

# **Annex 1**

## **Draft**

## **Revenue**

## **Estimates**

## **2020/21**

## **Index**

	<b>Page</b>
Provisional Summary	S 1 - S 2
Corporate Services	CS 1 - CS 17
Chief Executive	CE 1 - CE 6
Director of Central Services	CEN 1 - CEN 11
Director of Finance & Transformation	FT 1 - FT 7
Director of Planning, Housing & Environmental Health	PHEH 1 - PHEH 20
Director of Street Scene, Leisure & Technical Services	SSLTS 1 - SSLTS 39

**Finance, Innovation and Property Advisory Board 8 January 2020**  
**General Fund Revenue Estimates 2020/21**  
**PROVISIONAL SUMMARY**

	2019/20 ESTIMATE		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Corporate Services</b>	3,700,900	3,688,200	3,566,050
<b>Chief Executive</b>	1,064,350	959,300	968,750
<b>Director of Central Services</b>	133,600	105,200	466,150
<b>Director of Finance &amp; Transformation</b>	1,372,600	1,333,900	1,417,800
<b>Director of Planning, Housing &amp; Environmental Health</b>	3,830,550	3,840,950	4,386,700
<b>Director of Street Scene, Leisure &amp; Technical Services</b>	8,315,650	8,237,550	6,815,500
Sub Total	18,417,650	18,165,100	17,620,950
<b>Capital Accounting Reversals</b>			
Non-Current Asset Depreciation	(2,942,350)	(3,075,100)	(3,165,850)
<b>Contributions to / (from) Reserves</b>			
Building Repairs Reserve			
Withdrawals to fund expenditure	(1,014,700)	(1,019,150)	(1,410,400)
Contribution to Reserve	650,000	725,000	1,075,000
Earmarked Reserves (see page S 2)			
Contributions from Reserves	(1,595,250)	(3,185,050)	(912,450)
Contributions to Reserves	1,351,900	2,026,700	3,857,250
Property Investment Fund Reserve			
Contribution to Reserve	500,000	-	-
Revenue Reserve for Capital Schemes			
Withdrawals to fund expenditure			
Non-Current Assets	(3,703,000)	(5,696,000) #	(2,361,000) #
Revenue Expenditure Funded from Capital	(70,000)	(72,000) #	(155,000) #
Other contributions to / (from) Reserve (net)	1,887,000	4,279,000	850,000
<b>Capital Expenditure Charged to General Fund</b>	3,703,000	5,696,000 #	2,361,000 #
<b>Government Grants</b>			
New Homes Bonus	(3,457,450)	(3,457,450)	(3,375,050)
Under-indexing Business Rates Multiplier	(73,800)	(73,800)	(73,800)
Brexit Preparedness Grant	-	(70,000)	-
<b>Contributions from KCC</b>	-	(156,500)	-
Sub Total	13,653,000	14,086,750	14,310,650
<b>National Non-Domestic Rates</b>			
Share of National Non-Domestic Rates	(22,514,582)	(22,314,582)	(22,867,412)
Tariff	20,968,608	20,968,608	21,325,074
Levy	3,350	30,250	18,500
Business Rates Pool	44,200	138,100	84,550
Small Business Rate Relief Grant	(896,000)	(920,550)	(914,200)
Retail Relief Grant	-	(274,300)	(278,950)
Supporting Small Business Grant	(10,150)	(9,500)	(9,650)
Public House Relief Grant	-	850	-
Discretionary Relief Grant	(27,000)	(14,150)	(17,950)
<b>Collection Fund Adjustments</b>			
Council Tax (Surplus) / Deficit	(156,020)	(156,020)	(74,919)
National Non-Domestic Rates (Surplus) / Deficit	(869,089)	(869,089)	(578,681)
Sub Total	10,196,317	10,666,367	10,997,012
<b>Contribution to / (from) General Revenue Reserve</b>	450,600	(19,450)	<b>To Be Determined</b>
<b>Balance to be met from Council Tax Payers</b>	<b>10,646,917</b>	<b>10,646,917</b>	<b>To Be Determined</b>

# Based on the Capital Plan (List A) position as reported to Finance, Innovation and Property Advisory Board on 8 January 2020. The figures will need to be amended to reflect the impact of any new schemes added to the Plan.

This statement is **PROVISIONAL** at this stage and is designed to give an indication of the overall position.

**Finance, Innovation and Property Advisory Board 8 January 2020**

**General Fund Revenue Estimates 2020/21**

**EARMARKED RESERVES**

	2019/20 ESTIMATE		2020/21
	ORIGINAL £	REVISED £	ESTIMATE £
<b>Contributions from Earmarked Reserves</b>			
Borough Signage Reserve	-	(700)	-
Business Rates Retention Scheme Reserve	(178,650)	(1,093,250)	(190,400)
Community Development Reserve	-	(1,800)	-
Community Safety Partnership Reserve	(6,900)	(6,900)	-
Democratic Representation Reserve	-	(250)	-
Economic Development Reserve	-	(8,500)	(5,900)
Election Expenses Reserve	(160,000)	(121,000)	-
Homelessness Reserve	(114,200)	(275,350)	(116,500)
Housing Assistance Reserve	(112,000)	-	(91,600)
Housing Survey Reserve	(36,000)	(55,800)	-
Housing & Welfare Reform Reserve	(15,000)	(15,000)	-
Invest to Save Reserve	(65,000)	(156,200)	(45,000)
Local Development Framework Reserve	(195,000)	(257,500)	(317,500)
Parks Improvement Fund Reserve	-	(20,250)	-
Public Health Reserve	(10,500)	-	(5,550)
Repossessions Prevention Fund Reserve	(2,000)	(2,100)	(2,000)
Tonbridge & Malling Leisure Trust Reserve	-	(262,000)	(138,000)
Transformation Reserve	-	(180,450)	-
Waste Services Contract Reserve	(700,000)	(700,000)	-
Waste & Street Scene Initiatives Reserve	-	(28,000)	-
	<b>(1,595,250)</b>	<b>(3,185,050)</b>	<b>(912,450)</b>
<b>Contributions to Earmarked Reserves</b>			
Budget Stabilisation Reserve	-	-	3,500,000
Business Rates Retention Scheme Reserve	983,100	1,053,600	63,400
Climate Change Reserve	-	250,000	-
Election Expenses Reserve	25,000	25,000	25,000
Homelessness Reserve	188,800	361,850	188,850
Local Development Framework Reserve	55,000	255,000	80,000
Public Health Reserve	-	1,250	-
Tonbridge & Malling Leisure Trust Reserve	100,000	-	-
Transformation Reserve	-	80,000	-
	<b>1,351,900</b>	<b>2,026,700</b>	<b>3,857,250</b>

## CORPORATE SERVICES

### SUMMARY

		2019/20		2020/21
		ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
		£	£	£
1	SALARIES AND ONCOSTS	11,831,700	11,914,500	12,190,100
2	OVERHEAD EXPENSES	4,311,350	4,382,700	4,415,950
3	RECHARGES TO SERVICE BUDGETS	(14,340,300)	(14,474,200)	(14,962,100)
	NON DISTRIBUTED COSTS	<b>1,802,750</b>	<b>1,823,000</b>	<b>1,643,950</b>
4	DEMOCRATIC REPRESENTATION	1,301,550	1,275,850	1,332,250
5	CORPORATE MANAGEMENT	596,600	589,350	589,850
6	CAPITAL PROGRAMME - REVENUE EXP.	-	-	-
		<b>3,700,900</b>	<b>3,688,200</b>	<b>3,566,050</b>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)		21.11	20.64	20.20

## CORPORATE SERVICES

### 1 SALARIES AND ONCOSTS

#### (a) Salaries

Salaries (see analysis on page CS 17)	8,098,600	8,205,900 a)	8,284,950 b)
Employers' National Insurance Contributions	763,050	771,150 a)	804,150 b)
Employers' Superannuation Contributions	1,169,900	1,155,850 a)	1,434,050 b)
Superannuation Backfunding Lump Sum	1,441,000	1,441,000	1,290,000 c)
Staff Turnover Saving	(120,000)	(90,000) d)	(120,000)
Apprenticeship Scheme / Levy	40,250	33,500	42,500
Ring-fenced sums (Establishment Reviews)	90,700	36,500 e)	105,650 f)

11,483,500

11,553,900

11,841,300

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

235.67

240.11

237.29

#### (b) Termination Payments

Additional Annual Pension Contributions	263,500	249,800 g)	254,100 g)
Long Service Awards	-	900	-
Capitalised Pension Contributions	-	12,200 h)	-

263,500

262,900

254,100

#### (c) Recruitment & Training

Advertising & Other Recruitment Costs	9,250	12,250 i)	9,250
Training - Course Fees & Expenses	70,000	80,000 j)	80,000 j)
Health Screening & Miscellaneous	2,450	2,450	2,450
Employee Support Scheme	3,000	3,000	3,000

84,700

97,700

94,700

11,831,700

11,914,500

12,190,100

## **CORPORATE SERVICES**

### **SALARIES**

- a) Revised estimate reflects savings accruing during the first part of the current financial year and part year effect of establishment changes.
- b) Forward estimate reflects the full year effect of establishment changes approved during the current financial year together with provision for a pay award and outcome of the recent pension fund triennial valuation.
- c) Reflects outcome of the recent pension fund triennial valuation.
- d) Revised estimate reflects projected savings arising from staff turnover for the remainder of the financial year.
- e) Ring-fenced sums following establishment reviews retained for future operational adjustments in Central Administration (£4,850 - part year), Personnel Services (£5,600 - part year), Customer Services (£2,150), Electoral Registration Team (£5,350), Revenue & Benefits (£1,900 - part year), IT Services (£11,650) and Land Charges (£5,000 balance).
- f) Ring-fenced sums following establishment reviews retained for future operational adjustments in Central Administration (£9,700), Personnel Services (£22,450), Customer Services (£2,150), Electoral Registration Team (£5,350), Revenue & Benefits (£3,750), Leisure Development Team (£7,800 balance), Street Scene & Leisure (£32,800), IT Services (£11,650) and Land Charges (£10,000).
- g) Revised estimate reflects level of retirement allowances payable in the current financial year. Forward estimate includes a provision for annual pensions increase.
- h) Termination costs payable following changes to the permanent establishment arising from ongoing reviews of service delivery. Reports to General Purposes Committee on 28 January 2019 and 19 June 2019 refer.

### **RECRUITMENT & TRAINING**

- i) Additional recruitment expenditure is funded from management savings.
- j) Reflects cost inflation in recent years.

## CORPORATE SERVICES

### 2 OVERHEAD EXPENSES

#### (a) COUNCIL OFFICES

##### **Employees**

Salaries	134,450	138,650 a)	145,550 b)
----------	---------	------------	------------

##### **Premises Related Expenses**

Maintenance of Grounds	4,150	4,150	4,150
Energy Costs :			
Electricity	85,300	106,000 c)	112,000 c)
Gas	22,700	25,000 c)	27,000 c)
Rates	315,050	310,800 d)	317,000 d)
Water Services :			
Water Charges (metered)	7,000	11,000 e)	11,250
Sewerage & Environmental Services	7,500	12,000 e)	12,250
Fixture & Fittings	3,000	3,000	3,000
Cleaning & Domestic Supplies	5,000	5,000	5,000
Insurance	23,950	23,400	23,750
Repairs expenditure	237,700	183,650 f)	184,350

##### **Supplies & Services**

Equipment, Furniture & Materials	1,150	2,050	1,350
Clothing, Uniforms & Laundry	6,450	6,450	6,450
Trade Refuse Charges	9,100	9,100	9,100
Security / Cleaning	10,500	10,500	10,500
Miscellaneous Services	7,300	7,300	7,300
Licences	-	2,100 g)	-

##### **Third Party Payments**

Ground Maintenance Contract	1,950	1,950	2,000
-----------------------------	-------	-------	-------

882,250	862,100	882,000
---------	---------	---------

##### **Less Income**

Customer & Client Receipts	(2,000)	(2,000)	(2,000)
Solemnization of Marriages	(10,000)	(10,350)	(10,000)
Hire of Tonbridge Council Chamber	(2,500)	(6,000)	(6,000)
Police Accommodation Licence Fee	(28,750)	(28,650)	(29,550)
Rent - Gibson Building	(6,800)	(6,750)	(6,950)
Rent - Tonbridge Castle	(23,700)	(23,700)	(24,300)

(73,750)	(77,450)	(78,800)
----------	----------	----------

##### **Sub-total**

808,500	784,650	803,200
---------	---------	---------

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

Central Salaries & Administration	36,100	30,400 a)	30,150
Information Technology Expenses	2,600	2,300	2,450
Departmental Administrative Expenses	28,950	30,650	32,200

##### **Depreciation & Impairment**

Non-Current Asset Depreciation	151,500	154,400	154,650
--------------------------------	---------	---------	---------

1,027,650	1,002,400	1,022,650
-----------	-----------	-----------

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

5.71	5.81	5.87
------	------	------



## **CORPORATE SERVICES**

### **COUNCIL OFFICES**

- a)** Re-assessment of allocations following changes in Building & Facilities Management and Estates & Property Administration.
- b)** Includes provision for a pay award and increase in pension contribution rate following recent triennial valuation.
- c)** Actual and assumed increases in energy prices.
- d)** Reflects actual rates payable. Forward estimate includes provision for inflation.
- e)** Reflects the anticipated cost of water based on consumption in the current year.
- f)** The internal decoration of public areas in Gibson West building (£40k) and carpet laying in public areas in both Gibson West and East buildings (£20k) has been deferred to 2020/21. Revised estimate also includes provision for the external decoration of Tonbridge Castle offices (£30k).
- g)** Renewal of Kent County Council wedding licence payable every three years.

## CORPORATE SERVICES

### 2 OVERHEAD EXPENSES-Continued

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

##### **Employees**

Salaries

	2019/20	2020/21
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £
Salaries	77,200	72,400 a)

80,850 b)

##### **Supplies & Services**

Purchases

	2019/20	2020/21
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £
Purchases	1,000	1,000
Print Room Maintenance & Copy Charges	25,000	25,000
Multi Function Device Copy Charges	9,000	9,000
Multi Function Device Leasing Charges	11,200	11,200
Paper	20,000	20,000
<b>Sub-total</b>	<b>101,400</b>	<b>96,600</b>

1,000

Print Room Maintenance & Copy Charges

25,000

25,000

Multi Function Device Copy Charges

9,000

9,000

Multi Function Device Leasing Charges

11,200

11,200

Paper

20,000

20,000

143,400

138,600

147,050

##### **Less Income**

Sales

(25,000)

(25,000)

(25,000)

Recharges to Other Services

(17,000)

(17,000)

(17,000)

(42,000)

(42,000)

(42,000)

##### **Sub-total**

101,400

96,600

105,050

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

Office Accommodation

40,550

40,000

40,000

Central Salaries & Administration

7,150

7,100

7,400

Information Technology Expenses

11,100

11,850

10,650

Departmental Administrative Expenses

10,300

9,200

9,900

##### **Depreciation & Impairment**

Non-Current Asset Depreciation

21,950

15,000 c)

16,900

**192,450**

**179,750**

**189,900**

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

2.70

2.70

2.70

## **CORPORATE SERVICES**

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

- a)** Savings arising from a vacant post.
- b)** Reflects full establishment, provision for a pay award and increase in pension contribution rate following recent triennial valuation.
- c)** Replacement of existing life expired print room equipment.

## CORPORATE SERVICES

		2019/20		2020/21
		ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>2</b>	<b><u>OVERHEAD EXPENSES-Continued</u></b>			
	<b>(c) <u>CUSTOMER SERVICES</u></b>			
	<b>Employees</b>			
	Salaries	254,000	239,650 <b>a)</b>	248,100 <b>b)</b>
	<b>Premises Related Expenses</b>			
	Rent	3,250	3,250	- <b>c)</b>
	<b>Supplies &amp; Services</b>			
	Purchases	200	3,000 <b>d)</b>	650
	Uniforms	2,100	2,100	100
	Stationery	100	-	-
	Community Outreach	6,000	6,000	- <b>c)</b>
	Postage	100	50	50
	Mobile Telephones	650	650	650
	Office Security	35,500	35,500	36,000
		<hr/>	<hr/>	<hr/>
		301,900	290,200	285,550
	<b>Less Income</b>			
	Tonbridge Gateway Agreement / Licence	(121,000)	(130,000) <b>e)</b>	(130,000)
	Gateway Partner Receipts	(8,000)	(11,300)	(11,300)
		<hr/>	<hr/>	<hr/>
	<b><u>Sub-total</u></b>	172,900	148,900	144,250
	<b>Central, Departmental &amp; Technical Support Services</b>			
	Central Salaries & Administration	13,000	14,400	16,300
	Information Technology Expenses	4,150	4,250	4,350
	Departmental Administrative Expenses	144,200	149,150 <b>f)</b>	157,750 <b>f)</b>
		<hr/>	<hr/>	<hr/>
		<b>334,250</b>	<b>316,700</b>	<b>322,650</b>
		<hr/>	<hr/>	<hr/>
	<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	8.76	9.52	9.70

- a)** Savings arising from vacant posts following establishment changes in Customer Services Section approved by General Purposes Committee 28 January 2019.
- b)** Reflects full establishment, provision for a pay award and increase in pension contribution rate following recent triennial valuation.
- c)** Reflects closure of Customer Services Surgeries as reported to Cabinet 16 October 2019.
- d)** Purchase of two document scanners for use at Kings Hill and Tonbridge Castle receptions, met from an earmarked reserve.
- e)** Increase in contribution due from Kent County Council.
- f)** Reflects increased costs attributable to IT Services (see page CS 9).

## CORPORATE SERVICES

### 2 OVERHEAD EXPENSES-Continued

#### (d) GENERAL ADMINISTRATION

##### **Employees**

Salaries

4,300

4,250

4,450

##### **Supplies & Services**

Insurance

90,550

94,800 a)

98,650 a)

Copyright Licence

2,800

2,100

2,100

Equality Issues

300

350

350

---

97,950

---

101,500

---

105,550

##### **Less Income**

Fees & Charges

(100)

(100)

(100)

##### **Sub-total**

---

97,850

---

101,400

---

105,450

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

Central Salaries & Administration

6,300

4,350

4,300

Departmental Administrative Expenses

650

600

600

---

**104,800**

---

**106,350**

---

**110,350**

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

0.19

0.19

0.19

- a) Reflects risk management insurance renewal. Forward estimate anticipates increase in renewal premiums.

