

2023 / 24

Revenue and Capital Budgets



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BUDGET STATEMENT 2023/24

1. Introduction

- 1.1 The revenue and capital budgets for 2023/24 are presented in this booklet for approval by full Council. In determining the budget the Council approves the financial resources necessary to achieve its plans for the provision of services and also sets the level of council tax for the year. The budget has been prepared within the context of a **Medium Term Financial Strategy (MTFS) [Annex 1]**.
- 1.2 The 2023/24 Local Government Finance Settlement was better than might have been expected with the government providing a very welcome Funding Guarantee as part of the Settlement. Whilst the Settlement is only for one year, the indication is that the 2024/25 Settlement will follow a similar pattern, and that assumption has been built into our MTFS modelling.
- 1.3 Nevertheless, by way of context, since 2010/11 the Council has seen its Settlement Funding Assessment (core funding) decrease by some 62% or £4.1m (from £6.6m in 2010/11 to £2.5m in 2023/24).
- 1.4 The fall in core funding is, in part, negated by the grant award under the New Homes Bonus (NHB) scheme and other grant income. However, the future of NHB or a replacement remains the subject of discussion, but at the very least will not continue in its current form leaving one of two options. The scheme is withdrawn and not replaced or is replaced, but where the funding stream and sum awarded is much reduced (our working assumption). The future of other grant income more generally is also uncertain and it is important to stress, therefore, the funding gap set out currently within the MTFS could vary (either up or down) from what is presently reflected.
- 1.5 In the latest iteration of the MTFS it is assumed government grant funding and increased business rates income to be retained will reduce from circa £5.96m in 2023/24 to £3.11m in 2027/28 before seeing a modest increase year on year thereafter and that the reductions in income and increased costs seen as a result of the pandemic in large part **will return** to pre Covid-19 levels in the short to medium term; where the latest projected funding gap between expenditure and income is **circa £1,700,000**. **Plus** the initiative already built into the MTFS, scaling back of office accommodation in the sum of **£200,000** by April 2024.
- 1.6 As in previous iterations of the MTFS the latest projected funding gap can be broken down into tranches to enable more measured steps to be taken (Tranche 1 – £500,000 by April 2024; Tranche 2 – £600,000 by April 2026; Tranche 3 – £600,000 by April 2028).

1.7 It goes without saying the Council faces a **difficult and challenging financial outlook**.

2. Medium Term Financial Strategy

2.1 Background

2.1.1 The Council's Medium Term Financial Strategy (MTFS) covers both revenue and capital budgets, and it is this Strategy that underpins the budget setting process for the forthcoming year and over the strategy period.

2.1.2 The aim of the MTFS is to give us a realistic and sustainable plan that reflects the Council's strategic priorities and objectives and takes us into the future. Underneath the Strategy sits detailed estimates formulated in conjunction with Services taking into account past outturn, current spending plans and likely future demand levels / pressures. It is acknowledged that circumstances will change and for this reason the Strategy needs to, and will, be kept under regular review.

2.1.3 The MTFS spans a rolling ten-year period with two fundamental objectives: to achieve a balanced revenue budget and to retain a minimum of £3.0m in the general revenue reserve by the end of the strategy period and not to fall below £2.0m at any time during the 10-year period. All of the key objectives currently set out in the MTFS can be found at **[Annex 1]**.

2.1.4 Alongside the MTFS sits a **Savings and Transformation Strategy [Annex 2]**. The purpose of the Strategy is to provide structure, focus and direction in addressing the financial challenge faced by the Council. In so doing, it recognises that there is no one simple solution and as a result we will need to adopt a number of ways to deliver the required savings and transformation contributions within an agreed timescale. A number of key themes have been identified, together with outline targets and timescales.

2.2 Corporate Strategy

2.2.1 The Council's financial plans should be in support of its strategic priorities and objectives set out in overview in the [Corporate Strategy](#).

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

Achieving efficiency;

Embracing effective partnership working;

Valuing our environment and encouraging sustainable growth; and innovation.

2.2.3 The current Corporate Strategy is the subject of review with the intention to publish a revamped and refreshed Corporate Strategy in the near future.

2.3 Financial Context

2.3.1 In April 2017 a Special Expenses Scheme was introduced and the Financial Arrangements with Parish Councils Scheme revoked from the same date. In accordance with the prescribed methodology we are required to aggregate all expenditure as if special expenses did not exist and calculate a *notional* Band D tax rate. The Council's *notional* Band D tax rate for 2023/24 is **£231.23 (an increase of 3.0%)**. In setting this level of council tax, the Council is to make a contribution of £1,356,800 to its General Revenue Reserve.

2.3.2 In respect of Government Grant funding (see paragraph 3) in 2023/24 the Council is to receive based on its baseline funding level (see paragraph 11) £5,397,564, an increase of £501,590 or 10.2% when compared to the previous year. The increase after taking account of grants rolled into the local government finance settlement is 7.2%.

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

2.3.4 Our external auditor (Grant Thornton UK LLP) following the 2022 audit concluded *the Authority has put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources. No significant weaknesses in arrangements identified, but improvement recommendations made.*

3. Local Government Finance Settlement

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

3.2 The Council received a provisional grant settlement of £2,525,211 in 2023/24, an uplift of 9.7% compared to the sum received in 2022/23 plus a payment for the under-indexing of the business rates multiplier of £406,754, a Services Grant allocation of £89,412 and a one-off funding guarantee in the sum of £1,765,688.

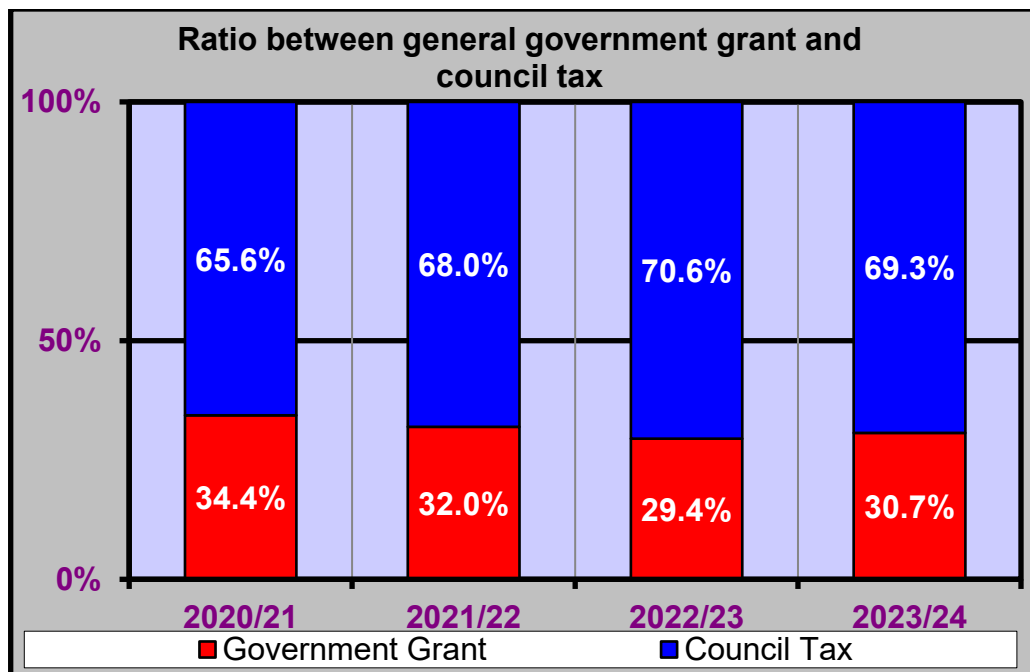
3.3 In addition, the Council's grant award under the New Homes Bonus scheme in 2023/24 is £610,499, a cash decrease of £583,448 or 48.9% when compared to the equivalent figure of £1,193,947 in 2022/23.

3.4 A breakdown of Government grant funding into the various funding streams is set out in the table below.

	2022/23	2023/24	Cash Increase/ (Decrease)	
	£	£	£	%
Local Share of Business Rates (baseline)	2,302,118	2,525,211	223,093	9.7
Tariff Adjustment ('negative RSG')				
Settlement Funding Assessment	2,302,118	2,525,211	223,093	9.7
New Homes Bonus	1,193,947	610,499	(583,448)	(48.9)
Under-indexing of the Business Rates Multiplier	235,249	406,754	171,505	72.9
Lower Tier Services Grant	1,005,983	-	(1,005,983)	(100.0)
Services Grant	158,677	89,412	(69,265)	(43.7)
Funding Guarantee	-	1,765,688	1,765,688	-
Total Grant Funding	4,895,974	5,397,564	501,590	10.2

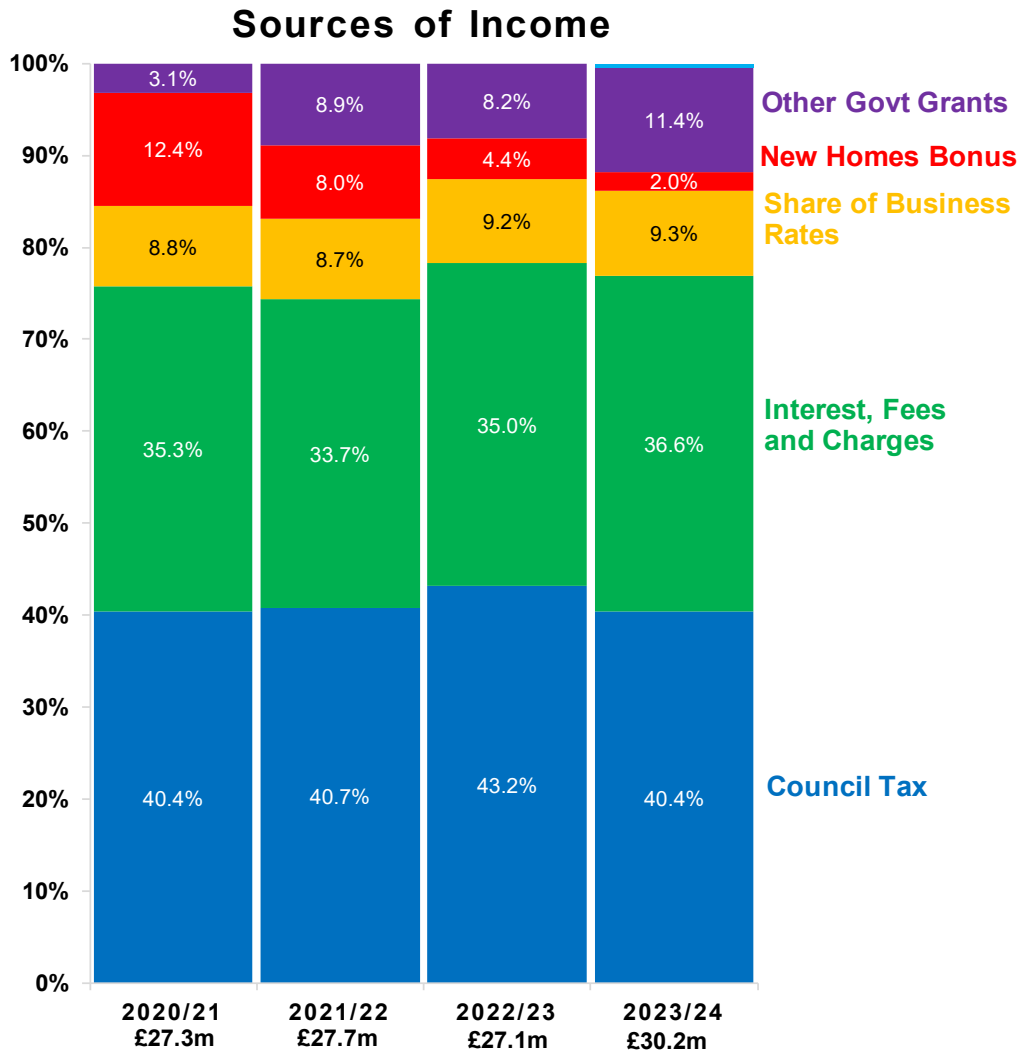
3.5 Of the twelve district councils in Kent, Tonbridge & Malling Borough Council receives **the lowest** Settlement Funding Assessment both in **total and per head**.

3.6 Government grant funding continues the trend whereby a significant proportion of the Council's budget requirement is met from council tax. The chart below shows the ratio between government grant and council tax.



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

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



4. Local Referendums to Veto Excessive Council Tax Increases

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

- 4.2 The level of council tax increase for 2023/24 above which the Council would be required to hold a referendum is **more than 3% or £5, whichever is higher**.

5. General Fund

- 5.1 The Council's estimated net revenue expenditure for 2023/24 (prior to any contribution to or from the revenue reserve) amounts to £15,205,650. A contribution of £1,356,800 is to be made to the revenue reserve giving £16,562,450 as the Council's budget requirement. A statement of balances and reserves is shown on page GF1.

6. Collection Fund

- 6.1 As the billing authority for the area, this Council has responsibility for maintaining the 'collection fund' accounts into which council tax and business rates are paid.
- 6.2 Each year we have to estimate the surplus / deficit on the collection fund in respect of council tax and then share this between the major precepting authorities including ourselves; and estimate the surplus / deficit on the collection fund in respect of business rates and then share this between the relevant parties in accordance with the Business Rates Retention scheme.
- 6.3 These are known as collection fund adjustments (by exception for the year 2020/21 any in-year deficit is to be spread over three years rather than accounted for in full in the year 2021/22).
- 6.4 The estimated **surplus** on the collection fund in respect of council tax at 31 March 2023 is £601,183. Our share, to be reflected in the 2023/24 Estimates is £85,040.
- 6.5 The estimated **surplus** on the collection fund in respect of business rates at 31 March 2023 is £2,998,325. Our share, to be reflected in the 2023/24 Estimates is £1,199,330.

7. Council Tax Base

- 7.1 The Council Tax base, as determined by the Director of Finance and Transformation was set at **52,706.29** band D equivalents for 2023/24.

8. Council Tax Reduction Scheme

- 8.1 From April 2013, the Council Tax Benefit Scheme (which operated nationally) was replaced by local Council Tax Reduction Schemes. As part of the arrangements, the value of the financial support towards council tax is applied to council taxpayers' accounts in the form of a discount. The discounts awarded, in turn, are taken into account when determining the Council's tax base (see paragraph 7).

9. Special Expenses and Parish Council Precepts

- 9.1 In April 2017 a Special Expenses Scheme was introduced and the Financial Arrangements with Parish Councils Scheme revoked from the same date. The basic amount of council tax plus the special expenses Band D charge, where applicable, gives the total Borough Council Band D charge for that area. Details of the Special Expenses for 2023/24 can be found on page 24.
- 9.2 In addition, details of Parish Council precepts for 2023/24 can be found on page 25.

10. Consultation with Non-Domestic Ratepayers

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

11. National Non-Domestic (Business) Rates

- 11.1 National non-domestic rates are collected by billing authorities at a nationally prescribed rate in the pound and redistributed as part of the local government finance settlement. The prescribed standard rate for 2023/24 is 51.2p, the same as in 2022/23. A lower rate of 49.9p applies to small businesses with rateable values below £51,000.
- 11.2 From April 2013 business rates income collected above or below a pre-determined baseline funding level is shared between central government, the billing authority and other bodies covered by the Business Rates Retention scheme subject to safety net and levy arrangements. The Council is a member of the Kent Business Rates Pool for Business Rates Retention scheme purposes.
- 11.3 It is assumed business rates income retained in 2023/24 will be above the baseline funding level.

