

Draft Revenue Estimates

2026/27

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Overview & Scrutiny Committee 22 January 2026
General Fund Revenue Estimates 2026/27
SUMMARY

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

Overview & Scrutiny Committee 22 January 2026
General Fund Revenue Estimates 2026/27
EARMARKED RESERVES

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

STAFFING, OVERHEADS & DEMOCRATIC COSTS**SUMMARY**

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

STAFFING, OVERHEADS & DEMOCRATIC COSTS

		2025/26	2026/27
	ORIGINAL ESTIMATE	REVISED ESTIMATE	ESTIMATE
	£	£	£
1 SALARIES AND ONCOSTS			
(a) Salaries			
Salaries (see analysis on page CS 16)	10,689,900	11,276,600 a)	11,362,800 b)
Employers' National Insurance Contributions	1,381,800	1,397,100 a)	1,484,550 b)
Employers' Superannuation Contributions	2,120,100	2,117,950 a)	1,906,600 b)
Superannuation Backfunding Lump Sum	1,534,000	1,540,000	425,000 c)
Staff Turnover Saving	(144,000)	(84,000) d)	(60,000) d)
Apprenticeship Scheme / Levy	63,700	40,000 e)	43,000
Ring-fenced sums (Establishment Reviews)	-	19,000 f)	38,000 f)
	15,645,500	16,306,650	15,199,950
Full Time Equivalent Number of Staff (including Support Service Staff)	245.99	259.79	254.00
(b) Termination Payments			
Additional Annual Pension Contributions	221,700	215,000 g)	223,150 g)
Long Service Awards	-	1,250	-
	221,700	216,250	223,150
(c) Recruitment & Training			
Advertising & Other Recruitment Costs	8,800	38,500 h)	8,800
Training - Course Fees & Expenses	80,000	120,000 i)	120,000 i)
Health Screening & Miscellaneous	5,500	8,300	8,300
Employee Support Scheme	3,150	1,900	3,150
	97,450	168,700	140,250
	15,964,650	16,691,600	15,563,350

STAFFING, OVERHEADS & DEMOCRATIC COSTS

SALARIES

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

TERMINATION PAYMENTS

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

RECRUITMENT & TRAINING

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

STAFFING, OVERHEADS & DEMOCRATIC COSTS

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

STAFFING, OVERHEADS & DEMOCRATIC COSTS

COUNCIL OFFICES

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

STAFFING, OVERHEADS & DEMOCRATIC COSTS

		2025/26	2026/27	
		ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
2	<u>OVERHEAD EXPENSES-Continued</u>			
(b)	<u>PRINT & POSTAL ROOM</u>			
	Employees			
	Salaries	79,400	81,900	85,000
	Supplies & Services			
	Purchases	1,000	2,000	1,000
	Print Room Maintenance & Copy Charges	15,000	15,000	15,000
	Multi Function Device Copy Charges	2,300	2,150	2,150
	Multi Function Device Leasing Charges	5,800	4,100	4,100
	Paper	12,000	12,000	12,000
		115,500	117,150	119,250
	Less Income			
	Sales	(15,000)	(18,000)	(18,000)
	Recharges to non M&A Service Budgets	(14,000)	(14,000)	(14,000)
		(29,000)	(32,000)	(32,000)
	<u>Sub-total</u>	86,500	85,150	87,250
	Central, Departmental & Technical Support Services			
	Office Accommodation	43,900	44,550	45,100
	Central Salaries & Administration	9,550	9,800	10,200
	Information Technology Expenses	11,500	11,500	11,500
	Departmental Administrative Expenses	9,500	9,750	9,650
	Depreciation & Impairment			
	Non-Current Asset Depreciation	16,800	10,850	10,850
		177,750	171,600	174,550
	Full Time Equivalent Number of Staff			
	(including Support Service Staff)	2.25	2.25	2.25

STAFFING, OVERHEADS & DEMOCRATIC COSTS

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

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

STAFFING, OVERHEADS & DEMOCRATIC COSTS

		2025/26	2026/27
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
2 <u>OVERHEAD EXPENSES-Continued</u>			
(d) <u>GENERAL ADMINISTRATION</u>			
Employees			
Salaries	5,600	5,500	5,950
Supplies & Services			
Insurance	123,700	180,450 a)	153,950 a)
Copyright Licence	2,500	2,600	2,600
	_____	_____	_____
Sub-total	131,800	188,550	162,500
Central, Departmental & Technical Support Services			
Central Salaries & Administration	14,200	15,800	14,800
Departmental Administrative Expenses	650	650	650
	_____	_____	_____
146,650	205,000	177,950	
	_____	_____	_____
Full Time Equivalent Number of Staff (including Support Service Staff)	0.35	0.39	0.34

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

STAFFING, OVERHEADS & DEMOCRATIC COSTS

		2025/26	2026/27
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
2 <u>OVERHEAD EXPENSES-Continued</u>			
(e) <u>DEPARTMENTAL ADMINISTRATION</u>			
Staff Transport Related Expenses			
Car & Travelling Allowances	160,500	150,600 a)	152,950
Supplies & Services			
Equipment, Furniture & Materials	6,000	5,250	5,250
Protective Clothing	700	600	600
Stationery	3,750	3,450	3,450
Reference Books & Publications	29,650	29,650	29,650
Legal Expenses	50,000	50,000	50,000
Contracted Services	211,150	211,150	244,000 b)
Consultancy / Professional Fees	2,000	2,000	2,000
Health & Safety	6,650	6,450	6,450
Postage	28,950	28,800	28,800
Telephones - Calls	100	150	150
Telephones - Other Costs	5,900	5,950	5,950
Mobile Telephones	10,600	14,100	14,100
Professional Membership Fees	16,800	15,300	16,800
Subscriptions to Organisations	39,250	49,750 c)	45,650 c)
Other Expenses (Counter Fraud)	750	750	750
Data Protection Act Registration	3,000	4,000	4,000
	575,750	577,950	610,550
Less Income			
Recovery of Court Costs	(5,000)	(5,000)	(5,000)
Customer & Client Receipts	(5,000)	(5,000)	(5,000)
Partnership Receipts	(11,400)	(12,400)	(12,400)
	(21,400)	(22,400)	(22,400)
Sub-total	554,350	555,550	588,150
Depreciation & Impairment			
Non-Current Asset Depreciation	1,350	1,350	1,350
	555,700	556,900	589,500

