ESTIMATE £</b>
<b>Employees</b>		
Salaries	147,300	156,400 a)
<b>Supplies &amp; Services</b>		
Events & Grant Support	14,000	14,000
Marketing	4,000	4,000
Licences	1,200	1,200
Children's Holiday Activities - Leisure Pass Subsidy	3,000	1,500
	<hr/>	<hr/>
	169,500	177,100
<b>Less Income</b>		
Events Income	(69,000)	(42,000) b)
Billboard & Banners Income	(1,000)	(3,500)
	<hr/>	<hr/>
<b><u>Sub-total</u></b>	99,500	131,600
<b>Central, Departmental &amp; Technical Support Services</b>		
Central Salaries & Administration	28,000	34,750
Information Technology Expenses	950	1,150
Departmental Administrative Expenses	54,350	54,050
	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>182,800</b>	<b>221,550</b>
	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	4.26	4.53
	<hr/>	<hr/>
	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**

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

	2025/26		2026/27
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>4 LOCAL LAND CHARGES</b>			
<b>Employees</b>			
Salaries	144,000	147,750	148,850
<b>Supplies &amp; Services</b>			
Consultancy Fees	-	-	-
Insurance	2,500	4,050	3,400
Kent Highways	6,000	3,000	3,500
	<hr/>	<hr/>	<hr/>
	152,500	154,800	155,750
<b>Less Income</b>			
Fees & Charges	(230,000)	(180,000) a)	(205,000) a)
	<hr/>	<hr/>	<hr/>
	(230,000)	(180,000)	(205,000)
	<hr/>	<hr/>	<hr/>
<b>Sub-total</b>	(77,500)	(25,200)	(49,250)
<b>Central, Departmental &amp; Technical Support Services</b>			
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
	<hr/>	<hr/>	<hr/>
<b>TO SUMMARY</b>	<b>42,100</b>	<b>108,000</b>	<b>82,400</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	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
	<hr/>	<hr/>	<hr/>
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**

	<b>2025/26</b>	<b>2026/27</b>
	<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>
	<b>£</b>	<b>£</b>
<b>5 <u>INDUSTRIAL ESTATE</u></b>		<b>ESTIMATE</b>
		<b>£</b>
<b>Employees</b>		
Salaries	4,450	4,700
	-----	-----
	4,450	4,700
<b>Less Income</b>		
Rents	(78,600)	(78,600)
	-----	-----
<b><u>Sub-total</u></b>	<b>(74,150)</b>	<b>(73,900)</b>
<b>Central, Departmental and Technical Support Services</b>		
Central Salaries & Administration	2,550	2,700
Information Technology Expenses	100	100
Departmental Administrative Expenses	1,950	2,000
	-----	-----
<b><u>TO SUMMARY</u></b>	<b>(69,550)</b>	<b>(69,100)</b>
	-----	-----
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	0.13	0.13

**DIRECTOR OF CENTRAL SERVICES**

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

	<b>2025/26</b>	<b>2026/27</b>
	<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>
	<b>£</b>	<b>£</b>
		<b>ESTIMATE</b>
		<b>£</b>
<b>7 VALE RISE DEPOT</b>		
<b>Employees</b>		
Salaries	7,450	7,550
<b>Premises Related Expenses</b>		
Premises Insurance	150	250
Rates	20,300	19,950
Repairs Expenditure	2,000	2,000
	<hr/>	<hr/>
	29,900	29,750
<b>Less Recharges to Other Services</b>	(45,950)	(41,900)
	<hr/>	<hr/>
	(16,050)	(12,150)
		(12,250)
<b>Central, Departmental and Technical Support Services</b>		
Central Salaries & Administration	950	1,000
Departmental Administrative Expenses	2,900	3,000
<b>Depreciation &amp; Impairment</b>		
Non-Current Asset Depreciation	12,200	8,150
	<hr/>	<hr/>
	-	-
	<hr/>	<hr/>
	0.15	0.15
		0.15
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)		