## CORPORATE SERVICES

### 2 OVERHEAD EXPENSES-Continued

#### (e) DEPARTMENTAL ADMINISTRATION

##### **Staff Transport Related Expenses**

Car & Travelling Allowances	207,200	199,750 a)	199,000
-----------------------------	---------	------------	---------

##### **Supplies & Services**

Equipment, Furniture & Materials	14,600	18,100 b)	17,100
Office Equipment - Maintenance	2,200	2,500	2,500
Protective Clothing	950	1,100	1,000
First Aid Supplies	250	250	250
Stationery	8,550	8,500	8,500
Reference Books & Publications	25,650	24,900	25,600
Legal Expenses	120,000	150,000 c)	50,000
Contracted Services	1,800	1,800	1,800
Health & Safety	1,500	11,000 d)	7,200 d)
Postage	22,350	20,050	20,050
Telephones - Calls	3,000	2,700	2,700
Telephones - Other Costs	33,850	33,200	33,200
Mobile Telephones	6,850	8,050	8,050
Subsistence Allowances	200	100	100
Professional Membership Fees	17,550	14,850	14,850
Subscriptions to Organisations	22,600	23,800	23,800
Insurance & Other Expenses	2,500	2,450	2,500
Data Protection Act Registration	4,800	5,050	5,050

---

496,400

---



---

528,150

---



---

423,250

---

##### **Less Income**

Government Grant	-	(900)	-
Recovery of Court Costs	(4,000)	(5,000)	(5,000)
Customer & Client Receipts	(4,000)	(5,000)	(5,000)
Partnership Receipts	(63,600)	(45,850) e)	(25,900) f)

---

(71,600)

---



---

(56,750)

---



---

(35,900)

---

##### **Sub-total**

---

424,800

---



---

471,400

---



---

387,350

---

##### **Depreciation & Impairment**

Non-Current Asset Depreciation	13,050	13,450	13,450
--------------------------------	--------	--------	--------

---

**437,850**

---



---

**484,850**

---



---

**400,800**

---

## **CORPORATE SERVICES**

### **DEPARTMENTAL ADMINISTRATION**

- a) Overall reduction in the number of leased cars.
- b) Increased budget requirement in Street Scene & Leisure and Environmental Health & Housing.
- c) Includes estimated cost of the Kings Hill sites planning inquiry met in part from an earmarked reserve.
- d) Reflects Skyguard lone working devices and purchase of four evacuation chairs in the current year.
- e) Revised estimate reflects partnership arrangements with:
  - 1) Gravesham Borough Council for the shared cost of Principal Revenue Officer until end of September 2019;
  - 2) Gravesham Borough Council for the shared cost of Contaminated Land Officer until end of September 2019; and
  - 3) Sevenoaks District Council and Tunbridge Wells Borough Council for the shared cost of Health Improvement Support Assistant.
- f) Forward estimate reflects partnership arrangement with Sevenoaks District Council and Tunbridge Wells Borough Council for the shared cost of Health Improvement Support Assistant, and a contribution from Kent County Council towards the cost of the Digital Developer in IT Services.

## CORPORATE SERVICES

### 2 OVERHEAD EXPENSES-Continued

#### (f) SNACK FACILITIES

##### **Supplies & Services**

Drinks Machine Purchases

1,000

1,500

1,500

1,000

1,500

1,500

##### **Less Income**

Customer & Client Receipts

(200)

(200)

(200)

##### **Sub-total**

800

1,300

1,300

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

Central Salaries & Administration

2,850

2,850

2,950

##### **Depreciation & Impairment**

Non-Current Asset Depreciation

750

750

750

**4,400**

**4,900**

**5,000**

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

0.10

0.10

0.10



## CORPORATE SERVICES

### 2 OVERHEAD EXPENSES-Continued

#### (g) INFORMATION TECHNOLOGY SERVICES

##### **Employees**

Salaries

	2019/20	2020/21
ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
880,850	864,300 a)	924,050 b)

##### **Transport Related Expenses**

Public Transport

1,200	1,500	1,500
-------	-------	-------

##### **Supplies & Services**

Equipment - Purchases

3,000	7,500	6,000
-------	-------	-------

Equipment - Maintenance

103,000	88,000 c)	93,000 c)
---------	-----------	-----------

Printing Consumables

2,500	2,500	2,500
-------	-------	-------

Insurance

6,800	7,100	7,300
-------	-------	-------

Professional Services / Consultancy

15,000	48,000 d)	15,000
--------	-----------	--------

Other Expenses

8,200	3,400	8,400
-------	-------	-------

Software Support, Hire & Maintenance

610,000	655,000 e)	660,000 e)
---------	------------	------------

Telephone leased lines and modems

8,500	8,500	8,600
-------	-------	-------

Kent Connects

20,000	20,000	20,000
--------	--------	--------

1,659,050	1,705,800	1,746,350
-----------	-----------	-----------

##### **Less Income**

Contributions from Other Bodies

(8,000)	(1,000) f)	-
---------	------------	---

##### **Sub-total**

1,651,050	1,704,800	1,746,350
-----------	-----------	-----------

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

Office Accommodation

113,550	110,950	113,250
---------	---------	---------

Central Salaries & Administration

56,550	57,650	60,900
--------	--------	--------

Departmental Administrative Expenses

86,700	82,350	87,550
--------	--------	--------

##### **Depreciation & Impairment**

Non-Current Asset Depreciation

302,100	332,000 g)	356,550 g)
---------	------------	------------

2,209,950	2,287,750	2,364,600
-----------	-----------	-----------

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

20.81	20.59	20.85
-------	-------	-------

## **CORPORATE SERVICES**

### **INFORMATION TECHNOLOGY SERVICES**

- a) Savings arising from vacant posts.
- b) Reflects full establishment together with provision for a pay award, and increase in pension contribution rate following recent triennial valuation.
- c) The budget for maintaining the firewall has been re-categorised and is now included within the software support, hire and maintenance budget. Forward estimate anticipates an increase in the cost of the maintenance of the storage area network.
- d) Includes Smarter Digital Services business process mapping project days met from an earmarked reserve, together with a number of other one-off consultancy costs.
- e) Reflects software and support contract changes including additional Microsoft licences, maintenance of the Firewall software, and new software charges arising from the Capital Plan project associated with the replacement Council web site.
- f) Revised estimate reflects a grant received towards the cost of cyber security training.
- g) Replacement of existing life expired IT hardware and software.

## CORPORATE SERVICES

### 3 SALARIES & OVERHEADS

#### **Salaries & Oncosts**

	2019/20 ORIGINAL ESTIMATE £	2019/20 REVISED ESTIMATE £	2020/21 ESTIMATE £
Salaries & Oncosts	11,831,700	11,914,500	12,190,100
<b>Overheads</b>			
(a) Council Offices	1,027,650	1,002,400	1,022,650
(b) Printing & Multi Function Devices	192,450	179,750	189,900
(c) Customer Services	334,250	316,700	322,650
(d) Administration - General	104,800	106,350	110,350
(e) Administration - Departmental	437,850	484,850	400,800
(f) Snack Facilities	4,400	4,900	5,000
(g) Information Technology Services	2,209,950	2,287,750	2,364,600
	16,143,050	16,297,200	16,606,050
<b>Less Recharge to :</b>			
Planning, Housing & Environmental Health	(4,773,200)	(4,829,850)	(4,975,150)
Street Scene, Leisure & Technical	(2,463,450)	(2,510,750)	(2,573,750)
Central Services	(910,700)	(924,450)	(984,900)
Finance & Transformation	(2,177,000)	(2,252,950)	(2,276,550)
Corporate Services	(1,595,300)	(1,562,750)	(1,610,550)
Chief Executive	(504,450)	(515,700)	(557,000)
Other Services	(700)	(450)	(500)
Holding Accounts	(1,915,500)	(1,877,300)	(1,983,700)
	(14,340,300)	(14,474,200)	(14,962,100)
<b><u>Sub-total</u></b>	1,802,750	1,823,000	1,643,950
<b><u>TO SUMMARY</u></b>	1,802,750	1,823,000	1,643,950

#### **Overheads**

#### **Less Recharge to :**

## CORPORATE SERVICES

		2019/20	2020/21
		ORIGINAL ESTIMATE £	REVISED ESTIMATE £
			ESTIMATE £
<b>4</b>	<b><u>DEMOCRATIC REPRESENTATION &amp; MANAGEMENT</u></b>		
(a)	<b><u>DEMOCRATIC ADMINISTRATION</u></b>		
	<b>Employees</b>		
	# Salaries	300,100	300,050 317,050 a)
	<b>Premises Related Expenses</b>		
	Accommodation Expenses (Forum/Area1)	7,000	7,000 7,000
	<b>Supplies &amp; Services</b>		
	Twinning Committee Expenses	500	500 500
	Subscriptions	16,250	16,650 16,650
	<b><u>Sub-total</u></b>	<b>323,850</b>	<b>324,200 341,200</b>
	<b>Central, Departmental &amp; Technical Support Services</b>		
	Accommodation & Printing Services	51,200	43,200 b) 44,450
	# Central Salaries & Administration	248,850	240,400 c) 250,550 a)
	Information Technology Expenses	15,200	17,300 15,100
	# Departmental Administrative Expenses	111,250	110,500 115,350
		<b>750,350</b>	<b>735,600 766,650</b>
	<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	<b>11.45</b>	<b>11.22 11.17</b>

### Memorandum

# Service Salary & Overhead Allocations to Democratic Administration

Administration & Property Services	261,550	256,350	267,750
Chief Executives' Service	70,400	67,800	71,650
Environmental Health & Hsg Services	21,300	21,950	22,600
Financial Services	74,850	75,550	79,600
Legal Services	6,650	6,900	6,800
Personnel Services	4,900	2,350	2,250
Planning Services	110,050	108,500	117,150
Street Scene & Leisure Services	93,100	94,300	97,600
Technical Services	17,400	17,250	17,550
	<b>660,200</b>	<b>650,950</b>	<b>682,950</b>

- a) Includes provision for a pay award and increase in pension contribution rate following recent triennial valuation.
- b) Reflects reduction in printing costs attributable to Members (see page CS 4).
- c) Reflects reduction in staff allocation cost from Central Services Administration team.

## CORPORATE SERVICES

		2019/20	2020/21
		ORIGINAL ESTIMATE £	REVISED ESTIMATE £
			ESTIMATE £
(b)	<b><u>PAYMENTS TO MEMBERS</u></b>		
	<b>Transport Related Expenses</b>		
	Members' Travel & Subsistence	3,500	3,500
	<b>Supplies and Services</b>		
	Basic Allowance	270,000	271,250
	Special Responsibility Allowance	101,900	97,650
	Mayors' and Deputy Mayors' Allowance	7,400	7,400
	Members' National Insurance	7,500	7,500
	Carers' Allowance	300	300
	<b><u>Sub-total</u></b>	390,600	387,600
	<b>Central, Departmental &amp; Technical Support Services</b>		
	Central Salaries & Administration	16,700	15,850
	Information Technology Expenses	1,750	1,950
		<b>409,050</b>	<b>405,400</b>
	<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	0.33	0.32
			0.31

- a) Reflects recommendations approved by Council on 11 April 2017 following the review of Member allowances, and includes provision for a pay award.

## CORPORATE SERVICES

		2019/20		2020/21
		ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
		£	£	£
(c)	<b><u>MAYORAL &amp; OTHER MEMBER SUPPORT (INC. MEMBER TRAINING)</u></b>			
	<b>Employees</b>			
	Salaries	8,750	5,850 a)	8,050
	<b>Transport Related Expenses</b>			
	Mayors' Transport Allowance	10,000	10,000	10,000
	<b>Supplies and Services</b>			
	Stationery	100	100	100
	Insurance	250	200	250
	Civic Hospitality	7,000	5,000	5,000
	Mobile Telephones	150	150	150
	Other Expenses	1,500	1,500	1,500
	<b><u>Sub-total</u></b>	27,750	22,800	25,050
	<b>Central, Departmental &amp; Technical Support Services</b>			
	Central Salaries & Administration	89,300	85,450	89,900
	Information Technology Expenses	24,500	26,200	27,750
	Departmental Administrative Expenses	600	400	400
		<b>142,150</b>	<b>134,850</b>	<b>143,100</b>
	<b>Full Time Equivalent Number of Staff</b>	1.90	1.76	1.78
	(including Support Service Staff)			
	<b><u>SUMMARY</u></b>			
(a)	DEMOCRATIC ADMINISTRATION	750,350	735,600	766,650
(b)	PAYMENTS TO MEMBERS	409,050	405,400	422,500
(c)	MAYORAL & OTHER MEMBER SUPPORT INC. MEMBER TRAINING	142,150	134,850	143,100
	<b><u>TO SUMMARY</u></b>	<b>1,301,550</b>	<b>1,275,850</b>	<b>1,332,250</b>

a) Saving arising from a vacant post.

## CORPORATE SERVICES

### 5 CORPORATE MANAGEMENT

#### (a) CORPORATE POLICY

##### **Employees**

# Salaries

77,450

67,000 a)

69,750

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

# Central Salaries & Administration

381,600

382,300

375,300

# Departmental Administrative Expenses

21,700

18,650

19,200

**480,750**

**467,950**

**464,250**

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

6.19

6.10

5.70

#### (b) PUBLIC ACCOUNTABILITY

##### **Supplies and Services**

Professional Fees

750

850

750

Advertising

250

250

250

External Audit Fees

35,250

40,550 b)

40,550

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

Central Salaries & Administration

79,600

79,700

84,000 c)

Information Technology Expenses

-

50

50

**115,850**

**121,400**

**125,600**

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

1.24

1.24

1.24

#### SUMMARY

(a) CORPORATE POLICY

480,750

467,950

464,250

(b) PUBLIC ACCOUNTABILITY

115,850

121,400

125,600

#### TO SUMMARY

**596,600**

**589,350**

**589,850**

## CORPORATE SERVICES

		2019/20	2020/21
		ORIGINAL ESTIMATE	ESTIMATE
		£	£
<b>Memorandum</b>			
<b># Service Allocations to Corporate Policy</b>			
Admin & Property Services	56,350	57,250	60,000
Chief Executives' Service	205,800	195,500	180,300
Environmental Health & Housing Services	11,900	11,500	11,800
Financial Services	113,300	114,150	120,300
Legal	1,200	1,250	1,250
Personnel Services	4,900	14,150	13,500
Planning Services	62,600	48,450	51,750
Street Scene & Leisure Services	24,700	25,700	25,350
	480,750	467,950	464,250

## CORPORATE POLICY

- a) Reflects reduction in staff allocation cost from Planning, Housing & Environmental Health Management cost centre.

## PUBLIC ACCOUNTABILITY

- b) Increase in fee payable following changes to the scope of the audit which has resulted in additional work being required.
- c) Includes provision for a pay award and increase in pension contribution rate following recent triennial valuation.



## CORPORATE SERVICES

### 6 CAPITAL PROGRAMME REVENUE EXP.

#### Employees

# Salaries	89,900	91,450	94,700
------------	--------	--------	--------

#### Central, Departmental & Technical Support Services

# Central Salaries & Administration	31,850	32,750	35,500
Information Technology Expenses	4,500	6,300	5,750
# Departmental Administrative Expenses	40,500	37,400	39,600

#### Sub-total

166,750	167,900	175,550
---------	---------	---------

#### Less Recharge to :

Street Scene, Leisure & Technical	(165,550)	(166,750)	(174,300)
Central Services	(1,200)	(1,150)	(1,250)

#### TO SUMMARY

-	-	-
---	---	---

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

2.72	2.76	2.78
------	------	------

#### Less FTE recharged to Services

(2.72)	(2.76)	(2.78)
--------	--------	--------

#### Net FTE retained on Corporate Services

0.00	0.00	0.00
------	------	------

### Memorandum

#### # Service Allocations to Capital Programme

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

7,450	8,550	10,150
22,300	22,000	23,200
2,100	2,200	2,150
46,300	46,550	49,100
84,100	82,300	85,200
162,250	161,600	169,800

## EMPLOYEES - SALARIES

### SERVICE ANALYSIS OF EXPENDITURE

	Basic Salaries	Overtime	Temporary Staff	Total Salaries	Council Contributions Nat. Ins.	Supern.	Total Salaries & Oncosts
	£	£	£	£	£	£	£
<b><u>2019/20 ESTIMATE</u></b>							
Original Estimate	7,907,150	21,250	170,200	8,098,600	763,050	1,169,900	10,031,550
Revised Estimate	7,802,000	55,500	348,400	8,205,900	771,150	1,155,850	10,132,900
<b><u>2020/21 ESTIMATE</u></b>							
Service							
Administration & Property	655,200	11,100	500	666,800	62,950	114,950	844,700
Environmental Health & Housing	1,110,500	-	-	1,110,500	108,000	189,800	1,408,300
Executive	408,950	1,400	15,000	425,350	46,650	75,150	547,150
Finance	1,427,850	1,400	65,450	1,494,700	138,350	251,550	1,884,600
Information Technology	724,150	1,200	-	725,350	78,100	129,800	933,250
Legal	407,100	1,200	-	408,300	40,900	69,750	518,950
Personnel	339,200	4,750	4,000	347,950	24,600	61,250	433,800
Planning	1,553,150	-	-	1,553,150	158,850	277,450	1,989,450
Street Scene & Leisure	1,005,050	250	2,450	1,007,750	99,200	183,450	1,290,400
Technical	544,550	550	-	545,100	46,550	80,900	672,550
	8,175,700	21,850	87,400	8,284,950	804,150	1,434,050	10,523,150

## CHIEF EXECUTIVE

### SUMMARY

		2019/20		2020/21
		ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
		£	£	£
1	COMMUNITY DEVELOPMENT	101,800	100,300	101,050
2	ELECTIONS	541,200	514,150	397,150
3	GRANTS & PAYMENTS	134,350	124,700	124,450
4	CLIMATE CHANGE	-	14,650	41,150
5	ECONOMIC DEVELOPMENT & REGENER'N	287,000	205,500	304,950
		<hr/>	<hr/>	<hr/>
		<b>1,064,350</b>	<b>959,300</b>	<b>968,750</b>
		<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)		7.91	8.00	8.29

## CHIEF EXECUTIVE

### **1 COMMUNITY DEVELOPMENT**

#### **Employees**

Salaries

45,000

42,550

43,700

#### **Supplies & Services**

West Kent Leader

5,000

5,000

5,000

Community Development Partnership

15,000

18,000

15,000

Troubled Families Initiatives

-

1,800

-

Safeguarding Children Board

1,500

1,500

1,500

---

66,500

---

68,850

---

65,200

#### **Less Income**

Contributions from Other Bodies

-

(3,000)

-

#### **Sub-total**

66,500

65,850

65,200

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

Central Salaries & Administration

17,850

17,700

18,650

Departmental Administrative Expenses

17,450

16,750

17,200

#### **TO SUMMARY**

---

**101,800**

---

**100,300**

---

**101,050**

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

1.17

1.14

1.11

## CHIEF EXECUTIVE

### 2 ELECTIONS

#### (a) ELECTORAL REGISTRATION

##### **Employees**

Salaries	107,500	112,100	114,050
----------	---------	---------	---------

##### **Supplies & Services**

Equipment & Materials - Purchases	17,000	2,500 a)	1,000
Maintenance	-	2,800 a)	2,800
Printing	-	7,500 a)	7,500
Stationery	100	5,000 a)	5,000
Reference Books & Publications	1,000	1,600	1,600
Electronic Elector Registration Responses	-	5,000 a)	5,500
Postages	50,000	53,000	53,000

175,600	189,500	190,450
---------	---------	---------

##### **Less Income**

Government Grant	(13,000)	(16,550)	(15,000)
Sale of Registers	(2,500)	(3,000)	(3,000)

#### **Sub-total**

160,100	169,950	172,450
---------	---------	---------

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

Central Salaries & Administration	13,500	13,150	13,850
Information Technology Expenses	32,250	32,650	33,200
Departmental Administrative Expenses	45,150	45,550	47,550

##### **Depreciation & Impairment**

Non-Current Asset Depreciation	5,000	5,000	- b)
--------------------------------	-------	-------	------

256,000	266,300	267,050
---------	---------	---------

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

3.27	3.25	3.27
------	------	------

a) Purchases budget has been expanded to allow expenditure to be charged to more appropriate headings, and reflects current spend.

b) Equipment purchased to facilitate Individual Electoral Registration now fully depreciated.