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

STAFFING, OVERHEADS & DEMOCRATIC COSTS

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

STAFFING, OVERHEADS & DEMOCRATIC COSTS

INFORMATION TECHNOLOGY SERVICES

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

STAFFING, OVERHEADS & DEMOCRATIC COSTS

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

		2025/26		2026/27
		ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
4 DEMOCRATIC REPRESENTATION & MANAGEMENT				
(a) DEMOCRATIC ADMINISTRATION				
Employees				
# Salaries		379,950	410,000 a)	409,150
Premises Related Expenses				
Accommodation Expenses (Forum/Area1)		1,600	350	1,600
Supplies & Services				
Members' Meeting Expenses		3,000	3,600	3,600
Community Governance Review		-	3,500 b)	8,500 b)
Subscriptions		24,650	25,400	24,400
	Sub-total	409,200	442,850	447,250
Central, Departmental & Technical Support Services				
Accommodation & Printing Services		50,100	55,350	56,550
# Central Salaries & Administration		293,000	315,500 c)	306,750
Information Technology Expenses		22,050	27,550	26,200
# Departmental Administrative Expenses		133,750	139,050	141,200
		908,100	980,300	977,950
Full Time Equivalent Number of Staff		10.94	11.62	11.35

Memorandum

Service Salary & Overhead Allocations to Democratic Administration

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

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

STAFFING, OVERHEADS & DEMOCRATIC COSTS

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

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

STAFFING, OVERHEADS & DEMOCRATIC COSTS

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

a) Reduction in provision following recent budget review exercise.

STAFFING, OVERHEADS & DEMOCRATIC COSTS

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

STAFFING, OVERHEADS & DEMOCRATIC COSTS

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

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

STAFFING, OVERHEADS & DEMOCRATIC COSTS

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

PUBLIC ACCOUNTABILITY

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

EMPLOYEES - SALARIES**SERVICE ANALYSIS OF EXPENDITURE**

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

CHIEF EXECUTIVESUMMARY

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

CHIEF EXECUTIVE

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

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

CHIEF EXECUTIVE

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

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

CHIEF EXECUTIVE

		2025/26	2026/27
		ORIGINAL ESTIMATE £	REVISED ESTIMATE £
4 ELECTIONS			
(a) ELECTORAL REGISTRATION			
Employees			
Salaries	123,200	121,650	125,150
Supplies & Services			
Equipment & Materials - Purchases	1,000	1,000	1,000
Maintenance	1,100	3,500	3,500
Printing	6,000	6,000	6,000
Stationery	3,500	3,500	3,500
Electronic Elector Registration Responses	9,000	- a)	-
Postages	43,000	55,000 b)	55,000
	186,800	190,650	194,150
Less Income			
Sale of Registers	(3,000)	(3,000)	(3,000)
Sub-total	183,800	187,650	191,150
Central, Departmental & Technical Support Services			
Central Salaries & Administration	14,900	15,450	15,850
Information Technology Expenses	47,550	59,400 c)	56,500
Departmental Administrative Expenses	45,700	46,650	50,550
Depreciation & Impairment			
Non-Current Asset Depreciation	1,200	-	-
	293,150	309,150	314,050
Full Time Equivalent Number of Staff (including Support Service Staff)	2.71	2.87	3.03

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

b) Increased volume and price charged for outgoing mail.

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

CHIEF EXECUTIVE

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

CHIEF EXECUTIVE

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

CHIEF EXECUTIVE

GRANTS & PAYMENTS

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

CLIMATE CHANGE

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

CHIEF EXECUTIVE

	2025/26	2026/27	
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
7 ECONOMIC DEVELOPMENT & REGENERATION			
Employees			
Salaries	40,150	48,150	66,500 a)
Supplies & Services			
Economic Development Expenses	3,250	3,250	3,000
Business Growth Programme	10,000	10,000	10,000
Economic Development & Reg'n Initiatives	100,000	300,000 b)	350,000 b)
People & Skills Fund Grants	-	34,000 c)	33,750 c)
Visit Kent	5,000	4,950	5,000
	158,400	400,350	468,250
Less Income			
Developer Contributions	-	(34,000) c)	(33,750) c)
	158,400	366,350	434,500
Sub-total			
Central, Departmental & Technical Support Services			
Central Salaries & Administration	6,200	6,400	6,500
Information Technology Expenses	300	400	400
Departmental Administrative Expenses	12,950	15,950	20,550 a)
	177,850	389,100	461,950
TO SUMMARY			
Full Time Equivalent Number of Staff (including Support Service Staff)	0.81	1.06	1.24

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

CHIEF EXECUTIVE

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

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

CHIEF EXECUTIVE

	2025/26	2026/27	
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
9 HOMES FOR UKRAINE			
Employees			
Salaries	60,400	50,200 a)	20,650 a)
Supplies & Services			
Rent Deposits / Rent in Advance			
- Payments to Landlords	30,000	30,000 b)	20,000 b)
Other Expenses	10,000	5,000 b)	5,000 b)
	100,400	85,200	45,650
Less Income			
Rent Deposits / Rent in Advance	-	(700) b)	-
Contributions from Other Bodies	(118,000)	(95,000) c)	(46,000) c)
	(17,600)	(10,500)	(350)
Central, Departmental & Technical Support Services			
Central Salaries & Administration	4,650	2,150	2,200
Departmental Administrative Expenses	18,900	16,050 a)	5,900 a)
	5,950	7,700	7,750
Full Time Equivalent Number of Staff (including Support Service Staff)	1.11	1.00	0.36
TO SUMMARY			

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

CHIEF EXECUTIVE

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

CHIEF EXECUTIVE

HOUSING BENEFITS

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

CHIEF EXECUTIVE

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

CHIEF EXECUTIVE

LOCAL REVENUE & NNDR COLLECTION

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

CHIEF EXECUTIVE

		2025/26	2026/27	
		ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
12 COUNCIL TAX SUPPORT				
Employees				
Salaries		256,500	284,800 a)	287,700
Supplies & Services				
Council Tax Support Scheme		12,500	12,500 b)	4,500
		269,000	297,300	292,200
Less Income				
Government Grant				
Administration				
- Dept. for Work and Pensions		(64,500)	(64,500)	(64,500)
Contributions from Other Bodies		(136,700)	(140,300)	(140,300)
		(201,200)	(204,800)	(204,800)
Sub-total		67,800	92,500	87,400
Central, Departmental & Technical Support Services				
Central Salaries & Administration		61,250	63,400	67,500
Information Technology Expenses		68,750	85,900 c)	81,750 c)
Departmental Administrative Expenses		138,300	146,150 a)	147,100
TO SUMMARY		336,100	387,950	383,750
Full Time Equivalent Number of Staff (including Support Service Staff)		7.82	8.12	8.34