**DIRECTOR OF CENTRAL SERVICES**

	<b>2025/26</b>	<b>2026/27</b>
	<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>
	<b>£</b>	<b>£</b>
<b>8 <u>LAND REVIEW</u></b>		<b>ESTIMATE</b>
		<b>£</b>
<b>Employees</b>		
Salaries	29,300	30,750
<b>Premises Related Expenses</b>		
Depot	2,300	1,750
Estate Management	1,000	1,000
Rates	8,950	- a)
Insurance	400	500
Repairs Expenditure	12,600	23,600 b)
<b>Supplies &amp; Services</b>		
Professional Fees	35,000	35,000
	<hr/>	<hr/>
	89,550	92,600
	<hr/>	<hr/>
<b>Less Income</b>		
Fees & Charges - General	(1,000)	(1,000)
De-Minimus Capital Receipts	-	(5,000) c)
Castle Lodge Rent	(7,000)	(7,000)
Wayleaves	(500)	(500)
	<hr/>	<hr/>
	(8,500)	(13,500)
	<hr/>	<hr/>
<b><u>Sub-total</u></b>	81,050	77,800
<b>Central, Departmental and Technical Support Services</b>		
Central Salaries & Administration	3,300	3,450
Information Technology Expenses	300	350
Departmental Administrative Expenses	16,100	16,500
	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>100,750</b>	<b>99,400</b>
	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.69	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 £
<b>9 <u>REGENERATION OF TONBRIDGE</u></b>			
<b>Employees</b>			
Salaries	165,950	178,000 a)	181,850
<b>Central, Departmental and Technical Support Services</b>			
Central Salaries & Administration	64,350	69,650	69,100
Departmental Administrative Expenses	61,700	64,650	66,750
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>292,000</b>	<b>312,300</b>	<b>317,700</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	3.50	3.69	3.67
<b>10 <u>STREET NAMING &amp; NUMBERING</u></b>			
<b>Employees</b>			
Salaries	38,600	40,800	40,000
<b>Less Income</b>			
Street / House Naming & Numbering	(45,000)	(76,500) b)	(46,000)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	<b>(6,400)</b>	<b>(35,700)</b>	<b>(6,000)</b>
<b>Central, Departmental &amp; Technical Support Services</b>			
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
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>3,150</b>	<b>(25,100)</b>	<b>4,600</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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 £
<b>11 <u>CHRISTMAS LIGHTING (PARISH AREAS)</u></b>		
<b>Supplies &amp; Services</b>		
Borough Christmas Lighting	12,800	12,800
<b>Central, Departmental and Technical Support Services</b>		
Central Salaries & Administration	50	50
Departmental Administrative Expenses	700	750
<b><u>TO SUMMARY</u></b>	<b><u>13,550</u></b>	<b><u>13,600</u></b>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	0.01	0.01

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

	<b>2025/26 ESTIMATE</b>		<b>2026/27</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
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
	<b>6,426,950</b>	<b>7,557,200</b>	<b>6,705,150</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	99.20	111.96	107.62

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

**1. DEVELOPMENT MANAGEMENT**

**Employees**

Salaries

2025/26 ESTIMATE ORIGINAL £	2025/26 ESTIMATE REVISED £	2026/27 ESTIMATE £
1,462,300	1,632,350 a)	1,519,750
<b>Supplies &amp; Services</b>		
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
<hr/>	<hr/>	<hr/>
1,571,200	1,905,050	1,658,650
<hr/>	<hr/>	<hr/>
<b>Less Income</b>		
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
<hr/>	<hr/>	<hr/>
(1,407,100)	(1,398,100)	(1,451,400)
<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>		
164,100	506,950	207,250
<b>Central, Departmental &amp; Technical Support Services</b>		
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
<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>		
<b>912,650</b>	<b>1,293,250</b>	<b>982,700</b>
<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b>		
32.93	31.23	30.25
(including Support Service Staff)		

**Supplies & Services**

Professional Fees

Legal Fees

Application & Appeals

Advertising

**Less Income**

Fees & Charges

Planning Applications

Pre-Planning Advice

Planning Performance Agreements

s.106 Agreement Monitoring

Government Grant

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

Information Technology Expenses

Departmental Administrative Expenses

**TO SUMMARY**

**Full Time Equivalent Number of Staff**

(including Support Service Staff)

**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**

	<b>2025/26 ESTIMATE</b>		<b>2026/27</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>3. <u>BUILDING CONTROL</u></b>			
<b>Employees</b>			
Salaries	365,850	363,550	371,050
<b>Supplies &amp; Services</b>			
Professional Fees	13,000	13,000	13,000
Subscriptions	2,350	2,350	2,350
Competent Persons Scheme	2,000	2,000	2,000
	<hr/>	<hr/>	<hr/>
	383,200	380,900	388,400
<b>Less Income</b>			
Fees & Charges			
Building Regulations	(341,550)	(360,000) a)	(384,500) b)
Partnership Receipts	0	(700)	0
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	41,650	20,200	3,900
<b>Central, Departmental &amp; Technical Support Services</b>			
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
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>233,250</b>	<b>220,150</b>	<b>204,800</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b>	7.08	7.96	7.96
(including Support Service Staff)			