## CHIEF EXECUTIVE

	2019/20		2020/21
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
(b) CONDUCT OF ELECTIONS			
Employees			
Salaries	49,250	51,300	52,300
Premises Related Expenses			
Rent	17,000	20,000 a)	-
Supplies & Services			
Equipment & Materials - Purchases	12,000	3,000 a)	-
Printing	16,000	15,000 a)	-
Polling & Postal Vote Fees	75,000	55,000 a)	-
Postage	40,000	49,000 a)	-
	209,250	193,300	52,300
Less Income			
Fees & Charges	-	(21,000) a)	-
	209,250	172,300	52,300
Sub-total	209,250	172,300	52,300
Central, Departmental & Technical Support Services			
Central Salaries & Administration	41,700	40,950	42,050
Information Technology Expenses	13,700	13,900	14,150
Departmental Administrative Expenses	20,550	20,700	21,600
	285,200	247,850	130,100
Full Time Equivalent Number of Staff (including Support Service Staff)	2.01	1.99	1.98
ELECTIONS			
SUMMARY			
(a) ELECTORAL REGISTRATION	256,000	266,300	267,050
(b) CONDUCT OF ELECTIONS	285,200	247,850	130,100
TO SUMMARY	541,200	514,150	397,150

- a) Costs attributable to local elections held in May 2019 funded in full from an earmarked reserve or recharged to the relevant town/parish council as appropriate.

## CHIEF EXECUTIVE

	2019/20		2020/21
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>3 GRANTS &amp; PAYMENTS</b>			
<b>Employees</b>			
Salaries	1,900	950	-
<b>Supplies &amp; Services</b>			
Grants to Citizens Advice Bureaux	95,000	95,000	95,000
Grants to Other Charitable & Voluntary Org.	28,800	20,800 a)	20,800
Tonbridge Historic Society Accommodation	2,000	2,000	2,000
Community Lottery Payments			
External Lottery Provider	1,250	- b)	- b)
Prize Fund	2,100	- b)	- b)
Specific Good Causes	5,200	- b)	- b)
Other Expenses	500	400 b)	- b)
	<hr/>	<hr/>	<hr/>
	136,750	119,150	117,800
<b>Less Income</b>			
Lottery Ticket Sales	(10,400)	(1,200) b)	- b)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	126,350	117,950	117,800
<b>Central, Departmental and Technical Support Services</b>			
Central Salaries & Administration	7,100	6,250	6,600
Information Technology Expenses	50	50	50
Departmental Administrative Expenses	850	450	-
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	134,350	124,700	124,450
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.15	0.11	0.08
<b>4 CLIMATE CHANGE</b>			
<b>Employees</b>			
Salaries	-	8,600	26,350
<b>Central, Departmental and Technical Support Services</b>			
Central Salaries & Administration	-	2,350	4,450
Departmental Administrative Expenses	-	3,700	10,350
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	-	14,650	41,150
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.00	0.27	0.61

a) Grant provision for Age Concern Malling no longer required.

b) Reflects closure of lottery in August 2019.

## CHIEF EXECUTIVE

### **5 ECONOMIC DEVELOPMENT & REGENERATION**

#### **Employees**

Salaries

62,550

59,150

62,900

#### **Supplies & Services**

Economic Development Expenses

4,000

4,000

4,000

Business Growth Programme

10,000

10,000

10,000

Local Retail Centres Support

-

8,500 a)

5,900 a)

Housing & Commercial Growth Fund

West Kent Wide Economic Initiatives

34,650

41,750 b)

67,900 b)

Council Specific Economic Initiatives

144,000

51,500 b)

122,500 b)

Visit Kent

3,700

3,700

3,750

#### **Sub-total**

258,900

178,600

276,950

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

Central Salaries & Administration

4,650

4,600

4,750

Information Technology Expenses

250

250

200

Departmental Administrative Expenses

23,200

22,050

23,050

#### **TO SUMMARY**

287,000

205,500

304,950

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

1.31

1.24

1.24

- a) Grant funding to support measures to help boost trade in the Borough's local retail centres funded from an earmarked reserve.
- b) Support for economic initiatives funded from the 2018/19 Kent and Medway 100% Business Rates Retention pilot, and appointment of a graduate Economic Regeneration Officer for a 12 month period funded from the Kent Business Rates Pool Growth Fund.



**DIRECTOR OF CENTRAL SERVICES**

**SUMMARY**

		<b>2019/20</b>		<b>2020/21</b>
		<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>	<b>ESTIMATE</b>
		<b>£</b>	<b>£</b>	<b>£</b>
1	TONBRIDGE CASTLE GATEHOUSE	58,150	21,650	60,350
2	COMMUNITY SAFETY	145,350	147,000	150,150
3	INFORMATION & PUBLICITY	137,550	143,850	177,250
4	LOCAL LAND CHARGES	(67,800)	(26,200)	(48,350)
5	INDUSTRIAL ESTATE	(66,300)	(75,100)	(70,950)
6	COMMERCIAL PROPERTY	(243,250)	(264,800)	35,900
7	VALE RISE DEPOT	-	-	-
8	LAND REVIEW	106,500	100,200	91,850
9	BOROUGH CHRISTMAS LIGHTING	44,000	47,800	48,000
10	LICENCES	19,400	10,800	21,950
		<hr/>	<hr/>	<hr/>
		<b>133,600</b>	<b>105,200</b>	<b>466,150</b>
		<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)		16.95	17.27	17.54

**DIRECTOR OF CENTRAL SERVICES**

**1 TONBRIDGE CASTLE GATEHOUSE**

**Employees**

Salaries	5,500	5,250	5,500
----------	-------	-------	-------

**Premises Related Expenses**

Building Repairs Expenditure	45,950	5,900 a)	43,150
Rates	250	250	250
Premises Insurance	8,400	8,200	8,400

**Supplies & Services**

Purchases - Equipment & Materials	600	700	1,000
Purchases - Exhibits	1,750	2,000	2,000
Maintenance - General	4,500	4,500	4,500
Streamline Service	800	800	800
Marketing	7,000	7,000	7,000
Subscriptions	200	200	200

	74,950	34,800	72,800
--	--------	--------	--------

**Less Income**

Fees & Charges			
Weddings / Hire of Gatehouse	(6,000)	(3,550)	(4,000)
Commission	(1,500)	(750)	(750)
Tonbridge Castle Attraction	(25,000)	(25,000)	(25,000)
Profit on Stock Sales	(3,500)	(3,500)	(3,500)

	(36,000)	(32,800)	(33,250)
--	----------	----------	----------

**Sub-total**

	38,950	2,000	39,550
--	--------	-------	--------

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration	14,550	14,400	15,050
Information Technology Expenses	1,500	2,050	1,850
Departmental Administrative Expenses	2,950	3,000	3,150

**Depreciation & Impairment**

Non-Current Asset Depreciation	200	200	750
--------------------------------	-----	-----	-----

**TO SUMMARY**

	<b>58,150</b>	<b>21,650</b>	<b>60,350</b>
--	---------------	---------------	---------------

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

	0.46	0.48	0.48
--	------	------	------

a) Renewal of lighting in the Great Hall has been deferred to 2020/21.

## DIRECTOR OF CENTRAL SERVICES

	2019/20		2020/21
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>2 <u>COMMUNITY SAFETY</u></b>			
<b>Employees</b>			
Salaries	84,700	86,150	87,700
<b>Supplies &amp; Services</b>			
Other Community Safety Initiatives	14,100	14,100	14,100
	<hr/>	<hr/>	<hr/>
	98,800	100,250	101,800
<b>Less Income</b>			
Anti Social Behaviour Fixed Penalty Notice	-	(100)	(100)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	98,800	100,150	101,700
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	3,150	3,100	3,250
Information Technology Expenses	50	50	50
Departmental Administrative Expenses	43,350	43,700	45,150
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>145,350</b>	<b>147,000</b>	<b>150,150</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	2.71	2.74	2.71
 <b>3 <u>INFORMATION &amp; PUBLICITY</u></b>			
<b>Employees</b>			
Salaries	73,800	78,100	106,450 a)
<b>Supplies &amp; Services</b>			
Information and Publicity	12,000	12,000	12,000
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	85,800	90,100	118,450
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	7,150	7,200	7,600
Information Technology Expenses	4,950	4,700	4,800
Departmental Administrative Expenses	39,650	41,850	46,400 a)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>137,550</b>	<b>143,850</b>	<b>177,250</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	2.36	2.68	2.94

a) Appointment of a full-time Head of Communications for a 3 year period.

## DIRECTOR OF CENTRAL SERVICES

### 4 LOCAL LAND CHARGES

**Employees**

Salaries

**Supplies & Services**

Insurance

Kent Highways

**Less Income**

Fees & Charges

**Sub-total**

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

Information Technology Expenses

Departmental Administrative Expenses

**TO SUMMARY**

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

	2019/20	
ORIGINAL ESTIMATE £	REVISED ESTIMATE £	2020/21 ESTIMATE £
106,150	109,550	112,900
2,350	2,200	2,100
9,000	7,000	8,000
117,500	118,750	123,000
(280,000)	(240,000) a)	(270,000) a)
(280,000)	(240,000)	(270,000)
(162,500)	(121,250)	(147,000)
17,700	17,800	18,300
29,450	28,800	29,700
47,550	48,450	50,650
(67,800)	(26,200)	(48,350)
3.79	3.77	3.81

**Memorandum**

Surplus from above

Share of:

Democratic Administration

Corporate Management

Non Distributed Costs

Deficit (Surplus) for Trading Purposes

(67,800)	(26,200)	(48,350)
19,350	19,300	19,900
8,850	8,900	8,800
27,050	26,850	23,900
(12,550)	28,850	4,250

- a) Reflects current market demand for property searches. The forward estimate anticipates an upturn in the number of searches being requested.

**DIRECTOR OF CENTRAL SERVICES**

**5 INDUSTRIAL ESTATE**

**Employees**  
Salaries

	2019/20	2020/21
ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
1,900	1,850	1,650

1,900	1,850	1,650
-------	-------	-------

**Less Income**  
Rents

(71,600)	(80,250) a)	(75,950)
----------	-------------	----------

**Sub-total**

(69,700)	(78,400)	(74,300)
----------	----------	----------

**Central, Departmental and Technical  
Support Services**

Central Salaries & Administration  
Information Technology Expenses  
Departmental Administrative Expenses

2,250	2,200	2,350
100	50	50
1,050	1,050	950

**TO SUMMARY**

(66,300)	(75,100)	(70,950)
----------	----------	----------

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

0.09	0.08	0.08
------	------	------

**a)** Includes backdated rent increases.

## DIRECTOR OF CENTRAL SERVICES

### **6 COMMERCIAL PROPERTY**

#### **Employees**

Salaries	5,700	5,200	5,100
----------	-------	-------	-------

#### **Premises Related Expenses**

Insurance	500	500	600
Rates	950	950	1,000
Repairs Expenditure	21,900	7,000	302,000 <b>a)</b>

	29,050	13,650	308,700

#### **Less Income**

Rents - Land	(5,300)	(5,500)	(5,500)
- Shops & Maisonettes	(230,050)	(230,050)	(230,050)
- Offices	(45,500)	(51,300) <b>b)</b>	(45,750)

	(280,850)	(286,850)	(281,300)
--	-----------	-----------	-----------

#### **Sub-total**

	(251,800)	(273,200)	27,400
--	-----------	-----------	--------

#### **Central, Departmental and Technical Support Services**

Central Salaries & Administration	3,750	3,650	3,900
Information Technology Expenses	600	600	550
Departmental Administrative Expenses	3,600	3,500	3,400

#### **Depreciation & Impairment**

Non-Current Asset Depreciation	600	650	650
--------------------------------	-----	-----	-----

#### **TO SUMMARY**

	<b>(243,250)</b>	<b>(264,800)</b>	<b>35,900</b>
--	------------------	------------------	---------------

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

	0.21	0.20	0.19
--	------	------	------

**a)** Includes the estimated cost of £275,000 in respect of walkway repairs at Martin Square and Twisden Road for which the Council is liable under the terms of the lease agreement with Clarion Homes.

**b)** Includes backdated rent increases.

**DIRECTOR OF CENTRAL SERVICES**

**7 VALE RISE DEPOT**

**Employees**

Salaries

5,900

6,100

4,650

**Premises Related Expenses**

Premises Insurance

200

200

200

Rates

14,100

14,100

14,400

Repairs Expenditure

2,000

2,000

2,000

---

22,200

---

22,400

---

21,250

**Less Recharges to Other Services**

(34,000)

(37,600)

(36,200)

**Sub-total**

(11,800)

(15,200)

(14,950)

**Central, Departmental and Technical  
Support Services**

Central Salaries & Administration

700

700

750

Departmental Administrative Expenses

2,250

2,300

2,000

**Depreciation & Impairment**

Non-Current Asset Depreciation

8,850

12,200

12,200

**TO SUMMARY**

-

-

-

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

0.13

0.14

0.11

**DIRECTOR OF CENTRAL SERVICES**

	<b>2019/20</b>	<b>2020/21</b>
	<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>
	<b>£</b>	<b>£</b>
<b>8 LAND REVIEW</b>		
<b>Employees</b>		
Salaries	40,950	38,750
<b>Premises Related Expenses</b>		
Depot	1,500	1,950
Estate Management	1,000	1,300
Rates	19,850	19,850
Insurance	1,300	1,200
Repairs Expenditure	18,100	17,600 <b>b)</b>
<b>Supplies &amp; Services</b>		
Professional Fees	5,000	5,000
	<hr/>	<hr/>
	87,700	85,650
	<hr/>	<hr/>
<b>Less Income</b>		
Fees & Charges - General	(1,000)	(1,000)
De-Minimus Capital Receipts	-	(4,550) <b>c)</b>
Castle Lodge Rent	(7,000)	(7,000)
Wayleaves	(500)	(500)
	<hr/>	<hr/>
	(8,500)	(13,050)
	<hr/>	<hr/>
<b><u>Sub-total</u></b>	79,200	72,600
<b>Central, Departmental and Technical Support Services</b>		
Central Salaries & Administration	2,350	2,300
Information Technology Expenses	350	400
Departmental Administrative Expenses	24,600	24,900
	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>106,500</b>	<b>100,200</b>
	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	0.98	0.93
	<hr/>	<hr/>
	0.95	

**a)** Assumes the sale of River Walk Offices is concluded in 2020/21.

**b)** Includes provision for the external decoration of Tonbridge Castle Lodge (£4,500).

**c)** Reflects the sale of land no longer required.



**DIRECTOR OF CENTRAL SERVICES**

	2019/20		2020/21
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
<b>9 <u>BOROUGH CHRISTMAS LIGHTING</u></b>			
<b>Employees</b>			
Salaries	550	550	550
<b>Supplies &amp; Services</b>			
Borough Christmas Lighting	34,000	40,000 a)	40,000
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	34,550	40,550	40,550
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	1,350	1,350	1,450
Information Technology Expenses	150	150	150
Departmental Administrative Expenses	150	150	150
Capital Programme Revenue Expenses	1,200	1,150	1,250
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	6,600	4,450	4,450
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	44,000	47,800	48,000
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b>	0.06	0.06	0.06
(including Support Service Staff)			

- a) Increased cost of Tonbridge Christmas Lights resulting from a greater number of lights and additional KCC licence conditions.

**DIRECTOR OF CENTRAL SERVICES**

	<b>2019/20</b>		<b>2020/21</b>
	<b>ORIGINAL ESTIMATE</b>	<b>REVISED ESTIMATE</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>10 LICENCES</b>			
<b>(a) FEE PAYING</b>			
<b>Employees</b>			
Salaries	189,350	190,450	200,400 a)
<b>Premises Related Expenses</b>			
Rents	100	100	100
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	7,000	7,000	7,000
Professional Fees	15,000	15,000	15,000
Advertising	300	300	300
	<hr/>	<hr/>	<hr/>
	211,750	212,850	222,800
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Licence Fees			
Animal Boarding Establishments	(4,400)	(4,400)	(4,400)
Dog Breeding	(750)	(750)	(750)
Selling Animals as Pets	(2,550)	(2,550)	(2,550)
Hackney Carriages & Private Hire	(210,000)	(224,000) b)	(230,000) c)
Hiring Out Horses	(2,900)	(2,900)	(2,900)
Alcohol & Entertainment - Premises	(93,000)	(95,000)	(93,000)
Acupuncture / Tattooing / Ear Piercing	(1,750)	(1,750)	(1,750)
Pleasure Boats & Boatmen	(450)	(350)	(350)
Street Trading	(1,300)	(1,300)	(1,300)
Alcohol & Entertainment - Personal	(2,500)	(2,500)	(2,500)
Sex Establishments/Sexual Entertainment	(2,000)	(2,000)	(2,000)
Dangerous Wild Animals	-	-	(800)
Gambling	(10,000)	(7,050)	(7,050)
Scrap Metal Dealers	(1,700)	(850)	(550)
Zoo Licences	-	(750)	-
	<hr/>	<hr/>	<hr/>
	(333,300)	(346,150)	(349,900)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(121,550)	(133,300)	(127,100)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	8,700	8,400	8,950
Information Technology Expenses	11,300	13,300	12,750
Departmental Administrative Expenses	83,100	84,300	87,400
	<hr/>	<hr/>	<hr/>
	(18,450)	(27,300)	(18,000)
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (including Support Service Staff)</b>	5.45	5.48	5.50

## DIRECTOR OF CENTRAL SERVICES

	2019/20		2020/21
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
(b) <b><u>NON FEE PAYING</u></b>			
Employees			
Salaries	24,650	24,700	26,100
Central, Departmental & Technical Support Services			
Central Salaries & Administration	2,200	2,200	2,250
Departmental Administrative Expenses	11,000	11,200	11,600
	<hr/>	<hr/>	<hr/>
	37,850	38,100	39,950
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (including Support Service Staff)	0.71	0.71	0.71
 <b><u>LICENCES</u></b>			
 <b><u>SUMMARY</u></b>			
(a)     FEE PAYING	(18,450)	(27,300)	(18,000)
(b)     NON FEE PAYING	37,850	38,100	39,950
	<hr/>	<hr/>	<hr/>
 <b><u>TO SUMMARY</u></b>	19,400	10,800	21,950
	<hr/>	<hr/>	<hr/>

### LICENCES - FEE PAYING / NON FEE PAYING

- a) Includes provision for a pay award and increase in pension contribution rate following recent triennial valuation.
- b) Numbers of new licences issued continue to increase following deregulation.
- c) Includes proposed increase in fees from April 2020 approved by the Licensing and Appeals Committee on 26 November 2019.