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

CHIEF EXECUTIVE

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

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

CHIEF EXECUTIVE

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

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

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

DIRECTOR OF CENTRAL SERVICES**SUMMARY**

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

DIRECTOR OF CENTRAL SERVICES

		2025/26	2026/27	
		ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
1 TONBRIDGE CASTLE GATEHOUSE				
Employees				
Salaries	59,300	67,000 a)	73,800 a)	
Premises Related Expenses				
Building Repairs Expenditure	38,500	192,300 b)	19,600 b)	
Rates	300	300	300	
Premises Insurance	10,900	16,950 c)	14,400 c)	
Supplies & Services				
Purchases - Equipment & Materials	2,000	2,000	2,000	
Purchases - Exhibits	2,000	1,000	2,000	
Maintenance - General	4,500	4,500	4,500	
Professional Fees	3,500	3,500	4,000	
Leasing Charges	5,600	5,600	6,000	
Subscriptions	250	250	250	
	126,850	293,400	126,850	
Less Income				
Fees & Charges				
Weddings / Hire of Gatehouse	(3,500)	(5,000)	(2,500)	
Commission	(200)	(200)	(200)	
Tonbridge Castle Attraction	(30,050)	(20,000) d)	(33,500)	
Profit / Loss on Stock Sales	(11,000)	(8,000) d)	(10,000)	
	(44,750)	(33,200)	(46,200)	
Sub-total	82,100	260,200	80,650	
Central, Departmental & Technical Support Services				
Central Salaries & Administration	29,300	23,850 e)	19,100 e)	
Information Technology Expenses	1,700	2,150	2,050	
Departmental Administrative Expenses	25,400	25,750	25,650	
Depreciation & Impairment				
Non-Current Asset Depreciation	150	-	-	
TO SUMMARY	138,650	311,950	127,450	
Full Time Equivalent Number of Staff	2.14	2.24	2.16	
(including Support Service Staff)				

DIRECTOR OF CENTRAL SERVICES

TONBRIDGE CASTLE GATEHOUSE

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

DIRECTOR OF CENTRAL SERVICES

	2025/26	2026/27	
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
2 EVENTS DEVELOPMENT			
Employees			
Salaries	147,300	156,400 a)	166,050 a)
Supplies & Services			
Events & Grant Support	14,000	14,000	13,000
Marketing	4,000	4,000	3,500
Licences	1,200	1,200	1,200
Children's Holiday Activities			
- Leisure Pass Subsidy	3,000	1,500	1,500
	169,500	177,100	185,250
Less Income			
Events Income	(69,000)	(42,000) b)	(45,000)
Billboard & Banners Income	(1,000)	(3,500)	(3,500)
	99,500	131,600	136,750
Sub-total			
Central, Departmental & Technical Support Services			
Central Salaries & Administration	28,000	34,750	36,900
Information Technology Expenses	950	1,150	1,100
Departmental Administrative Expenses	54,350	54,050	54,250
	182,800	221,550	229,000
TO SUMMARY			
Full Time Equivalent Number of Staff (including Support Service Staff)	4.26	4.53	4.56

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

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

DIRECTOR OF CENTRAL SERVICES

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

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

DIRECTOR OF CENTRAL SERVICES

		2025/26	2026/27	
		ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
4 LOCAL LAND CHARGES				
Employees				
Salaries		144,000	147,750	148,850
Supplies & Services				
Consultancy Fees		-	-	-
Insurance		2,500	4,050	3,400
Kent Highways		6,000	3,000	3,500
		152,500	154,800	155,750
Less Income				
Fees & Charges		(230,000)	(180,000) a	(205,000) a
		(230,000)	(180,000)	(205,000)
	Sub-total	(77,500)	(25,200)	(49,250)
Central, Departmental & Technical Support Services				
Central Salaries & Administration		22,400	25,300	25,000
Information Technology Expenses		39,000	48,700 b	46,350
Departmental Administrative Expenses		58,200	59,200	60,300
	TO SUMMARY	42,100	108,000	82,400
Full Time Equivalent Number of Staff		3.86	3.90	3.90

Memorandum

Surplus from above	42,100	108,000	82,400
Share of:			
Democratic Administration	21,150	21,250	21,700
Corporate Management	12,000	12,250	12,550
Non Distributed Costs	23,900	23,500	27,000
Deficit (Surplus) for Trading Purposes	99,150	165,000	143,650

a) Reduction in market demand for property searches and effect of migration of the LLC1 search to HM Land Registry. Forward estimate anticipates a recovery in demand.

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

DIRECTOR OF CENTRAL SERVICES

	2025/26	2026/27	
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
5 INDUSTRIAL ESTATE			
Employees			
Salaries	4,450	4,700	4,650
	_____	_____	_____
Less Income			
Rents	4,450	4,700	4,650
	(78,600)	(78,600)	(78,600)
	_____	_____	_____
<u>Sub-total</u>	(74,150)	(73,900)	(73,950)
Central, Departmental and Technical Support Services			
Central Salaries & Administration	2,550	2,700	2,700
Information Technology Expenses	100	100	100
Departmental Administrative Expenses	1,950	2,000	2,050
	_____	_____	_____
<u>TO SUMMARY</u>	(69,550)	(69,100)	(69,100)
	_____	_____	_____
Full Time Equivalent Number of Staff (including Support Service Staff)	0.13	0.13	0.13

DIRECTOR OF CENTRAL SERVICES

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

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

b) Increased rental income following completion of rent reviews.

DIRECTOR OF CENTRAL SERVICES

	2025/26	2026/27	
	ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
7 VALE RISE DEPOT			
Employees			
Salaries	7,450	7,550	7,600
Premises Related Expenses			
Premises Insurance	150	250	200
Rates	20,300	19,950	20,700
Repairs Expenditure	2,000	2,000	2,000
	29,900	29,750	30,500
Less Recharges to Other Services	(45,950)	(41,900)	(42,750)
	_____	_____	_____
Sub-total	(16,050)	(12,150)	(12,250)
Central, Departmental and Technical Support Services			
Central Salaries & Administration	950	1,000	1,050
Departmental Administrative Expenses	2,900	3,000	3,050
Depreciation & Impairment			
Non-Current Asset Depreciation	12,200	8,150	8,150
	_____	_____	_____
TO SUMMARY	-	-	-
	_____	_____	_____
Full Time Equivalent Number of Staff (including Support Service Staff)	0.15	0.15	0.15