12. Capital Estimates

- 12.1 The Borough Council's Capital Plan is shown on pages CP1 to CP24. This is the culmination of a review process which began in January 2023. The progress on existing Capital Plan schemes has been noted and Cabinet on 14 February 2023 recommended two new capital plan schemes.
- 12.2 Bearing in mind the challenging financial outlook and the limited funding available, only schemes meeting one or more of the following criteria would normally be considered for inclusion in the Capital Plan:

- to meet legislative requirements including health and safety obligations;

- funded from external resources; and
- reduce revenue expenditure and or generate income.

13. Cabinet

13.1 Cabinet comprises the following Councillors:

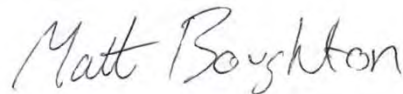
Cllr M Boughton	Leader
Cllr R Betts	Environment and Climate Change
Cllr V Branson	Economic Regeneration
Cllr M Coffin	Finance, Innovation and Property
Cllr D Davis	Strategic Planning and Infrastructure
Cllr D Keers	Community Services
Cllr P Montague	Technical and Waste Services
Cllr K Tanner	Housing

14. Acknowledgement

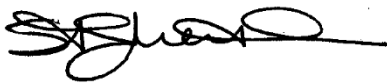
14.1 The formulation of the Budget for 2023/24, as in recent years, has been challenging and we are indebted to the staff in Financial Services who have, once again, worked tirelessly to bring both the Budget for 2023/24, and the updated Medium Term Financial Strategy and Savings and Transformation Strategy, to fruition. We are also grateful to the Management Team and staff across the organisation for their support, advice and assistance throughout the process. Finally, we would like to thank the Cabinet and Members of the Council for their dedication and their support throughout the budget setting process.



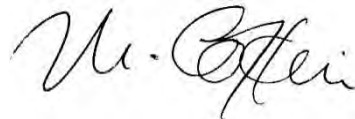
Julie Beilby
Chief Executive



Matt Boughton
Leader of the Council



Sharon Shelton
Director of Finance and
Transformation



Martin Coffin
Cabinet Member for Finance,
Innovation and Property

MEDIUM TERM FINANCIAL STRATEGY 2023/24 – 2032/33

INTRODUCTION

It goes without saying that the Council faces a **difficult and challenging financial outlook**. We do, however, believe that our Medium Term Financial Strategy is resilient and the financial pressures likely to confront us can be addressed in a measured and controlled way, but this is becoming progressively more difficult.

This Medium Term Financial Strategy represents an update to the strategy approved by Council on 22 February 2022. The update has been prepared given the circumstances prevailing in February 2023. It will be reviewed and updated further as circumstances change, but nevertheless, remains a **statement of intent** by all stakeholders and should be read in conjunction with the Budget Statement for 2023/24.

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

FINANCIAL CONTEXT

The Council's *notional* Band D tax rate for 2023/24 is £231.23 (an increase of 3.0%). In setting this level of Council Tax, the contribution to or from the General Revenue Reserve is a contribution to the Reserve of £1,356,800.

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

The Council received a provisional grant settlement of £2,525,211 in 2023/24, an uplift of 9.7% compared to the sum received in 2022/23 plus a payment for the under-indexing of the business rates multiplier of £406,754, a Services Grant allocation of £89,412 and a one-off funding guarantee in the sum of £1,765,688.

In addition, the Council's grant award under the New Homes Bonus scheme in 2023/24 is £610,499, a cash decrease of £583,448 or 48.9% when compared to the equivalent figure of £1,193,947 in 2022/23. The future of NHB or a replacement remains the subject of discussion, but at the very least will not continue in its current form leaving one of two options. The scheme is withdrawn and not replaced or is replaced, but where the funding stream and sum awarded is much reduced (our working assumption).

However, **dependent** on the outcome of the yet to be concluded Fair Funding Review, and what is to happen to NHB and other grant income, business rates reforms, the extent and speed of the recovery following the pandemic and the impact of prevailing economic conditions on the Council's finances, there is a **risk** the funding gap could be more (and could potentially be less) than is presently reflected in the MTFs.

In the latest iteration of the MTFs it is assumed government grant funding and increased business rates income to be retained will reduce from circa £5.96m in 2023/24 to £3.11m in 2027/28 before seeing a modest increase year on year thereafter and that the reductions in income and increased costs seen as a result of the pandemic in large part **will return** to pre Covid-19 levels in the short to medium term; where the latest projected funding gap between expenditure and income is **circa £1,700,000**. **Plus** the initiative already built into the MTFs, scaling back of office accommodation in the sum of **£200,000** by April 2024.

As in previous iterations of the MTFs the latest projected funding gap can be broken down into tranches to enable more measured steps to be taken (Tranche 1 – £500,000 by April 2024; Tranche 2 – £600,000 by April 2026; and Tranche 3 – £600,000 by April 2028).

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

Any 'bids' for capital schemes or discretionary capital grants are to be assessed in the context of the annual allowance. The annual capital allowance is currently set at £250,000. Based on current projections, from 2029/30 the Council may need to borrow to fund such expenditure.

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

OBJECTIVES

- To achieve a balanced revenue budget that delivers the Council's priorities by the end of the strategy period.
- To retain a minimum of £3.0m in the General Revenue Reserve by the end of the strategy period and not to fall below £2.0m at any time during the 10-year period.

- Seek to set future increases in council tax having regard to the guidelines issued by the Secretary of State.
- Continue to identify efficiency savings and opportunities for new or additional income sources and to seek appropriate reductions in service costs in delivery of the Savings and Transformation Strategy approved by Members.
- Subject to there being sufficient resources within the capital reserve, set a maximum 'annual capital allowance' each year as part of the budget setting process for all new capital schemes (set at £250,000 from the Council's own resources) and give priority to those schemes that generate income or reduce costs.

THE STRATEGY

The updated Strategy is set out below. It incorporates:

Document 1: A Revenue Budget Plan for the period 2023/24 to 2032/33 together with a projection of Council Tax Levels in order to support that Revenue Budget Plan and meet the objectives set out above.

Document 2: A Capital Plan Funding Statement for the period to 2028/29.

The Strategy should be read in conjunction with:

- The Treasury Management and Annual Investment Strategy for 2023/24 recommended to full Council by Cabinet on 14 February 2023.
- The updated Capital Strategy recommended to full Council by Cabinet on 14 February 2023.
- The report to Cabinet on 14 February 2023 entitled 'Setting the Budget 2023/24'.
- The report to Cabinet on 14 February 2023 entitled 'Setting the Council Tax 2023/24'.
- The Budget Statement 2023/24 to which this Strategy is annexed.

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

Director of Finance and Transformation
February 2023

Medium Term Financial Strategy

	Estimate	Projection								
	2023/24 £000	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	2030/31 £000	2031/32 £000	2032/33 £000
EXPENDITURE										
Employees	13,530	13,465	13,605	13,878	14,180	14,292	14,586	13,057	13,305	13,559
Transfer Payments	22,152	19,949	18,458	18,827	19,203	19,588	19,980	20,379	20,787	21,203
Other Expenditure	16,521	13,962	14,228	14,557	17,299	17,848	18,415	19,006	19,618	20,252
Capital Charges	3,062	3,184	3,248	3,313	3,379	3,447	3,516	3,586	3,658	3,731
Total Expenditure	55,265	50,560	49,539	50,575	54,061	55,175	56,497	56,028	57,368	58,745
INCOME										
Fees & Charges	(9,583)	(9,989)	(10,185)	(10,422)	(10,675)	(10,934)	(11,300)	(11,570)	(11,842)	(12,121)
Other Specific Grants & Miscellaneous	(23,731)	(20,768)	(18,920)	(19,296)	(19,680)	(20,072)	(20,471)	(20,878)	(21,294)	(21,718)
Investment Income	(1,458)	(1,229)	(946)	(842)	(839)	(805)	(817)	(795)	(878)	(887)
Total Income	(34,772)	(31,986)	(30,051)	(30,560)	(31,194)	(31,811)	(32,588)	(33,243)	(34,014)	(34,726)
Appropriations										
Capital Renewals	974	1,015	1,027	1,040	1,052	1,065	1,078	1,092	1,105	1,119
Provision for new Capital Schemes	250	250	250	250	250	250	0	0	0	0
Other Appropriations	(3,639)	(1,751)	(3,272)	(3,202)	(3,264)	(3,332)	(3,401)	(3,471)	(3,543)	(3,616)
SAVINGS & TRANSFORMATION TARGET	0	(500)	(510)	(520)	(531)	(541)	(552)	(563)	(574)	(586)
SAVINGS & TRANSFORMATION TARGET	0	0	0	(600)	(612)	(624)	(637)	(649)	(662)	(676)
SAVINGS & TRANSFORMATION TARGET	0	0	0	0	0	(600)	(612)	(624)	(637)	(649)
NET BUDGETED SPEND	18,078	17,588	16,983	16,983	19,762	19,582	19,785	18,570	19,043	19,611
FUNDING										
Revenue Reserves	(1,357)	(1,141)	323	(151)	2,678	2,007	1,718	(16)	(62)	(41)
Government Grant	5,964	6,022	3,540	3,583	3,108	3,152	3,198	3,245	3,293	3,342
Council Tax	12,187	12,707	13,120	13,551	13,976	14,423	14,869	15,341	15,812	16,310
Collection Fund Adjustment	1,284	0	0	0	0	0	0	0	0	0
Total Funding	18,078	17,588	16,983	16,983	19,762	19,582	19,785	18,570	19,043	19,611
Council Tax Level at Band D Increase on Previous Year	£231.23 3%	£238.16 3%	£243.16 £5.00	£248.16 £5.00	£253.16 £5.00	£258.22 2%	£263.38 2%	£268.64 2%	£274.01 2%	£279.49 2%
RESERVES BALANCE CARRIED FORWARD	9,535	10,676	10,353	10,504	7,826	5,819	4,101	4,117	4,179	4,220

Capital Plan Review 2022/23 : Funding the Capital Plan

	2022/23 Estimate £'000	2023/24 Estimate £'000	2024/25 Estimate £'000	2025/26 Estimate £'000	2026/27 Estimate £'000	2027/28 Estimate £'000	2028/29 Estimate £'000
Capital Plan Schemes							
Capital Renewals	715	2,301	879	391	555	730	1,219
Other Recurring Expenditure (net of grants)	335	180	189	189	189	189	189
One-Off Schemes (net of grants & contributions)	517	4,576	128	116			15
Capital Plan Totals	1,567	7,057	1,196	696	744	919	1,423
Add back grants / contributions	2,948	1,170	1,440	1,080	1,080	1,080	1,080
Total to be funded	4,515	8,227	2,636	1,776	1,824	1,999	2,503
Funded from:							
Grants							
BCF (Disabled Facilities Grant)	1,946	1,040	1,040	1,040	1,040	1,040	1,040
Environment Agency TRSG Revetment	11						
Electric Vehicle Charging Points	80						
DEFRA Anti-idling Project	31						
UK Shared Prosperity Fund	45	90	360				
Developer Contributions Attributed to							
Temporary Accommodation	354						
Tonbridge Racecourse SG Rugby Pitch Drainage	8						
Leybourne Lakes Country Park Facility Improvements	393						
Tonbridge Farm Sportsground Improvements	40						
Capital and Other Receipts							
DFG Grant Repayments	10	10	10	10	10	10	10
Housing Assistance Grant Repayments	30	30	30	30	30	30	30
Capital Receipts							
Balance 1 April 2022	685						
Hadlow Toilets	77						
Disposal of Land at New Hythe Lane	24						
Gibson West					658	919	1,423
Balance met from Revenue Reserve for Capital Schemes	781	7,057	1,196	696	86	0	0
Total funding	4,515	8,227	2,636	1,776	1,824	1,999	2,503

Savings & Transformation Strategy 2023/24 – 2032/33

INTRODUCTION

By way of context, since 2010/11 the Council has seen its Settlement Funding Assessment (core funding) decrease by some 62% or £4.1m (from £6.6m in 2010/11 to £2.5m in 2023/24).

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

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

In the latest iteration of the MTFS it is assumed government grant funding and increased business rates income to be retained will reduce from circa £5.96m in 2023/24 to £3.11m in 2027/28 before seeing a modest increase year on year thereafter and that the reductions in income and increased costs seen as a result of the pandemic in large part **will return** to pre Covid-19 levels in the short to medium term; where the latest projected funding gap between expenditure and income is **circa £1,700,000**. In updating this Strategy, it is noted that the ‘tranches’ assumed within the MTFS are: *Tranche 1* – £500,000 by April 2024; *Tranche 2* – £600,000 by April 2026; and *Tranche 3* – £600,000 by April 2028. **Plus** the initiative already built into the MTFS, scaling back of office accommodation in the sum of **£200,000** by April 2024.

OBJECTIVES

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

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

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

THE STRATEGY

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

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

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

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

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

Julie Beilby
Chief Executive

Sharon Shelton
Director of Finance and Transformation

Matt Boughton
Leader of the Council

Martin Coffin
Cabinet Member for Finance, Innovation and Property

Savings & Transformation Strategy 2023/24 - 2032/33

Savings and Transformation Contributions in Previous Years of STS £000	Theme	Indicative Years	Target £000	Savings and Transformation Contributions Identified after Setting of 2023/24 Budget £000	Balance of Target to be Achieved £000
844	Income Generation & Cost Recovery	2023 - 2028	250	0	250
621	In-Service Efficiencies	2023 - 2028	75	0	75
441	Service Change & Reduction	2023 - 2028	750	0	750
866	Contracts	2023 - 2028	50	0	50
270	Organisation Structure Change	2023 - 2028	250	0	250
433	Partnership Funding	2023 - 2028	25	0	25
313	Asset Management	2023 - 2028	300	0	300
3,788	TOTAL		1,700	0	1,700

Note: This Strategy will be updated on at least an annual basis to reflect challenges set out in the Medium Term Financial Strategy.
Savings & Transformation Strategy updated February 2023

Council 21 February 2023
General Fund Revenue Estimates 2023/24
SUMMARY

	2022/23 ESTIMATE		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
Corporate Services	3,523,550	3,630,600	4,187,150
Chief Executive	1,142,700	1,078,900	1,321,300
Director of Central Services	345,650	789,600	379,050
Director of Finance & Transformation	1,449,500	601,850	570,750
Director of Planning, Housing & Environmental Health	5,152,750	5,419,500	5,007,900
Director of Street Scene, Leisure & Technical Services	8,035,550	8,876,200	9,027,250
Sub Total	19,649,700	20,396,650	20,493,400
Capital Accounting Reversals			
Non-Current Asset Depreciation	(2,859,950)	(2,756,700)	(2,856,350)
Non-Current Asset Impairment	-	51,100	-
Contributions to / (from) Reserves			
Building Repairs Reserve			
Withdrawals to fund expenditure	(857,850)	(1,334,450)	(1,144,650)
Contribution to Reserve	750,000	750,000	750,000
Earmarked Reserves (see page S 2)			
Contributions from Reserves	(7,038,450)	(9,712,900)	(2,947,550)
Contributions to Reserves	496,500	995,150	2,495,150
Revenue Reserve for Capital Schemes			
Withdrawals to fund expenditure			
Non-Current Assets	(2,020,000)	(626,000)	(6,851,000)
Revenue Expenditure Funded from Capital	(530,000)	(155,000)	(206,000)
Other contributions to / (from) Reserve (net)	1,158,000	1,298,000	1,494,000
Capital Expenditure Charged to General Fund	2,020,000	626,000	6,851,000
Government Grants			
New Homes Bonus	(1,193,950)	(1,193,950)	(610,500)
Under-indexing Business Rates Multiplier	(189,100)	(235,250)	(406,750)
Lower Tier Services Grant	(1,052,100)	(1,006,000)	-
Services Grant	(158,700)	(158,650)	(89,400)
Funding Guarantee	-	-	(1,765,700)
Contributions from KCC	-	(209,500)	-
Sub Total	8,174,100	6,728,500	15,205,650
Contribution to / (from) General Revenue Reserve	104,500	516,850	1,356,800
Budget Requirement	8,278,600	7,245,350	16,562,450