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**

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
<b>4. <u>PLANNING POLICY</u></b>			
<b>(a) <u>DEVELOPMENT OF LOCAL PLAN</u></b>			
<b>Employees</b>			
Salaries	370,800	466,300 <b>a)</b>	440,200 <b>b)</b>
<b>Supplies &amp; Services</b>			
Development of Local Plan	789,950	745,000 <b>c)</b>	519,550 <b>d)</b>
<b>Less Income</b>			
Grants & Contributions	0	(14,950) <b>e)</b>	0
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	1,160,750	1,211,300	959,750
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	18,300	21,850	21,200
Information Technology Expenses	700	900	850
Departmental Administrative Expenses	100,600	106,150	108,600
	<hr/>	<hr/>	<hr/>
	<b>1,280,350</b>	<b>1,340,200</b>	<b>1,090,400</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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 &amp; 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**

134,600

192,500

174,350

**(b) HOUSING REGISTER**

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**

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
<b>6. <u>HOMELESSNESS</u></b>			
<b>Employees</b>			
Salaries	421,900	538,900 a)	507,250 a)
<b>Premises Related Expenses</b>			
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)
<b>Transport Related Expenses</b>			
Parking	500	500	500
Public Transport	100	100	100
<b>Supplies &amp; Services</b>			
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
<b>Third Party Payments</b>			
Property Management	20,000	20,000	20,000
Medical Assessments	100	100	100
	<hr/>	<hr/>	<hr/>
<b><u>Carried Forward</u></b>	3,515,550	3,649,800	3,251,100
	<hr/>	<hr/>	<hr/>

**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)**

	<b>2025/26 ESTIMATE</b>		<b>2026/27 ESTIMATE</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	
	<b>£</b>	<b>£</b>	<b>£</b>
<b><u>Brought Forward</u></b>	3,515,550	3,649,800	3,251,100
<b>Less Income</b>			
Government Grant	(1,144,000)	(1,144,000)	(804,350) <b>l)</b>
Rent Deposits/Rent in Advance - Recharges	(33,550)	(33,550)	(33,550)
Customer & Client Receipts - Accommodation	(1,172,500)	(1,054,500)	(984,950) <b>m)</b>
Customer & Client Receipts - Service Charge	(24,800)	(34,600)	(24,800)
Rent of Temporary Accommodation	(247,550)	(262,400) <b>n)</b>	(438,850) <b>n)</b>
	<hr/>	<hr/>	<hr/>
	(2,622,400)	(2,529,050)	(2,286,500)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	893,150	1,120,750	964,600
<b>Central, Departmental &amp; Technical Support Services</b>			
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 <b>o)</b>	138,350 <b>o)</b>
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	52,050	37,000	37,000
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>1,290,850</b>	<b>1,543,850</b>	<b>1,385,750</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b>	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)
	<hr/>	<hr/>	<hr/>
Total including non-HRA rent rebates	1,227,900	1,297,100	861,250
	<hr/>	<hr/>	<hr/>

**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

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

Information Technology Expenses

Departmental Administrative Expenses

**TO SUMMARY**

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

	2025/26 ESTIMATE		2026/27
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Salaries	187,400	280,650 a)	247,700 b)
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)
	<b>268,800</b>	<b>383,450</b>	<b>344,600</b>
<b>Full Time Equivalent Number of Staff</b> (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

**Central, Departmental & Technical**

**Support Services**

Central Salaries & Administration

Departmental Administrative Expenses

Information Technology

**TO SUMMARY**

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

	2025/26 ESTIMATE		2026/27
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Salaries	3,200	3,250	3,350
Central Salaries & Administration	650	700	700
Departmental Administrative Expenses	950	900	950
Information Technology	0	0	0
	<b>4,800</b>	<b>4,850</b>	<b>5,000</b>
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**

	2025/26 ESTIMATE ORIGINAL £	2025/26 ESTIMATE REVISED £	2026/27 ESTIMATE £
Salaries	232,000	249,650 a)	251,350 b)
<b>Supplies &amp; Services</b>			
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>
<b>Less Income</b>			
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>
	<b>262,300</b>	<b>279,700</b>	<b>281,400</b>
<b>Central, Departmental &amp; Technical Support Services</b>			
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>358,100</u>	<u>378,200</u>	<u>382,400</u>
	<b>358,100</b>	<b>378,200</b>	<b>382,400</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	4.53	5.19	5.21