DIRECTOR OF CENTRAL SERVICES

		2025/26	2026/27	
		ORIGINAL ESTIMATE £	REVISED ESTIMATE £	ESTIMATE £
8 LAND REVIEW				
Employees				
Salaries		29,300	30,750	30,650
Premises Related Expenses				
Depot		2,300	1,750	1,600
Estate Management		1,000	1,000	1,000
Rates		8,950	- ^{a)}	-
Insurance		400	500	450
Repairs Expenditure		12,600	23,600 ^{b)}	17,600 ^{b)}
Supplies & Services				
Professional Fees		35,000	35,000	35,000
		_____	_____	_____
		89,550	92,600	86,300
		_____	_____	_____
Less Income				
Fees & Charges - General		(1,000)	(1,000)	(1,000)
De-Minimus Capital Receipts		-	(5,000) ^{c)}	-
Castle Lodge Rent		(7,000)	(7,000)	(7,000)
Wayleaves		(500)	(500)	(500)
		_____	_____	_____
		(8,500)	(13,500)	(8,500)
		_____	_____	_____
Sub-total		81,050	79,100	77,800
Central, Departmental and Technical Support Services				
Central Salaries & Administration		3,300	3,450	3,500
Information Technology Expenses		300	350	350
Departmental Administrative Expenses		16,100	16,500	16,950
		_____	_____	_____
TO SUMMARY		100,750	99,400	98,600
		_____	_____	_____
Full Time Equivalent Number of Staff		0.69	0.70	0.70
(including Support Service Staff)				

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

DIRECTOR OF CENTRAL SERVICES

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

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

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

DIRECTOR OF CENTRAL SERVICES

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

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

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

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2025/26 ESTIMATE	2026/27	
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1. DEVELOPMENT MANAGEMENT			
Employees			
Salaries	1,462,300	1,632,350 a)	1,519,750
Supplies & Services			
Professional Fees	0	51,300 b)	10,000 c)
Legal Fees	0	0	0
Application & Appeals	100,000	212,500 d)	120,000 e)
Advertising	8,900	8,900	8,900
	1,571,200	1,905,050	1,658,650
Less Income			
Fees & Charges			
Planning Applications	(1,169,950)	(1,110,000) f)	(1,151,000) g)
Pre-Planning Advice	(113,850)	(145,000) f)	(151,050) g)
Planning Performance Agreements	(98,300)	(129,100) f)	(134,300) g)
s.106 Agreement Monitoring	(25,000)	(14,000) f)	(15,050) g)
Government Grant	0	0	0
	(1,407,100)	(1,398,100)	(1,451,400)
Sub-total	164,100	506,950	207,250
Central, Departmental & Technical Support Services			
Central Salaries & Administration	133,500	127,750	125,100
Information Technology Expenses	132,450	165,500 h)	157,450 h)
Departmental Administrative Expenses	482,600	493,050	492,900
	912,650	1,293,250	982,700
Full Time Equivalent Number of Staff	32.93	31.23	30.25
(including Support Service Staff)			

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

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

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

	2025/26 ESTIMATE ORIGINAL £	2025/26 ESTIMATE REVISED £	2026/27 ESTIMATE £
Employees Salaries	58,500	63,150	59,500
Supplies & Services Archaeological Advice	9,700	9,700	9,700
Third Party Payments Conservation	17,500	25,000 a)	26,000 b)
Sub-total	85,700	97,850	95,200
Central, Departmental & Technical Support Services Central Salaries & Administration Information Technology Expenses Departmental Administrative Expenses	2,550 100 20,400	2,650 100 20,450	2,700 100 20,550
TO SUMMARY	108,750	121,050	118,550
Full Time Equivalent Number of Staff (including Support Service Staff)	1.26	1.20	1.17

a) This is a action to take forward as part of the PAS review. Increase includes work that is paid directly from pre-application advice. Sevenoaks invoice us based on the work that has occurred e.g. design work, conservation work.

b) Cost reflects ongoing work by Sevenoaks and accounts for CPI of 4%.

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

	2025/26 ESTIMATE ORIGINAL £	2025/26 ESTIMATE REVISED £	2026/27 ESTIMATE £
Employees Salaries	365,850	363,550	371,050
Supplies & Services Professional Fees	13,000	13,000	13,000
Subscriptions	2,350	2,350	2,350
Competent Persons Scheme	2,000	2,000	2,000
	—————	—————	—————
	383,200	380,900	388,400
Less Income Fees & Charges			
Building Regulations	(341,550)	(360,000) a)	(384,500) b)
Partnership Receipts	0	(700)	0
	—————	—————	—————
<u>Sub-total</u>	41,650	20,200	3,900
Central, Departmental & Technical Support Services			
Central Salaries & Administration	16,100	17,250	17,450
Information Technology Expenses	38,400	47,950	45,600
Departmental Administrative Expenses	137,100	134,750	137,850
	—————	—————	—————
<u>TO SUMMARY</u>	233,250	220,150	204,800
	—————	—————	—————
Full Time Equivalent Number of Staff (including Support Service Staff)	7.08	7.96	7.96

a) Estimate reflects the current income projection for this year

b) Reflects a 6.8% increase in fees to be agreed at Housing and Planning Scrutiny Select Committee on 2nd December 2025.

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

	2025/26 ESTIMATE ORIGINAL £	2025/26 ESTIMATE REVISED £	2026/27 ESTIMATE £
Employees Salaries	370,800	466,300 a)	440,200 b)
Supplies & Services Development of Local Plan	789,950	745,000 c)	519,550 d)
Less Income Grants & Contributions	0	(14,950) e)	0
Sub-total	1,160,750	1,211,300	959,750
Central, Departmental & Technical Support Services			
Central Salaries & Administration	18,300	21,850	21,200
Information Technology Expenses	700	900	850
Departmental Administrative Expenses	100,600	106,150	108,600
	1,280,350	1,340,200	1,090,400
Full Time Equivalent Number of Staff (including Support Service Staff)	6.53	6.73	6.74

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

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

	2025/26 ESTIMATE ORIGINAL £	2026/27 ESTIMATE £
Employees Salaries	281,800	357,950 a)
Supplies & Services Consultancy Fees	5,000	32,150 c)
AONB Management	6,000	6,000
Local Wildlife Sites Register Update	3,500	3,500
Sub-total	296,300	399,600
Central, Departmental & Technical Support Services Central Salaries & Administration	11,900	13,950
Information Technology Expenses	3,500	4,400
Departmental Administrative Expenses	78,050	84,400
Less Income Government Grants	0	(27,150) d)
		0
	389,750	475,200
Full Time Equivalent Number of Staff (including Support Service Staff)	6.03	5.62
		5.50

PLANNING POLICY

(a) **DEVELOPMENT OF LOCAL PLAN**
(b) **PLANNING POLICY**

TO SUMMARY

1,280,350	1,340,200	1,090,400
389,750	475,200	458,800
1,670,100	1,815,400	1,549,200