Council 21 February 2023
General Fund Revenue Estimates 2023/24
EARMARKED RESERVES

	2022/23 ESTIMATE		2023/24
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Contributions from Earmarked Reserves			
Asset Review Reserve	-	(60,000)	-
Budget Stabilisation Reserve	-	(919,100)	(900,000)
Business Rates Retention Scheme Reserve	(6,116,350)	(6,837,550)	(267,650)
Climate Change Reserve	(75,250)	(193,500)	(301,150)
Community Development Reserve	-	(5,550)	-
Democratic Representation Reserve	-	(11,650)	-
Domestic Abuse Act Reserve	-	(43,350)	(46,300)
Economic Development Reserve	-	(5,150)	-
Election Reserve	-	-	(157,850)
Homelessness Reserve	(203,650)	(777,250)	(780,300)
Housing Survey Reserve	-	(18,200)	-
Housing & Welfare Reform Reserve	-	-	(10,000)
Invest to Save Reserve	-	(104,500)	-
Peer Review Reserve	-	(12,850)	(22,450)
Planning Services Reserve	(633,200)	(654,150)	(449,350)
Road Closures Reserve	-	(7,350)	-
Transformation Reserve	(10,000)	(59,000)	(12,500)
Waste & Street Scene Initiatives Reserve	-	(3,750)	-
	(7,038,450)	(9,712,900)	(2,947,550)
Contributions to Earmarked Reserves			
Budget Stabilisation Reserve	-	-	1,200,000
Business Rates Retention Scheme Reserve	-	-	406,050
Domestic Abuse Act Reserve	-	67,600	71,350
Election Expenses Reserve	25,000	32,350	35,000
Homelessness Reserve	346,500	750,800	702,750
Planning Services Reserve	125,000	80,000	80,000
Transformation Reserve	-	64,400	-
	496,500	995,150	2,495,150

ESTIMATES FOR THE FINANCIAL YEAR 2023/24

COUNCIL TAX - BOROUGH COUNCIL AND PARISH COUNCIL REQUIREMENTS

2022/23 Estimate		DESCRIPTION	2023/24
Original £	Revised £		Estimate £
8,278,600	7,245,350	BOROUGH COUNCIL REQUIREMENT	16,562,450
3,554,738	3,554,738	PARISH COUNCIL PRECEPTS	3,731,383
<u>11,833,338</u>	<u>10,800,088</u>	Sub-total	<u>20,293,833</u>
-	350	LESS: Revenue Support Grant	137,300
20,174,231	20,174,231	National Non-Domestic Rates	
(21,310,255)	(21,310,255)	Share of National Non-Domestic Rates	25,455,018
-	(175,187)	Tariff	(25,854,000)
1,053,869	1,139,198	Levy / Business Rates Pool	(141,404)
2,220,897	1,293,671	Small Business Rate Relief Grant	1,025,828
8,198	6,701	Covid-19 Business Rates Relief Measures	2,462,491
51,658	37,210	Supporting Small Business Grant	-
7,751	7,180	Transitional Relief Grant	-
<u>9,626,989</u>	<u>9,626,989</u>	Public Toilets Relief Grant	5,576
		Sub-total	<u>17,203,024</u>
157,731	157,731	LESS: Collection Fund Adjustments -	
(5,814,879)	(5,814,879)	Council Tax Surplus / (Deficit)	85,040
		National Non-Domestic Rates Surplus / (Deficit)	1,199,330
<u>15,284,137</u>	<u>15,284,137</u>	COUNCIL TAX REQUIREMENT	<u>15,918,654</u>

COUNCIL TAX - BAND "D" EQUIVALENT

2022/23 Estimate £	Band "D" Equivalent £	DESCRIPTION	2023/24 Estimate £	Band "D" Equivalent £
67,293,575	1,287.99	KENT COUNTY COUNCIL		
9,051,788	173.25	GENERAL	70,195,291	1,331.82
<u>76,345,362</u>	<u>1,461.24</u>	ADULT SOCIAL CARE	10,668,280	202.41
11,920,146	228.15	POLICE & CRIME COMMISSIONER FOR KENT	80,863,571	1,534.23
4,302,538	82.35	KENT & MEDWAY FIRE & RESCUE AUTHORITY	12,815,534	243.15
10,748,284	205.72	TONBRIDGE & MALLING BOROUGH COUNCIL		
981,115	18.78	GENERAL	4,601,259	87.30
<u>11,729,399</u>	<u>224.50</u>	SPECIAL EXPENSES (Average) #	11,105,968	210.71
104,297,445	1,996.24		1,081,303	20.52
		BAND "D" COUNCIL TAX (excluding Parishes)	<u>12,187,271</u>	<u>231.23</u>
3,554,738	68.04	PARISH COUNCILS (Average) #	110,467,635	2,095.91
<u>107,852,183</u>	<u>2,064.28</u>	AVERAGE BAND "D" COUNCIL TAX	<u>3,731,383</u>	<u>70.80</u>
			<u>114,199,018</u>	<u>2,166.71</u>

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

COUNCIL TAX

DRAFT RESOLUTION

1. It be noted that on 21st February 2023 the Council calculated:

- (a) the Council Tax Base 2023/24 for the whole Council area as 52,706.29 [Item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended (the "Act")] and,
- (b) for dwellings in those parts of its area to which one or more special items (Special expenses and or a Parish precept) relates as follows:

Tonbridge	13,873.09
Addington	431.40
Aylesford	4,459.33
Birling	201.53
Borough Green	1,714.66
Burham	473.17
Ditton	1,795.57
East Malling & Larkfield	5,076.55
East Peckham	1,332.52
Hadlow	1,569.35
Hildenborough	2,267.75
Ightham	1,131.15
Kings Hill	4,493.17
Leybourne	1,906.08
Mereworth	450.73
Offham	406.79
Platt	900.48
Plaxtol	593.67
Ryarsh	373.65
Shipbourne	277.48
Snodland	3,946.34
Stansted	287.85
Trottscliffe	286.43
Wateringbury	942.77
West Malling	1,222.75
West Peckham	181.50
Wouldham	1,135.18
Wrotham	975.35

2. £12,187,271 being the Council Tax requirement for the Council's own purposes for 2023/24 (excluding Parish Precepts).

3. That the following amounts be calculated for the year 2023/24 in accordance with Sections 31 to 36 of the Act:

- (a) £96,664,537 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils.
- (b) £80,745,883 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
- (c) £15,918,654 being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year. (Item R in the formula in Section 31B of the Act).
- (d) £302.03 being the amount at 3(c) above (Item R), all divided by Item T (1(a) above), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year including Parish precepts.
- (e) £4,812,686 being the aggregate amount of all special items (Special expenses and Parish precepts) referred to in Section 34(1) of the Act.
- (f) £210.71 being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by Item T (1(a) above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special items relate (this is the Council Tax for General Expenses to which Special expenses and Parish precepts are added as applicable).

(g) <u>Part of the Council's area</u>	£
Tonbridge	279.73
Addington	269.25
Aylesford	278.12
Birling	274.96
Borough Green	350.62
Burham	269.71
Ditton	363.55
East Malling & Larkfield	305.75
East Peckham	332.87
Hadlow	291.04
Hildenborough	269.05
Ightham	325.21
Kings Hill	333.75
Leybourne	345.96
Mereworth	297.33
Offham	273.25
Platt	303.55
Plaxtol	299.96
Ryarsh	286.61
Shipbourne	261.67
Snodland	301.78
Stansted	272.48
Trottscliffe	301.48
Wateringbury	346.19
West Malling	327.79
West Peckham	247.35
Wouldham	279.06
Wrotham	342.36

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

(h)

Valuation Bands

Part of the Council's area	A £	B £	C £	D £	E £	F £	G £	H £
Tonbridge	186.48	217.57	248.65	279.73	341.89	404.06	466.21	559.46
Addington	179.50	209.42	239.34	269.25	329.08	388.91	448.75	538.50
Aylesford	185.41	216.32	247.22	278.12	339.92	401.73	463.53	556.24
Birling	183.31	213.86	244.41	274.96	336.06	397.16	458.27	549.92
Borough Green	233.74	272.71	311.66	350.62	428.53	506.45	584.36	701.24
Burham	179.80	209.78	239.74	269.71	329.64	389.58	449.51	539.42
Ditton	242.36	282.76	323.16	363.55	444.34	525.13	605.91	727.10
East Malling & Larkfield	203.83	237.81	271.78	305.75	373.69	441.64	509.58	611.50
East Peckham	221.91	258.90	295.88	332.87	406.84	480.81	554.78	665.74
Hadlow	194.02	226.37	258.70	291.04	355.71	420.39	485.06	582.08
Hildenborough	179.36	209.27	239.16	269.05	328.83	388.63	448.41	538.10
Ightham	216.80	252.95	289.08	325.21	397.47	469.75	542.01	650.42
Kings Hill	222.50	259.59	296.67	333.75	407.91	482.08	556.25	667.50
Leybourne	230.64	269.08	307.53	345.96	422.84	499.72	576.60	691.92
Mereworth	198.22	231.26	264.30	297.33	363.40	429.48	495.55	594.66
Offham	182.16	212.53	242.89	273.25	333.97	394.70	455.41	546.50
Platt	202.37	236.09	269.82	303.55	371.01	438.46	505.92	607.10
Plaxtol	199.97	233.31	266.63	299.96	366.61	433.28	499.93	599.92
Ryarsh	191.07	222.92	254.77	286.61	350.30	413.99	477.68	573.22
Shipbourne	174.44	203.53	232.60	261.67	319.81	377.97	436.11	523.34
Snodland	201.19	234.72	268.25	301.78	368.84	435.90	502.97	603.56
Stansted	181.65	211.93	242.21	272.48	333.03	393.58	454.13	544.96
Trottscliffe	200.98	234.49	267.98	301.48	368.47	435.47	502.46	602.96
Wateringbury	230.79	269.26	307.72	346.19	423.12	500.05	576.98	692.38
West Malling	218.52	254.96	291.37	327.79	400.62	473.48	546.31	655.58
West Peckham	164.90	192.39	219.87	247.35	302.31	357.28	412.25	494.70
Wouldham	186.04	217.05	248.06	279.06	341.07	403.08	465.10	558.12
Wrotham	228.24	266.28	304.33	342.36	418.44	494.52	570.60	684.72

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

4. That it be noted that for the year 2023/24 The Police & Crime Commissioner for Kent, the Kent & Medway Fire & Rescue Authority and the Kent County Council have stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:

<u>Precepting Authority</u>	<u>Valuation Bands</u>							
	A £	B £	C £	D £	E £	F £	G £	H £
The Police & Crime Commissioner for Kent	162.10	189.12	216.13	243.15	297.18	351.22	405.25	486.30
Kent & Medway Fire & Rescue Authority	58.20	67.90	77.60	87.30	106.70	126.10	145.50	174.60
Kent County Council	1,022.82	1,193.29	1,363.76	1,534.23	1,875.17	2,216.11	2,557.05	3,068.46

5. That, having calculated the aggregate in each case of the amounts at 3(h) and 4. above, the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of council tax for the year 2023/24, for each of the categories of dwellings shown below:

<u>Part of the Council's area</u>	<u>Valuation Bands</u>							
	A £	B £	C £	D £	E £	F £	G £	H £
Tonbridge	1,429.60	1,667.88	1,906.14	2,144.41	2,620.94	3,097.49	3,574.01	4,288.82
Addington	1,422.62	1,659.73	1,896.83	2,133.93	2,608.13	3,082.34	3,556.55	4,267.86
Aylesford	1,428.53	1,666.63	1,904.71	2,142.80	2,618.97	3,095.16	3,571.33	4,285.60
Birling	1,426.43	1,664.17	1,901.90	2,139.64	2,615.11	3,090.59	3,566.07	4,279.28
Borough Green	1,476.86	1,723.02	1,969.15	2,215.30	2,707.58	3,199.88	3,692.16	4,430.60
Burham	1,422.92	1,660.09	1,897.23	2,134.39	2,608.69	3,083.01	3,557.31	4,268.78
Ditton	1,485.48	1,733.07	1,980.65	2,228.23	2,723.39	3,218.56	3,713.71	4,456.46
East Malling & Larkfield	1,446.95	1,688.12	1,929.27	2,170.43	2,652.74	3,135.07	3,617.38	4,340.86
East Peckham	1,465.03	1,709.21	1,953.37	2,197.55	2,685.89	3,174.24	3,662.58	4,395.10
Hadlow	1,437.14	1,676.68	1,916.19	2,155.72	2,634.76	3,113.82	3,592.86	4,311.44
Hildenborough	1,422.48	1,659.58	1,896.65	2,133.73	2,607.88	3,082.06	3,556.21	4,267.46
Ightham	1,459.92	1,703.26	1,946.57	2,189.89	2,676.52	3,163.18	3,649.81	4,379.78
Kings Hill	1,465.62	1,709.90	1,954.16	2,198.43	2,686.96	3,175.51	3,664.05	4,396.86
Leybourne	1,473.76	1,719.39	1,965.02	2,210.64	2,701.89	3,193.15	3,684.40	4,421.28
Mereworth	1,441.34	1,681.57	1,921.79	2,162.01	2,642.45	3,122.91	3,603.35	4,324.02
Offham	1,425.28	1,662.84	1,900.38	2,137.93	2,613.02	3,088.13	3,563.21	4,275.86
Platt	1,445.49	1,686.40	1,927.31	2,168.23	2,650.06	3,131.89	3,613.72	4,336.46
Plaxtol	1,443.09	1,683.62	1,924.12	2,164.64	2,645.66	3,126.71	3,607.73	4,329.28
Ryarsh	1,434.19	1,673.23	1,912.26	2,151.29	2,629.35	3,107.42	3,585.48	4,302.58
Shipbourne	1,417.56	1,653.84	1,890.09	2,126.35	2,598.86	3,071.40	3,543.91	4,252.70
Snodland	1,444.31	1,685.03	1,925.74	2,166.46	2,647.89	3,129.33	3,610.77	4,332.92
Stansted	1,424.77	1,662.24	1,899.70	2,137.16	2,612.08	3,087.01	3,561.93	4,274.32
Trottscliffe	1,444.10	1,684.80	1,925.47	2,166.16	2,647.52	3,128.90	3,610.26	4,332.32
Wateringbury	1,473.91	1,719.57	1,965.21	2,210.87	2,702.17	3,193.48	3,684.78	4,421.74
West Malling	1,461.64	1,705.27	1,948.86	2,192.47	2,679.67	3,166.91	3,654.11	4,384.94
West Peckham	1,408.02	1,642.70	1,877.36	2,112.03	2,581.36	3,050.71	3,520.05	4,224.06
Wouldham	1,429.16	1,667.36	1,905.55	2,143.74	2,620.12	3,096.51	3,572.90	4,287.48
Wrotham	1,471.36	1,716.59	1,961.82	2,207.04	2,697.49	3,187.95	3,678.40	4,414.08