# DIRECTOR OF FINANCE & TRANSFORMATION

## SUMMARY

		2019/20	2020/21
		ORIGINAL ESTIMATE £	REVISED ESTIMATE £
			ESTIMATE £
1	HOUSING BENEFITS	466,950	471,050
2	LOCAL REVENUE & NNDR COLLECTION	513,300	524,100
3	COUNCIL TAX SUPPORT	228,350	248,400
4	TREASURY MANAGEMENT & BANKING	(348,800)	(436,350)
5	DRAINAGE BOARDS SPECIAL LEVIES	420,450	420,450
6	GENERAL ADVICE TO PARISH COUNCILS	84,800	84,300
7	STREET NAMING & NUMBERING	2,550	14,700
ANNUAL ESTIMATES		1,367,600	1,326,650
8	CONTRIBUTIONS TO PROVISIONS	5,000	7,000
9	ITEMS FUNDED FROM RESERVES	-	250
		<b>1,372,600</b>	<b>1,333,900</b>
Full Time Equivalent Number of Staff (including Support Service Staff)		46.00	48.75
			46.90

**DIRECTOR OF FINANCE & TRANSFORMATION**

**1 HOUSING BENEFITS**

**Employees**

Salaries	293,300	325,500 a)	309,650 b)
----------	---------	------------	------------

**Supplies & Services**

Stationery	1,000	1,000	1,000
Reference Books & Publications	1,200	1,200	1,200
Legal Fees	200	200	200
Bailiffs Commission	200	200	200
Audit Fee	16,000	16,000	16,000
Postages	7,500	7,500	6,000
Subscriptions	450	450	450
Compensation Scheme	100	100	100
Other Expenses	-	15,000 c)	-

**Housing Benefits**

Rent Allowances	32,603,000	30,130,000 d)	27,116,000 d)
Non HRA Rent Rebates	170,000	300,000 e)	250,000 e)
Local Scheme	75,000	75,000	75,000
Discretionary Housing Payments	200,000	208,000 f)	180,000 f)
Overpayments	(500,000)	(525,000) g)	(525,000) g)
Contribution to Bad Debt Provision	50,000	220,000 h)	175,000 h)

32,917,950	30,775,150	27,605,800
------------	------------	------------

**Less Income**

Government Grant	-	(96,600) i)	-
Rent Allowance Subsidy	(32,191,000)	(29,830,000) d)	(26,847,000) d)
Non HRA Rent Rebate Subsidy	(160,000)	(270,000) e)	(225,000) e)
Local Scheme Subsidy	(52,000)	(45,000) j)	(40,000) j)
Discretionary Housing Payment Contribution	(200,000)	(208,000) f)	(180,000) f)
Administration Grant	(214,550)	(214,550)	(203,800) k)

(32,817,550)	(30,664,150)	(27,495,800)
--------------	--------------	--------------

**Sub-total**

100,400	111,000	110,000
---------	---------	---------

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration	127,400	125,550	133,750 b)
Information Technology Expenses	65,500	66,050	63,400
Departmental Administrative Expenses	173,650	168,450	172,750

**TO SUMMARY**

466,950	471,050	479,900
---------	---------	---------

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

14.70	15.18	14.55
-------	-------	-------

## **DIRECTOR OF FINANCE & TRANSFORMATION**

### **HOUSING BENEFITS**

- a) Revised estimate includes an additional supernumerary post for one year to assist with implementation of the Citizens Access digital platform and other projects.
- b) Includes provision for a pay award and increase in pension contribution rate following recent triennial valuation.
- c) Upgrades to the Revenues & Benefits IT system following changes to benefits regulations. Funded in full by grants from the Department for Work and Pensions (DWP) - see note i).
- d) Reflects anticipated reduction in benefits expenditure as a result of welfare reform changes and the introduction of Universal Credit for new claims.
- e) Increase in the number of homeless households following the introduction of the Homelessness Reduction Act (see page PHEH 9). Reduction expected to fall in 2020/21 due to purchasing additional Council owned temporary accommodation.
- f) Reflects actual Discretionary Housing Payment from the DWP in 2019/20 and anticipated for the year 2020/21.
- g) Reflects current levels of overpayments.
- h) Re-assessment of the bad debts provision on overpayments, having regard to the age and size of the debt and level of write-offs.
- i) Grants awarded by the DWP to assist with the administrative costs of implementing welfare reform changes. £15,000 has been used on upgrades to the IT system - see note c). The balance in the round is transferred to an earmarked reserve for use on transformation initiatives.
- j) Subsidy levels for local scheme are linked to subsidy on rent allowances which are decreasing (see note d).
- k) Anticipated reduction in the Administration Grant to be awarded by the DWP in 2020/21.

**DIRECTOR OF FINANCE & TRANSFORMATION**

**2 LOCAL REVENUE & NNDR COLLECTION**

**Employees**

Salaries	348,450	359,100 a)	374,950 a)
----------	---------	------------	------------

**Supplies & Services**

Equipment, Furniture & Materials - Purchases	500	500	500
Direct Debit / Bank Charges	2,600	2,600	2,600
Court Fees	2,500	2,500	3,000
Debt Recovery Fees	1,500	7,000 b)	7,000 b)
Other Expenses	6,500	17,000 c)	6,500
Stationery	4,000	4,500	4,750
Reference Books & Publications	350	350	400
Tracing Services	5,000	15,500 d)	12,000 d)
Advertising	350	350	400
Postages	43,550	43,550	44,600
Compensation Scheme	100	100	100

415,400

453,050

456,800

**Less Income**

Government Grants			
- Allowances for Cost of NNDR Collection	(162,150)	(161,150)	(161,150)
Summons Costs Recovered	(245,000)	(245,000)	(245,000)
Civil Penalty	(5,000)	(3,000)	(3,000)
Contributions from Other Bodies	-	(53,800) e)	(31,450) e)

(412,150)

(462,950)

(440,600)

**Sub-total**

3,250

(9,900)

16,200

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration	154,000	163,300 f)	171,100 g)
Information Technology Expenses	127,350	128,250	126,400
Departmental Administrative Expenses	228,700	242,450 h)	250,600 h)

**TO SUMMARY**

513,300

524,100

564,300

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

18.05

20.01

19.32

## **DIRECTOR OF FINANCE & TRANSFORMATION**

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

- a)** The revised and forward estimate includes an additional supernumerary post, primarily funded from contributions from major precepting authorities - see note e). Forward estimate includes provision for a pay award and increase in pension contribution rate following recent triennial valuation.
- b)** Anticipated increase in the number of bankruptcy and other charging orders issued, in order to recover outstanding council tax arrears.
- c)** Reflects the cost of externally printing the annual bills for the current and next financial years.
- d)** Increase reflects cost of software associated with a fraud and error initiative. The major precepting authorities are contributing to the cost - see note e).
- e)** Contribution from major precepting authorities towards software costs, and the cost of a supernumerary post associated with countering fraud and error. The revised estimate also includes the Council's share of the surplus generated by Mid Kent Enforcement Services.
- f)** Increase reflects re-assessment of Counter Fraud Section staff allocations.
- g)** Includes provision for a pay award and increase in pension contribution rate following recent triennial valuation.
- h)** Reflects increased costs attributable to IT Services (see page CS 9).



## DIRECTOR OF FINANCE & TRANSFORMATION

### **3 COUNCIL TAX SUPPORT**

#### **Employees**

Salaries

214,300

237,550 a)

226,300 b)

#### **Supplies & Services**

Equipment, Furniture & Materials - Purchases

1,000

1,000

1,000

Stationery

1,250

1,250

1,250

Postages

16,900

16,900

2,500 c)

Council Tax Support Scheme

19,600

19,600

4,600 d)

#### **Transfer Payments**

Benefits

(3,000)

(3,000)

-

250,050

273,300

235,650

#### **Less Income**

Government Grants

Administration

- Dept. for Work and Pensions

(53,500)

(52,950)

(50,300) e)

- Ministry of Housing, Communities  
and Local Government

(106,650)

(107,200)

(101,850) e)

Administrative / Civil Penalty

(200)

-

-

Contributions from Other Bodies

(120,900)

(120,900)

(120,900)

(281,250)

(281,050)

(273,050)

#### **Sub-total**

(31,200)

(7,750)

(37,400)

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

Central Salaries & Administration

77,550

77,750

82,000 b)

Information Technology Expenses

53,350

53,750

51,650

Departmental Administrative Expenses

128,650

124,650

127,800

#### **TO SUMMARY**

228,350

248,400

224,050

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

10.55

10.93

10.44

## **DIRECTOR OF FINANCE & TRANSFORMATION**

### **COUNCIL TAX SUPPORT**

- a)** Revised estimate includes an additional supernumerary post for one year to assist with implementation of the Citizens Access digital platform and other projects.
- b)** Includes provision for a pay award and increase in pension contribution rate following recent triennial valuation.
- c)** Anticipates that Council Tax Support letters will not be required to be sent in 2020/21.
- d)** The revised estimate includes the consultation on proposed changes to the Council Tax Support Scheme funded from an earmarked reserve.
- e)** Anticipated reduction in the Administration Grant to be awarded by the DWP and MHCLG in 2020/21.

**DIRECTOR OF FINANCE & TRANSFORMATION**

**4 TREASURY MANAGEMENT  
& BANKING ARRANGEMENTS**

**Employees**

Salaries

30,000

29,500

31,100

**Supplies & Services**

Treasury Advisor & Dealing Fees

10,700

10,700

10,900

Credit / Debit Card Charges

32,000

35,000

35,700

Bank Charges

25,500

25,500

26,000

Other Hired and Contracted Services

2,700

2,700

2,750

Transfers in Lieu of Interest

8,250

13,550 a)

14,400 a)

109,150

116,950

120,850

**Less Income**

Interest on:

Cash Flow Investments

(114,000)

(125,000) b)

(105,000) c)

Core Cash Investments

(169,000)

(275,000) b)

(209,000) c)

Long Term Investments

(200,000)

(175,000) d)

(211,000) d)

Other Miscellaneous Interest

(150)

(150)

-

(483,150)

(575,150)

(525,000)

**Sub-total**

(374,000)

(458,200)

(404,150)

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

6,650

6,550

6,950

Information Technology Expenses

4,500

1,350

1,250

Departmental Administrative Expenses

14,050

13,950

14,700

**TO SUMMARY**

(348,800)

(436,350)

(381,250)

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

0.89

0.85

0.85

## **DIRECTOR OF FINANCE & TRANSFORMATION**

### **TREASURY MANAGEMENT & BANKING ARRANGEMENTS**

- a) Reflects balances held on which interest is payable together with the effect of predicted levels of investment rate returns.
- b) Reflects, in the main, higher than expected cash balances due to delay by valuation office in resolving business rate appeals. Cash flow assumes a return for the year of 0.85% on average cash flow balances of £14m. Core cash assumes a return of 1.15% on average core cash balances of £24m.
- c) Assumes that a proportion of outstanding business rate appeals cases will be resolved and that balances will be drawn down to fund capital plan initiatives. Income from cash flow based on 0.85% return on average cash flow balances of £12m. Core cash assumes a 1.20% return on average core cash balances of £16m.
- d) Revised reflects the current 3.5% return on £5m invested in externally managed property funds. Forward estimate assumes proceeds from the disposal of offices at River Walk will become available for investment part way through 2020/21 and return from property funds will rise to 3.6%.

**DIRECTOR OF FINANCE & TRANSFORMATION**

	2019/20		2020/21
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>5 <u>DRAINAGE BOARDS SPECIAL LEVIES</u></b>			
Payments to Drainage Boards	420,200	420,200	428,600 a)
Central, Departmental & Technical Support Services			
Central Salaries & Administration	250	250	300
<b><u>TO SUMMARY</u></b>	<b>420,450</b>	<b>420,450</b>	<b>428,900</b>
Full Time Equivalent Number of Staff (including Support Service Staff)	0.00	0.00	0.00
<b>6 <u>GENERAL ADVICE TO PARISH COUNCILS</u></b>			
Employees			
Salaries	43,050	42,250	41,700
Central, Departmental & Technical Support Services			
Central Salaries & Administration	26,550	27,150	28,450
Departmental Administrative Expenses	15,200	14,900	14,950
<b><u>TO SUMMARY</u></b>	<b>84,800</b>	<b>84,300</b>	<b>85,100</b>
Full Time Equivalent Number of Staff (including Support Service Staff)	1.26	1.26	1.20
<b>7 <u>STREET NAMING &amp; NUMBERING</u></b>			
Income			
Street / House Naming & Numbering	(42,000)	(30,000) b)	(35,000) b)
Central, Departmental & Technical Support Services			
Central Salaries & Administration	650	650	700
Information Technology Expenses	43,900	44,050	46,100
<b><u>TO SUMMARY</u></b>	<b>2,550</b>	<b>14,700</b>	<b>11,800</b>
Full Time Equivalent Number of Staff (including Support Service Staff)	0.55	0.52	0.54

## **DIRECTOR OF FINANCE & TRANSFORMATION**

### **DRAINAGE BOARDS SPECIAL LEVIES**

- a) Includes provision for an increase of 2%.

### **STREET NAMING & NUMBERING**

- b) The revised estimate reflects current market demand for the service. The forward estimate anticipates an upturn in demand for the service in 2020/21.

## **DIRECTOR OF FINANCE & TRANSFORMATION**

	2019/20		2020/21
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
<b>8 <u>CONTRIBUTIONS TO PROVISIONS</u></b>			
General Bad Debts Provision	5,000	7,000	5,000
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>5,000</b>	<b>7,000</b>	<b>5,000</b>
	<hr/>	<hr/>	<hr/>
<b>9 <u>ITEMS FUNDED FROM RESERVES</u></b>			
Aldermen / Freedom Ceremonies / Other	-	250	-
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>-</b>	<b>250</b>	<b>-</b>
	<hr/>	<hr/>	<hr/>

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

**SUMMARY**

	<b>2019/20 ESTIMATE</b>		<b>2020/21</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
1. DEVELOPMENT MANAGEMENT	907,500	934,650	975,050
2. CONSERVATION	64,800	64,350	68,900
3. BUILDING CONTROL	49,750	46,650	61,850
4. PLANNING POLICY	720,850	635,750	944,400
5. HOUSING STRATEGY & ENABLING ROLE	278,500	281,950	263,000
6. HOMELESSNESS	341,300	495,800	450,800
7. HOUSING ADVICE & PREVENTION	184,800	201,750	194,400
8. HOME SAFETY	3,200	2,800	3,400
9. PRIVATE SECTOR HOUSING RENEWAL	352,500	229,950	484,400
10. PRIVATE SECTOR HOUSING STANDARDS	112,000	105,150	81,050
11. PUBLIC HEALTH ACT 1984	4,100	3,950	4,200
12. ENVIRONMENTAL PROTECTION ACT - PART 1	31,450	30,850	33,850
13. ENVIRONMENTAL PROTECTION	300,050	332,800	323,100
14. FOOD & SAFETY	353,000	353,200	368,200
15. PUBLIC HEALTH	126,750	121,350	130,100
	<hr/>	<hr/>	<hr/>
	<b>3,830,550</b>	<b>3,840,950</b>	<b>4,386,700</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	89.08	89.49	90.36



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

**1. DEVELOPMENT MANAGEMENT**

**Employees**

Salaries

1,008,600

972,650 a)

1,062,100 b)

**Supplies & Services**

Microfilming & Storage Facilities

5,000

- c)

15,000 c)

Professional Fees

9,000

9,000

9,000

Planning Enforcement Fund

-

12,500 d)

37,500 d)

Application & Appeals

21,000

21,000

21,000

Advertising

12,000

13,000

13,000

1,055,600

1,028,150

1,157,600

**Less Income**

Government Grant

-

(50,000) d)

-

Fees & Charges

Planning Applications

(792,000)

(730,000) e)

(792,000)

Pre-Planning Advice

(70,000)

(75,000) f)

(76,500) g)

Viability Assessments

(9,100)

(9,100)

(9,100)

(871,100)

(864,100)

(877,600)

**Sub-total**

184,500

164,050

280,000

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

213,350

244,050 h)

144,000 h)

Information Technology Expenses

97,150

97,050

96,200

Departmental Administrative Expenses

412,500

429,500 i)

454,850 i)

**TO SUMMARY**

907,500

934,650

975,050

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

31.69

31.77

32.81

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

### **DEVELOPMENT MANAGEMENT**

- a) Reflects management savings arising from vacant posts.
- b) Reflects a full establishment, provision for a pay award and increase in pension contribution rate following recent triennial valuation.
- c) Funding rolled forward to allow digitisation of all historic files.
- d) Funding received from the Ministry of Housing, Communities and Local Government to tackle illegal development.
- e) Reflects current economic uncertainty and volatility of the development environment.
- f) Budget reflects current levels of income.
- g) Includes proposed increase in fees from April 2020 recommended by the Planning and Transportation Advisory Board on 13 November 2019.
- h) Increase in potential legal costs associated with planning applications in respect of strategic sites prior to the adoption of the new local plan (see page CS 7). Funded largely from an earmarked reserve.
- i) Reflects increased costs attributable to IT Services (see page CS 9).

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

**2. CONSERVATION**

**Employees**

Salaries

39,000

37,850

41,400

**Supplies & Services**

Archaeological Advice

7,800

7,800

7,800

**Sub-total**

46,800

45,650

49,200

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

1,500

1,450

1,500

Information Technology Expenses

100

50

50

Departmental Administrative Expenses

16,400

17,200

18,150

**TO SUMMARY**

64,800

64,350

68,900

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

1.16

1.17

1.21

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

**3. BUILDING CONTROL**

	<b>2019/20 ESTIMATE</b>		<b>2020/21</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Employees</b>			
Salaries	247,600	243,150 <b>a)</b>	259,550 <b>b)</b>
<b>Supplies &amp; Services</b>			
Microfilming & Storage Facilities	4,000	4,000	4,000
<b>Third Party Payments</b>			
Building Control Partnership	39,000	45,000 <b>c)</b>	45,000 <b>c)</b>
	<hr/>	<hr/>	<hr/>
	290,600	292,150	308,550
<b>Less Income</b>			
Fees & Charges			
Building Regulations	(388,000)	(395,000) <b>d)</b>	(400,000) <b>e)</b>
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(97,400)	(102,850)	(91,450)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	11,700	11,550	12,150
Information Technology Expenses	27,850	27,800	27,600
Departmental Administrative Expenses	107,600	110,150	113,550
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>49,750</b>	<b>46,650</b>	<b>61,850</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	7.01	6.93	6.96

- a)** Reflects extension of temporary management arrangements.
- b)** Provision for a pay award and increase in pension contribution rate following recent triennial valuation.
- c)** Higher than anticipated partnership costs.
- d)** Budget reflects current levels of income.
- e)** Anticipates an increase in building control work.

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

**4. PLANNING POLICY**

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

**Employees**

Salaries

239,650

233,550 a)

249,650 b)

**Supplies & Services**

Local Development Framework Expenses

120,000

120,000

180,000 c)

**Sub-total**

359,650

353,550

429,650

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

2,450

2,400

2,550

Information Technology Expenses

350

450

450

Departmental Administrative Expenses

72,950

74,850

77,750

**435,400**

**431,250**

**510,400**

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

5.26

5.20

5.23

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

### **PLANNING POLICY - PREPARATION OF LOCAL DEVELOPMENT FRAMEWORK**

- a)** Reassessment of support from senior service management.
- b)** Provision for a pay award and increase in pension contribution rate following recent triennial valuation.
- c)** Anticipated level of expenditure on finalising local plan, including inspection costs. Expenditure funded in full from an earmarked reserve. Annual contribution to earmarked reserve is to be increased from £40,000 to £80,000 from 2020/21.

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

**4. PLANNING POLICY (continued)**

**(b) PLANNING POLICY**

**Employees**

Salaries

187,150

195,750 a)

207,200 b)

**Supplies & Services**

Transport Policy Consultancy

30,000

30,000

30,000

Borough Green Gardens

-

50,000 c)

100,000 c)

Walking and Cycling Audit

-

15,000 d)

-

AONB Management

4,450

4,450

4,450

Local Wildlife Sites Register Update

3,350

3,350

3,450

224,950

298,550

345,100

**Less Income**

Government Grant

(15,000)

(165,000) e)

-

Contribution from Other Bodies

-

(15,000) d)

-

(15,000)

(180,000)

-

**Sub-total**

209,950

118,550

345,100

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

15,050

19,650

20,200

Information Technology Expenses

2,550

2,500

2,500

Departmental Administrative Expenses

57,900

63,800 f)

66,200 f)

285,450

204,500

434,000

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

4.52

4.72

4.73

**PLANNING POLICY**

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

435,400

431,250

510,400

**(b) PLANNING POLICY**

285,450

204,500

434,000

**TO SUMMARY**

720,850

635,750

944,400

**PLANNING POLICY - PLANNING POLICY**

- a) Reassessment of support from senior service management.
- b) Provision for a pay award and increase in pension contribution rate following recent triennial valuation.
- c) Costs associated with the design, landscaping and master-planning for the Borough Green Gardens project as reported to Finance, Innovation and Property Advisory Board on 17 July 2019. Funded in full from government grant (see note e below).
- d) The Council is to carry out a walking and cycling audit on behalf of Kent County Council.
- e) Increase reflects grant from the Ministry of Housing, Communities and Local Government for the Borough Green Gardens project (£150,000). Final instalment of Self and Custom Build Land Duty New Burdens Grant (£15,000) transferred to an earmarked reserve.
- f) Reflects increased costs attributable to IT Services (see page CS 9).