**Supplies & Services**

**Less Income**

**Sub-total**

**Central, Departmental & Technical Support Services**

**TO SUMMARY**

- 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**

	<b>2025/26 ESTIMATE</b>		<b>2026/27</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>10. PRIVATE SECTOR</b>			
<b><u>HOUSING STANDARDS</u></b>			
<b>Employees</b>			
Salaries	83,950	92,500 a)	92,900 a)
<b>Supplies &amp; Services</b>			
Other Expenses	6,450	6,450	6,450
	<hr/>	<hr/>	<hr/>
	90,400	98,950	99,350
<b>Less Income</b>			
Houses in Multiple Occupation / Caravan Site Licences	(3,500)	(3,500)	(3,500)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	86,900	95,450	95,850
<b>Central, Departmental &amp; Technical Support Services</b>			
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
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>118,650</b>	<b>128,600</b>	<b>129,800</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b>	1.57	1.83	1.83
(including Support Service Staff)			

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**

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
<b>11. <u>PEST CONTROL</u></b>			
<b>Employees</b>			
Salaries	6,950	5,850	6,100
<b>Supplies and Services</b>			
Financial Hardship Subsidy	350	3,000 a)	3,000 a)
<b>Less Income</b>			
General	<u>0</u>	<u>0</u>	<u>0</u>
<b><u>Sub-total</u></b>	7,300	8,850	9,100
<b>Central, Departmental &amp; Technical Support Services</b>			
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
	<u>24,450</u>	<u>28,150</u>	<u>28,000</u>
<b><u>TO SUMMARY</u></b>			
<b>Full Time Equivalent Number of Staff</b>	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**

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
<b>12. <u>PUBLIC HEALTH ACT 1984</u></b>			
<b>Employees</b>			
Salaries	2,150	2,200	2,250
<b>Third Party Payments</b>			
Funeral Expenses	3,000	3,000	3,000
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	5,150	5,200	5,250
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	650	700	700
Information Technology Expenses	50	50	50
Departmental Administrative Expenses	650	600	650
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>6,500</b>	<b>6,550</b>	<b>6,650</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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**

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
<b>14. ENVIRONMENTAL PROTECTION</b>			
<b>Employees</b>			
Salaries	214,600	231,300 a)	229,350 a)
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	300	300	300
Maintenance - Calibration of Instruments	2,500	2,500	2,500
Miscellaneous Insurance	600	900	750
<b>Third Party Payments</b>			
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
	<hr/>	<hr/>	<hr/>
	239,800	260,800	258,700
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Fees & Charges			
Water Sampling	(700)	(700)	(700)
Provision of Information	(2,050)	(2,050)	(2,050)
	<hr/>	<hr/>	<hr/>
	(2,750)	(2,750)	(2,750)
	<hr/>	<hr/>	<hr/>
	237,050	258,050	255,950
<b>Central, Departmental &amp; Technical Support Services</b>			
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
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	8,950	8,700	8,700
	<hr/>	<hr/>	<hr/>
	<b>357,050</b>	<b>381,200</b>	<b>380,900</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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
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**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)
--------------------------------	---------	---------	---------

<b>180,400</b>	<b>177,800</b>	<b>187,030</b>
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**Full Time Equivalent Number of Staff**

(including Support Service Staff)	2.58	2.30	2.41
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**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**

**53,550**

**58,200**

**58,300**

**(b) GENERAL**

**18,050**

**19,100**

**19,550**

**TO SUMMARY**

**71,600**

**77,300**

**77,850**

**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
	<hr/>	<hr/>	<hr/>
	<b>65,000</b>	<b>65,000</b>	<b>65,000</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.17	0.00	0.00

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

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
<b>18. LICENSING</b>			
<b>(a) FEE PAYING</b>			
<b>Employees</b>			
Salaries	282,200	267,400 a)	252,350 a)
<b>Supplies &amp; Services</b>			
Rents	100	100	100
Purchases	7,000	7,000	7,000
Professional Fees	8,000	8,000	8,000
Advertising General	250	250	250
	<u>297,550</u>	<u>282,750</u>	<u>267,700</u>
<b>Less Income</b>			
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
	<u>(75,550)</u>	<u>(93,150)</u>	<u>(119,430)</u>
<b>Central, Departmental &amp; Technical Support Services</b>			
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
	<u>62,100</u>	<u>53,450</u>	<u>30,470</u>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	2.78	6.32	6.28