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

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

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

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

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

Salaries

	2025/26 ESTIMATE ORIGINAL £	2025/26 ESTIMATE REVISED £	2026/27 ESTIMATE £
Salaries	97,050	145,650 a)	129,950 a)
Supplies & Services			
Support for External Agencies	3,650	3,650	3,650
Sub-total	100,700	149,300	133,600
Central, Departmental & Technical Support Services			
Central Salaries & Administration	5,100	5,350	5,450
Information Technology Expenses	850	1,050	1,000
Departmental Administrative Expenses	27,950	36,800	34,300
	134,600	192,500	174,350
Full Time Equivalent Number of Staff	1.64	3.16	2.75
(including Support Service Staff)			

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

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

	2025/26 ESTIMATE ORIGINAL £	2025/26 ESTIMATE REVISED £	2026/27 ESTIMATE £
Employees			
Salaries	190,750	297,350 a)	259,000 a)
Third Party Payments			
Choice Based Lettings	10,800	11,100	11,500
Sub-total	201,550	308,450	270,500
Central, Departmental & Technical Support Services			
Central Salaries & Administration	6,200	6,400	6,850
Information Technology Expenses	2,350	2,950	2,800
Departmental Administrative Expenses	57,050	76,900 b)	70,400 b)
Full Time Equivalent Number of Staff	267,150	394,700	350,550
(including Support Service Staff)	3.23	6.71	5.71

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

134,600	192,500	174,350
267,150	394,700	350,550
<hr/>	<hr/>	<hr/>
401,750	587,200	524,900
<hr/>	<hr/>	<hr/>

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

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

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

	2025/26 ESTIMATE ORIGINAL £	REVISED £	2026/27 ESTIMATE £
Employees			
Salaries	421,900	538,900 a)	507,250 a)
Premises Related Expenses			
Repairs & Maintenance to Buildings	20,000	99,250 b)	0 b)
Maintenance of Grounds	1,600	2,500	2,500
Electricity	1,500	18,800 c)	19,300 c)
Gas	200	1,900	1,900
Rent	0	225,000 d)	300,000 d)
Rates	1,000	(11,900) e)	0 e)
Council Tax	10,000	40,000 f)	15,000 g)
Water Charges (Metered)	600	1,000	2,000
Fixtures & Fittings	1,000	1,000	1,000
Premises Insurance	3,800	6,450	7,300
Building repairs Maintenance	0	0 h)	97,300 h)
Transport Related Expenses			
Parking	500	500	500
Public Transport	100	100	100
Supplies & Services			
Purchases - Equipment & Materials	1,500	5,000	3,000
Maintenance - General	500	500	500
Rough Sleeping Initiative	309,800	309,800	309,800
Legal Fees	-	24,500	-
Temporary Accommodation	2,254,800	2,212,900 i)	1,697,700 j)
Storage of Furniture, Transport, etc.	500	550	500
Rent Deposits / Rent in Advance - Payments	33,550	33,550	33,550
Telephones & Broadband	800	1,550	1,800
Homelessness Reduction Initiatives	401,800	82,850 k)	200,000 k)
Contribution to Bad Debt Provision	30,000	35,000	30,000
Third Party Payments			
Property Management	20,000	20,000	20,000
Medical Assessments	100	100	100
Carried Forward	<hr/> 3,515,550 <hr/>	<hr/> 3,649,800 <hr/>	<hr/> 3,251,100 <hr/>

HOMELESSNESS

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

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

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

Memorandum

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

	2025/26	2026/27
	ESTIMATE	ESTIMATE
	£	£
Temporary Accommodation	2,254,800	2,212,900
Customer & Client Receipts - Accommodation	(1,172,500)	(1,054,500)
Customer & Client Receipts - Service Charge	(24,800)	(34,600)
Non HRA Rent Rebates	1,004,000	1,039,700
Non HRA Rent Rebate Subsidy	(833,600)	(866,400)
	<hr/>	<hr/>
Total including non-HRA rent rebates	1,227,900	1,297,100
	<hr/>	<hr/>
		861,250

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

HOMELESSNESS (continued)

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

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

	2025/26 ESTIMATE ORIGINAL £	2025/26 ESTIMATE REVISED £	2026/27 ESTIMATE £
Employees			
Salaries	187,400	280,650 a)	247,700 b)
Central, Departmental & Technical Support Services			
Central Salaries & Administration	16,800	19,150	19,000
Information Technology Expenses	8,900	11,100	10,600
Departmental Administrative Expenses	55,700	72,550 c)	67,300 c)
<u>TO SUMMARY</u>	<u>268,800</u>	<u>383,450</u>	<u>344,600</u>
Full Time Equivalent Number of Staff (including Support Service Staff)	3.47	6.56	5.70

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

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

	2025/26 ESTIMATE ORIGINAL £	REVISED £	2026/27 ESTIMATE £
Employees Salaries	3,200	3,250	3,350
Central, Departmental & Technical Support Services Central Salaries & Administration	650	700	700
Departmental Administrative Expenses	950	900	950
Information Technology	0	0	0
<u>TO SUMMARY</u>	4,800	4,850	5,000
Full Time Equivalent Number of Staff (including Support Service Staff)	0.07	0.07	0.08

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH

	2025/26 ESTIMATE ORIGINAL £	2025/26 ESTIMATE REVISED £	2026/27 ESTIMATE £
9. PRIVATE SECTOR HOUSING RENEWAL			
Employees			
Salaries	232,000	249,650 a)	251,350 b)
Supplies & Services			
Purchases - Equipment & Materials	50	50	50
Professional Fees	250	12,850	0
Better Care Fund Initiatives	96,600	96,600	96,600
Energy Efficiency Initiatives	0	0	0
Capital Grants & Contributions (RECS)	1,110,000	1,110,000	1,110,000
Maintenance General	0	60,000 c)	60,000 c)
Remediation - Building Safety	0	50,000 d)	0
	1,438,900	1,579,150	1,518,000
	_____	_____	_____
Less Income			
Government Grant - Better Care Fund	(96,600)	(206,600) e)	(156,600) f)
Capital Grants Received (RECS)	(1,080,000)	(1,080,000)	(1,080,000)
Contribution from other bodies	0	(12,850) g)	0
	(1,176,600)	(1,299,450)	(1,236,600)
	_____	_____	_____
Sub-total	262,300	279,700	281,400
Central, Departmental & Technical Support Services			
Central Salaries & Administration	12,400	13,000	13,250
Information Technology Expenses	14,300	17,900	17,000
Departmental Administrative Expenses	69,100	67,600	70,750
	_____	_____	_____
TO SUMMARY	358,100	378,200	382,400
	_____	_____	_____
Full Time Equivalent Number of Staff (including Support Service Staff)	4.53	5.19	5.21