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

**5. HOUSING STRATEGY  
& ENABLING ROLE**

**(a) HOUSING STRATEGY**

**Employees**

Salaries

51,600

53,700

53,550

**Supplies & Services**

Professional Fees

-

17,500 a)

-

Publicity & Promotion

300

300

300

Energy Efficiency Initiatives

1,000

-

-

Support for External Agencies

4,500

4,500

4,500

57,400

76,000

58,350

**Less Income**

Energy Switch Referral Fees

(1,000)

-

-

Contribution from Other Bodies

-

(4,000) b)

-

(1,000)

(4,000)

-

**Sub-total**

56,400

72,000

58,350

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

14,750

3,450 c)

3,650 c)

Information Technology Expenses

1,200

1,200

1,200

Departmental Administrative Expenses

17,450

17,350

18,150

89,800

94,000

81,350

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

1.57

1.39

1.40

a) Housing Needs Research. Expenditure funded in full from an earmarked reserve.

b) Savings in insurance costs in respect of the Better Homes Active Lives PFI scheme redistributed amongst partner authorities.

c) Reassessment of support from Financial Services.

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

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

**(b) HOUSING REGISTER**

**Employees**

Salaries

124,900

129,450 a)

120,850 a)

**Third Party Payments**

Choice Based Lettings

6,500

6,500

6,500

**Sub-total**

131,400

135,950

127,350

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

8,750

5,200 b)

5,550 b)

Information Technology Expenses

3,250

2,900

3,000

Departmental Administrative Expenses

45,300

43,900

45,750

**188,700**

**187,950**

**181,650**

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

3.77

3.57

3.56

**HOUSING STRATEGY & ENABLING ROLE**

**(a) HOUSING STRATEGY**

**89,800**

**94,000**

**81,350**

**(b) HOUSING REGISTER**

**188,700**

**187,950**

**181,650**

**TO SUMMARY**

**278,500**

**281,950**

**263,000**

a) Reflects extension of temporary management arrangements.

b) Reassessment of support from Financial Services.

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

**6. HOMELESSNESS**

**Employees**

Salaries

220,100

246,150 a)

231,850 a)

**Premises Related Expenses**

Repairs & Maintenance to Buildings

15,000

10,000 b)

22,500 c)

Maintenance of Grounds

-

-

2,500 c)

Electricity

-

50 b)

300 c)

Council Tax

1,000

250 b)

500 c)

Fixtures & Fittings

5,000

2,000 b)

4,500 c)

**Transport Related Expenses**

Public Transport

300

300

300

**Supplies & Services**

Purchases - Equipment & Materials

5,000

1,000 b)

3,500 c)

Professional Fees

1,000

1,000

1,000

Rough Sleeping Initiative

-

100,000 d)

-

Rapid Rehousing Pathway

-

73,000 e)

-

Temporary Accommodation

416,000

630,000 f)

560,000 c)

Storage of Furniture, Transport, etc.

1,000

1,500

1,500

Repossession Prevention Fund

5,000

5,100

5,000

Rent Deposits / Rent in Advance - Payments

33,550

15,000 g)

33,550

Homelessness Reduction Initiatives

25,000

10,000 g)

25,000

Contribution to Bad Debt Provision

10,000

5,000 h)

5,000 h)

**Third Party Payments**

Medical Assessments

200

200

200

**Carried Forward**

738,150

1,100,550

897,200

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

### **HOMELESSNESS**

- a) Reflects extension of temporary management arrangements.
- b) Budgets reviewed to reflect actual levels of expenditure in respect of Council owned temporary accommodation.
- c) Reflects impact of purchasing additional Council owned temporary accommodation as reported to Finance, Innovation and Property Advisory Board on 18 September 2019. Assumes new units will be available for use in October 2020.
- d) Partnership with Porchlight and Look Ahead to reduce rough sleeping, as reported to the Communities and Housing Advisory Board on 28 May 2019. Funded in full by grant from the Ministry of Housing, Communities and Local Government (MHCLG) (see note i).
- e) Partnership with Sevenoaks District Council, Tunbridge Wells Borough Council, Porchlight and Look Ahead to deliver two Rough Sleeper Navigators and to provide 15 units of supported lettings across the districts, as reported to the Communities and Housing Advisory Board on 28 May 2019. Funded in full by grant from the MHCLG (see note i).
- f) Increase in the number of households in temporary accommodation following the introduction of the Homelessness Reduction Act.
- g) Budget reflects current levels of spend.
- h) Lower level of bad debt following move to charging local housing allowance rates and reduction in rent deposits / rent in advance payments.

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

**6. HOMELESSNESS (continued)**

	<b>2019/20 ESTIMATE</b>		<b>2020/21 ESTIMATE</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>£</b>
	<b>£</b>	<b>£</b>	
<b><u>Brought Forward</u></b>	738,150	1,100,550	897,200
<b>Less Income</b>			
Government Grant	(225,000)	(398,050) i)	(225,050) j)
Repossession Prevention Fund - Recharges	(3,000)	(3,000)	(3,000)
Rent Deposits/Rent in Advance - Recharges	(33,550)	(15,000) g)	(33,550)
Customer & Client Receipts - Accommodation	(220,000)	(335,000) f)	(293,500) c)
Customer & Client Receipts - Service Charge	(16,000)	(6,500) k)	(6,500) k)
Rent of Temporary Accommodation	(46,000)	(46,000)	(87,500) c)
	<hr/>	<hr/>	<hr/>
	(543,550)	(803,550)	(649,100)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	194,600	297,000	248,100
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	29,500	35,250 l)	36,600 l)
Information Technology Expenses	20,350	21,950	20,950
Departmental Administrative Expenses	79,200	80,900	84,450
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	17,650	60,700 c)	60,700 c)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>341,300</b>	<b>495,800</b>	<b>450,800</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	7.00	7.15	7.13

**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	416,000	630,000	560,000
Customer & Client Receipts - Accommodation	(220,000)	(335,000)	(293,500)
Customer & Client Receipts - Service Charge	(16,000)	(6,500)	(6,500)
Non HRA Rent Rebates	170,000	300,000	250,000
Non HRA Rent Rebate Subsidy	(160,000)	(270,000)	(225,000)
	<hr/>	<hr/>	<hr/>
Total including non-HRA rent rebates	190,000	318,500	285,000
	<hr/>	<hr/>	<hr/>

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

### **HOMELESSNESS (continued)**

- i) Increase reflects additional grants from the Ministry of Housing, Communities and Local Government - Rough Sleeping Initiative (£100,000) and Rapid Rehousing Pathway (£73,000).
- j) Anticipated Flexible Homelessness Support Grant (£189,250) and Homelessness Reduction Act New Burdens Grant (£35,800) for 2020/21.
- k) Increased use of accommodation where clients are directly responsible for service costs such as utilities.
- l) Reassessment of support from Financial Services.

**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)

<b>2019/20 ESTIMATE</b>		<b>2020/21</b>
<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
<b>£</b>	<b>£</b>	<b>£</b>
123,950	139,650 a)	130,400 a)
8,650	8,900	8,900
7,850	7,650	7,500
44,350	45,550	47,600
<b>184,800</b>	<b>201,750</b>	<b>194,400</b>
3.84	3.85	3.85

a) Reflects extension of temporary management arrangements.

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

**8. HOME SAFETY**

**Employees**

Salaries

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

Departmental Administrative Expenses

**TO SUMMARY**

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

<b>2019/20 ESTIMATE</b>		<b>2020/21</b>
<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
<b>£</b>	<b>£</b>	<b>£</b>
2,050	1,650	2,150
450	450	500
700	700	750
<hr/>	<hr/>	<hr/>
<b>3,200</b>	<b>2,800</b>	<b>3,400</b>
<hr/>	<hr/>	<hr/>
0.06	0.06	0.06



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

**9. PRIVATE SECTOR  
HOUSING RENEWAL**

**Employees**

Salaries

145,150

127,100 a)

162,250 a)

**Supplies & Services**

Purchases - Equipment & Materials

-

250

250

Professional Fees

500

250

250

Better Care Fund Initiatives

-

b)

c)

Occupational Therapist

45,600

52,000

26,000

Housing & Health Coordinator (Pembury)

11,500

15,200

7,600

Housing & Health Coordinator (Maidstone)

23,500

34,000

17,000

Handy Person Service (Pembury)

14,400

25,200

12,600

Handy Person Service (Boroughwide)

17,000

17,000

8,500

One You Your Home

-

39,800

19,900

Miscellaneous Insurance

300

50

-

Energy Efficiency Initiatives

-

1,000

1,000

Capital Grants & Contributions (RECS)

1,019,000

1,200,000 d)

1,221,000 e)

1,276,950

1,511,850

1,476,350

**Less Income**

Government Grant

-

(183,200) b)

- c)

Fees & Charges

(50)

(1,250)

(1,250)

Capital Grants Received (RECS)

(989,000)

(1,170,000) d)

(1,066,000) e)

(989,050)

(1,354,450)

(1,067,250)

**Sub-total**

287,900

157,400

409,100

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

4,150

8,800 f)

9,200 f)

Information Technology Expenses

11,850

11,450

11,700

Departmental Administrative Expenses

48,600

52,300

54,400

**TO SUMMARY**

352,500

229,950

484,400

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

3.64

3.87

3.88

**PRIVATE SECTOR HOUSING RENEWAL**

- a) Reflects extension of temporary management arrangements.
- b) Better Care Fund (BCF) revenue initiatives as reported to the Communities and Housing Advisory Board on 23 July 2019.
- c) Initiatives extended until 30 September 2020 pending scrutiny review. It is anticipated the BCF from 2020/21 will be required in full to meet mandatory DFG spend only. The initiatives will therefore be funded from an earmarked reserve for six months.
- d) Increased mandatory DFG spend partly as a result of revenue initiatives such as the West Kent Hospital Discharge Scheme and Clarion Homes withdrawing funding for adaptations to their properties. BCF brought forward from previous years is to be used to meet this increased spend and as such no funding is available to fund revenue initiatives beyond 2019/20.
- e) BCF for 2020/21 is expected to be at the same level as 2019/20 but there will no funding brought forward from previous years. As a result the Council will be funding £125,000 of mandatory disabled facilities grants from its own funds.
- f) Reassessment of support from Financial Services.

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

**10. PRIVATE SECTOR**

**HOUSING STANDARDS**

**Employees**

Salaries

55,050                      47,850 **a)**                      58,800 **a)**

**Supplies & Services**

Professional Fees

36,000                      36,000 **b)**                      -

**Less Income**

Houses in Multiple Occupation /  
Caravan Site Licences

(3,300)                      (3,300)                      (3,300)

**Sub-total**

87,750                      80,550                      55,500

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration                      1,350  
Information Technology Expenses                      5,000  
Departmental Administrative Expenses                      17,900

1,350                      1,350                      1,450  
4,750                      4,750                      4,850  
18,500                      18,500                      19,250

**TO SUMMARY**

**112,000                      105,150                      81,050**

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

1.35                      1.36                      1.37

**a)**      Reflects extension of temporary management arrangements.

**b)**      Private Sector Housing Stock Condition Modelling Exercise. Expenditure funded in full from an earmarked reserve.

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

**11. PUBLIC HEALTH ACT 1984**

**Employees**

Salaries

**Third Party Payments**

Funeral Expenses

**Sub-total**

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

Information Technology Expenses

Departmental Administrative Expenses

**TO SUMMARY**

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

<b>2019/20 ESTIMATE</b>		<b>2020/21</b>
<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
<b>£</b>	<b>£</b>	<b>£</b>
850	650	850
2,500	2,500	2,500
<hr/>	<hr/>	<hr/>
3,350	3,150	3,350
450	450	500
50	50	50
250	300	300
<hr/>	<hr/>	<hr/>
<b>4,100</b>	<b>3,950</b>	<b>4,200</b>
<hr/>	<hr/>	<hr/>
0.03	0.03	0.03

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

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

**Employees**

Salaries

24,350

24,150

26,500

**Less Income**

Fees & Charges

(9,400)

(9,750)

(9,750)

**Sub-total**

14,950

14,400

16,750

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

1,200

1,200

1,250

Information Technology Expenses

6,000

5,750

5,900

Departmental Administrative Expenses

9,300

9,500

9,950

**TO SUMMARY**

**31,450**

**30,850**

**33,850**

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

0.73

0.73

0.74

**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

31,450

30,850

33,850

Share of:

Democratic Administration

4,150

3,950

4,350

Corporate Management

1,900

1,850

1,950

Non Distributed Costs

5,800

5,500

5,250

Full Cost of LAPPC / LA-IPPC

43,300

42,150

45,400

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

**13. ENVIRONMENTAL PROTECTION**

**Employees**

Salaries

180,500

179,250

195,250 a)

**Supplies & Services**

Purchases - Equipment & Materials

1,000

1,000

1,000

Maintenance - Calibration of Instruments

1,500

2,000

2,000

Miscellaneous Insurance

450

700

900

Emergency Arrangements

1,000

450 b)

- b)

**Third Party Payments**

Water Sampling

750

750

750

General

1,250

1,250

1,250

Air Quality

11,750

11,750

11,750

Contaminated Land - Site Inspections

200

30,000 c)

1,500

198,400

227,150

214,400

**Less Income**

Fees & Charges

Water Sampling

(750)

(750)

(750)

Provision of Information

(2,000)

(2,000)

(2,000)

(2,750)

(2,750)

(2,750)

**Sub-total**

195,650

224,400

211,650

**Central, Departmental & Technical Support Services**

Central Salaries & Administration

16,550

16,900

17,200

Information Technology Expenses

11,800

11,600

11,800

Departmental Administrative Expenses

72,550

74,750

78,100

**Depreciation & Impairment**

Non-Current Asset Depreciation

3,500

5,150

4,350

**TO SUMMARY**

300,050

332,800

323,100

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

5.29

5.38

5.37

- a) Provision for a pay award and increase in pension contribution rate following recent triennial valuation.
- b) New lone worker monitoring arrangements. Costs shown within Departmental Administration (see page CS 7).
- c) Increase reflects landfill gas investigation and risk assessment work at Priory Wood as reported to the Street Scene and Environment Services Advisory Board on 11 June 2019 and monitoring work at the former Joco Pit. The latter to be funded from an earmarked reserve.

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

**14. FOOD & SAFETY**

**(a) GENERAL**

**Employees**

Salaries

104,700

101,450

107,600 a)

**Supplies & Services**

Protective Clothing

150

150

150

Health General

1,000

1,000

1,000

Miscellaneous Insurance

850

850

950

106,700

103,450

109,700

**Less Income**

Fees & Charges

Health & Safety

-

(1,000)

(1,000)

**Sub-total**

106,700

102,450

108,700

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

9,300

9,400

9,550

Information Technology Expenses

11,450

11,250

11,450

Departmental Administrative Expenses

48,850

52,050

52,250

176,300

175,150

181,950

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

3.22

3.24

3.15

- a) Provision for a pay award and increase in pension contribution rate following recent triennial valuation.

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

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

**(b) FOOD SAFETY**

**Employees**

Salaries

110,350

108,550

115,400 a)

**Supplies & Services**

Health General

400

400

400

Other Expenses

1,300

1,300

1,300

**Third Party Payments**

Food Sampling

100

100

100

112,150

110,350

117,200

**Less Income**

Food Hygiene Rating Systems Re-inspections

(300)

(1,150)

(300)

Court Costs

(500)

(500)

(500)

Fees & Charges

Food Inspection

(1,300)

(1,300)

(1,300)

Training Courses

(3,000)

(3,000)

(3,000)

(5,100)

(5,950)

(5,100)

**Sub-total**

107,050

104,400

112,100

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

7,550

7,700

7,800

Information Technology Expenses

11,700

11,600

11,800

Departmental Administrative Expenses

50,400

54,350

54,550

176,700

178,050

186,250

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

3.28

3.32

3.24

**FOOD & SAFETY**

**(a) GENERAL**

176,300

175,150

181,950

**(b) FOOD SAFETY**

176,700

178,050

186,250

**TO SUMMARY**

353,000

353,200

368,200

- a) Provision for a pay award and increase in pension contribution rate following recent triennial valuation.



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

**15. PUBLIC HEALTH**

**Employees**

Salaries

158,450

162,000

168,350 a)

**Supplies & Services**

Healthy Living Initiatives

23,000

10,000 b)

10,000 b)

---

181,450

---

172,000

---

178,350

**Less Income**

Contribution from Other Bodies

(9,000)

(9,000)

(9,000)

Public Health Funding

(127,700)

(125,150)

(125,150)

---

(136,700)

---

(134,150)

---

(134,150)

**Sub-total**

44,750

37,850

44,200

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

1,900

1,900

1,950

Information Technology Expenses

150

300

250

Departmental Administrative Expenses

79,950

81,300

83,700

**TO SUMMARY**

---

126,750

---

121,350

---

130,100

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

5.66

5.75

5.64

- a) Provision for a pay award and increase in pension contribution rate following recent triennial valuation.
- b) Budget reflects current levels of spend.