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**

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

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

	<b>2025/26 ESTIMATE</b>		<b>2026/27</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>1. <u>REFUSE COLLECTION</u></b>			
<b>Employees</b>			
Salaries	186,800	179,650	177,100
<b>Premises Related Expenses</b>			
Vale Rise Depot Recharge	41,650	38,550	39,550
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	500	500	500
Consultancy Fees			
Emergency Arrangements	50	50	50
Other Expenses	6,000	10,000	6,000
<b>Third Party Payments</b>			
Residual Waste Collection	1,595,700	1,558,700	1,622,900 <b>a)</b>
Commercial Waste Collection	600	600	600
	<hr/>	<hr/>	<hr/>
	1,831,300	1,788,050	1,846,700
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
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>b)</b>	(430,700) <b>b)</b>
	<hr/>	<hr/>	<hr/>
	(476,800)	(588,700)	(598,400)
	<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>		
	1,354,500	1,199,350	1,248,300
<b>Central, Departmental &amp; Technical Support Services</b>			
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
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	62,400	55,900	55,900
	<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>		
	<b>1,547,250</b>	<b>1,390,350</b>	<b>1,437,700</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b>	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 &amp; promotion

0

800

0

**Transport Related Expenses**

Glass Collection

0

0

0

**Supplies & Services**

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

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
<b>3. <u>STREET SCENE</u></b>			
<b>Employees</b>			
Salaries	148,800	144,450	145,050
<b>Supplies &amp; Services</b>			
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
<b>Third Party Payments</b>			
Amenity & Street Cleansing	1,039,000	1,014,900	1,056,700 b)
	<hr/>	<hr/>	<hr/>
	1,338,650	1,310,100	1,344,500
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
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
	<hr/>	<hr/>	<hr/>
	(13,050)	(33,050)	(33,050)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	1,325,600	1,277,050	1,311,450
<b>Central, Departmental &amp; Technical Support Services</b>			
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
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>1,412,050</b>	<b>1,366,800</b>	<b>1,400,900</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	3.73	3.54	3.42

**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**

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
<b>4. <u>PUBLIC CONVENIENCES</u></b>			
<b>Employees</b>			
Salaries	13,300	13,050	12,700
<b>Premises Related Expenses</b>			
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
<b>Third Party Payments</b>			
Public Conveniences Cleansing	38,200	48,000 a)	48,000 a)
	<hr/>	<hr/>	<hr/>
	87,950	101,400	91,150
<b>Less Income</b>			
Fees & Charges			
Radar Keys	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
	87,900	101,350	91,100
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	7,800	8,100	8,300
Information Technology Expenses	700	900	850
Departmental Administrative Expenses	6,900	7,000	6,950
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	47,200	36,600	36,600
	<hr/>	<hr/>	<hr/>
	<b>150,500</b>	<b>153,950</b>	<b>143,800</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b>	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**

	<b>2025/26 ESTIMATE</b>		<b>2026/27</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>5. <u>TONBRIDGE &amp; MALLING LEISURE TRUST</u></b>			
<b>Employees</b>			
Salaries	56,600	56,250	57,700
<b>Third Party Payments</b>			
Management Fee (Utilities)	165,500	80,000	0 a)
Employers' Superannuation Costs	177,200	177,200	177,200
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	<b>399,300</b>	<b>313,450</b>	<b>234,900</b>
	<hr/>	<hr/>	<hr/>
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	17,150	18,600	18,050
Information Technology Expenses	50	50	50
Departmental Administrative Expenses	21,200	21,400	22,000
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>437,700</b>	<b>353,500</b>	<b>275,000</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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
	ORIGINAL £	REVISED £	ESTIMATE £
<b>6. LARKFIELD LEISURE CENTRE</b>			
<b>Employees</b>			
Salaries	4,500	4,500	4,650
<b>Premises Related Expenses</b>			
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
	<hr/>	<hr/>	<hr/>
<b>Sub-total</b>	413,700	557,850	401,900
<b>Less Income</b>			
Contribution from other bodies	0	0	0
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	22,100	23,100	23,550
Information Technology Expenses	300	400	350
Departmental Administrative Expenses	1,650	1,700	1,750
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	860,300	960,550 e)	960,550 e)
Non-Current Asset Impairment			
	<hr/>	<hr/>	<hr/>
<b>TO SUMMARY</b>	<b>1,298,050</b>	<b>1,543,600</b>	<b>1,388,100</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b>	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**