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

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

	2025/26 ESTIMATE ORIGINAL £	REVISED £	2026/27 ESTIMATE £
Employees			
Salaries	83,950	92,500 a)	92,900 a)
Supplies & Services			
Other Expenses	6,450	6,450	6,450
	90,400	98,950	99,350
Less Income			
Houses in Multiple Occupation / Caravan Site Licences	(3,500)	(3,500)	(3,500)
	86,900	95,450	95,850
Sub-total			
Central, Departmental & Technical Support Services			
Central Salaries & Administration	1,900	2,000	2,050
Information Technology Expenses	5,550	6,950	6,600
Departmental Administrative Expenses	24,300	24,200	25,300
	118,650	128,600	129,800
TO SUMMARY			
Full Time Equivalent Number of Staff (including Support Service Staff)	1.57	1.83	1.83

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

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

	2025/26 ESTIMATE ORIGINAL £	2025/26 ESTIMATE REVISED £	2026/27 ESTIMATE £
Employees			
Salaries	6,950	5,850	6,100
Supplies and Services			
Financial Hardship Subsidy	350	3,000 a)	3,000 a)
Less Income			
General	0	0	0
Sub-total	7,300	8,850	9,100
Central, Departmental & Technical Support Services			
Central Salaries & Administration	10,100	12,600	12,000
Information Technology Expenses	2,750	2,900	3,000
Departmental Administrative Expenses	4,300	3,800	3,900
TO SUMMARY	24,450	28,150	28,000
Full Time Equivalent Number of Staff	0.41	0.28	0.28
(including Support Service Staff)			

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

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

	2025/26 ESTIMATE ORIGINAL £	REVISED £	2026/27 ESTIMATE £
Employees Salaries	2,150	2,200	2,250
Third Party Payments Funeral Expenses	3,000	3,000	3,000
<u>Sub-total</u>	5,150	5,200	5,250
Central, Departmental & Technical Support Services Central Salaries & Administration Information Technology Expenses Departmental Administrative Expenses	650 50 650	700 50 600	700 50 650
<u>TO SUMMARY</u>	6,500	6,550	6,650
Full Time Equivalent Number of Staff (including Support Service Staff)	0.05	0.05	0.05

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

	2025/26 ESTIMATE ORIGINAL £	2025/26 ESTIMATE REVISED £	2026/27 ESTIMATE £
Employees			
Salaries	30,050	31,950	31,700
Less Income			
Fees & Charges	(10,750)	(10,750)	(10,750)
<u>Sub-total</u>	19,300	21,200	20,950
Central, Departmental & Technical Support Services			
Central Salaries & Administration	1,650	1,750	1,800
Information Technology Expenses	8,050	10,050	9,600
Departmental Administrative Expenses	10,150	9,600	10,050
<u>TO SUMMARY</u>	39,150	42,600	42,400
Full Time Equivalent Number of Staff (including Support Service Staff)	0.71	0.67	0.67

Memorandum

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

	39,150	42,600	42,400
Total from above			
Share of:			
Democratic Administration	4,150	4,250	4,300
Corporate Management	2,350	2,450	2,500
Non Distributed Costs	4,700	4,700	5,350
Full Cost of LAPPC / LA-IPPC	50,350	54,000	54,550

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

	2025/26 ESTIMATE ORIGINAL £	2026/27 ESTIMATE £
Employees		
Salaries	214,600	231,300 a)
Supplies & Services		
Purchases - Equipment & Materials	300	300
Maintenance - Calibration of Instruments	2,500	2,500
Miscellaneous Insurance	600	900
Third Party Payments		
Water Sampling	500	500
General	1,000	5,000
Air Quality	18,000	18,000
Contaminated Land - Site Inspections	2,300	2,300
	239,800	260,800
Less Income		
Fees & Charges		
Water Sampling	(700)	(700)
Provision of Information	(2,050)	(2,050)
	(2,750)	(2,750)
Sub-total	237,050	258,050
Central, Departmental & Technical Support Services		255,950
Central Salaries & Administration	20,700	23,500
Information Technology Expenses	16,300	20,350
Departmental Administrative Expenses	74,050	70,600
Depreciation & Impairment		73,650
Non-Current Asset Depreciation	8,950	8,700
	8,700	8,700
TO SUMMARY	357,050	381,200
Full Time Equivalent Number of Staff (including Support Service Staff)	4.84	4.54
		4.57

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

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

	2025/26 ESTIMATE ORIGINAL £	REVISED £	2026/27 ESTIMATE £
Employees			
Salaries	110,150	106,050	114,200
Supplies & Services			
Protective Clothing	100	100	100
Health General	250	250	250
Miscellaneous Insurance	800	1,150	950
Sub-total	111,300	107,550	115,500
Central, Departmental & Technical Support Services			
Central Salaries & Administration	12,050	13,750	13,550
Information Technology Expenses	15,850	19,800	18,800
Departmental Administrative Expenses	42,950	39,700	42,300
Less Income			
Acupuncture/Tattooing/Ear Pier	(1,750)	(3,000)	(3,120)
Full Time Equivalent Number of Staff	2.58	2.30	2.41
(including Support Service Staff)			

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

	2025/26 ESTIMATE ORIGINAL £	2026/27 REVISED £	2026/27 ESTIMATE £
Employees			
Salaries	127,600	123,500	133,250
Supplies & Services			
Health General	250	250	250
Other Expenses	250	250	250
Third Party Payments			
Food Sampling	300	300	300
	_____	_____	_____
	128,400	124,300	134,050
	_____	_____	_____
Less Income			
Food Hygiene Rating Systems Re-inspections	(2,800)	(2,150)	(2,250)
Fees & Charges			
Food Inspection	(1,650)	(1,750)	(2,000)
	_____	_____	_____
	(4,450)	(3,900)	(4,250)
	_____	_____	_____
Sub-total	123,950	120,400	129,800
Central, Departmental & Technical Support Services			
Central Salaries & Administration	9,200	10,750	10,600
Information Technology Expenses	16,050	20,050	19,050
Departmental Administrative Expenses	49,600	46,050	49,100
	_____	_____	_____
	198,800	197,250	208,550
	_____	_____	_____
Full Time Equivalent Number of Staff	2.89	2.58	2.72
(including Support Service Staff)			

FOOD & SAFETY**(a) GENERAL
(b) FOOD SAFETY****TO SUMMARY**

180,400	177,800	187,030
198,800	197,250	208,550
	_____	_____
379,200	375,050	395,580
	_____	_____