Special Expenses 2023/24

Special Expenses for 2022/23 £	Local Area	Public Conveniences £	Closed Church-yards £	Open Spaces, Parks & Play Areas £	Sports Grounds £	Local Events £	Allotments £	Special Expenses for 2023/24 £	Tax Base	Amount Per Band D Property £	Per Band D Variation %
867,390	Tonbridge	83,050	13,100	216,823	559,950	77,721	6,900	957,544	13,873.09	69.02	10.2
2,067	Addington			2,255				2,255	431.40	5.23	10.6
10,000	Aylesford			10,746				10,746	4,459.33	2.41	6.2
1,181	Birling			1,289				1,289	201.53	6.40	7.9
1,803	Borough Green			1,936				1,936	1,714.66	1.13	7.6
0	Burham							0	473.17	0.00	0.0
635	Ditton			693				693	1,795.57	0.39	11.4
27,113	E. Malling & Larkfield			29,404				29,404	5,076.55	5.79	7.6
723	East Peckham			790				790	1,332.52	0.59	7.3
0	Hadlow							0	1,569.35	0.00	0.0
0	Hildenborough							0	2,267.75	0.00	0.0
0	Ightham							0	1,131.15	0.00	0.0
0	Kings Hill							0	4,493.17	0.00	0.0
33,242	Leybourne			36,279				36,279	1,906.08	19.03	9.2
35	Mereworth			39				39	450.73	0.09	12.5
0	Offham							0	406.79	0.00	0.0
1,472	Platt			1,607				1,607	900.48	1.78	8.5
0	Plaxtol							0	593.67	0.00	0.0
0	Ryarsh							0	373.65	0.00	0.0
0	Shipbourne							0	277.48	0.00	0.0
23,026	Snodland			25,129				25,129	3,946.34	6.37	9.6
0	Stansted							0	287.85	0.00	0.0
0	Trottiscliffe							0	286.43	0.00	0.0
2,295	Wateringbury			2,505				2,505	942.77	2.66	9.0
3,680	West Malling			464		3,685		4,149	1,222.75	3.39	7.6
0	West Peckham							0	181.50	0.00	0.0
5,369	Wouldham			5,755				5,755	1,135.18	5.07	4.1
1,084	Wrotham			1,183				1,183	975.35	1.21	8.0
981,115	Total	83,050	13,100	336,897	559,950	81,406	6,900	1,081,303	52,706.29		

Parish Council Precepts 2023/24

Precept for 2022/23 £	Parish Council	Precept for 2023/24 £	Tax Base	Amount Per Band D Property £	Per Band D Variation %
23,000.00	Addington	23,000.00	431.40	53.31	1.4
271,685.00	Aylesford	289,856.45	4,459.33	65.00	5.3
11,016.00	Birling	11,658.00	201.53	57.85	4.6
237,958.00	Borough Green	237,958.00	1,714.66	138.78	0.5
27,917.49	Burham	27,917.49	473.17	59.00	(0.3)
273,201.00	Ditton	273,737.00	1,795.57	152.45	0.5
417,631.00	E. Malling & Larkfield	453,100.00	5,076.55	89.25	7.7
146,000.00	East Peckham	162,000.00	1,332.52	121.57	9.7
126,136.00	Hadlow	126,071.00	1,569.35	80.33	(1.1)
121,373.00	Hildenborough	132,296.00	2,267.75	58.34	6.5
127,350.00	Ightham	129,516.00	1,131.15	114.50	0.0
536,745.18	Kings Hill	552,847.00	4,493.17	123.04	(0.2)
199,772.00	Leybourne	221,533.00	1,906.08	116.22	11.0
36,200.00	Mereworth	39,000.00	450.73	86.53	6.0
23,519.26	Offham	25,440.65	406.79	62.54	7.5
78,000.00	Platt	82,000.00	900.48	91.06	4.6
52,985.00	Plaxtol	52,985.00	593.67	89.25	0.0
25,755.00	Ryarsh	28,360.00	373.65	75.90	10.1
12,175.00	Shipbourne	14,140.00	277.48	50.96	12.0
335,841.00	Snodland	334,255.00	3,946.34	84.70	0.0
17,780.00	Stansted	17,780.00	287.85	61.77	(2.4)
22,000.00	Trottscliffe	26,000.00	286.43	90.77	12.5
105,321.05	Wateringbury	125,214.00	942.77	132.82	18.7
132,633.72	West Malling	139,014.45	1,222.75	113.69	0.0
5,900.00	West Peckham	6,650.00	181.50	36.64	13.4
71,972.05	Wouldham	71,828.85	1,135.18	63.28	(3.0)
114,871.00	Wrotham	127,225.00	975.35	130.44	10.0
3,554,737.75	Total	3,731,382.89	38,833.20		

CORPORATE SERVICES

SUMMARY

	2022/23		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
1 SALARIES & ONCOSTS	12,940,950	13,472,300	13,854,900
2 OVERHEAD EXPENSES	4,477,150	4,905,950	5,238,500
3 RECHARGES TO SERVICE BUDGETS	(15,845,050)	(16,701,800)	(16,871,150)
	<hr/>	<hr/>	<hr/>
NON DISTRIBUTED COSTS	1,573,050	1,676,450	2,222,250
4 DEMOCRATIC REPRESENTATION	1,363,700	1,364,850	1,358,200
5 CORPORATE MANAGEMENT	586,800	589,300	606,700
	<hr/>	<hr/>	<hr/>
	3,523,550	3,630,600	4,187,150
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CORPORATE SERVICES

	2022/23		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
1 <u>SALARIES & ONCOSTS</u>			
Salaries - see analysis page CS 9	11,280,300	11,742,000	12,162,250
Salaries - Ring-fenced Sums	39,850	-	6,350
Superannuation Backfunding	1,380,000	1,380,000	1,430,000
Staff Turnover Saving	(120,000)	(70,000)	(120,000)
Apprenticeship Scheme / Levy	46,600	38,300	51,600
Termination Payments	218,000	209,000	228,000
Recruitment & Training	96,200	173,000	96,700
	12,940,950	13,472,300	13,854,900
2 <u>OVERHEAD EXPENSES</u>			
(a) <u>COUNCIL OFFICES</u>			
Employees	164,500	147,300	176,250
Premises Related Expenses	616,850	698,850	735,050
Supplies & Services	34,000	56,150	33,300
Third Party Payments	2,050	2,100	2,300
	817,400	904,400	946,900
Less Income	(86,950)	(83,950)	(83,950)
	730,450	820,450	862,950
<u>Sub-total</u>			
Central, Departmental & Technical Support Services	68,850	70,850	71,800
Depreciation & Impairment	147,400	121,550	119,350
	946,700	1,012,850	1,054,100

CORPORATE SERVICES

	2022/23		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
2 OVERHEAD EXPENSES (Continued)			
(b) <u>PRINTING SECTION & MULTI FUNCTION DEVICES</u>			
Employees	84,700	59,750	67,650
Supplies & Services	49,000	35,700	36,000
	<hr/>	<hr/>	<hr/>
	133,700	95,450	103,650
Less Income	(29,000)	(25,000)	(29,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	104,700	70,450	74,650
Central, Departmental & Technical Support Services	64,500	70,050	71,100
Depreciation & Impairment	15,400	10,600	25,600
	<hr/>	<hr/>	<hr/>
	184,600	151,100	171,350
	<hr/>	<hr/>	<hr/>
(c) <u>CUSTOMER SERVICES</u>			
Employees	307,400	320,700	331,750
Supplies & Services	37,300	36,900	38,750
	<hr/>	<hr/>	<hr/>
	344,700	357,600	370,500
Less Income	(134,000)	(149,500)	(149,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	210,700	208,100	221,000
Central, Departmental & Technical Support Services	200,600	212,900	205,900
	<hr/>	<hr/>	<hr/>
	411,300	421,000	426,900
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

	2022/23		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
2 OVERHEAD EXPENSES (Continued)			
(d) GENERAL ADMINISTRATION			
Employees	4,800	4,050	5,100
Supplies & Services	106,650	95,600	101,800
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	111,450	99,650	106,900
Central, Departmental & Technical Support Services	1,950	4,550	4,800
	<hr/>	<hr/>	<hr/>
	113,400	104,200	111,700
	<hr/>	<hr/>	<hr/>
(e) DEPARTMENTAL ADMINISTRATION			
Transport Related Expenses	182,600	165,950	166,650
Supplies & Services	204,900	368,100	371,300
	<hr/>	<hr/>	<hr/>
	387,500	534,050	537,950
Less Income	(19,200)	(19,200)	(19,850)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	368,300	514,850	518,100
Depreciation & Impairment	11,150	1,900	2,700
	<hr/>	<hr/>	<hr/>
	379,450	516,750	520,800
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

	2022/23		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
2 <u>OVERHEAD EXPENSES (Continued)</u>			
(f) <u>DRINK MACHINES</u>			
Income	(50)	-	-
Central, Departmental & Technical Support Services	150	-	-
Depreciation & Impairment	550	-	-
	<hr/>	<hr/>	<hr/>
	650	-	-
	<hr/>	<hr/>	<hr/>
 (g) <u>INFORMATION TECHNOLOGY SERVICES</u>			
Employees	1,079,650	1,074,500	1,166,950
Transport Related Expenses	1,000	500	500
Supplies & Services	872,850	1,141,000	1,267,700
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,953,500	2,216,000	2,435,150
Central, Departmental & Technical Support Services	280,100	284,600	301,550
Depreciation & Impairment	207,450	199,450	216,950
	<hr/>	<hr/>	<hr/>
	2,441,050	2,700,050	2,953,650
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

3 SUMMARY

	2022/23		2023/24
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Salaries & Oncosts	12,940,950	13,472,300	13,854,900
Overhead Expenses :			
(a) Council Offices	946,700	1,012,850	1,054,100
(b) Printing & Multi Function Devices	184,600	151,100	171,350
(c) Customer Services	411,300	421,000	426,900
(d) General Administration	113,400	104,200	111,700
(e) Departmental Administration	379,450	516,750	520,800
(f) Drink Machines	650	-	-
(g) Information Technology Services	2,441,050	2,700,050	2,953,650
	<hr/>	<hr/>	<hr/>
	17,418,100	18,378,250	19,093,400
	<hr/>	<hr/>	<hr/>
Less Recharged to :			
Planning, Housing & Environmental Health	(5,427,550)	(5,963,300)	(5,878,400)
Street Scene, Leisure & Technical	(2,875,850)	(2,968,500)	(2,964,300)
Central Services	(1,172,500)	(1,250,600)	(1,302,900)
Finance & Transformation	(2,062,300)	(2,097,400)	(2,105,300)
Corporate Services	(1,430,450)	(1,449,800)	(1,483,800)
Chief Executive	(618,550)	(722,300)	(732,900)
Other Services	(650)	(650)	(700)
Holding Accounts	(2,257,200)	(2,249,250)	(2,402,850)
	<hr/>	<hr/>	<hr/>
	(15,845,050)	(16,701,800)	(16,871,150)
	<hr/>	<hr/>	<hr/>
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,573,050	1,676,450	2,222,250
	<hr/>	<hr/>	<hr/>

CORPORATE SERVICES

	2022/23		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
5 <u>CORPORATE MANAGEMENT</u>			
(a) <u>CORPORATE POLICY</u>			
Employees	75,000	80,450	82,900
Central, Departmental & Technical Support Services	382,000	366,750	377,200
	<hr/> 457,000 <hr/>	<hr/> 447,200 <hr/>	<hr/> 460,100 <hr/>
(b) <u>PUBLIC ACCOUNTABILITY</u>			
Supplies & Services	59,400	61,450	61,050
Less Income	(18,150)	(18,150)	(18,150)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	41,250	43,300	42,900
Central, Departmental & Technical Support Services	88,550	98,800	103,700
	<hr/>	<hr/>	<hr/>
	129,800	142,100	146,600
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	586,800	589,300	606,700
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EMPLOYEES - SALARIES

SERVICE ANALYSIS OF EXPENDITURE

	Basic Salaries	Overtime	Temporary Staff	Total Salaries	Council Contributions Nat. Ins.	Supern.	Total Salaries & Oncosts
	£	£	£	£	£	£	£
<u>2022/23 ESTIMATE</u>							
Original Estimate	8,549,600	18,100	255,150	8,822,850	934,300	1,523,150	11,280,300
Revised Estimate	8,454,100	59,350	817,500	9,330,950	884,850	1,526,200	11,742,000
<u>2023/24 ESTIMATE</u>							
Service							
Administration & Property	736,350	10,850	-	747,200	71,500	151,100	969,800
Environmental Health & Housing	1,374,700	-	-	1,374,700	136,200	276,850	1,787,750
Executive	475,950	2,000	13,000	490,950	53,650	93,100	637,700
Finance	1,367,250	3,000	-	1,370,250	140,150	267,850	1,778,250
Information Technology	896,300	-	-	896,300	98,550	175,450	1,170,300
Legal	505,500	1,850	-	507,350	52,750	103,700	663,800
Personnel	438,100	2,400	4,000	444,500	33,800	90,650	568,950
Planning	1,886,950	-	4,200	1,891,150	198,400	382,950	2,472,500
Street Scene & Leisure	1,043,600	-	-	1,043,600	104,200	213,800	1,361,600
Technical	588,500	550	-	589,050	52,000	110,550	751,600
	9,313,200	20,650	21,200	9,355,050	941,200	1,866,000	12,162,250

CHIEF EXECUTIVE

SUMMARY

	2022/23		2023/24
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1 COMMUNITY DEVELOPMENT	72,800	39,450	40,350
2 SAFEGUARDING	-	23,850	24,850
3 ELECTIONS	385,700	354,200	574,550
4 GRANTS & PAYMENTS	122,350	125,150	136,100
5 CLIMATE CHANGE	124,800	91,050	125,100
6 ECONOMIC DEVELOPMENT & REGENERATION	437,050	352,600	263,750
7 UK SHARED PROSPERITY FUND	-	82,150	145,700
8 REFUGEE ASSISTANCE	-	10,450	10,900
	<hr/>	<hr/>	<hr/>
	1,142,700	1,078,900	1,321,300
	<hr/>	<hr/>	<hr/>

CHIEF EXECUTIVE

	2022/23		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
1 <u>COMMUNITY DEVELOPMENT</u>			
Employees	34,150	23,400	24,150
Supplies & Services	16,500	3,000	-
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	50,650	26,400	24,150
Less Income	-	(3,000)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	50,650	23,400	24,150
Central, Departmental & Technical Support Services	22,150	16,050	16,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	72,800	39,450	40,350
	<hr/>	<hr/>	<hr/>
2 <u>SAFEGUARDING</u>			
Employees	-	12,800	13,650
Supplies & Services	-	1,500	1,500
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	-	14,300	15,150
Central, Departmental & Technical Support Services	-	9,550	9,700
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	-	23,850	24,850
	<hr/>	<hr/>	<hr/>

CHIEF EXECUTIVE

3 ELECTIONS

(a) ELECTORAL REGISTRATION

	2022/23		2023/24
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Employees	115,900	101,650	122,800
Supplies & Services	59,850	59,900	60,000
	<hr/>	<hr/>	<hr/>
	175,750	161,550	182,800
Less Income	(3,000)	(3,000)	(3,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	172,750	158,550	179,800
Central, Departmental & Technical Support Services	87,250	92,850	96,250
Depreciation & Impairment	-	-	1,850
	<hr/>	<hr/>	<hr/>
	260,000	251,400	277,900
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(b) CONDUCT OF ELECTIONS

Employees	51,900	40,250	55,000
Premises Related Expenses	-	-	20,000
Supplies & Services	-	14,000	170,000
	<hr/>	<hr/>	<hr/>
	51,900	54,250	245,000
Less Income	-	(21,350)	(32,150)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	51,900	32,900	212,850
Central, Departmental & Technical Support Services	73,800	69,900	83,800
	<hr/>	<hr/>	<hr/>
	125,700	102,800	296,650
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	385,700	354,200	574,550
	<hr/>	<hr/>	<hr/>