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

**SUMMARY**

	<b>2019/20 ESTIMATE</b>		<b>2020/21</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
1. REFUSE COLLECTION	1,586,150	1,472,150	1,319,350
2. RECYCLING	990,900	837,350	298,150
3. STREET SCENE	1,050,700	1,025,750	1,072,900
4. PUBLIC CONVENIENCES	260,050	285,300	311,750
5. PEST CONTROL	24,450	22,650	22,750
6. TONBRIDGE & MALLING LEISURE TRUST	93,250	94,650	134,450
7. LARKFIELD LEISURE CENTRE	2,217,100	2,255,850	1,334,150
8. ANGEL CENTRE	426,100	432,700	468,900
9. TONBRIDGE SWIMMING POOL	658,850	710,400	922,700
10. POULT WOOD GOLF CENTRE	241,550	289,400	213,250
11. SPORTS GROUNDS	505,100	478,850	637,050
12. PLEASURE GROUNDS & OPEN SPACES	719,900	755,150	704,900
13. ALLOTMENTS	9,400	9,350	9,200
14. CHURCHYARDS	10,400	10,350	10,700
15. CEMETERY	77,200	82,800	86,750
16. YOUTH & PLAY DEVELOPMENT	68,000	65,500	69,400
17. SPORTS DEVELOPMENT	58,500	62,150	64,400
18. EVENTS DEVELOPMENT	52,250	55,000	57,750
19. LEISURE MARKETING / PROMOTION	166,600	156,250	165,800
20. PARKING SERVICES	(1,306,900)	(1,299,400)	(1,512,700)
21. TRANSPORTATION	118,650	130,150	130,700
22. SECURITY SERVICES MANAGEMENT (CCTV)	71,750	71,000	73,000
23. BOROUGH DRAINAGE & LAND DRAINAGE RELATED WORK	74,250	75,150	75,200
24. CIVIL CONTINGENCIES	141,450	159,050	145,000
	<hr/>	<hr/>	<hr/>
	<b>8,315,650</b>	<b>8,237,550</b>	<b>6,815,500</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	54.62	55.97	53.99

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

**1. REFUSE COLLECTION**

	<b>2019/20 ESTIMATE</b>		<b>2020/21 ESTIMATE</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Employees</b>			
Salaries	125,250	134,950 a)	122,350 b)
<b>Premises Related Expenses</b>			
Repairs & Maintenance	-	13,900 c)	-
Vale Rise Depot Recharge	31,100	33,750	32,450
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	3,000	3,000	3,000
Publicity & Promotion	15,000	27,000 d)	10,000 e)
Emergency Arrangements	150	150	150
Information Leaflets	2,000	2,000	2,000
Other Expenses	2,200	2,200	2,200
<b>Third Party Payments</b>			
Residual Waste Collection	1,371,000	1,229,000 f)	1,116,000 g)
Commercial Waste Collection	300	400	400
	<hr/>	<hr/>	<hr/>
	1,550,000	1,446,350	1,288,550
	<hr/>	<hr/>	<hr/>
<b>Less Income</b>			
Fees & Charges			
Bulky Waste Collection	(86,700)	(95,000) h)	(97,850) i)
Additional Collections	(600)	(400)	(400)
Commercial Waste Collection	(300)	(400)	(400)
Contributions from Other Bodies	(10,000)	(14,000)	(7,500) j)
	<hr/>	<hr/>	<hr/>
	(97,600)	(109,800)	(106,150)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	1,452,400	1,336,550	1,182,400
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	9,200	9,100	9,550
Information Technology Expenses	8,900	9,350	9,050
Departmental Administrative Expenses	60,450	65,350	64,050
Capital Programme Revenue Expenses	50	50	50
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	55,150	51,750	54,250
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>1,586,150</b>	<b>1,472,150</b>	<b>1,319,350</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b>	4.07	4.34	3.78
(including Support Service Staff)			

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

### **REFUSE COLLECTION**

- a) Increase reflects extension of temporary additional resources, required in the lead up to and mobilisation of new waste collection service, to December 2019/January 2020, as reported to General Purposes Committee on 18 June 2019.
- b) End of temporary additional resourcing.
- c) Resurfacing works at Vale Rise Depot.
- d) Marketing / communication budget to publicise and promote the new enhanced service, as reported to Street Scene and Environment Services Advisory Board on 4 September 2018. Funded from an earmarked reserve.
- e) Additional marketing / communication budget as reported to Street Scene and Environment Services Advisory Board on 30 October 2019. Funded from an earmarked reserve.
- f) Cost of delivering containers for new service now shown under Recycling (see page SSLTS 3).
- g) Reflects full year's cost of new kerbside waste collection service which commenced on 30 September 2019. Assumes 1.85% increase for inflation from April 2020 in line with contract conditions plus provision for waste collection from new housing developments.
- h) Budget reflects current levels of income.
- i) Includes proposed increase in fees from April 2020 recommended by Street Scene and Environment Services Advisory Board on 30 October 2019.
- j) Assumes new Household Waste Recycling Centre at Allington will be operational by end of 2020 at which point funding from Kent County Council towards Saturday bulky household waste collection service will cease.

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

**2. RECYCLING**

**Employees**

Salaries

123,350                      149,300 **a)**                      120,600 **b)**

**Premises Related Expenses**

Recycling Centres - Servicing

10,000                      10,000                      2,000 **c)**

Rates

1,000                      1,000                      1,000

**Transport Related Expenses**

Vehicle Fuel and Maintenance

47,000                      47,000 **d)**                      - **d)**

Vehicle Contract Costs and Licences

80,500                      97,000 **d)**                      - **d)**

**Supplies & Services**

Purchases - Equipment & Materials

2,000                      2,000                      2,000

Support for Retender

-                      1,400                      -

Direct Debit / Bank Charges

-                      -                      200 **e)**

Credit / Debit Card Charges

-                      8,000 **e)**                      4,000 **e)**

Publicity & Promotion

54,450                      90,850 **f)**                      39,450 **g)**

Emergency Arrangements

50                      50                      50

Contribution to Kent Resource Partnership

5,000                      5,000                      15,000 **h)**

Capital Grants & Contributions (RECS)

40,000                      42,000                      -

Other Expenses

26,300                      6,300 **i)**                      6,300 **i)**

**Third Party Payments**

Kerbside Waste Collection

Dry Recycling

730,000                      767,000 **j)**                      904,000 **k)**

Mixed Food / Garden Waste Recycling

531,000                      543,000                      - **l)**

Food Recycling

168,000                      220,000 **m)**                      345,000 **k)**

Garden Waste Recycling

93,000                      195,000 **n)**                      335,000 **k)**

Bring Sites Waste Collection

Plastic Recycling

64,000                      92,900 **o)**                      - **d)**

Paper Recycling

3,900                      3,900 **d)**                      - **d)**

Mixed Dry Recycling

15,000                      8,000 **d)**                      46,000 **d)**

School Initiatives

1,050                      1,050                      1,050

**Carried Forward**

1,995,600                      2,290,750                      1,821,650

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

### **RECYCLING**

- a) Increase reflects extension of temporary additional resources, required in the lead up to and mobilisation of new waste collection service, to December 2019/January 2020, as reported to General Purposes Committee on 18 June 2019.
- b) End of temporary additional resourcing.
- c) Reduction in number of bring sites.
- d) Estimates reflect moving to new bring sites service from 1 February 2020.
- e) Financial transaction costs of new opt-in garden waste collection service.
- f) Includes marketing / communication budget to publicise and promote the new enhanced service, as reported to Street Scene and Environment Services Advisory Board on 4 September 2018. Funded from an earmarked reserve.
- g) Includes additional marketing / communication budget as reported to Street Scene and Environment Services Advisory Board on 30 October 2019. Funded from an earmarked reserve.
- h) Increased contribution for projects as a result of the new waste services contract arrangements.
- i) Administering cost of introducing the new opt-in garden waste collection service shown elsewhere in the revised estimate. Majority of budget will not be required going forward as service can be administered using existing resources.
- j) Increase reflects cost of temporary arrangements for delivery of paper and cans to a different location; and delivering containers for new service previously shown under Refuse Collection (see page SSLTS 2).
- k) Reflects full year's cost of new kerbside waste collection service which commenced on 30 September 2019. Assumes 1.85% increase for inflation from April 2020 in line with contract conditions plus provision for waste collection from new housing developments.
- l) Service replaced by separate food and garden waste collection.
- m) Cost of delivering containers for new service previously shown under Refuse Collection (see page SSLTS 2).
- n) Increase reflects cost of delivering containers for new service previously shown under Refuse Collection (see page SSLTS 2); and increased take-up of new opt-in service.
- o) Contract expired in February 2019. Cost of interim arrangements until new bring sites service commences in February 2020 higher than previous contract.

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

**2. RECYCLING (continued)**

	<b>2019/20 ESTIMATE</b>		<b>2020/21</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b><u>Brought Forward</u></b>	1,995,600	2,290,750	1,821,650
<b>Less Income</b>			
Garden Waste Collection	(550,000)	(1,000,000) <b>p)</b>	(1,010,000) <b>q)</b>
Glass Recycling	(7,000)	(6,000) <b>r)</b>	- <b>r)</b>
Can Recycling	(10,000)	(10,600) <b>r)</b>	- <b>r)</b>
Textile Recycling	(7,000)	(10,000)	(5,000) <b>s)</b>
Paper Recycling	(38,000)	(60,000) <b>t)</b>	- <b>r)</b>
Recycling Credits - Disposal	(169,000)	(169,000)	- <b>u)</b>
Contributions from Other Bodies	(54,000)	(53,500) <b>d)</b>	- <b>d)</b>
Performance Payment	(345,000)	(345,000)	(690,000) <b>u)</b>
	<hr/>	<hr/>	<hr/>
	(1,180,000)	(1,654,100)	(1,705,000)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	815,600	636,650	116,650
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	7,300	7,150	7,550
Information Technology Expenses	6,000	6,500	6,500
Departmental Administrative Expenses	58,200	72,150 <b>a)</b>	61,750
Capital Programme Revenue Expenses	4,250	4,900	4,250
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	99,550	110,000 <b>v)</b>	101,450 <b>w)</b>
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>990,900</b>	<b>837,350</b>	<b>298,150</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	3.95	4.79	3.66

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

### **RECYCLING (continued)**

- p)** Higher than anticipated take-up of new opt-in service. Revised estimates assumes 50% take-up (c26,200 households) and 2,100 additional bins.
- q)** Increase reflects garden waste collection income from new housing developments.
- r)** No income due to the Council under new kerbside and bring sites service commencing 30 September 2019 and 1 February 2020 respectively.
- s)** Tonnages expected to reduce as new kerbside waste collection service includes separate collection of textiles.
- t)** Increase in prices for paper.
- u)** Recycling credits replaced by performance payment from Kent County Council on commencement of new kerbside waste collection service from 30 September 2019.
- v)** Increase reflects depreciation of additional containers purchased as a result of higher than anticipated take-up of new opt-in garden waste collection service and requests for additional green boxes following introduction of new kerbside waste collection service.
- w)** Containers purchased in 2005/06 fully depreciated.



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

**3. STREET SCENE**

**Employees**

Salaries

129,350      112,550 a)      127,950

**Supplies & Services**

Purchases - Equipment & Materials

10,000      10,000      10,000

Abatement Initiatives (Self Help)

15,000      15,000      15,000

Responsible Dog Ownership

11,000      11,000      11,000

Graffiti Removal

4,000      4,000      4,000

Dog Warden

72,000      72,000      73,450 b)

Emergency Arrangements

100      150      150

**Third Party Payments**

Amenity & Street Cleansing

784,000      783,000      804,000 c)

1,025,450      1,007,700      1,045,550

**Less Income**

Fees & Charges

Amenity Cleansing for Clarion Homes

(29,000)      (29,300)      (26,800)

Stray Dogs Redemption Fees

(6,600)      (4,000)      (7,000)

Fixed Penalty Notices

(6,250)      (5,300)      (6,250)

Clearance Costs and Contributions from  
Other Bodies

(9,000)      (6,800)      (6,800)

(50,850)      (45,400)      (46,850)

**Sub-total**

974,600      962,300      998,700

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

13,850      8,350 d)      8,700 d)

Information Technology Expenses

6,150      5,950      6,000

Departmental Administrative Expenses

56,100      49,150 a)      59,500

**TO SUMMARY**

1,050,700      1,025,750      1,072,900

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

4.03      3.44      3.65

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

### **STREET SCENE**

- a) Reassessment of support from senior service management and administration team.
- b) Assumes 2.0% increase for inflation in line with contract conditions.
- c) Assumes 1.85% increase for inflation from April 2020 in line with contract conditions plus provision for cleansing of new housing developments.
- d) Reassessment of support from Financial Services.

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

**4. PUBLIC CONVENIENCES**

	<b>2019/20 ESTIMATE</b>		<b>2020/21 ESTIMATE</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Employees</b>			
Salaries	19,250	21,400	18,550
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	23,650	42,700 a)	74,900 b)
Electricity	12,000	12,000	12,000
Rates	18,600	18,600	- c)
Water Charges (Metered)	12,500	12,500	12,500
Sewerage & Environmental Services	12,500	15,000	15,000
Premises Insurance	3,000	2,950	3,100
<b>Third Party Payments</b>			
Public Convenience Cleansing	66,650	67,050	82,850 d)
	<hr/>	<hr/>	<hr/>
	168,150	192,200	218,900
<b>Less Income</b>			
Fees & Charges			
Radar Keys	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	168,100	192,150	218,850
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	5,300	5,300	5,500
Information Technology Expenses	500	700	600
Departmental Administrative Expenses	9,150	10,150	9,800
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	77,000	77,000	77,000
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>260,050</b>	<b>285,300</b>	<b>311,750</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.67	0.73	0.63

- a) Includes upgrade/refurbishment works (£15,000), general response work (£6,000), drain/gully cleaning/jetting (£6,000) and servicing of plant and equipment (£4,050).
- b) Includes upgrade/refurbishment works (£50,000), general response work (£6,000), drain/gully cleaning/jetting (£6,000) and servicing of plant and equipment (£4,050).
- c) 100% relief from business rates for all standalone public toilets, as announced in the Chancellor's Autumn Budget 2018.
- d) Contract expires end of February 2020. Cost of interim arrangements until new contract is in place in April 2021 higher than previous contract.

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

**5. PEST CONTROL**

**Employees**

Salaries

**Financial Hardship Subsidy**

**Sub-total**

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

Information Technology Expenses

Departmental Administrative Expenses

**TO SUMMARY**

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

<b>2019/20 ESTIMATE</b>		<b>2020/21</b>
<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
<b>£</b>	<b>£</b>	<b>£</b>
7,600	7,750	7,550
2,000	1,500	1,500
<hr/>	<hr/>	<hr/>
9,600	9,250	9,050
3,650	2,150	2,250
7,250	7,150	7,350
3,950	4,100	4,100
<hr/>	<hr/>	<hr/>
<b>24,450</b>	<b>22,650</b>	<b>22,750</b>
<hr/>	<hr/>	<hr/>
0.40	0.38	0.35

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

	<b>2019/20 ESTIMATE</b>		<b>2020/21</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>6. TONBRIDGE &amp; MALLING LEISURE TRUST</b>			
<b>Employees</b>			
Salaries	38,100	41,450	43,200
<b>Third Party Payments</b>			
Employers' Superannuation Costs	27,000	25,500	62,000 a)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	65,100	66,950	105,200
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	8,600	8,750	9,150
Information Technology Expenses	50	50	50
Departmental Administrative Expenses	19,500	18,900	20,050
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>93,250</b>	<b>94,650</b>	<b>134,450</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b>	1.21	1.29	1.27
(including Support Service Staff)			

- a) Increase in the employers' pension contribution rate following the recent triennial valuation and in turn the payment due to the Trust under the management agreement.

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

**7. LARKFIELD LEISURE CENTRE**

	<b>2019/20 ESTIMATE</b>		<b>2020/21 ESTIMATE</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Employees</b>			
Salaries	1,050	1,100	1,100
<b>Premises Related Expenses</b>			
Building Repairs Expenditure	398,000	403,500 a)	168,000 b)
Premises Insurance	25,800	24,050	25,350
<b>Third Party Payments</b>			
Loss of Income Claims	1,000,000	951,400 c)	238,000 c)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	<b>1,424,850</b>	<b>1,380,050</b>	<b>432,450</b>
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	14,700	14,650	15,200
Information Technology Expenses	150	150	150
Departmental Administrative Expenses	400	350	400
Capital Programme Revenue Expenses	15,350	17,250 d)	19,500 d)
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	761,650	843,400 e)	866,450 e)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>2,217,100</b>	<b>2,255,850</b>	<b>1,334,150</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b>	<b>0.49</b>	<b>0.53</b>	<b>0.58</b>
(Including Support Service Staff)			

- a) Includes leisure pool hall space frame painting (£250,000), servicing of plant and equipment (£46,600), leisure pool wave machine bars replacement (£20,000), relining/refilling filters (£19,000), sports hall stores retaining wall replacement (£15,000), plant renewals (£8,000), and BMS system maintenance/upgrade (£7,000).
- b) Includes servicing of plant and equipment (£55,500), pool tile repairs (£26,500), legionella works (£20,000), IEE testing (£10,000), relining/refilling filters (£9,000), plant renewals (£8,000) and BMS system maintenance/upgrade (£7,000).
- c) Increased loss of income claim from Tonbridge and Malling Leisure Trust in respect of the closure of the leisure centre between October 2019 and May 2020 to allow the ventilation, boiler and pool hall roof works to proceed (£138,000); and claims in respect of closure of the spacebowl during the spring and summer of 2019 (£44,600) and disinfecting/sampling of showers (£6,800). The former is to be funded from an earmarked reserve.
- d) Reflects increased costs attributable to IT Services (see page CS 9).
- e) Increased cost of the ventilation, boiler and pool hall capital plan scheme and higher proportion of equipment with a relatively short life replaced in 2018/19 than is the norm.

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

**8. ANGEL CENTRE**

**Employees**

Salaries

**Premises Related Expenses**

Building Repairs Expenditure

Premises Insurance

**Sub-total**

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

Information Technology Expenses

Departmental Administrative Expenses

Capital Programme Revenue Expenses

**Depreciation & Impairment**

Non-Current Asset Depreciation

**TO SUMMARY**

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

<b>2019/20 ESTIMATE</b>		<b>2020/21</b>
<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
<b>£</b>	<b>£</b>	<b>£</b>
2,750	2,650	3,000
48,650	61,950 a)	78,850 b)
12,000	11,750	12,400
<hr/>	<hr/>	<hr/>
63,400	76,350	94,250
6,000	6,000	6,200
150	150	150
750	700	750
4,600	4,800	5,100
351,200	344,700 c)	362,450 c)
<hr/>	<hr/>	<hr/>
<b>426,100</b>	<b>432,700</b>	<b>468,900</b>
<hr/>	<hr/>	<hr/>
0.26	0.27	0.27

- a)** Includes servicing of plant and equipment (£31,800) and general response work (£8,000).
- b)** Includes servicing of plant and equipment (£26,000), ventilation control panel replacement (£15,000) and changing room works (£15,000).
- c)** Renewal of various equipment deferred from 2019/20 to 2020/21.

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

**9. TONBRIDGE SWIMMING POOL**

**Employees**

Salaries

2,750

2,700

3,000

**Premises Related Expenses**

Building Repairs Expenditure

105,000

148,450 a)

354,350 b)

Premises Insurance

18,700

18,350

19,250

**Sub-total**

126,450

169,500

376,600

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

10,950

11,000

10,950

Information Technology Expenses

150

150

150

Departmental Administrative Expenses

750

700

750

Capital Programme Revenue Expenses

1,050

1,100

1,200

**Depreciation & Impairment**

Non-Current Asset Depreciation

519,500

527,950 c)

533,050 c)

**TO SUMMARY**

**658,850**

**710,400**

**922,700**

**Full Time Equivalent Number of Staff**

(Including Support Service Staff)

0.27

0.28

0.28

- a) Includes servicing of plant and equipment (£41,300), BMS system maintenance/upgrade (£32,000), relining/refilling filters (£17,200), pool hall lighting maintenance (£16,000) and plant renewals (£14,000).
- b) Includes main roof repairs (£160,000), servicing of plant and equipment (£84,100), glulam beams repairs (£50,000), pool control panel renewals (£20,000) and plant renewals (£10,000).
- c) Reflects revaluation of Council's leisure premises in 2018/19.



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

**10. POULT WOOD GOLF CENTRE**

**Employees**

Salaries

**Premises Related Expenses**

Building Repairs Expenditure

Maintenance of Grounds

Repairs & Maintenance

Water Charges (Metered)

Premises Insurance

**Transport Related Expenses**

Repairs & Maintenance

Transport Insurance

**Sub-total**

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

Information Technology Expenses

Departmental Administrative Expenses

Capital Programme Revenue Expenses

**Depreciation & Impairment**

Non-Current Asset Depreciation

**TO SUMMARY**

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

<b>2019/20 ESTIMATE</b>		<b>2020/21</b>
<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
<b>£</b>	<b>£</b>	<b>£</b>
1,400	1,350	1,400
75,950	117,300 a)	38,050 b)
-	900	950
-	6,950 c)	-
-	250	-
4,800	4,650	5,000
-	200	-
4,400	5,300	6,250
86,550	136,900	51,650
7,200	7,300	7,400
50	100	100
600	550	550
750	850	850
146,400	143,700	152,700 d)
241,550	289,400	213,250
0.15	0.16	0.16

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

**POULT WOOD GOLF CENTRE**

- a) Includes conservatory roof replacement (£50,00), servicing of plant and equipment (£38,750) and toilet refurbishment (£16,000).
- b) Includes external decoration (£18,300) and servicing of plant and equipment (£11,450).
- c) Works to car park which are the Council's responsibility under the management agreement with Tonbridge and Malling Leisure Trust.
- d) Increase reflects anticipated renewal of a number of grounds maintenance vehicles in 2020/21.