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

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
<b>8. <u>TONBRIDGE SWIMMING POOL</u></b>			
<b>Employees</b>			
Salaries	7,850	7,600	8,300
<b>Premises Related Expenses</b>			
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
	<u>301,100</u>	<u>356,000</u>	<u>226,850</u>
<b><u>Sub-total</u></b>			
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	16,550	17,150	17,550
Information Technology Expenses	250	350	300
Departmental Administrative Expenses	2,200	2,300	2,350
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	393,200	439,100	439,100
Non-Current Asset Impairment			
	<u>713,300</u>	<u>814,900</u>	<u>686,150</u>
<b><u>TO SUMMARY</u></b>			
<b>Full Time Equivalent Number of Staff</b>	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**

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
<b>9. <u>POULT WOOD GOLF CENTRE</u></b>			
<b>Employees</b>			
Salaries	4,900	4,900	5,050
<b>Premises Related Expenses</b>			
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
<b>Transport Related Expenses</b>			
Transport Insurance	9,050	13,650	11,600
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	110,400	155,250	62,800
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	11,350	11,750	12,000
Information Technology Expenses	150	200	200
Departmental Administrative Expenses	1,950	1,950	2,000
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	224,050	224,400	224,400
Non-Current Asset Impairment			
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>347,900</b>	<b>393,550</b>	<b>301,400</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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**

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
<b>10. <u>SPORTS GROUNDS</u></b>			
<b>Employees</b>			
Salaries	42,350	42,900	44,300
<b>Premises Related Expenses</b>			
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
<b>Supplies &amp; Services</b>			
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
<b>Third Party Payments</b>			
Grounds Maintenance Contract	330,050	330,050 d)	343,250 d)
	601,150	476,800	443,300
<b>Less Income</b>			
Rents	(16,200)	(16,200)	(16,200)
	584,950	460,600	427,100
<b>Central, Departmental &amp; Technical Support Services</b>			
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
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	183,800	110,250 e)	110,250 e)
	805,600	608,550	575,850
<b>Full Time Equivalent Number of Staff</b> (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**

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
<b>11. <u>PLEASURE GROUNDS &amp; OPEN SPACES</u></b>			
<b>(a) <u>TONBRIDGE CASTLE GROUNDS</u></b>			
<b>Employees</b>			
Salaries	20,800	20,600	21,700
<b>Premises Related Expenses</b>			
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
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	10,000	10,000	10,000
Licences	0	0	-
<b>Third Party Payments</b>			
Grounds Maintenance Contract	87,150	87,150	90,636
Tonbridge Hanging Baskets	5,000	5,000	5,000
	<hr/>	<hr/>	<hr/>
	130,300	165,100	134,686
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Fees & Charges - Mooring Fees	(150)	(150)	(150)
Rights over Water	(2,550)	(2,550)	(2,550)
	<hr/>	<hr/>	<hr/>
	(2,700)	(2,700)	(2,700)
	<hr/>	<hr/>	<hr/>
	127,600	162,400	131,986
	<hr/>	<hr/>	<hr/>
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	17,350	19,050	20,450
Information Technology Expenses	400	500	450
Departmental Administrative Expenses	9,400	9,350	9,600
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	15,300	7,650	7,650
	<hr/>	<hr/>	<hr/>
	<b>170,050</b>	<b>198,950</b>	<b>170,136</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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**

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
<b>11. PLEASURE GROUNDS &amp; OPEN SPACES</b>			
<b><u>(continued)</u></b>			
<b><u>(b) HAYSDEN COUNTRY PARK (continued)</u></b>			
<b><u>Brought Forward</u></b>	201,850	204,100	199,660
<b>Less Income</b>			
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)
	<u>(111,000)</u>	<u>(154,900)</u>	<u>(154,550)</u>
<b><u>Sub-total</u></b>	90,850	49,200	45,110
<b>Central, Departmental &amp; Technical Support Services</b>			
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
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	34,400	29,500	29,500
	<u>152,150</u>	<u>106,450</u>	<u>102,810</u>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	1.24	1.22	1.22

- 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**

	2025/26 ESTIMATE ORIGINAL £	REVISED £	2026/27 ESTIMATE £
Salaries	87,550	84,600	91,550
<b>Premises Related Expenses</b>			
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
<b>Supplies &amp; Services</b>			
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
<b>Third Party Payments</b>			
Grounds Maintenance Contract	162,600	162,600	169,104
	348,500	354,150	359,604
<b><u>Carried Forward</u></b>	348,500	354,150	359,604