CHIEF EXECUTIVE

	2022/23		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
4 <u>GRANTS & PAYMENTS</u>			
Supplies & Services	116,500	739,850	129,900
	<hr/>	<hr/>	<hr/>
	116,500	739,850	129,900
Less Income	-	(632,950)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	116,500	106,900	129,900
Central, Departmental & Technical Support Services	5,850	18,250	6,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	122,350	125,150	136,100
	<hr/>	<hr/>	<hr/>
5 <u>CLIMATE CHANGE</u>			
Employees	61,600	53,500	64,700
Supplies & Services	31,000	10,000	30,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	92,600	63,500	94,700
Central, Departmental & Technical Support Services	32,200	27,550	30,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	124,800	91,050	125,100
	<hr/>	<hr/>	<hr/>
6 <u>ECONOMIC DEVELOPMENT & REGENERATION</u>			
Employees	96,650	41,200	35,150
Supplies & Services	303,300	288,450	212,100
	<hr/>	<hr/>	<hr/>
	399,950	329,650	247,250
Less Income	-	3,450	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	399,950	333,100	247,250
Central, Departmental & Technical Support Services	37,100	19,500	16,500
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	437,050	352,600	263,750
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CHIEF EXECUTIVE

	2022/23		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
7 <u>UK SHARED PROSPERITY FUND</u>			
Employees	-	49,300	73,650
Supplies & Services	-	113,000	204,450
	-	162,300	278,100
Less Income	-	(99,000)	(157,450)
	-	63,300	120,650
<u>Sub-total</u>	-	63,300	120,650
Central, Departmental & Technical Support Services	-	18,850	25,050
	-	82,150	145,700
<u>TO SUMMARY</u>	-	82,150	145,700
8 <u>REFUGEE ASSISTANCE</u>			
Employees	-	77,950	30,550
Supplies & Services	-	71,700	-
	-	149,650	30,550
Less Income	-	(188,950)	(48,800)
	-	(39,300)	(18,250)
Central, Departmental & Technical Support Services	-	49,750	29,150
	-	10,450	10,900
<u>TO SUMMARY</u>	-	10,450	10,900

DIRECTOR OF CENTRAL SERVICES

SUMMARY

	2022/23		2023/24
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1 TONBRIDGE CASTLE GATEHOUSE	39,000	89,350	25,500
2 COMMUNITY SAFETY	174,050	156,450	163,050
3 MEDIA & COMMUNICATIONS	247,650	269,750	315,150
4 LOCAL LAND CHARGES	(25,000)	11,200	(7,600)
5 INDUSTRIAL ESTATE	(71,200)	(70,700)	(70,700)
6 COMMERCIAL PROPERTY	(169,000)	106,950	(186,950)
7 VALE RISE DEPOT	-	-	-
8 LAND REVIEW	78,250	131,100	76,500
9 LICENCES	71,900	95,500	64,100
	345,650	789,600	379,050

DIRECTOR OF CENTRAL SERVICES

	2022/23		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
1 <u>TONBRIDGE CASTLE GATEHOUSE</u>			
Employees	11,050	11,500	11,850
Premises Related Expenses	20,200	67,000	12,400
Supplies & Services	15,550	21,350	13,050
	<hr/>	<hr/>	<hr/>
	46,800	99,850	37,300
Less Income	(32,250)	(38,600)	(40,600)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	14,550	61,250	(3,300)
Central, Departmental & Technical Support Services	24,250	27,950	28,650
Depreciation & Impairment	200	150	150
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	39,000	89,350	25,500
	<hr/>	<hr/>	<hr/>
2 <u>COMMUNITY SAFETY</u>			
Employees	103,450	139,100	147,850
Supplies & Services	14,100	24,100	24,100
	<hr/>	<hr/>	<hr/>
	117,550	163,200	171,950
Less Income	(9,600)	(67,600)	(71,350)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	107,950	95,600	100,600
Central, Departmental & Technical Support Services	66,100	60,850	62,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	174,050	156,450	163,050
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

	2022/23		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
3 <u>MEDIA & COMMUNICATIONS</u>			
Employees	163,150	175,000	199,800
Supplies & Services	7,000	7,000	26,550
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	170,150	182,000	226,350
Central, Departmental & Technical Support Services	77,500	87,750	88,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	247,650	269,750	315,150
	<hr/>	<hr/>	<hr/>
4 <u>LOCAL LAND CHARGES</u>			
Employees	121,000	129,000	127,000
Supplies & Services	8,950	8,150	9,250
	<hr/>	<hr/>	<hr/>
	129,950	137,150	136,250
Less Income	(250,000)	(230,000)	(250,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(120,050)	(92,850)	(113,750)
Central, Departmental & Technical Support Services	95,050	104,050	106,150
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(25,000)	11,200	(7,600)
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

	2022/23		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
5 <u>INDUSTRIAL ESTATE</u>			
Employees	1,250	1,400	1,200
Less Income	(75,950)	(75,950)	(75,950)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(74,700)	(74,550)	(74,750)
Central, Departmental & Technical Support Services	3,500	3,850	4,050
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(71,200)	(70,700)	(70,700)
	<hr/>	<hr/>	<hr/>
6 <u>COMMERCIAL PROPERTY</u>			
Employees	4,450	4,750	4,550
Premises Related Expenses	88,700	374,250	89,650
	<hr/>	<hr/>	<hr/>
	93,150	379,000	94,200
Less Income	(280,550)	(293,300)	(302,700)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(187,400)	85,700	(208,500)
Central, Departmental & Technical Support Services	17,750	20,600	20,900
Depreciation & Impairment	650	650	650
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(169,000)	106,950	(186,950)
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

	2022/23		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
7 <u>VALE RISE DEPOT</u>			
Employees	4,700	4,850	4,750
Premises Related Expenses	16,600	16,450	17,950
	<hr/>	<hr/>	<hr/>
	21,300	21,300	22,700
Less Income	(36,700)	(36,650)	(38,100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(15,400)	(15,350)	(15,400)
Central, Departmental & Technical Support Services	2,950	3,150	3,200
Depreciation & Impairment	12,450	12,200	12,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	-	-	-
	<hr/>	<hr/>	<hr/>
8 <u>LAND REVIEW</u>			
Employees	34,300	30,850	28,300
Premises Related Expenses	17,800	23,050	15,750
Supplies & Services	5,000	55,000	5,000
	<hr/>	<hr/>	<hr/>
	57,100	108,900	49,050
Less Income	(8,500)	(12,500)	(8,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	48,600	96,400	40,550
Central, Departmental & Technical Support Services	29,650	34,700	35,950
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<u>TO SUMMARY</u>	78,250	131,100	76,500
	<hr/>	<hr/>	<hr/>

DIRECTOR OF CENTRAL SERVICES

	2022/23		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
9 LICENCES			
a) FEE PAYING			
Employees	243,800	240,150	250,650
Premises Related Expenses	100	100	100
Supplies & Services	22,200	17,350	17,350
	<hr/>	<hr/>	<hr/>
	266,100	257,600	268,100
Less Income	(362,800)	(333,200)	(380,800)
	<hr/>	<hr/>	<hr/>
Sub-total	(96,700)	(75,600)	(112,700)
Central, Departmental & Technical Support Services	121,450	124,100	127,750
	<hr/>	<hr/>	<hr/>
	24,750	48,500	15,050
	<hr/>	<hr/>	<hr/>
b) NON FEE PAYING			
Employees	31,750	31,400	32,950
Central, Departmental & Technical Support Services	15,400	15,600	16,100
	<hr/>	<hr/>	<hr/>
	47,150	47,000	49,050
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	<hr/>	<hr/>	<hr/>
TO SUMMARY	71,900	95,500	64,100
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DIRECTOR OF FINANCE & TRANSFORMATION

SUMMARY

	2022/23		2023/24
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1 HOUSING BENEFITS	387,350	176,800	380,200
2 LOCAL REVENUE & NNDR COLLECTION	611,550	493,700	587,100
3 COUNCIL TAX SUPPORT	155,550	138,600	291,700
4 TREASURY MANAGEMENT & BANKING	(261,300)	(778,300)	(1,273,600)
5 DRAINAGE BOARDS SPECIAL LEVIES	461,300	461,300	484,350
6 LIASION, SUPPORT & ADVICE	90,000	95,300	88,800
7 STREET NAMING & NUMBERING	50	11,950	7,200
8 CONTRIBUTIONS TO PROVISIONS	5,000	-	5,000
9 ITEMS FUNDED FROM RESERVES	-	2,500	-
	<hr/>	<hr/>	<hr/>
	1,449,500	601,850	570,750
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DIRECTOR OF FINANCE & TRANSFORMATION

	2022/23		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
1 <u>HOUSING BENEFITS</u>			
Employees	201,900	217,350	219,350
Supplies & Services	22,350	39,300	23,700
Housing Benefits	24,787,000	23,781,250	22,151,500
	<hr/>	<hr/>	<hr/>
	25,011,250	24,037,900	22,394,550
Less Income	(24,916,250)	(24,154,900)	(22,320,650)
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<u>Sub-total</u>	95,000	(117,000)	73,900
Central, Departmental & Technical Support Services	292,350	293,800	306,300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	387,350	176,800	380,200
	<hr/>	<hr/>	<hr/>
2 <u>LOCAL REVENUE & NNDR COLLECTION</u>			
Employees	410,650	382,700	390,250
Supplies & Services	113,750	130,800	111,900
	<hr/>	<hr/>	<hr/>
	524,400	513,500	502,150
Less Income	(427,500)	(508,350)	(426,200)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	96,900	5,150	75,950
Central, Departmental & Technical Support Services	514,650	488,550	511,150
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<u>TO SUMMARY</u>	611,550	493,700	587,100
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DIRECTOR OF FINANCE & TRANSFORMATION

	2022/23		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
3 <u>COUNCIL TAX SUPPORT</u>			
Employees	218,650	254,650	232,300
Supplies & Services	200	5,172,500	186,450
Transfer Payments	-	(750)	-
	<hr/>	<hr/>	<hr/>
	218,850	5,426,400	418,750
Less Income	(300,050)	(5,542,250)	(371,950)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(81,200)	(115,850)	46,800
Central, Departmental & Technical Support Services	236,750	254,450	244,900
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<u>TO SUMMARY</u>	155,550	138,600	291,700
	<hr/>	<hr/>	<hr/>
4 <u>TREASURY MANAGEMENT & BANKING ARRANGEMENTS</u>			
Employees	31,950	31,850	33,500
Supplies & Services	75,550	112,000	120,100
	<hr/>	<hr/>	<hr/>
	107,500	143,850	153,600
Less Income	(397,100)	(951,900)	(1,458,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(289,600)	(808,050)	(1,304,400)
Central, Departmental & Technical Support Services	28,300	29,750	30,800
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<u>TO SUMMARY</u>	(261,300)	(778,300)	(1,273,600)
	<hr/>	<hr/>	<hr/>

DIRECTOR OF FINANCE & TRANSFORMATION

	2022/23		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
5 <u>DRAINAGE BOARDS SPECIAL LEVIES</u>			
Supplies & Services	461,000	461,000	484,050
Central, Departmental & Technical Support Services	300	300	300
<u>TO SUMMARY</u>	461,300	461,300	484,350
6 <u>LIASION, SUPPORT & ADVICE</u>			
Employees	45,000	49,600	47,150
Central, Departmental & Technical Support Services	45,000	45,700	41,650
<u>TO SUMMARY</u>	90,000	95,300	88,800
7 <u>STREET NAMING & NUMBERING</u>			
Income	(36,750)	(36,750)	(40,450)
Central, Departmental & Technical Support Services	36,800	48,700	47,650
<u>TO SUMMARY</u>	50	11,950	7,200
8 <u>CONTRIBUTIONS TO PROVISIONS</u>			
Supplies & Services	5,000	-	5,000
<u>TO SUMMARY</u>	5,000	-	5,000
9 <u>ITEMS FUNDED FROM RESERVES</u>			
Supplies & Services	-	2,500	-
<u>TO SUMMARY</u>	-	2,500	-

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

SUMMARY

	2022/23 ESTIMATE		2023/24
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. DEVELOPMENT MANAGEMENT	788,850	1,262,950	973,100
2. CONSERVATION	72,650	104,250	94,650
3. BUILDING CONTROL	26,900	36,450	8,250
4. PLANNING POLICY	1,314,050	1,168,300	1,230,700
5. HOUSING STRATEGY & ENABLING ROLE	264,600	381,450	362,400
6. HOMELESSNESS	1,206,550	1,075,350	898,600
7. HOUSING ADVICE & PREVENTION	180,550	239,700	241,100
8. HOME SAFETY	4,050	3,850	4,050
9. PRIVATE SECTOR HOUSING RENEWAL	297,650	292,150	307,550
10. PRIVATE SECTOR HOUSING STANDARDS	95,600	96,200	99,650
11. PUBLIC HEALTH ACT 1984	7,900	7,750	7,850
12. ENVIRONMENTAL PROTECTION ACT - PART 1	34,600	34,600	35,950
13. ENVIRONMENTAL PROTECTION	339,200	316,350	326,450
14. FOOD & SAFETY	379,700	343,450	354,100
15. PUBLIC HEALTH	139,900	56,700	63,500
	5,152,750	5,419,500	5,007,900