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

**11. SPORTS GROUNDS**

**Employees**

Salaries

**Premises Related Expenses**

Building Repairs Expenditure

Maintenance of Grounds

Rates

Premises Insurance

**Transport Related Expenses**

Repairs & Maintenance

Licences

Petrol / Oil

Car Allowances

Transport Insurance

**Supplies & Services**

Clothing, Uniform & Laundry

Stationery

Gates / Security

Honoraria

Postages

Telephones

Capital Grants & Contributions (RECS)

Licences

**Third Party Payments**

Grounds Maintenance Contract

**Carried Forward**

	<b>2019/20 ESTIMATE</b>		<b>2020/21</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
	36,950	35,400	38,150
	21,050	11,350 a)	144,050 b)
	20,650	20,650	20,650
	550	550	550
	2,400	2,200	2,350
	350	200	200
	150	150	150
	650	600	600
	400	400	400
	200	200	250
	150	150	150
	50	50	50
	2,000	2,000	2,000
	1,100	1,100	1,100
	50	50	50
	100	100	100
	-	21,000 c)	-
	100	100	100
	242,500	241,350	246,200 d)
	329,400	337,600	457,100

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

b) Includes replacement roof for Tonbridge Farm Pavilion (£120,000), legionella works (£10,300) and servicing of plant and equipment (£3,750).

c) Improvement works to the Tonbridge Athletics clubhouse slipped from 2018/19 to 2019/20. Funded entirely from developer contribution.

d) Assumes 2.0% increase for inflation in line with contract conditions.

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

**11. SPORTS GROUNDS (continued)**

	<b>2019/20 ESTIMATE</b>		<b>2020/21</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b><u>Brought Forward</u></b>	329,400	337,600	457,100
<b>Less Income</b>			
Rents			
Rents	(14,200)	(15,350)	(14,850)
Capital Grants Received (RECS)	-	(21,000) c)	-
	<hr/>	<hr/>	<hr/>
	(14,200)	(36,350)	(14,850)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	315,200	301,250	442,250
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	11,700	11,550	12,150
Information Technology Expenses	800	850	750
Departmental Administrative Expenses	16,500	16,000	17,250
Capital Programme Revenue Expenses	26,700	26,050	27,450
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	134,200	123,150 e)	137,200 e)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>505,100</b>	<b>478,850</b>	<b>637,050</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b>	1.84	1.81	1.82
(including Support Service Staff)			

e) Renewal of various equipment deferred from 2019/20 to 2020/21.

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

**12. PLEASURE GROUNDS & OPEN SPACES**

**(a) TONBRIDGE CASTLE GROUNDS**

**Employees**

Salaries	15,400	14,950	15,850
----------	--------	--------	--------

**Premises Related Expenses**

Maintenance of Grounds	4,500	33,200 a)	4,500
Electricity	700	950	1,000
Rates	1,250	1,250	1,250
Premises Insurance	50	50	50

**Supplies & Services**

Purchases - Equipment & Materials	10,000	10,000	10,000
Licences	300	400	400

**Third Party Payments**

Grounds Maintenance Contract	78,650	83,750 b)	85,400 c)
Tonbridge Hanging Baskets	5,000	5,000	5,000

	115,850	149,550	123,450
--	---------	---------	---------

**Less Income**

Fees & Charges - Mooring Fees	(150)	(500)	(150)
Rents			
Rights over Water	(2,000)	(2,000)	(2,000)
Mobile Catering Concession	(3,000)	- d)	- d)

	(5,150)	(2,500)	(2,150)
--	---------	---------	---------

**Sub-total**

	110,700	147,050	121,300
--	---------	---------	---------

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration	2,450	2,400	2,550
Information Technology Expenses	350	450	400
Departmental Administrative Expenses	6,400	6,300	6,550

**Depreciation & Impairment**

Non-Current Asset Depreciation	13,350	8,250 e)	14,100 e)
--------------------------------	--------	----------	-----------

	133,250	164,450	144,900
--	---------	---------	---------

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

	0.54	0.53	0.52
--	------	------	------

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

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

- a) Increase reflects urgent reinstatement works to the Tonbridge Castle Motte following storm damage in March 2019, as reported to Council on 9 April 2019. Funded in large part from the Local Authorities Parks Improvement Fund (£20,250) received in 2018/19.
- b) Increase in contract sum following review of grounds maintenance specification / maps.
- c) Assumes 2.0% increase for inflation in line with contract conditions.
- d) Contractor for catering concession at Castle Watergate withdrew in the summer of 2018 and no replacement has been found.
- e) Renewal of floodlighting deferred from 2019/20 to 2020/21.

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

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

**(b) HAYSDEN COUNTRY PARK**

**Employees**

Salaries	36,600	34,550	37,800
----------	--------	--------	--------

**Premises Related Expenses**

Building Repairs Expenditure	11,500	12,000 a)	2,300
Maintenance of Grounds	9,250	9,250	9,250
Electricity	2,000	1,500	1,500
Water Charges (Metered)	50	50	50
Sewerage & Environmental Services	900	8,000 b)	900
Cleaning & Domestic Supplies	5,850	5,850	6,000
Premises Insurance	100	250	350

**Supplies & Services**

Purchases - Equipment & Materials	2,850	2,850	2,850
Maintenance - General	1,750	1,650	1,850
Clothing, Uniforms & Laundry	50	50	50
Cash Collection	1,350	1,350	1,400
Trade Refuse Charges	650	650	650
Dog Bin Emptying	650	750	750
Gates / Security	9,500	8,800	9,100
Rodent Control	450	450	450
Litter Collection	6,050	6,050	6,250
Advertising	700	700	700

**Third Party Payments**

Grounds Maintenance Contract	25,700	25,700	26,200 c)
------------------------------	--------	--------	-----------

**Carried Forward**

115,950	120,450	108,400
---------	---------	---------

- a) Includes renewal of roof covering to toilet block (£6,000) and decoration (£3,700).
- b) Increased cost of sludge removal following failure of pump.
- c) Assumes 2.0% increase for inflation in line with contract conditions.

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

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

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

	<b>2019/20 ESTIMATE</b>		<b>2020/21 ESTIMATE</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>£</b>
	<b>£</b>	<b>£</b>	
<b><u>Brought Forward</u></b>	115,950	120,450	108,400
<b>Less Income</b>			
Fees & Charges			
Car Parking Fees	(50,000)	(65,000) <b>d)</b>	(72,000) <b>e)</b>
Car Park Season Tickets	(3,100)	(3,100)	(3,100)
Educational Visits	(350)	(350)	(350)
Rents			
Rights over Water	(5,200)	(5,300)	(5,300)
Mobile Catering Concession	(7,650)	(7,750)	(7,900)
	<hr/>	<hr/>	<hr/>
	(66,300)	(81,500)	(88,650)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	49,650	38,950	19,750
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	2,450	2,400	2,550
Information Technology Expenses	1,700	1,950	1,750
Departmental Administrative Expenses	16,250	15,600	17,100
Capital Programme Revenue Expenses	4,000	3,950	4,200
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	28,600	28,350	31,500
	<hr/>	<hr/>	<hr/>
	<b>102,650</b>	<b>91,200</b>	<b>76,850</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (Including Support Service Staff)</b>	1.33	1.29	1.31

**d)** Budget reflects current levels of income.

**e)** Includes proposed increase in fees from April 2020 recommended, subject to consultation, by the Street Scene and Environment Services Advisory Board on 30 October 2019.



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

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

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

**Employees**

Salaries

52,850

51,000

55,000

**Premises Related Expenses**

Building Repairs Expenditure

1,000

1,000

1,000

Maintenance of Grounds

32,400

66,100 a)

32,400

Maintenance of Play Equipment

7,500

7,500

7,500

Electricity

3,000

3,000

3,100

Premises Insurance

1,800

1,800

1,950

**Supplies & Services**

Purchases - Equipment & Materials

800

800

800

Dog Bin Emptying

350

350

350

Rodent Control

150

150

150

Miscellaneous Insurance

150

150

150

Telephones

150

150

150

**Third Party Payments**

Grounds Maintenance Contract

132,700

131,250

133,900 b)

**Carried Forward**

232,850

263,250

236,450

- a) Increase reflects high priority repair works to Council owned bridges (£20,000), as reported to Council on 9 April 2019; works to protect an area of open space at Castle Way, Leybourne from Traveller incursion (£13,000), as reported to Communities and Housing Advisory Board on 28 May 2019 (part funded by contribution from Leybourne Parish Council (see note c); and signs in respect of Public Space Protection Order (£700) funded from an earmarked reserve.
- b) Assumes 2.0% increase for inflation in line with contract conditions.

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

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

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

	<b>2019/20 ESTIMATE</b>		<b>2020/21 ESTIMATE</b>
	<b>ORIGINAL £</b>	<b>REVISED £</b>	<b>£</b>
<b><u>Brought Forward</u></b>	232,850	263,250	236,450
<b>Less Income</b>			
Interest Receipts	(3,450)	(3,400)	(3,450)
Rents			
Land	(18,550)	(20,750)	(19,150)
Wayleave Agreement	(1,250)	(1,250)	(1,250)
Contributions from Other Bodies	-	(3,250) <b>c)</b>	-
	<hr/>	<hr/>	<hr/>
	(23,250)	(28,650)	(23,850)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	209,600	234,600	212,600
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	5,250	5,350	5,400
Information Technology Expenses	1,250	1,350	1,200
Departmental Administrative Expenses	23,850	23,400	25,250
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	43,100	38,500 <b>d)</b>	38,500 <b>e)</b>
	<hr/>	<hr/>	<hr/>
	<b>283,050</b>	<b>303,200</b>	<b>282,950</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff (Including Support Service Staff)</b>	1.84	1.81	1.81

- c)** Contribution from Leybourne Parish Council towards works to protect an area of open space at Castle Way, Leybourne (see note a).
- d)** Renewal of play equipment at various sites deferred from 2019/20 to 2020/21.
- e)** Assets acquired in 2005/06 fully depreciated.

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

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

**(d) PATROLLING**

**Employees**

Salaries

4,900

4,800

5,150

**Transport Related Expenses**

Repairs & Maintenance

400

200

200

Licences

100

100

100

Petrol / Oil

600

650

650

Transport Insurance

250

200

200

**Supplies & Services**

Clothing, Uniform & Laundry

150

150

150

Gates / Security

2,000

2,000

2,000

Telephones

50

50

50

**Sub-total**

8,450

8,150

8,500

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

1,150

1,100

1,200

Information Technology Expenses

100

150

150

Departmental Administrative Expenses

2,200

2,150

2,300

**11,900**

**11,550**

**12,150**

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

0.18

0.17

0.17

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

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

**(e) COUNTRYSIDE / WOODLAND  
MANAGEMENT**

**Employees**

Salaries

13,200

12,850

13,850

**Premises Related Expenses**

Maintenance of Grounds

12,500

12,500

12,500

Tree Planting Schemes

2,300

2,300

2,300

**Supplies & Services**

Purchases - Equipment & Materials

300

300

300

Health & Safety - Trees

30,000

40,000 a)

30,000

Miscellaneous Insurance

50

50

50

**Third Party Payments**

Medway Valley Countryside Partnership

9,000

9,000

9,000

**Sub-total**

67,350

77,000

68,000

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

5,850

5,750

6,100

Information Technology Expenses

900

1,250

1,100

Departmental Administrative Expenses

5,900

5,800

6,250

**80,000**

**89,800**

**81,450**

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

0.53

0.53

0.53

a) Increased levels of urgent works to make trees safe.

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

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

**(f) LEYBOURNE LAKES COUNTRY PARK**

**Employees**

Salaries	68,300	68,250	72,150
----------	--------	--------	--------

**Premises Related Expenses**

Building Repairs Expenditure	2,950	3,450	2,700
Maintenance of Grounds	12,050	13,350	12,050
Electricity	2,400	3,500	3,600
Drainage Rates	50	50	50
Water Charges (Metered)	1,500	1,700	1,750
Sewerage & Environmental Services	1,000	1,000	1,000
Cleaning & Domestic Supplies	5,600	5,600	5,700
Premises Insurance	400	500	650

**Transport Related Expenses**

Repairs & Maintenance	250	1,500	250
Transport Insurance	450	400	450

**Supplies & Services**

Purchases - Equipment & Materials	850	850	850
Maintenance - General	1,200	1,150	1,250
Clothing, Uniforms & Laundry	500	550	500
Printing & Stationery	700	750	700
Professional Fees	5,000	1,800	5,000
Cash Collection	1,650	1,200	1,150
Trade Refuse Charges	1,900	2,050	2,100
Dog Bin Emptying	500	500	500
Gates / Security	8,400	9,950	9,950
Pest Control	200	200	200
Wildlife Monitoring	400	500	400
Hall Hire for User Group	100	100	100
Telephones	700	700	700

**Carried Forward**

117,050	119,600	123,750
---------	---------	---------

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

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

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

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

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

	<b>2019/20 ESTIMATE</b>		<b>2020/21</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b><u>Brought Forward</u></b>	117,050	119,600	123,750
<b>Less Income</b>			
Car Parking Fees	(35,000)	(40,000) a)	(45,000) b)
Car Park Season Tickets	(550)	(550)	(550)
Educational Visits	(250)	(450)	(450)
Interest Receipts	(4,250)	(6,300)	(6,650)
Rents			
Land	(350)	(350)	(350)
Mobile Catering Concession	(5,250)	(5,250)	(5,350)
Wayleaves	-	(11,650) c)	-
Windsurfing / Diving Concession	(6,000)	(6,500)	(6,650)
Fishing Concession	(21,000)	(20,450)	(20,800)
Contributions from Other Bodies	(6,000)	(6,000)	(6,000)
	<hr/>	<hr/>	<hr/>
	(78,650)	(97,500)	(91,800)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	38,400	22,100	31,950
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	3,450	3,400	3,600
Information Technology Expenses	1,650	1,750	1,600
Departmental Administrative Expenses	32,200	33,450	36,500
Capital Programme Revenue Expenses	3,900	3,850	4,100
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	29,450	30,400	28,850
	<hr/>	<hr/>	<hr/>
	<b>109,050</b>	<b>94,950</b>	<b>106,600</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	2.77	2.79	2.80

**PLEASURE GROUNDS & OPEN SPACES**

<b>(a) TONBRIDGE CASTLE GROUNDS</b>	<b>133,250</b>	<b>164,450</b>	<b>144,900</b>
<b>(b) HAYSDEN COUNTRY PARK</b>	<b>102,650</b>	<b>91,200</b>	<b>76,850</b>
<b>(c) OPEN SPACES &amp; AMENITY AREAS</b>	<b>283,050</b>	<b>303,200</b>	<b>282,950</b>
<b>(d) PATROLLING</b>	<b>11,900</b>	<b>11,550</b>	<b>12,150</b>
<b>(e) COUNTRYSIDE / WOODLAND MANAGEMENT</b>	<b>80,000</b>	<b>89,800</b>	<b>81,450</b>
<b>(f) LEYBOURNE LAKES COUNTRY PARK</b>	<b>109,050</b>	<b>94,950</b>	<b>106,600</b>
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>719,900</b>	<b>755,150</b>	<b>704,900</b>
	<hr/>	<hr/>	<hr/>

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

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

- a) Budget reflects current levels of income.
- b) Includes proposed increase in fees from April 2020 recommended, subject to consultation, by the Street Scene and Environment Services Advisory Board on 30 October 2019.
- c) Compensation from South East Water for installation of new water main through country park. Used to part fund the Leybourne Lakes Country Park Car Park Extension capital plan scheme.



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

**13. ALLOTMENTS**

**Employees**

Salaries

**Premises Related Expenses**

Drainage Rates

Premises Insurance

**Third Party Payments**

Management Fee to T.A.G.A.

**Sub-total**

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

Information Technology Expenses

Departmental Administrative Expenses

Capital Programme Revenue Expenses

**Depreciation & Impairment**

Non-Current Asset Depreciation

**TO SUMMARY**

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

<b>2019/20 ESTIMATE</b>		<b>2020/21</b>
<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
<b>£</b>	<b>£</b>	<b>£</b>
300	300	300
50	50	50
100	100	100
5,100	5,100	5,100
<hr/>	<hr/>	<hr/>
5,550	5,550	5,550
400	400	400
50	50	50
100	100	100
1,900	1,850	2,000
1,400	1,400	1,100
<hr/>	<hr/>	<hr/>
9,400	9,350	9,200
<hr/>	<hr/>	<hr/>
0.05	0.05	0.05

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

**14. CHURCHYARDS**

**Employees**

Salaries

2019/20 ESTIMATE		2020/21
ORIGINAL	REVISED	ESTIMATE
£	£	£
2,150	2,100	2,300

**Premises Related Expenses**

Maintenance of Grounds

2,150	2,150	2,150
-------	-------	-------

**Third Party Payments**

Grounds Maintenance Contract

4,250	4,250	4,300
-------	-------	-------

8,550	8,500	8,750
-------	-------	-------

**Less Income**

Contributions from Other Bodies

(50)	(50)	(50)
------	------	------

**Sub-total**

8,500	8,450	8,700
-------	-------	-------

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

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

Information Technology Expenses

100	200	150
-----	-----	-----

Departmental Administrative Expenses

850	800	900
-----	-----	-----

**TO SUMMARY**

10,400	10,350	10,700
--------	--------	--------

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

0.08	0.08	0.08
------	------	------

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

**15. CEMETERY**

**Employees**

Salaries

**Premises Related Expenses**

Building Repairs Expenditure

Maintenance of Grounds

Electricity

Rates

Water Charges (Metered)

Sewerage & Environmental Services

Premises Insurance

**Supplies & Services**

Purchases - Equipment & Materials

Laundry

**Third Party Payments**

Grounds Maintenance Contract

**Carried Forward**

	<b>2019/20 ESTIMATE</b>		<b>2020/21</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Salaries	23,600	22,950	24,600
Building Repairs Expenditure	1,300	1,300	2,100
Maintenance of Grounds	5,600	5,600	5,600
Electricity	1,200	1,250	1,300
Rates	7,600	7,600	8,900 a)
Water Charges (Metered)	100	200	200
Sewerage & Environmental Services	100	100	100
Premises Insurance	700	700	750
Purchases - Equipment & Materials	1,950	1,950	1,950
Laundry	50	-	-
Grounds Maintenance Contract	61,800	61,800	63,050 b)
<b><u>Carried Forward</u></b>	<b>104,000</b>	<b>103,450</b>	<b>108,550</b>

a) Reduction in transitional relief following revaluation in April 2017 and allowance for the NNDR "multiplier" increasing by 1.7% for inflation from April 2020.

b) Assumes 2.0% increase for inflation in line with contract conditions.