**Premises Related Expenses**

**Supplies & Services**

**Third Party Payments**

**Carried Forward**

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

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

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

	2025/26 ESTIMATE ORIGINAL £	2025/26 ESTIMATE REVISED £	2026/27 ESTIMATE £
Salaries	13,900	13,850	14,300
<b>Transport Related Expenses</b>			
Repairs & Maintenance	750	750	750
Licences	300	300	300
Petrol / Oil	800	800	800
Transport Insurance	700	1,050	900
<b>Supplies &amp; Services</b>			
Clothing, Uniform & Laundry	300	200	300
Gates / Security	8,250	9,300	9,300
Telephones	0	0	0
	<hr/>	<hr/>	<hr/>
<b>Sub-total</b>	25,000	26,250	26,650
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	3,100	3,250	3,300
Information Technology Expenses	250	300	300
Departmental Administrative Expenses	6,950	6,850	7,050
	<hr/>	<hr/>	<hr/>
	35,300	36,650	37,300
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
# Recharge to Sports Grounds	(17,650)	(17,650)	(17,650)
	<hr/>	<hr/>	<hr/>
	<b>17,650</b>	<b>19,000</b>	<b>19,650</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b>	0.42	0.39	0.39
(Including Support Service Staff)			

**Salaries**

**Transport Related Expenses**

**Supplies & Services**

**Sub-total**

**Central, Departmental & Technical Support Services**

**Less Income**

**Full Time Equivalent Number of Staff**

(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 &amp; Materials

0

0

0

Health &amp; 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 &amp; 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**

	2025/26 ESTIMATE ORIGINAL £	REVISED £	2026/27 ESTIMATE £
Salaries	7,400	7,100	7,450
<b>Premises Related Expenses</b>			
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
<b>Transport Related Expenses</b>			
Transport Insurance	700	1,050	900
<b>Supplies &amp; Services</b>			
Maintenance - General	0	0	0
Dog Bin Emptying	0	0	0
Telephones	0	0	0
<b><u>Carried Forward</u></b>	25,650	46,550	31,250

**Premises Related Expenses**

**Transport Related Expenses**

**Supplies & Services**

**Carried Forward**

- 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 £
<b>11. <u>PLEASURE GROUNDS &amp; OPEN SPACES</u></b>			
<b><u>(continued)</u></b>			
<b>(f) <u>LEYBOURNE LAKES COUNTRY PARK</u></b>			
<b><u>(continued)</u></b>			
<b><u>Brought Forward</u></b>	25,650	46,550	31,250
<b><u>Sub-total</u></b>	25,650	46,550	31,250
<b>Central, Departmental &amp; Technical Support Services</b>			
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
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	77,250	71,700	71,700
	<b>113,550</b>	<b>129,650</b>	<b>114,400</b>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	0.28	0.22	0.22
<b><u>PLEASURE GROUNDS &amp; OPEN SPACES</u></b>			
(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
<b><u>TO SUMMARY</u></b>	<b>1,028,200</b>	<b>1,027,800</b>	<b>988,100</b>

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

**12. ALLOTMENTS**

**Employees**

Salaries

2025/26 ESTIMATE		2026/27 ESTIMATE
ORIGINAL	REVISED	ESTIMATE
£	£	£
650	700	700

**Premises Related Expenses**

Drainage Rates

50	50	50
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Premises Insurance

50	100	100
----	-----	-----

**Third Party Payments**

Management Fee to T.A.G.A.

5,100	5,100	5,100
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**Sub-total**

5,850	5,950	5,950
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**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
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**Full Time Equivalent Number of Staff**  
(Including Support Service Staff)

0.02	0.02	0.02
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**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 &amp; 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**

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
<b>14. <u>TONBRIDGE CEMETERY</u></b>			
<b>Employees</b>			
Salaries	30,450	30,700	31,800
<b>Premises Related Expenses</b>			
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
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	2,500	3,000	2,500
<b>Third Party Payments</b>			
Grounds Maintenance Contract	69,650	69,650	72,450 a)
	<hr/>	<hr/>	<hr/>
	122,550	126,800	130,700
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
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)
	<hr/>	<hr/>	<hr/>
	(151,050)	(146,550)	(152,600)
	<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>		
	(28,500)	(19,750)	(21,900)
<b>Central, Departmental &amp; Technical Support Services</b>			
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
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	22,900	25,550	25,550
Non-Current Asset Impairment	0	0	0
	<hr/>	<hr/>	<hr/>
	<b><u>TO SUMMARY</u></b>		
	<b>16,150</b>	<b>28,150</b>	<b>26,450</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	0.88	0.85	0.85