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2022/23 ESTIMATE		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
1. <u>DEVELOPMENT MANAGEMENT</u>			
Employees	1,156,600	1,547,150	1,278,150
Supplies & Services	73,100	128,450	47,100
	<hr/>	<hr/>	<hr/>
	1,229,700	1,675,600	1,325,250
Less Income	(1,077,150)	(1,097,100)	(1,035,600)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	152,550	578,500	289,650
Central, Departmental & Technical Support Services	636,300	684,450	683,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	788,850	1,262,950	973,100
	<hr/>	<hr/>	<hr/>
2. <u>CONSERVATION</u>			
Employees	45,300	59,900	50,250
Supplies & Services	7,900	8,100	8,100
Third Party Payments	-	15,400	15,400
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	53,200	83,400	73,750
Central, Departmental & Technical Support Services	19,450	20,850	20,900
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	72,650	104,250	94,650
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2022/23 ESTIMATE		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
3. <u>BUILDING CONTROL</u>			
Employees	291,250	291,750	307,800
Supplies & Services	2,150	20,150	19,350
	<hr/>	<hr/>	<hr/>
	293,400	311,900	327,150
Less Income	(423,000)	(440,000)	(484,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(129,600)	(128,100)	(156,850)
Central, Departmental & Technical Support Services	156,500	164,550	165,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	26,900	36,450	8,250
	<hr/>	<hr/>	<hr/>
4. <u>PLANNING POLICY</u>			
Employees	598,100	525,300	621,900
Supplies & Services	510,100	438,500	388,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,108,200	963,800	1,009,900
Central, Departmental & Technical Support Services	205,850	204,500	220,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,314,050	1,168,300	1,230,700
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2022/23 ESTIMATE		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
5. <u>HOUSING STRATEGY & ENABLING ROLE</u>			
Employees	182,100	258,150	256,300
Supplies & Services	3,600	21,800	3,500
Third Party Payments	6,550	7,950	7,950
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	192,250	287,900	267,750
Central, Departmental & Technical Support Services	72,350	93,550	94,650
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	264,600	381,450	362,400
	<hr/>	<hr/>	<hr/>
6. <u>HOMELESSNESS</u>			
Employees	305,300	350,850	362,950
Premises Related Expenses	10,350	22,250	56,350
Transport Related Expenses	200	3,200	3,200
Supplies & Services	2,117,500	2,054,800	1,510,350
Third Party Payments	100	29,200	69,900
	<hr/>	<hr/>	<hr/>
	2,433,450	2,460,300	2,002,750
Less Income	(1,527,250)	(1,750,950)	(1,472,100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	906,200	709,350	530,650
Central, Departmental & Technical Support Services	224,600	313,650	315,600
Depreciation & Impairment	75,750	52,350	52,350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,206,550	1,075,350	898,600
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2022/23 ESTIMATE		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
7. <u>HOUSING ADVICE & PREVENTION</u>			
Employees	119,550	165,800	165,550
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	119,550	165,800	165,550
Central, Departmental & Technical Support Services	61,000	73,900	75,550
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	180,550	239,700	241,100
	<hr/>	<hr/>	<hr/>
8. <u>HOME SAFETY</u>			
Employees	2,550	2,450	2,650
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	2,550	2,450	2,650
Central, Departmental & Technical Support Services	1,500	1,400	1,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	4,050	3,850	4,050
	<hr/>	<hr/>	<hr/>
9. <u>PRIVATE SECTOR HOUSING RENEWAL</u>			
Employees	183,000	181,100	193,700
Supplies & Services	1,204,500	2,107,300	1,204,300
	<hr/>	<hr/>	<hr/>
	1,387,500	2,288,400	1,398,000
Less Income	(1,174,000)	(2,079,250)	(1,174,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	213,500	209,150	224,000
Central, Departmental & Technical Support Services	84,150	83,000	83,550
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	297,650	292,150	307,550
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2022/23 ESTIMATE		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
10. <u>PRIVATE SECTOR HOUSING STANDARDS</u>			
Employees	65,900	66,200	70,650
Supplies & Services	5,250	6,450	6,450
Less Income	(3,250)	(4,100)	(5,200)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	67,900	68,550	71,900
Central, Departmental & Technical Support Services	27,700	27,650	27,750
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	95,600	96,200	99,650
	<hr/>	<hr/>	<hr/>
11. <u>PUBLIC HEALTH ACT 1984</u>			
Employees	1,700	1,650	1,750
Third Party Payments	5,000	5,000	5,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	6,700	6,650	6,750
Central, Departmental & Technical Support Services	1,200	1,100	1,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	7,900	7,750	7,850
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2022/23 ESTIMATE		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
12. <u>ENVIRONMENTAL PROTECTION ACT</u>			
Employees	28,100	26,600	27,950
Less Income	(9,750)	(9,300)	(9,300)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	18,350	17,300	18,650
Central, Departmental & Technical Support Services	16,250	17,300	17,300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	34,600	34,600	35,950
	<hr/>	<hr/>	<hr/>
13. <u>ENVIRONMENTAL PROTECTION</u>			
Employees	207,000	190,000	199,450
Supplies & Services	3,950	3,050	3,000
Third Party Payments	15,250	20,600	15,250
	<hr/>	<hr/>	<hr/>
	226,200	213,650	217,700
Less Income	(1,750)	(7,250)	(2,200)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	224,450	206,400	215,500
Central, Departmental & Technical Support Services	108,900	104,150	105,100
Depreciation & Impairment	5,850	5,800	5,850
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	339,200	316,350	326,450
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2022/23 ESTIMATE		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
14. <u>FOOD & SAFETY</u>			
Employees	234,200	209,600	222,050
Supplies & Services	2,100	2,100	2,150
Third Party Payments	200	100	200
	<hr/>	<hr/>	<hr/>
	236,500	211,800	224,400
Less Income	(5,350)	(2,300)	(5,750)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	231,150	209,500	218,650
Central, Departmental & Technical Support Services	148,550	133,950	135,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	379,700	343,450	354,100
	<hr/>	<hr/>	<hr/>
15. <u>PUBLIC HEALTH</u>			
Employees	144,900	102,150	107,600
Supplies & Services	35,600	30,450	31,200
	<hr/>	<hr/>	<hr/>
	180,500	132,600	138,800
Less Income	(120,700)	(124,100)	(124,100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	59,800	8,500	14,700
Central, Departmental & Technical Support Services	80,100	48,200	48,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	139,900	56,700	63,500
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

SUMMARY

	2022/23 ESTIMATE		2023/24
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. REFUSE COLLECTION	1,499,850	1,622,650	1,758,750
2. RECYCLING	1,057,650	950,900	910,450
3. STREET SCENE	1,113,050	1,135,650	1,231,950
4. PUBLIC CONVENIENCES	137,100	204,300	137,750
5. PEST CONTROL	22,150	25,650	26,000
6. TONBRIDGE & MALLING LEISURE TRUST	143,000	898,450	905,250
7. LARKFIELD LEISURE CENTRE	988,600	1,194,450	1,208,450
8. ANGEL CENTRE	488,400	483,150	484,100
9. TONBRIDGE SWIMMING POOL	678,250	736,450	700,550
10. POULT WOOD GOLF CENTRE	199,500	185,050	187,800
11. SPORTS GROUNDS	642,150	495,400	719,950
12. PLEASURE GROUNDS & OPEN SPACES	767,450	901,350	865,400
13. ALLOTMENTS	7,350	7,450	7,200
14. CHURCHYARDS	11,800	12,450	13,100
15. TONBRIDGE CEMETERY	29,550	39,750	25,750
16. YOUTH PARTNERSHIPS	57,300	35,750	-
17. SPORTS PARTNERSHIPS	64,950	46,200	-
18. EVENTS DEVELOPMENT	104,350	126,250	126,650
19. LEISURE STRATEGY	99,600	85,500	88,050
20. CHRISTMAS LIGHTING	46,500	52,450	46,900
21. PARKING SERVICES	(1,068,300)	(920,900)	(987,600)
22. TRANSPORTATION	148,800	149,050	151,750
23. SECURITY SERVICES MANAGEMENT (CCTV)	61,850	64,500	69,750
24. BOROUGH DRAINAGE & LAND DRAINAGE RELATED WORK	568,200	191,400	200,650
25. CIVIL CONTINGENCIES	166,450	152,900	148,650
	8,035,550	8,876,200	9,027,250

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2022/23 ESTIMATE		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
1. <u>REFUSE COLLECTION</u>			
Employees	156,150	165,200	159,950
Premises Related Expenses	32,900	32,650	33,000
Supplies & Services	26,050	26,050	5,050
Third Party Payments	1,255,500	1,359,500	1,534,500
	<hr/>	<hr/>	<hr/>
	1,470,600	1,583,400	1,732,500
Less Income	(135,700)	(136,600)	(147,600)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,334,900	1,446,800	1,584,900
Central, Departmental & Technical Support Services	106,850	117,450	117,450
Depreciation & Impairment	58,100	58,400	56,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,499,850	1,622,650	1,758,750
	<hr/>	<hr/>	<hr/>
2. <u>RECYCLING</u>			
Employees	184,100	205,050	202,400
Premises Related Expenses	5,000	21,500	8,100
Transport Related Expenses	12,550	23,300	25,650
Supplies & Services	29,950	29,950	22,500
Third Party Payments	1,877,100	2,005,900	2,265,850
	<hr/>	<hr/>	<hr/>
	2,108,700	2,285,700	2,524,500
Less Income	(1,276,000)	(1,592,000)	(1,874,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	832,700	693,700	650,500
Central, Departmental & Technical Support Services	133,700	153,600	153,350
Depreciation & Impairment	91,250	103,600	106,600
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,057,650	950,900	910,450
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2022/23 ESTIMATE		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
3. <u>STREET SCENE</u>			
Employees	123,100	132,700	129,650
Supplies & Services	108,550	129,400	114,650
Third Party Payments	823,000	806,000	921,000
	<hr/>	<hr/>	<hr/>
	1,054,650	1,068,100	1,165,300
Less Income	(13,950)	(10,950)	(11,350)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,040,700	1,057,150	1,153,950
Central, Departmental & Technical Support Services	72,350	78,500	78,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,113,050	1,135,650	1,231,950
	<hr/>	<hr/>	<hr/>
4. <u>PUBLIC CONVENIENCES</u>			
Employees	20,150	11,850	11,500
Premises Related Expenses	33,800	60,450	29,700
Supplies & Services	-	9,000	-
Third Party Payments	25,500	54,800	28,100
	<hr/>	<hr/>	<hr/>
	79,450	136,100	69,300
Less Income	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	79,400	136,050	69,250
Central, Departmental & Technical Support Services	17,750	13,550	13,800
Depreciation & Impairment	39,950	54,700	54,700
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	137,100	204,300	137,750
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2022/23 ESTIMATE		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
5. <u>PEST CONTROL</u>			
Employees	8,550	9,550	9,750
Financial Hardship Subsidy	1,000	1,000	1,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	9,550	10,550	10,750
Central, Departmental & Technical Support Services	12,600	15,100	15,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	22,150	25,650	26,000
	<hr/>	<hr/>	<hr/>
6. <u>TONBRIDGE & MALLING LEISURE TRUST</u>			
Employees	45,150	47,450	49,600
Third Party Payments	64,500	814,500	817,700
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	109,650	861,950	867,300
Central, Departmental & Technical Support Services	33,350	36,500	37,950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	143,000	898,450	905,250
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2022/23 ESTIMATE		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
7. <u>LARKFIELD LEISURE CENTRE</u>			
Employees	1,150	1,200	1,250
Premises Related Expenses	159,750	344,650	367,950
Third Party Payments	-	-	15,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	160,900	345,850	384,200
Central, Departmental & Technical Support Services	17,150	19,800	20,650
Depreciation & Impairment	810,550	828,800	803,600
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	988,600	1,194,450	1,208,450
	<hr/>	<hr/>	<hr/>
8. <u>ANGEL CENTRE</u>			
Employees	3,200	3,050	3,300
Premises Related Expenses	138,250	156,050	158,950
Third Party Payments	-	20,000	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	141,450	179,100	162,250
Central, Departmental & Technical Support Services	7,750	10,600	11,150
Depreciation & Impairment	339,200	293,450	310,700
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	488,400	483,150	484,100
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DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2022/23 ESTIMATE		2023/24
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
9. <u>TONBRIDGE SWIMMING POOL</u>			
Employees	3,200	3,050	3,300
Premises Related Expenses	187,450	229,650	186,050
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	190,650	232,700	189,350
Central, Departmental & Technical Support Services	12,950	15,600	16,300
Depreciation & Impairment	474,650	488,150	494,900
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	678,250	736,450	700,550
	<hr/>	<hr/>	<hr/>
10. <u>POULT WOOD GOLF CENTRE</u>			
Employees	1,500	1,550	1,550
Premises Related Expenses	26,750	36,650	33,900
Transport Related Expenses	6,150	6,850	7,800
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	34,400	45,050	43,250
Central, Departmental & Technical Support Services	8,850	10,850	11,300
Depreciation & Impairment	156,250	129,150	133,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	199,500	185,050	187,800
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2022/23 ESTIMATE		2023/24
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
11. <u>SPORTS GROUNDS</u>			
Employees	42,950	45,950	47,400
Premises Related Expenses	195,050	34,700	203,700
Transport Related Expenses	1,700	1,600	1,650
Supplies & Services	5,200	10,650	6,150
Third Party Payments	256,400	265,050	286,800
	<hr/>	<hr/>	<hr/>
	501,300	357,950	545,700
Less Income	(16,250)	(14,400)	(14,550)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	485,050	343,550	531,150
Central, Departmental & Technical Support Services	33,650	36,400	37,750
Depreciation & Impairment	123,450	115,450	151,050
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	642,150	495,400	719,950
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DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2022/23 ESTIMATE		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
12. <u>PLEASURE GROUNDS & OPEN SPACES</u>			
Employees	165,050	173,600	179,900
Premises Related Expenses	116,350	137,500	105,600
Transport Related Expenses	1,700	1,900	2,050
Supplies & Services	78,950	171,200	120,750
Third Party Payments	281,500	294,750	312,400
	<hr/>	<hr/>	<hr/>
	643,550	778,950	720,700
Less Income	(133,000)	(131,000)	(134,800)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	510,550	647,950	585,900
Central, Departmental & Technical Support Services	104,800	112,000	115,600
Depreciation & Impairment	152,100	141,400	163,900
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	767,450	901,350	865,400
	<hr/>	<hr/>	<hr/>
13. <u>ALLOTMENTS</u>			
Employees	550	650	700
Premises Related Expenses	150	100	100
Third Party Payments	5,100	5,100	5,100
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	5,800	5,850	5,900
Central, Departmental & Technical Support Services	600	650	650
Depreciation & Impairment	950	950	650
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	7,350	7,450	7,200
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2022/23 ESTIMATE		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
14. <u>CHURCHYARDS</u>			
Employees	3,150	3,200	3,300
Premises Related Expenses	1,800	1,800	1,800
Third Party Payments	4,500	5,150	5,600
	<hr/>	<hr/>	<hr/>
	9,450	10,150	10,700
Less Income	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	9,400	10,100	10,650
Central, Departmental & Technical Support Services	2,400	2,350	2,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	11,800	12,450	13,100
	<hr/>	<hr/>	<hr/>
15. <u>TONBRIDGE CEMETERY</u>			
Employees	27,200	28,800	29,750
Premises Related Expenses	27,350	30,700	22,150
Supplies & Services	2,050	2,050	2,050
Third Party Payments	60,100	66,200	70,500
	<hr/>	<hr/>	<hr/>
	116,700	127,750	124,450
Less Income	(130,450)	(130,450)	(141,450)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(13,750)	(2,700)	(17,000)
Central, Departmental & Technical Support Services	19,550	19,000	19,550
Depreciation & Impairment	23,750	23,450	23,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	29,550	39,750	25,750
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2022/23 ESTIMATE		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
16. <u>YOUTH PARTNERSHIPS</u>			
Employees	31,000	15,450	-
Supplies & Services	6,000	6,000	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	37,000	21,450	-
Central, Departmental & Technical Support Services	20,300	14,300	-
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	57,300	35,750	-
	<hr/>	<hr/>	<hr/>
17. <u>SPORTS PARTNERSHIPS</u>			
Employees	41,500	28,400	-
Supplies & Services	3,000	3,000	-
	<hr/>	<hr/>	<hr/>
	44,500	31,400	-
Less Income	(500)	(500)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	44,000	30,900	-
Central, Departmental & Technical Support Services	20,950	15,300	-
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	64,950	46,200	-
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2022/23 ESTIMATE		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
18. <u>EVENTS DEVELOPMENT</u>			
Employees	54,400	77,500	81,100
Supplies & Services	27,000	27,000	27,000
	<hr/>	<hr/>	<hr/>
	81,400	104,500	108,100
Less Income	(35,000)	(49,000)	(53,900)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	46,400	55,500	54,200
Central, Departmental & Technical Support Services	57,950	70,750	72,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	104,350	126,250	126,650
	<hr/>	<hr/>	<hr/>
19. <u>LEISURE STRATEGY</u>			
Employees	64,250	56,850	56,400
Supplies & Services	12,250	9,250	12,250
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	76,500	66,100	68,650
Central, Departmental & Technical Support Services	23,100	19,400	19,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	99,600	85,500	88,050
	<hr/>	<hr/>	<hr/>
20. <u>CHRISTMAS LIGHTING</u>			
Employees	6,100	6,100	6,350
Supplies & Services	32,000	38,000	32,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	38,100	44,100	38,350
Central, Departmental & Technical Support Services	3,950	3,900	4,100
Depreciation & Impairment	4,450	4,450	4,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	46,500	52,450	46,900
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2022/23 ESTIMATE		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
21. <u>PARKING SERVICES</u>			
Employees	548,300	527,700	566,500
Premises Related Expenses	566,750	565,550	628,900
Transport Related Expenses	12,550	16,950	13,500
Supplies & Services	745,300	688,650	783,450
	<hr/>	<hr/>	<hr/>
	1,872,900	1,798,850	1,992,350
Less Income	(3,311,200)	(3,059,300)	(3,374,750)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(1,438,300)	(1,260,450)	(1,382,400)
Central, Departmental & Technical Support Services	269,900	299,200	304,000
Depreciation & Impairment	100,100	40,350	90,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(1,068,300)	(920,900)	(987,600)
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2022/23 ESTIMATE		2023/24
	ORIGINAL £	REVISED £	ESTIMATE £
22. <u>TRANSPORTATION</u>			
Employees	82,800	83,000	85,200
Premises Related Expenses	19,400	19,400	19,350
Supplies & Services	5,000	5,000	5,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	107,200	107,400	109,550
Central, Departmental & Technical Support Services	40,350	40,400	41,900
Depreciation & Impairment	1,250	1,250	300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	148,800	149,050	151,750
	<hr/>	<hr/>	<hr/>
23. <u>SECURITY SERVICES MANAGEMENT</u>			
Employees	29,200	29,550	30,550
Premises Related Expenses	450	450	450
Supplies & Services	17,050	15,950	15,850
Third Party Payments	156,000	156,000	167,000
	<hr/>	<hr/>	<hr/>
	202,700	201,950	213,850
Less Income	(167,300)	(174,350)	(188,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	35,400	27,600	25,350
Central, Departmental & Technical Support Services	19,450	19,600	20,300
Depreciation & Impairment	7,000	17,300	24,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	61,850	64,500	69,750
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2022/23 ESTIMATE		2023/24
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
24. <u>BOROUGH DRAINAGE</u>			
<u>& LAND DRAINAGE RELATED WORK</u>			
Employees	39,300	39,350	40,650
Supplies & Services	505,700	131,150	137,150
Third Party Payments	2,100	2,100	2,100
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	547,100	172,600	179,900
Central, Departmental & Technical			
Support Services	21,000	18,700	20,650
Depreciation & Impairment	100	100	100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	568,200	191,400	200,650
	<hr/>	<hr/>	<hr/>
25. <u>CIVIL CONTINGENCIES</u>			
Employees	65,900	66,100	68,000
Supplies & Services	33,850	24,650	18,400
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	99,750	90,750	86,400
Central, Departmental & Technical			
Support Services	66,700	62,150	62,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	166,450	152,900	148,650
	<hr/>	<hr/>	<hr/>