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

	2025/26 ESTIMATE ORIGINAL £	2025/26 ESTIMATE REVISED £	2026/27 ESTIMATE £
Employees			
Salaries	109,600	113,800	116,400
Supplies & Services			
Healthy Living Initiatives	14,000	14,000	14,000
	123,600	127,800	130,400
Less Income			
Public Health Funding	(124,100)	(124,100)	(124,100)
	—	—	—
Sub-total	(500)	3,700	6,300
Central, Departmental & Technical Support Services			
Central Salaries & Administration	2,550	2,800	2,800
Information Technology Expenses	500	600	600
Departmental Administrative Expenses	51,000	51,100	48,600
	—	—	—
	53,550	58,200	58,300
	—	—	—
Full Time Equivalent Number of Staff	2.78	3.22	2.77
(including Support Service Staff)			

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**16. PUBLIC HEALTH (continued)****(b) GENERAL****Employees**
Salaries**Central, Departmental & Technical Support Services**
Departmental Administrative Expenses**Full Time Equivalent Number of Staff**
(including Support Service Staff)

	2025/26 ESTIMATE ORIGINAL £	2025/26 ESTIMATE REVISED £	2026/27 ESTIMATE £
Employees Salaries	14,650	15,650	15,950
Central, Departmental & Technical Support Services Departmental Administrative Expenses	3,400	3,450	3,600
	<hr/>	<hr/>	<hr/>
	18,050	19,100	19,550
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (including Support Service Staff)	0.17	0.18	0.18

PUBLIC HEALTH**(a) HEALTHY LIVING**
(b) GENERAL**TO SUMMARY**

53,550	58,200	58,300
18,050	19,100	19,550
<hr/>	<hr/>	<hr/>
71,600	77,300	77,850
<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND ENVIRONMENTAL HEALTH**17. GYPSY TRAVELLER SITES****(b) GENERAL****Supplies & Services**

Management fees

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

	2025/26 ESTIMATE ORIGINAL £	2025/26 ESTIMATE REVISED £	2026/27 ESTIMATE £
Management fees	65,000	65,000	65,000
	<hr/> 65,000	<hr/> 65,000	<hr/> 65,000
Full Time Equivalent Number of Staff (including Support Service Staff)	0.17	0.00	0.00

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

	2025/26 ESTIMATE ORIGINAL £	2025/26 ESTIMATE REVISED £	2026/27 ESTIMATE £
Employees			
Salaries	282,200	267,400 a)	252,350 a)
Supplies & Services			
Rents	100	100	100
Purchases	7,000	7,000	7,000
Professional Fees	8,000	8,000	8,000
Advertising General	250	250	250
	297,550	282,750	267,700
Less Income			
Animal Boarding Establishments	(2,000)	(6,850)	(7,100)
Dog Breeding	(1,300)	(1,300)	(1,350)
Selling Animals As Pets	(2,750)	(500)	(550)
Hackney Carriages & Private Hi	(258,350)	(258,350)	(268,700)
Hiring Out Horses	(3,150)	(3,150)	(3,300)
Alcohol & Entertain - Premises	(94,000)	(94,000)	(94,000)
Pleasure Boats & Boatmen	(550)	(550)	(600)
Street Trading	(700)	(700)	(750)
Alcohol & Entertain - Personal	(1,900)	(2,000)	(1,900)
Sex Establishments	(2,000)	(2,000)	(2,080)
Dangerous Wild Animals	0	(100)	(100)
Gambling	(6,400)	(6,400)	(6,700)
Scrap Metal Licences	0	0	0
Licensing Fixed Penalty Notice	0	0	0
	—————	—————	—————
Sub-total	(75,550)	(93,150)	(119,430)
Central, Departmental & Technical Support Services			
Central Salaries & Administration	18,550	19,750	20,700
Information Technology Expenses	13,500	16,850	16,000
Departmental Administrative Expenses	105,600	110,000	113,200
	—————	—————	—————
	62,100	53,450	30,470
Full Time Equivalent Number of Staff (including Support Service Staff)	2.78	6.32	6.28

- a) Reduction in staff allocation following deletion of the Head of Licensing, Community Safety and Customer Services post, and changed line management reporting reported to General Purpose Committee 08 October 2025.
- b) The forward estimate includes a 4% increase in level with inflation for fiscal year 26-27.

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

	2025/26 ESTIMATE ORIGINAL £	REVISED £	2026/27 ESTIMATE £
Employees			
Salaries	37,350	34,900	33,150
Central, Departmental & Technical Support Services			
Central Salaries & Administration	2,500	2,600	2,750
Information Technology Expenses	0	0	0
Departmental Administrative Expenses	14,350	14,400	14,700
	<hr/>	<hr/>	<hr/>
	54,200	51,900	50,600
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (including Support Service Staff)	2.78	0.78	0.77

LICENSING**(a) FEE PAYING****(b) NON-FEE PAYING****TO SUMMARY**

62,100	53,450	30,470
<hr/>	<hr/>	<hr/>
54,200	51,900	50,600
<hr/>	<hr/>	<hr/>
116,300	105,350	81,070
<hr/>	<hr/>	<hr/>

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

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

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

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

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

a) Reflects Oct 2025 Inflation rate of 4.12%

b) DEFRA Polluter Pay funding, following new legislation.

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

	2025/26 ESTIMATE		2026/27 ESTIMATE
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
Employees			
Salaries	234,500	225,000 a)	223,800 a)
Premises Related Expenses			
Recycling Centres - Servicing	0	0	0
Rates	1,050	1,050	1,050
Publicity & promotion	0	800	0
Transport Related Expenses			
Glass Collection	0	0	0
Supplies & Services			
Purchases - Equipment & Materials	1,500	4,000	1,000
Contribution to Kent Resource Partnership	15,000	15,000	15,000
Other Expenses	1,300	1,300	1,300
Contribution to Bad Debt Provision	0	5,000	5,000
Third Party Payments			
Kerbside Waste Collection			
Dry Recycling	1,281,050	1,251,300	1,302,900 b)
Food Recycling	490,850	479,500	499,300 b)
Garden Waste Recycling	460,750	450,100	468,600 b)
<u>Carried Forward</u>	<hr/> 2,486,000	<hr/> 2,433,050	<hr/> 2,517,950
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**2. RECYCLING (continued)**

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

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

continued)