**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

57,050

58,000

59,700

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

	<b>2025/26 ESTIMATE</b>		<b>2026/27</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>16. <u>TONBRIDGE CHRISTMAS LIGHTING</u></b>			
<b>Employees</b>			
Salaries	6,800	5,650	7,000
<b>Supplies &amp; Services</b>			
Christmas Lighting	23,750	23,750	23,750
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	30,550	29,400	30,750
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	700	750	750
Information Technology Expenses	300	400	350
Departmental Administrative Expenses	2,800	2,800	2,850
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	4,450	800	800
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>38,800</b>	<b>34,150</b>	<b>35,500</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b>	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**

	2025/26 ESTIMATE		2026/27 ESTIMATE
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Salaries	349,800	325,300 a)	373,950 b)
<b>Premises Related Expenses</b>			
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
<b>Transport Related Expenses</b>			
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
<b>Supplies &amp; Services</b>			
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
	<hr/>	<hr/>	<hr/>
<b><u>Carried Forward</u></b>	<b>1,707,600</b>	<b>1,728,700</b>	<b>1,788,700</b>
	<hr/>	<hr/>	<hr/>

**Premises Related Expenses**

**Transport Related Expenses**

**Supplies & Services**

**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

	2025/26 ESTIMATE		2026/27 ESTIMATE
	ORIGINAL £	REVISED £	£
<b><u>Brought Forward</u></b>	1,707,600	1,728,700	1,788,700
<b>Less Income</b>			
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)
	<hr/>	<hr/>	<hr/>
	(3,509,900)	(3,619,750)	(3,645,200)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	<b>(1,802,300)</b>	<b>(1,891,050)</b>	<b>(1,856,500)</b>
	<hr/>	<hr/>	<hr/>
<b>Central, Departmental &amp; Technical Support Services</b>			
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
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	92,500	102,900	102,900
Non Current Asset Impairment			
	<hr/>	<hr/>	<hr/>
	<b>(1,518,400)</b>	<b>(1,580,800)</b>	<b>(1,546,650)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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)
<b>Premises Related Expenses</b>			
Repairs & Maintenance	15,000	15,000	15,000
Car Parking Action Plans	15,000	15,000	15,000
<b>Transport Related Expenses</b>			
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
<b>Supplies &amp; Services</b>			
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
<b>Less Income</b>			
<b>Fees &amp; Charges</b>			
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)
<b><u>Sub-total Carried Forward</u></b>	(144,100)	(235,300)	(223,400)

**Premises Related Expenses**

**Transport Related Expenses**

**Supplies & Services**

**Less Income**

**Fees & Charges**

**Sub-total Carried Forward**



**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**

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
<b>18. <u>TRANSPORTATION</u></b>			
<b>Employees</b>			
Salaries	94,500	94,650	103,750 a)
<b>Premises Related Expenses</b>			
Repairs, Alterations & Maintenance	17,000	19,900	17,000
Electricity	900	900	900
Vale Rise Depot Recharge	2,000	1,600	1,600
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	5,000	5,000	5,000
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	119,400	122,050	128,250
<b>Central, Departmental &amp; Technical Support Services</b>			
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
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	0	500	500
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Other Contributions	-	-2,900	-
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>165,950</b>	<b>167,650</b>	<b>177,400</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (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**

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
<b>19. SECURITY SERVICES MANAGEMENT</b>			
<b>Employees</b>			
Salaries	33,300	29,000	33,650
<b>Premises Related Expenses</b>			
Electricity	0	200	200
<b>Supplies &amp; Services</b>			
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
<b>Third Party Payments</b>			
CCTV Monitoring Station	167,000	181,300 a)	188,600 a)
	<hr/>	<hr/>	<hr/>
	214,600	225,800	237,100
<b>Less Income</b>			
Recharge to Parking Services	(192,900)	(192,900)	(192,900)
	<hr/>	<hr/>	<hr/>
	21,700	32,900	44,200
<b>Central, Departmental &amp; Technical Support Services</b>			
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
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	27,100	31,700	31,700
Non-Current Asset Impairment			
	<hr/>	<hr/>	<hr/>
	<b>71,350</b>	<b>87,400</b>	<b>99,050</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b>	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 &amp; Materials

50

50

50

Professional Fees

5,400

5,400

5,400

Capital Grants &amp; 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 &amp; 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 £
<b>21. <u>CIVIL CONTINGENCIES</u></b>			
<b>Employees</b>			
Salaries	75,100	97,700 a)	109,050 a)
<b>Supplies &amp; Services</b>			
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
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	91,550	114,100	125,450
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	35,000	35,600	36,300
Information Technology Expenses	300	350	350
Departmental Administrative Expenses	32,800	40,250	41,700
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>159,650</b>	<b>190,300</b>	<b>203,800</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b>	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.