**Capital Plan: List A
Service Summary**

	Expenditure To 31/03/22	2022/23 Estimate inc Prior Year Slippage	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Planning, Housing & Environmental Health	1,554	56	30	30	30	30	30	30	1,790
Street Scene, Leisure & Technical Services	288	784	1,396	287	275	159	159	174	3,522
Corporate	15	12	3,330	0	0	0	0	0	3,357
Sub-total	1,857	852	4,756	317	305	189	189	204	8,669
Capital Renewals									
Planning, Housing & Environmental Health	n/a	0	0	13	0	0	0	0	13
Street Scene, Leisure & Technical Services	n/a	590	1,776	544	241	453	601	965	5,170
Corporate	n/a	125	525	322	150	102	129	254	1,607
Sub-total	n/a	715	2,301	879	391	555	730	1,219	6,790
Total	1,857	1,567	7,057	1,196	696	744	919	1,423	15,459

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Capital Plan: List A
Planning, Housing and Environmental Health

	Expenditure To 31/03/22	2022/23 Estimate inc Prior Year Slippage	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Housing	1,554	46	30	30	30	30	30	30	1,780
Environmental Health	0	10	0	0	0	0	0	0	10
Sub-total	1,554	56	30	30	30	30	30	30	1,790
Capital Renewals	n/a	0	0	13	0	0	0	0	13
Total Planning, Housing and Environmental Health	1,554	56	30	43	30	30	30	30	1,803

Capital Plan: List A
Planning, Housing and Environmental Health

	Code	Expenditure To 31/03/22	2022/23 Estimate inc Prior Year Slippage	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Housing										
(a) Disabled Facility Grants										
(i) Mandatory Grants Less repayments	P03AC	n/a	1,956 (10)	1,050 (10)	1,050 (10)	1,050 (10)	1,050 (10)	1,050 (10)	1,050 (10)	8,256 (70)
(ii) Discretionary Grants	P03AT	n/a								
(iii) Government Grant		n/a	(1,946)	(1,040)	(1,040)	(1,040)	(1,040)	(1,040)	(1,040)	(8,186)
Sub-total		n/a	0	0	0	0	0	0	0	0
(b) Housing Assistance Less repayments	P03AD	n/a	60 (30)	60 (30)	60 (30)	60 (30)	60 (30)	60 (30)	60 (30)	420 (210)
Sub-total		n/a	30	30	30	30	30	30	30	210
(c) Temporary Accommodation										
(i) 4 Dwellings, Pembury Road, Tonbridge Less Developer Contributions	P03AX	2,060 (506)	150 (354)							2,210 (860)
Sub-total		1,554	(204)	0	0	0	0	0	0	1,350
(ii) Ground Floor Unit, High Street, Tonbridge	P03AY	0	10	0	0	0	0	0	0	10
Sub-total		0	10	0	0	0	0	0	0	10
(iii) Freehold, 47 High Street, Tonbridge	P03AZ	0	210	0	0	0	0	0	0	210
Sub-total		0	210	0	0	0	0	0	0	210
Total Housing to Summary		1,554	46	30	30	30	30	30	30	1,780

Capital Plan: List A
Planning, Housing and Environmental Health

	Justification	Scheme notes
<p>Housing (a) Disabled Facility Grants</p>	<p><i>Former Corp't Aims & Priorities</i></p>	<p>Given the level of budget available this year which includes prior year slippage and the forthcoming review of the housing assistance programme, it is likely that a reprofiling exercise will be undertaken. Funding continues to be made available from the Better Care Fund to enable qualifying residents to apply for grants to help with adaptation costs.</p>
<p>(b) Housing Assistance</p>	<p><i>Former Corp't Aims & Priorities</i></p>	<p>Budget reviewed by Communities & Housing Advisory Board, July 2016. Gross budget provision reduced from £90,000 to £60,000 per annum. An earmarked reserve has been established to meet any shortfall in assumed grant repayments.</p>

	Justification	Scheme notes
(c) Temporary Accommodation		
(i)	Cost Saving	Purchase and conversion of Pembury Road properties for temporary accommodation purposes.
(ii)	Cost Saving	Scheme approved by Council in October 2020 to acquire ground floor accommodation at 47 High Street, Tonbridge to provide office accommodation and a CCTV monitoring capability relating to the Council owned flats in the adjoining properties.
(iii)	Cost Saving	The Leader of the Council and Chairman of Overview and Scrutiny Committee, under urgency provisions agreed the purchase of the freehold of 47 High Street, Tonbridge. The purchase of the freehold has now been completed.

Capital Plan: List A
Planning, Housing and Environmental Health

	Code	Expenditure To 31/03/22	2022/23 Estimate inc Prior Year Slippage	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Environmental Health										
(a) Air Quality Monitoring Station	P02EN		10							10
Sub-total			10							10
(b) Anti-idling Campaign Project Government Grant	P02EM		31 (31)							31 (31)
Sub-total			0							0
Total Environmental Health to Summary		0	10	0	0	0	0	0	0	10
Capital Renewals										
(c) Environmental Protection Provision for Inflation	P02EBCR01 P02EZ	n/a n/a			12 1					12 1
Total Capital Renewals to Summary		n/a	0	0	13	0	0	0	0	13

Capital Plan: List A
Planning, Housing and Environmental Health

	Justification	Scheme notes
<p>Environmental Health</p> <p>(a) Air Quality Monitoring Station</p> <p>(b) Anti-idling Campaign Project</p> <p>Capital Renewals</p> <p>(c) Environmental Protection</p>	<p>Statutory requirement, Health & Safety</p> <p>Statutory requirement, Health & Safety</p> <p><i>Former Corp't Aims & Priorities</i></p>	<p>Provision relates to the purchase of an additional Nitrogen Dioxide monitor. This will enable continuous monitoring of air quality at two locations across the borough at any one time in line with the agreed Air Quality Action Plan (AQAP).</p> <p>Provision relates to the purchase of five mobile sensors to record indicative levels of Nitrogen Dioxide and Particulates at participating schools. This will enable monitoring of air quality associated with school traffic, specifically where car engines remain in an idling position. This project is in line with the agreed Air Quality Action Plan (AQAP).</p> <p>Provisions relate to the replacement of noise and gas pollution monitoring equipment.</p>

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

	Expenditure To 31/03/22	2022/23 Estimate inc Prior Year Slippage	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Street Scene	n/a	275	120	129	129	129	129	129	1,040
Leisure									
Larkfield Leisure Centre	0	140	0	0	0	0	0	0	140
Sports Grounds	33	177	0	0	0	0	0	0	210
Open Spaces	124	0	0	0	0	0	0	0	124
Other Leisure Schemes	103	0	15	0	0	0	0	15	133
Technical Services									
Car Parking	0	30	30	30	30	30	30	30	210
Electrical Vehicle Charging Points	3	37	0	0	0	0	0	0	40
Land Drainage / Flood Defence	25	125	1,231	128	116	0	0	0	1,625
Sub-total	288	784	1,396	287	275	159	159	174	3,522
Capital Renewals	n/a	590	1,776	544	241	453	601	965	5,170
Total Street Scene, Leisure & Technical Services	288	1,374	3,172	831	516	612	760	1,139	8,692

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

	Code	Expenditure To 31/03/22	2022/23 Estimate inc Prior Year Slippage	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Street Scene										
(a) Green Waste Bins Growth / Replacement	P02BC	n/a	160	31	31	31	31	31	31	346
(b) Refuse Bins Growth / Replacement	P02DA	n/a	75	61	61	61	61	61	61	441
(c) Garden Waste Bin Replacement	P02CF	n/a	40	28	37	37	37	37	37	253
Total Street Scene to Summary		n/a	275	120	129	129	129	129	129	1,040
Larkfield Leisure Centre										
(d) PV System	P05LR	n/a	140							140
Total Larkfield Leisure Centre to Summary		n/a	140	0	0	0	0	0	0	140

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

	Justification	Scheme notes
<p>Street Scene</p> <p>(a) Green Waste Bins Growth / Replacement</p> <p>(b) Refuse Bins Growth / Replacement</p> <p>(c) Garden Waste Bin Replacement</p> <p>Larkfield Leisure Centre</p> <p>(d) PV System</p>	<p><i>Former Corp't Aims & Priorities</i></p> <p>Reduce Expenditure & Income Generation</p> <p>Climate Change & Cost Savings</p>	<p>The recycling and refuse provisions cater for growth in the number of properties served and the replacement of existing collection bins and boxes. The 2022/23 revised estimates include the agreed roll out programme to flats, a requirement to pre-order due to protracted lead in times and increased costs. The ongoing annual budget requirement to be the subject of review in 2023/24.</p> <p>Provision for replacement of garden waste containers.</p> <p>Installation of PV system (solar panels) to the sports hall roof at Larkfield Leisure Centre. This will allow the site to produce some of it's electricity demand from an on-site renewable source, resulting in annual savings to energy costs.</p>

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

	Code	Expenditure To 31/03/22	2022/23 Estimate inc Prior Year Slippage	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	Scheme Total
Sports Grounds										
(a) Racecourse Sportsground Riverside Revetment Less Grants	P05DD	50 (17)	175 (11)							225 (28)
Sub-total		33	164	0	0	0	0	0	0	197
(b) Racecourse Sportsground Rugby Pitch Drainage Less Developer Contributions	P05DE	10 (10)	21 (8)							31 (18)
Sub-total		0	13	0	0	0	0	0	0	13
(c) Tonbridge Farm Sportsground Site Improvements Less Developer Contributions	P05DF		40 (40)							40 (40)
Sub-total		0	0	0	0	0	0	0	0	0
Total Sports Grounds to Summary		33	177	0	0	0	0	0	0	210

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

	Justification	Scheme notes
<p>Sports Grounds</p> <p>(a) Racecourse Sportsground Riverside Revetment</p> <p>(b) Racecourse Sportsground Rugby Pitch Drainage</p> <p>(c) Tonbridge Farm Sportsground Site Improvements</p>	<p>Health & Safety</p> <p>External Funding</p> <p>External Funding</p>	<p>Replace sections of the existing wooden revetment which is failing and causing erosion of the riverbank at Tonbridge Racecourse Sportsground. Scheme is part funded by a grant from the Environment Agency. Phase 1 complete. Phase 2 currently in design for delivery later this financial year.</p> <p>To improve drainage to the rugby pitches at Tonbridge Racecourse Sportsground that are currently subject to regular flooding to maintain and enhance their use. Funded from developer contributions and a virement of £8,000 from the Land Drainage Improvement Programme. Gross budget, approved February 2020, increased by £10,000 to £26,000 offset in full by grant from Sport England. Further funding of £5,000 required to meet cost of EA flood risk assessment and compensation as required in the planning application.</p> <p>To enhance and provide additional facilities at Tonbridge Farm Sportsground including the installation of a new outdoor gym and an additional piece of toddler play equipment. Funded in full from developer contributions.</p>

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

	Code	Expenditure To 31/03/22	2022/23 Estimate inc Prior Year Slippage	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Open Spaces										
(a) Leybourne Lakes Country Park Path Improvements Less Grants & Developer Contributions	P05FH	74 (22)								74 (22)
Sub-total		52	0	0	0	0	0	0	0	52
(b) Leybourne Lakes Country Park Facility Improvements Less Developer Contributions	P05FF	544 (472)	393 (393)							937 (865)
Sub-total		72	0	0	0	0	0	0	0	72
Total Open Spaces to Summary		124	0	0	0	0	0	0	0	124
Other Leisure Schemes										
(c) Tonbridge Cemetery / Closed Churchyards Memorial Safety Less Developer Contributions	P05KV	106 (3)		15					15	136 (3)
Sub-total		103	0	15	0	0	0	0	15	133
Total Other Leisure Schemes to Summary		103	0	15	0	0	0	0	15	133

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

	Justification	Scheme notes
<p>Open Spaces</p> <p>(a) Leybourne Lakes Country Park Path Improvements</p> <p>(b) Leybourne Lakes Country Park Facility Improvements</p> <p>Other Leisure Schemes</p> <p>(c) Tonbridge Cemetery / Closed Churchyards Memorial Safety</p>	<p>External Funding</p> <p>External Funding</p> <p><i>Former Corp't Aims & Priorities</i></p>	<p>Due to increased usage of the Country Park, including the popular weekly Parkrun, resurfacing of the path around the main lake is required on health and safety grounds, and in order to maintain good access for the public including making it accessible for less able users. It was originally hoped the scheme could be funded in full from grants and/or developer contributions. Works now completed. Further pathworks around the lake were funded by KCC public rights of way and have also been completed.</p> <p>To build a purpose built lakeside facility to provide year round catering and a centre for watersports. The facility would meet an identified customer need and would be income generating. The project will help support the long term sustainability of the Leisure Trust. Costs to be met from developer contributions and a £64,000 contribution from the Council's Climate Change Reserve, together with a virement of £8,000 from LLCP path improvement works capital plan scheme. Scheme now complete and operational.</p> <p>Provision based on Local Government Ombudsman's recommendation to inspect every five years.</p>

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

	Code	Expenditure To 31/03/22	2022/23 Estimate inc Prior Year Slippage	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Car Parking										
(a) Existing Car Parks Improvement Programme	P01AB	n/a	30	30	30	30	30	30	30	210
Total Car Parking to Summary		0	30	30	30	30	30	30	30	210
Transportation										
(b) Electrical Vehicle Charging Points Less grant and contributions	P01EA	3	117 (80)							120 (80)
Total Transportation to Summary		3	37	0	0	0	0	0	0	40
Land Drainage / Flood Defence										
(c) Wouldham River Wall	P01HS	25		1,100						1,125
(d) Leigh Flood Storage Area	P01HV		125	131	128	116				500
Total Land Drainage/Flood Defence to Summary		25	125	1,231	128	116	0	0	0	1,625