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

**15. CEMETERY (continued)**

	<b>2019/20 ESTIMATE</b>		<b>2020/21</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b><u>Brought Forward</u></b>	104,000	103,450	108,550
<b>Less Income</b>			
Fees & Charges			
Graves - Exclusive Right of Burial	(18,100)	(18,100)	(18,450)
Interments	(25,900)	(21,000)	(21,400)
Memorials - Erection	(3,900)	(2,100)	(2,150)
Memorials - Inscription	(3,900)	(3,900)	(4,000)
Register Search	(900)	(950)	(950)
Memorial Garden - Lease of Tablet / Vault	(14,100)	(13,400)	(13,650)
Memorial Garden - Plaque / Inscription	(1,400)	(1,400)	(1,400)
Use of Chapel	(2,350)	(2,500)	(2,550)
	<hr/>	<hr/>	<hr/>
	(70,550)	(63,350) <b>c)</b>	(64,550) <b>d)</b>
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	33,450	40,100	44,000
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	5,800	5,750	5,950
Information Technology Expenses	1,200	1,450	1,300
Departmental Administrative Expenses	10,100	9,900	10,600
Capital Programme Revenue Expenses	300	300	300
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	26,350	25,300	24,600
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	<b>77,200</b>	<b>82,800</b>	<b>86,750</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (Including Support Service Staff)	0.84	0.83	0.83

**c)** Budget reflects current levels of income.

**d)** Includes proposed increase in fees from April 2020 recommended by Communities and Housing Advisory Board on 12 November 2019.

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

**16. YOUTH & PLAY DEVELOPMENT**

**Employees**

Salaries

24,300

26,700

28,600

**Supplies & Services**

Leisure Pass Subsidy

11,000

8,000 a)

8,000 a)

Playscheme Plus

1,000

-

500

Marketing

6,000

6,000

6,000

Youth Forum

2,900

2,900

2,900

Youth Development Initiatives

3,600

3,600

3,600

48,800

47,200

49,600

**Less Income**

Fees & Charges

Activate

-

(100)

-

**Sub-total**

48,800

47,100

49,600

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

3,850

3,800

4,000

Information Technology Expenses

2,400

2,550

2,600

Departmental Administrative Expenses

12,950

12,050

13,200

**TO SUMMARY**

68,000

65,500

69,400

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

0.79

0.84

0.86

a) Reduction in demand for Leisure Pass supported activities.

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

**17. SPORTS DEVELOPMENT**

**Employees**

Salaries

33,700                      38,100 **a)**                      39,300 **a)**

**Supplies & Services**

Sports Development Programme

5,000                      8,800 **b)**                      5,000

---

38,700                      46,900                      44,300

**Less Income**

Contributions from Other Bodies

(500)                      (4,300) **b)**                      (500)

**Sub-total**

---

38,200                      42,600                      43,800

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

1,450                      1,400                      1,500

Information Technology Expenses

550                      500                      500

Departmental Administrative Expenses

18,300                      17,650                      18,600

**TO SUMMARY**

---

**58,500                      62,150                      64,400**

---

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

1.02                      1.13                      1.11

- a)**      Additional hours being worked by Sports Development Officer.
- b)**      Additional expenditure on sports programme funded by increased external contributions.

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

**18. EVENTS DEVELOPMENT**

**Employees**

Salaries

**Supplies & Services**

Arts Support

Events Support

Publicity & Promotion

Licences

**Less Income**

Events Income

**Sub-total**

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

Information Technology Expenses

Departmental Administrative Expenses

**TO SUMMARY**

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

<b>2019/20 ESTIMATE</b>		<b>2020/21</b>
<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
<b>£</b>	<b>£</b>	<b>£</b>
26,400	28,500	29,700
8,150	8,150	8,150
9,600	32,350 <b>a)</b>	20,200 <b>b)</b>
1,600	1,600	1,600
3,000	1,150 <b>c)</b>	1,850 <b>d)</b>
48,750	71,750	61,500
(12,600)	(32,150) <b>e)</b>	(20,000) <b>f)</b>
36,150	39,600	41,500
2,650	2,600	2,750
300	500	500
13,150	12,300	13,000
<b>52,250</b>	<b>55,000</b>	<b>57,750</b>
0.77	0.82	0.81

- a)** Budget reflects current levels of spend on events support. Off-set by increased income (see note e) and reduction in leisure marketing budget (see page SSLTS 31).
- b)** Anticipated level of spend on events support for 2020/21. Off-set by reduction in leisure marketing budget (see page SSLTS 31).
- c)** Reduced cost of the Performing Rights Society licence, as reported to Communities and Housing Advisory Board on 23 July 2019.
- d)** Licence expected to increase due to high number of community events in 2020.
- e)** Higher than anticipated income due to introduction of Time Out Music Festival (£6,000), Vanity Fairs Brocante (£4,500) and Coffee Event (£2,200); increased share of Music Festival income (£4,300); and increased attendance levels at Luna Cinema, Illyria theatre and other events due to the good weather in the summer.
- f)** Anticipated level of income for 2020/21.

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

**19. LEISURE MARKETING / PROMOTION**

**Employees**

Salaries

**Supplies & Services**

Poster Sites

Marketing

Market Research / Audit Programme

Tourism & Promotion of Facilities

Community Group Funding

Capital Grants & Contributions (RECS)

**Sub-total**

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

Information Technology Expenses

Departmental Administrative Expenses

**TO SUMMARY**

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

<b>2019/20 ESTIMATE</b>		<b>2020/21</b>
<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
<b>£</b>	<b>£</b>	<b>£</b>
72,000	74,900	79,450
500	850	2,000
14,600	4,000 a)	4,000 a)
4,250	3,250	4,250
11,500	11,500	11,500
8,000	8,000	8,000
-	-	-
<b>110,850</b>	<b>102,500</b>	<b>109,200</b>
27,250	26,600	27,650
300	200	150
28,200	26,950	28,800
<b>166,600</b>	<b>156,250</b>	<b>165,800</b>
2.24	2.35	2.36

Analysis of Salaries:-

Tourism & Promotion

Leisure Planning / Policy

Market Research

Liaison with Outside Bodies

<b>£</b>	<b>£</b>	<b>£</b>
17,200	18,700	19,550
28,500	28,400	30,400
1,500	1,450	1,600
24,800	26,350	27,900
<b>72,000</b>	<b>74,900</b>	<b>79,450</b>

- a) Budget reflects current levels of spend. Off-set by increase in events support budget (see page SSLTS 30).



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

**20. PARKING SERVICES**

**(a) OFF-STREET**

**Employees**

Salaries

181,850

174,600 a)

194,750 b)

**Premises Related Expenses**

Maintenance of Grounds

203,000

203,000

207,000 c)

Repairs & Maintenance

30,000

30,000

30,000

Winter Maintenance

5,000

5,000

5,000

Electricity

5,000

2,200 d)

2,300 d)

Rates

263,500

258,100

264,600 e)

Premises Insurance

2,150

2,400

2,650

**Transport Related Expenses**

Repairs & Maintenance

1,200

2,000

1,200

Licences

450

450

450

Petrol / Oil

2,500

3,000

3,000

Transport Insurance

900

800

900

**Supplies & Services**

Purchases - Equipment & Materials

1,000

2,000

2,000

Mobile Communications

200

-

-

Maintenance - General

29,200

21,250 f)

25,200 g)

Uniforms

1,000

1,000

1,000

Stationery

10,000

10,000

10,000

Professional Fees

-

3,000 h)

-

Cash Collection

50,000

51,000

53,500 g)

Payment to Principals / Ticket Refunds

518,000

473,000 i)

492,000 j)

Advertising

1,000

1,000

1,000

Adjudication & Enforcement Services

6,800

6,000

6,000

Security Services Mgt. Recharge (CCTV)

193,950

192,000

197,450

**Carried Forward**

1,506,700

1,441,800

1,500,000

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

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

- a) Reflects management savings arising from vacant civil enforcement officer (CEO) posts.
- b) Reflects a full establishment of eleven CEOs, provision for a pay award and increase in pension contribution rate following recent triennial valuation.
- c) Assumes increase for inflation in line with contract conditions.
- d) Reduced costs following change of supplier.
- e) Reduction in transitional relief following revaluation in April 2017 and allowance for the NNDR "multiplier" increasing by 1.7% for inflation from April 2020.
- f) Cost of parking software costs now shown in full under Information Technology Services (see note r and page CS 9).
- g) Increase primarily reflects costs associated with new charges recommended, subject to consultation, by the Street Scene and Environment Services Advisory Board on 30 October 2019.
- h) External support to carry out consultations in respect of proposed charges reported to Street Scene and Environment Services Advisory Board on 30 October 2019. Funded in full from an earmarked reserve.
- i) Growth in home delivery of groceries and use of 'pay by phone' has resulted in reduction in ticket refunds claimed by shoppers.
- j) Anticipated increase in refunds arising from proposed fee increase (see note l).

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

**20. PARKING SERVICES (continued)**

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

	<b>2019/20 ESTIMATE</b>		<b>2020/21</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b><u>Brought Forward</u></b>	1,506,700	1,441,800	1,500,000
<b>Less Income</b>			
Fees & Charges			
Car Park Season Tickets	(250,000)	(229,000) <b>k)</b>	(257,000) <b>l)</b>
Short Stay Parking	(1,915,000)	(1,825,000) <b>m)</b>	(1,983,000) <b>l)</b>
Long Stay Parking	(720,000)	(750,000) <b>n)</b>	(795,000) <b>l)</b>
Penalty Charge Notices	(106,000)	(106,000)	(110,000) <b>o)</b>
General	(14,200)	(14,200)	(14,200)
Management of Angel / Botany Car Parks	(103,100)	(103,100)	(106,200) <b>p)</b>
Rent - Snodland Town Market /	(23,650)	(24,500)	(18,200) <b>q)</b>
Tonbridge Sunday Farmers' Market /			
River Lawn Car Park			
	<hr/>	<hr/>	<hr/>
	(3,131,950)	(3,051,800)	(3,283,600)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(1,625,250)	(1,610,000)	(1,783,600)
<b>Central, Departmental &amp; Technical</b>			
<b>Support Services</b>			
Central Salaries & Administration	24,300	23,650	25,150
Information Technology Expenses	39,400	50,100 <b>r)</b>	45,600 <b>r)</b>
Departmental Administrative Expenses	58,900	56,450	58,350
Capital Programme Revenue Expenses	68,600	68,300	69,900
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	102,650	100,300	101,250
	<hr/>	<hr/>	<hr/>
	<b>(1,331,400)</b>	<b>(1,311,200)</b>	<b>(1,483,350)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b>	8.46	8.57	8.45
(including Support Service Staff)			

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

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

- k)** Reduction in bulk purchase of season tickets by large employers in Tonbridge.
- l)** Includes proposed increase in fees and new charges recommended, subject to consultation, by the Street Scene and Environment Services Advisory Board on 30 October 2019.
- m)** Growth in home delivery of groceries, partly off-set by reduced ticket refunds (see note i) and increased use of long stay car parks.
- n)** Increase in demand for long stay parking at the Castle Fields car parks.
- o)** Income expected to increase with a full compliment of trained CEOs.
- p)** Assumes 3.0% increase for inflation from April 2020 in line with management agreement.
- q)** Reduction in rental income in respect of River Lawn Car Park on the assumption that construction of new medical centre will be completed by November 2020.
- r)** Cost of parking software costs now included in Information Technology Services (see note f).

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

**20. PARKING SERVICES (continued)**

**(b) ON-STREET**

**Employees**

Salaries

267,600                      256,900 **a)**                      286,350 **b)**

**Premises Related Expenses**

Repairs & Maintenance

15,000                      15,000                      15,000

Car Parking Action Plans

15,000                      15,000                      15,000

**Transport Related Expenses**

Repairs & Maintenance

1,500                      1,500                      1,500

Licences

250                      250                      250

Petrol / Oil

3,000                      3,000                      3,000

Transport Insurance

1,350                      1,200                      1,350

**Supplies & Services**

Purchases - Equipment & Materials

500                      1,950                      1,950

Mobile Communications

200                      -                      -

Maintenance - General

10,500                      3,350 **c)**                      5,250 **d)**

Uniforms

1,500                      1,500                      1,500

Stationery

3,000                      3,000                      3,000

Cash Collection

850                      1,000                      2,000

Advertising

1,000                      1,000                      1,000

Adjudication & Enforcement Services

6,100                      6,100                      6,100

**Carried Forward**

327,350                      310,750                      343,250

- a)** Reflects management savings arising from vacant civil enforcement officer (CEO) posts.
- b)** Reflects a full establishment of eleven CEOs, provision for a pay award and increase in pension contribution rate following recent triennial valuation.
- c)** Cost of parking software costs now shown in full under Information Technology Services (see note i and page CS 9).
- d)** Increase primarily reflects costs associated with new charges recommended, subject to consultation, by the Street Scene and Environment Services Advisory Board on 30 October 2019.

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

**20. PARKING SERVICES (continued)**

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

	<b>2019/20 ESTIMATE</b>		<b>2020/21 ESTIMATE</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b><u>Brought Forward</u></b>	327,350	310,750	343,250
<b>Less Income</b>			
Fees & Charges			
Business Parking Permits	(38,000)	(36,000)	(39,000) e)
Residents Parking Permits	(130,000)	(133,000)	(148,000) e)
Visitors Parking Permits	(41,000)	(39,000)	(39,000)
Dispensations	(8,000)	(2,000)	(4,000) e)
On-street Parking	(38,000)	(49,000) f)	(94,000) e)
Penalty Charge Notices	(200,000)	(195,000) g)	(205,000) h)
	<hr/>	<hr/>	<hr/>
	(455,000)	(454,000)	(529,000)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	(127,650)	(143,250)	(185,750)
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	16,850	16,450	17,500
Information Technology Expenses	27,500	34,600 i)	31,650 i)
Departmental Administrative Expenses	86,700	83,450	86,100
Capital Programme Revenue Expenses	14,450	14,300	15,250
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	6,650	6,250	5,900
	<hr/>	<hr/>	<hr/>
	<b>24,500</b>	<b>11,800</b>	<b>(29,350)</b>
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	10.43	10.53	10.38

**PARKING SERVICES**

**(a) OFF-STREET**

**(b) ON-STREET**

**TO SUMMARY**

<b>(1,331,400)</b>	<b>(1,311,200)</b>	<b>(1,483,350)</b>
<b>24,500</b>	<b>11,800</b>	<b>(29,350)</b>
<hr/>	<hr/>	<hr/>
<b>(1,306,900)</b>	<b>(1,299,400)</b>	<b>(1,512,700)</b>
<hr/>	<hr/>	<hr/>

- e) Includes proposed increase in fees and new charges recommended, subject to consultation, by the Street Scene and Environment Services Advisory Board on 30 October 2019.
- f) Increased use of on-street parking bays at Avebury Avenue and River Lawn Road.
- g) Reduction in income due to vacant CEO posts.
- h) Income expected to increase with a full compliment of trained CEOs.
- i) Cost of parking software costs now included in Information Technology Services (see note c).

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

**21. TRANSPORTATION**

**Employees**

Salaries

60,000                      67,400 a)                      70,400 a)

**Premises Related Expenses**

Repairs, Alterations & Maintenance

17,000                      20,000                      17,000

Electricity

300                      300                      300

Vale Rise Depot Recharge

1,400                      1,900                      1,850

Premises Insurance

100                      100                      100

**Supplies & Services**

Purchases - Equipment & Materials

5,000                      5,000                      5,000

**Sub-total**

83,800                      94,700                      94,650

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

6,250                      6,150                      6,450

Information Technology Expenses

1,700                      2,150                      2,100

Departmental Administrative Expenses

23,800                      24,050                      25,200

Capital Programme Revenue Expenses

250                      250                      250

**Depreciation & Impairment**

Non-Current Asset Depreciation

2,850                      2,850                      2,050

**TO SUMMARY**

118,650                      130,150                      130,700

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

1.61                      1.72                      1.70

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

**TRANSPORTATION**

- a) Reassessment of support from senior Planning management.



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

**22. SECURITY SERVICES MANAGEMENT**

	<b>2019/20 ESTIMATE</b>		<b>2020/21</b>
	<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Employees</b>			
Salaries	29,200	29,050	30,200
<b>Premises Related Expenses</b>			
Electricity	200	350	350
<b>Supplies &amp; Services</b>			
Purchases - Equipment & Materials	700	2,000	1,500
Maintenance - General	12,000	12,000	12,000
Miscellaneous Insurance	3,200	3,100	3,200
<b>Third Party Payments</b>			
CCTV Monitoring Station	184,500	184,500	190,000 a)
	<hr/>	<hr/>	<hr/>
	229,800	231,000	237,250
<b>Less Income</b>			
Recharge to Parking Services	(193,950)	(192,000)	(197,450)
	<hr/>	<hr/>	<hr/>
<b><u>Sub-total</u></b>	35,850	39,000	39,800
<b>Central, Departmental &amp; Technical Support Services</b>			
Central Salaries & Administration	4,500	4,450	4,700
Information Technology Expenses	750	900	850
Departmental Administrative Expenses	14,000	12,950	13,550
Capital Programme Revenue Expenses	6,200	6,050	6,300
<b>Depreciation &amp; Impairment</b>			
Non-Current Asset Depreciation	10,450	7,650 b)	7,800 b)
	<hr/>	<hr/>	<hr/>
<b><u>TO SUMMARY</u></b>	71,750	71,000	73,000
	<hr/>	<hr/>	<hr/>
<b>Full Time Equivalent Number of Staff</b> (including Support Service Staff)	0.92	0.92	0.90

a) Assumes 3.0% increase for inflation from April 2020 in line with contract conditions.

b) Lower than anticipated capital renewals during 2018/19.

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

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

**Employees**

Salaries

33,200

35,750

34,200

**Supplies & Services**

Purchases - Equipment & Materials

750

750

750

Professional Fees

5,000

5,000

5,000

**Third Party Payments**

Contract Payments

3,000

3,000

3,000

**Sub-total**

41,950

44,500

42,950

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

1,600

1,550

1,650

Information Technology Expenses

350

550

550

Departmental Administrative Expenses

16,050

15,400

16,200

Capital Programme Revenue Expenses

13,200

12,900

13,600

**Depreciation & Impairment**

Non-Current Asset Depreciation

1,100

250

250

**TO SUMMARY**

74,250

75,150

75,200

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

1.11

1.09

1.10

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

**24. CIVIL CONTINGENCIES**

**Employees**

Salaries

**Supplies & Services**

Purchases - Equipment & Materials

Provision of Sandbags

Out of Hours Call Service

Other Expenses

Contribution to Kent Resilience Forum

**Sub-total**

**Central, Departmental & Technical  
Support Services**

Central Salaries & Administration

Information Technology Expenses

Departmental Administrative Expenses

**TO SUMMARY**

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

<b>2019/20 ESTIMATE</b>		<b>2020/21</b>
<b>ORIGINAL</b>	<b>REVISED</b>	<b>ESTIMATE</b>
<b>£</b>	<b>£</b>	<b>£</b>
59,300	72,000 a)	60,850
500	2,500	500
500	500	500
14,650	14,400	14,850
250	2,000	250
17,150	17,150	17,150
<hr/>	<hr/>	<hr/>
92,350	108,550	94,100
20,550	20,350	21,450
100	650	600
28,450	29,500 a)	28,850
<hr/>	<hr/>	<hr/>
<b>141,450</b>	<b>159,050</b>	<b>145,000</b>
<hr/>	<hr/>	<hr/>
1.77	1.90	1.77

- a) Increased support from Senior management and additional hours worked by Emergency Planning Support Officer in preparation for Brexit. The latter funded by government grant.