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

	Justification	Scheme notes
<p>Car Parking</p> <p>(a) Existing Car Parks Improvement Programme</p> <p>Transportation</p> <p>(b) Electrical Vehicle Charging Points</p> <p>Land Drainage / Flood Defence</p> <p>(c) Wouldham River Wall</p> <p>(d) Leigh Flood Storage Area</p>	<p><i>Former Corp't Aims & Priorities</i></p> <p><i>Former Corp't Aims & Priorities</i></p> <p><i>Former Corp't Aims & Priorities</i></p> <p><i>Former Corp't Aims & Priorities</i></p>	<p>An annual provision for capital investment in the Council's off-street car parks to ensure that their condition is adequate for health & safety, legislation, the needs of our customers and income generation. A condition survey of the car parks has been progressed to determine a future work programme.</p> <p>Provision to progress phases 1 and 2 of programme to install Electric Vehicle charging points in Council owned car parks across the borough. Procurement progressed using framework and KCC countywide tender exercise. Installation of phase 1 nearing completion.</p> <p>Strengthening / rebuilding to address movement detected in the retaining wall between the public open space and the River Medway. Budget increased by £300,000 to £1,000,000, as part of the 2015/16 Capital Plan Review, reflecting a re-evaluation of scheme costs by the consultant Quantity Surveyor. Movement in the wall is being monitored by an external consultant over the next 5 years to determine requirement for works. Funding rescheduled to 2023/24 in liaison with local Members and the Parish Council. Funding may need to be brought forward if monitoring identifies significant changes in movement levels of the wall. Budget increased by £125,000 to maintain the purchasing power of the reprogrammed scheme. Health and safety related path repairs were undertaken in 2018/19.</p> <p>Contribution to an Environment Agency project to improve the Leigh Flood Storage Area. Project aims to provide additional flood protection and reduce the risk of flooding to local households and business premises and a range of community and leisure facilities, including those in the ownership of the Council, particularly in central Tonbridge. Scheme approved by Cabinet September 2016.</p>

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

	Code	Expenditure To 31/03/22	2022/23 Estimate inc Prior Year Slippage	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Renewals										
Sports Grounds & Open Spaces Less grant and contributions	P05KGBC05	n/a n/a	70	888	173	44	140	143	170	1,628
			70	888	173	44	140	143	170	1,628
Technical Services:										
(a) CCTV	P01BA	n/a	37	35	35	35	35	41	35	253
(b) Car Parking	P01JF	n/a	4	20	40	9	18	141	0	232
			111	943	248	88	193	325	205	2,113
Provision for Inflation		n/a	0	9	7	4	14	30	24	88
Sub-total			111	952	255	92	207	355	229	2,201
Leisure Centres:										
(c) Angel Centre	P05KGBC01	n/a	56	393	127	58	68	34	302	1,038
(d) Larkfield Leisure Centre	P05KGBC02	n/a	191	462	106	63	76	65	399	1,362
(e) Tonbridge Swimming Pool	P05KGBC04	n/a	220	164	65	37	61	109	95	751
(f) Poulton Wood Golf Clubhouse	P05KGBC03	n/a	104	26	16	15	28	32	16	237
Course	P05KGBC07	n/a	18	0	7	4	35	5	62	131
Grounds Maintenance	P05KGBC06	n/a	50	43	54	12	38	55	7	259
			639	1,088	375	189	306	300	881	3,778
Provision for Inflation	P05KZ	n/a	0	11	11	10	22	28	101	183
Savings Target (assumes 25%)		n/a	(160)	(275)	(97)	(50)	(82)	(82)	(246)	(992)
Sub-total			479	824	289	149	246	246	736	2,969
Total Capital Renewals to Summary		n/a	590	1,776	544	241	453	601	965	5,170

**Capital Plan: List A
Corporate**

	Expenditure To 31/03/22	2022/23 Estimate inc Prior Year Slippage	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Land and Property	10	0	3,285	0	0	0	0	0	3,295
Information Technology Initiatives	5	12	0	0	0	0	0	0	17
Other Schemes	0	0	45	0	0	0	0	0	45
Sub-total	15	12	3,330	0	0	0	0	0	3,357
Capital Renewals	n/a	125	525	322	150	102	129	254	1,607
Total Corporate	15	137	3,855	322	150	102	129	254	4,964

**Capital Plan: List A
Corporate**

	Code	Expenditure To 31/03/22	2022/23 Estimate inc Prior Year Slippage	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Land and Property										
(a) Tonbridge Castle Offices: Re-tile Roof	P06AA	10		60						70
(b) Gibson East Refurbishment	P06AL	n/a		3,000						3,000
(c) De-carbonising the Council's Estate	P06AM	n/a		225						225
Total Land and Property to Summary		10	0	3,285	0	0	0	0	0	3,295
Information Technology Initiatives										
(d) Revenues and Benefits IT Digital Solution	P06EW	5	12							17
Total Information Technology Initiatives to Summary		5	12	0	0	0	0	0	0	17
Other Schemes										
(e) UK Shared Prosperity Fund Projects/Initiatives	P06FN									
Mobile CCTV	FN10	n/a	20							20
Tonbridge Wayfinding	FN20	n/a	25							25
Digital Information Boards	FN30	n/a		40	80					120
Shopfront and Vacant Unit Improvements	FN40	n/a		40	55					95
Bus Shelter Green Roofs Pilot	FN50	n/a		30						30
West Kent Green Business Grants	FN60	n/a		25	50					75
Carbon Descent Plans	FN70	n/a			75					75
Safer Sustainable Car Parks	FN80	n/a			100					100
Less Grants	FN90	n/a	(45)	(90)	(360)					(495)
Total Other Schemes to Summary		0	0	45	0	0	0	0	0	45

**Capital Plan: List A
Corporate**

	Justification	Scheme notes
<p>Land and Property (a) Tonbridge Castle Offices : Re-tile roof</p> <p>(b) Gibson East Refurbishment</p> <p>(c) De-carbonising the Council's Estate</p> <p>Information Technology Initiatives (d) Revenues and Benefits IT Digital Solution</p> <p>Other Schemes (e) UK Shared Prosperity Fund Projects/Initiatives</p>	<p><i>Former Corp't Aims & Priorities</i></p> <p>Cost Saving</p> <p>Cost Saving</p> <p>Cost Saving</p> <p>External Funding</p>	<p>Retiling of roof to protect asset. Condition has not materially worsened. Bulk of the budget has been deferred to 2022/23. Spend to 31/3/16 relates to re-roofing works associated with the Tonbridge Castle Reception enhancement project carried out a number of years ago.</p> <p>To allow the disposal of Gibson Building West, Gibson East will need to undergo a refurbishment of both internal and external spaces to allow relocation of facilities and uses which are currently provided at Gibson Building West and will include an assessment of low carbon technologies. A £200,000 annual saving associated with the disposal of Gibson Building West has already been incorporated into the Council's Medium Term Financial Strategy from 2024.</p> <p>The de-carbonisation of the Council's Estate will be supported by the investment in renewable technologies. The project will deliver LED lighting at Tonbridge Swimming Pool and Larkfield Leisure Centre and the installation of Solar PV panels at Tonbridge Swimming Pool.</p> <p>IT digital solution which all staff in the service can readily access and improvements to online presentation of information and 24/7 access for tax payers at an estimated cost of £65,000. Key elements of this project have now been progressed through revenue initiatives reducing the capital requirement by £45,000. In 2022/23 the address database will be extended to include national postcode dataset to streamline customer access to landlords living outside of the borough, as well as planning agents, License holders(Taxi) who reside outside the borough. The scheme is expected to complete in 2022/23.</p> <p>Projects/Initiatives to be funded in large part from the UK Shared Prosperity Fund Grant Award and the balance from the Kent and Medway 100% Business Rates Retention Pilot Reserve. Further details can be found in the report to Cabinet on 5 July 2022.</p>

**Capital Plan: List A
Corporate**

	Code	Expenditure To 31/03/22	2022/23 Estimate inc Prior Year Slippage	2023/24 Estimate	2024/25 Estimate	2025/26 Estimate	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Renewals	P06FA									
(a) General										
Departmental Administration	P06AB	n/a	4	1		7	1			13
Council Offices	GR02	n/a		26				3		29
Print Unit	P06AC	n/a		105	78			15		198
Tonbridge Christmas Lighting	GR09	n/a				38				38
Elections	GR10	n/a		11						11
Sub-total		n/a	4	143	78	45	1	18	0	289
(b) Information Technology										
Desktop Hardware	P06FB	n/a	121	377	235	98	94	100	228	1,253
Mobile Hardware	FB10									
Computer Suite	FB20									
Other Hardware	FB30									
Network	FB40									
Corporate Software	FB50									
Operational Software	FB60									
User Software	FB70									
Sub-total		n/a	121	377	235	98	94	100	228	1,253
Provision for Inflation	P06FZ	n/a	0	5	9	7	7	11	26	65
Total Capital Renewals to Summary		n/a	125	525	322	150	102	129	254	1,607

**Capital Plan: List A
Corporate**

	Justification	Scheme notes
<p>Capital Renewals</p> <p>(a) General</p> <p style="padding-left: 20px;">Departmental Admin</p> <p style="padding-left: 20px;">Council Offices</p> <p style="padding-left: 20px;">Print Unit</p> <p style="padding-left: 20px;">Tonbridge Christmas Lighting</p> <p style="padding-left: 20px;">Elections</p> <p>(b) Information Technology</p>	<p><i>Former Corp't Aims & Priorities</i></p>	<p>} } } } } } } } } } } } } } } } } }</p> <p>} Provision for the renewal of life-expired or obsolete equipment. Subject to annual review.</p> <p>} } } } }</p> <p>See sub-headings for type of equipment covered by renewals provisions. Full replacement, significant upgrades and new systems are identified as capital plan schemes in their own right.</p>

GENERAL FUND WORKING BALANCE

	£
Balance at 1.4.2022	1,250,000
	<hr/>
Balance at 31.3.2024	1,250,000
	<hr/>

GENERAL REVENUE RESERVE

	£	£
Balance 1.4.2022		7,661,621
Budgeted to be transferred to the Reserve	104,500	
Decrease on Original Estimate	(412,350)	
	<hr/>	516,850
		<hr/>
Estimated Balance at 1.4.2023		8,178,471
Contribution to the Reserve 2023/24		1,356,800
		<hr/>
Estimated Balance at 31.3.2024		9,535,271

Tonbridge and Malling Borough Council
Estimate of Collection Fund Surplus / (Deficit) 2022/23 - Council Tax

	Estimate	
	£	£
<u>Income</u>		
Surplus / (Deficit) Brought Forward		940,537
Income from Council Tax Payers (Net of Discounts, CTR and Exemptions)		108,933,601
Total Income for the Year		109,874,138
<u>Expenditure</u>		
Precepts and Demands for 2022/23		
Kent County Council	76,345,362	
Police & Crime Commissioner for Kent	11,920,146	
Kent & Medway Fire & Rescue Authority	4,302,538	
Parishes	3,554,738	
Tonbridge & Malling Borough Council	11,729,399	107,852,183
Provision for Council Tax Non-Collection		305,000
Payment of Estimated Surplus for 2021/22		
Kent County Council	790,883	
Police & Crime Commissioner for Kent	122,420	
Kent & Medway Fire & Rescue Authority	44,738	
Tonbridge & Malling Borough Council	157,731	1,115,772
Total Expenditure for the Year		109,272,955
Estimated Surplus / (Deficit) for 2022/23		601,183

Allocation of Estimated Surplus / (Deficit) for 2022/23

	Precepts 2022/23		Surplus / (Deficit) 2023/24
	£	%	£
Kent County Council	76,345,362	70.79	425,584
Police & Crime Commissioner for Kent	11,920,146	11.05	66,662
Kent & Medway Fire & Rescue Authority	4,302,538	3.99	23,897
Tonbridge & Malling Borough Council	15,284,137	14.17	85,040
Total	107,852,183	100.00	601,183

Tonbridge and Malling Borough Council
Estimate of Collection Fund Surplus / (Deficit) 2022/23 - Business Rates

	Estimate	
	£	£
<u>Income</u>		
Surplus / (Deficit) Brought Forward		(15,020,131)
Income from Business Rate Payers		55,006,898
Recovery of Estimated Deficit for 2021/22		
Kent County Council	1,308,347	
Kent & Medway Fire & Rescue Authority	145,373	
Tonbridge & Malling Borough Council	5,814,879	
Central Government	7,268,599	14,537,198
Total Income for the Year		54,523,965
<u>Expenditure</u>		
Demands for 2022/23 based upon NNDR 1 2022/23		
Kent County Council	4,539,202	
Kent & Medway Fire & Rescue Authority	504,356	
Tonbridge & Malling Borough Council	20,174,231	
Central Government	25,217,789	50,435,578
Allowance for Losses - Bad Debts		700,000
Allowance for Losses - Appeals		236,872
Cost of Collection Allowance		153,190
Total Expenditure for the Year		51,525,640
Estimated Surplus / (Deficit) for 2022/23		2,998,325

Allocation of Estimated Surplus / (Deficit) for 2022/23

	Allocation	Surplus / (Deficit) 2023/24
	%	£
Kent County Council	9	269,849
Kent & Medway Fire & Rescue Authority	1	29,983
Tonbridge & Malling Borough Council	40	1,199,330
Central Government	50	1,499,163
Total	100	2,998,325

Estimated Comprehensive Income and Expenditure Account 2022 - 2024

	2022/23		2023/24
	Original Estimate	Revised Estimate	Original Estimate
	£	£	£
Continuing Operations			
Corporate Services	4,926,550	4,602,600	5,128,150
Chief Executive	1,142,700	1,078,900	1,321,300
Director of Central Services	105,450	825,850	121,400
Director of Finance & Transformation	1,380,600	968,250	1,539,700
Director of Planning, Housing & Environmental Health	5,152,750	5,419,500	5,007,900
Director of Street Scene, Leisure & Technical Services	8,035,550	8,791,200	9,027,250
Net Cost of Services	20,743,600	21,686,300	22,145,700
Other Operating Expenditure			
Parish Council Precepts	3,554,738	3,554,738	3,731,383
Drainage Board Levies	461,000	461,000	484,050
Corporate Provisions for Bad Debts	5,000	0	5,000
Financing & Investing Income & Expenditure			
Trading Undertakings	240,200	(36,250)	257,650
Interest & Investment Income	(397,100)	(951,900)	(1,458,000)
IAS 19 Pension Costs	1,278,000	1,536,000	1,536,000
Taxation & Non-Specific Grant Income			
Council Tax Income	(15,284,137)	(15,284,137)	(15,918,654)
Collection Fund - Council Tax (Surplus)/Deficit	(157,731)	(157,731)	(85,040)
Collection Fund - Non Dom Rates (Surplus)/Deficit	5,814,879	5,814,879	(1,199,330)
National Non-Domestic Rate Distribution	1,136,024	1,136,024	398,982
General Government Grants	(5,936,223)	(4,902,973)	(6,362,141)
(SURPLUS) / DEFICIT ON PROVISION OF SERVICES	11,458,250	12,855,950	3,535,600

Estimated Movement in Reserves Statement 2022 - 2024

	2022/23		2023/24
	Original Estimate	Revised Estimate	Original Estimate
	General Fund & Reserves	General Fund & Reserves	General Fund & Reserves
BALANCE AT 1 APRIL	31,630,887	34,906,356	26,638,006
Total Comprehensive Income & Expenditure	(11,458,250)	(12,855,950)	(3,535,600)
Adjustments Between Accounting Basis & Funding Basis Under Regulations			
Depreciation of Non-Current Assets	2,859,950	2,705,600	2,856,350
Net Charges made for Retirement Benefits	2,681,000	2,508,000	2,477,000
Capital Exp. Charged to the General Fund	(2,020,000)	(626,000)	(6,851,000)
Net Increase / (Decrease) in Reserves	(7,937,300)	(8,268,350)	(5,053,250)
BALANCE AT 31 MARCH	23,693,587	26,638,006	21,584,756

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