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

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

	2025/26 ESTIMATE ORIGINAL £	REVISED £	2026/27 ESTIMATE £
Employees			
Salaries	148,800	144,450	145,050
Supplies & Services			
Purchases - Equipment & Materials	10,000	18,000 a)	10,000
Abatement Initiatives (Self Help)	15,000	15,000	15,000
Dog Bin Emptying	14,200	14,200	14,200
Graffiti Removal	1,000	0	0
Dog Warden	110,600	103,500	103,500
Emergency Arrangements	50	50	50
Third Party Payments			
Amenity & Street Cleansing	1,039,000	1,014,900	1,056,700 b)
	1,338,650	1,310,100	1,344,500
Less Income			
Fees & Charges			
Stray Dogs Redemption Fees	(5,550)	(5,550)	(5,550)
Clearance Costs and Contributions from	(7,500)	(7,500)	(7,500)
Fixed Penalty Notices	0	(20,000) c)	(20,000) c)
Government Grants	0	0	0
	(13,050)	(33,050)	(33,050)
Sub-total	1,325,600	1,277,050	1,311,450
Central, Departmental & Technical Support Services			
Central Salaries & Administration	11,400	12,150	12,300
Information Technology Expenses	7,700	9,600	9,150
Departmental Administrative Expenses	67,350	68,000	68,000
TO SUMMARY	1,412,050	1,366,800	1,400,900
Full Time Equivalent Number of Staff (including Support Service Staff)	3.73	3.54	3.42

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

STREET SCENE

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

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

	2025/26 ESTIMATE ORIGINAL £	REVISED £	2026/27 ESTIMATE £
Employees			
Salaries	13,300	13,050	12,700
Premises Related Expenses			
Building Repairs Expenditure	17,300	22,300	12,800
Electricity	12,000	10,000	10,000
Water Charges (Metered)	2,650	2,650	2,650
Sewerage & Environmental Services	3,000	3,000	3,000
Premises Insurance	1,500	2,400	2,000
Third Party Payments			
Public Conveniences Cleansing	38,200	48,000 a)	48,000 a)
	87,950	101,400	91,150
Less Income			
Fees & Charges			
Radar Keys	(50)	(50)	(50)
	87,900	101,350	91,100
Central, Departmental & Technical Support Services			
Central Salaries & Administration	7,800	8,100	8,300
Information Technology Expenses	700	900	850
Departmental Administrative Expenses	6,900	7,000	6,950
Depreciation & Impairment			
Non-Current Asset Depreciation	47,200	36,600	36,600
	150,500	153,950	143,800
Full Time Equivalent Number of Staff			
(including Support Service Staff)	0.45	0.43	0.42

PUBLIC CONVENIENCES

a) Increase in contract cost from April 2025.

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

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

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

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**6. LARKFIELD LEISURE CENTRE**

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

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

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**7. ANGEL CENTRE**

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

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

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

	2025/26 ESTIMATE ORIGINAL £	2025/26 ESTIMATE REVISED £	2026/27 ESTIMATE £
Employees			
Salaries	7,850	7,600	8,300
Premises Related Expenses			
Building Repairs Expenditure	272,900	315,750 a)	190,650 b)
Premises Insurance	20,350	31,450 c)	26,700 c)
Other Expenses	0	1,200	1,200
<u>Sub-total</u>	301,100	356,000	226,850
Central, Departmental & Technical Support Services			
Central Salaries & Administration	16,550	17,150	17,550
Information Technology Expenses	250	350	300
Departmental Administrative Expenses	2,200	2,300	2,350
Depreciation & Impairment			
Non-Current Asset Depreciation	393,200	439,100	439,100
Non-Current Asset Impairment			
<u>TO SUMMARY</u>	713,300	814,900	686,150
Full Time Equivalent Number of Staff			
(Including Support Service Staff)	0.33	0.41	0.41

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

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

	2025/26 ESTIMATE ORIGINAL £	2025/26 ESTIMATE REVISED £	2026/27 ESTIMATE £
Employees			
Salaries	4,900	4,900	5,050
Premises Related Expenses			
Building Repairs Expenditure	90,950	128,150 a)	39,350 b)
Maintenance of Grounds	1,200	1,900	1,200
Premises Insurance	4,300	6,650	5,600
Transport Related Expenses			
Transport Insurance	9,050	13,650	11,600
	<u>Sub-total</u>	<u>110,400</u>	<u>62,800</u>
Central, Departmental & Technical Support Services			
Central Salaries & Administration	11,350	11,750	12,000
Information Technology Expenses	150	200	200
Departmental Administrative Expenses	1,950	1,950	2,000
Depreciation & Impairment			
Non-Current Asset Depreciation	224,050	224,400	224,400
Non-Current Asset Impairment			
	<u>TO SUMMARY</u>	<u>347,900</u>	<u>301,400</u>
Full Time Equivalent Number of Staff (Including Support Service Staff)	0.20	0.25	0.25

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

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

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

	2025/26 ESTIMATE ORIGINAL £	2025/26 ESTIMATE REVISED £	2026/27 ESTIMATE £
Employees			
Salaries	42,350	42,900	44,300
Premises Related Expenses			
Building Repairs Expenditure	185,900	24,650 a)	12,050 b)
Maintenance of Grounds	21,650	21,650	21,650
Premises Insurance	2,200	3,300	2,800
Supplies & Services			
Clothing, Uniform & Laundry	0	0	0
Stationery	100	100	100
Professional fees	0	35,000 c)	0
Honoraria	1,100	1,100	1,100
Telephones	50	50	50
Licences	100	100	100
Recharge	17,650	17,650	17,650
Purchases	0	250	250
Third Party Payments			
Grounds Maintenance Contract	330,050	330,050 d)	343,250 d)
	601,150	476,800	443,300
Less Income			
Rents	(16,200)	(16,200)	(16,200)
	584,950	460,600	427,100
Sub-total			
Central, Departmental & Technical Support Services			
Central Salaries & Administration	14,550	15,200	15,550
Information Technology Expenses	850	1,050	1,000
Departmental Administrative Expenses	21,450	21,450	21,950
Depreciation & Impairment			
Non-Current Asset Depreciation	183,800	110,250 e)	110,250 e)
	805,600	608,550	575,850
TO SUMMARY			
Full Time Equivalent Number of Staff (including Support Service Staff)	1.31	1.29	1.29

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

SPORTS GROUNDS

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

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2025/26 ESTIMATE ORIGINAL £	2025/26 ESTIMATE REVISED £	2026/27 ESTIMATE £
11. PLEASURE GROUNDS & OPEN SPACES			
(a) TONBRIDGE CASTLE GROUNDS			
Employees			
Salaries	20,800	20,600	21,700
Premises Related Expenses			
Maintenance of Grounds	4,500	39,500 a)	4,500
Electricity	1,400	1,400	1,400
Rates	1,400	1,400	1,400
Premises Insurance	50	50	50
Supplies & Services			
Purchases - Equipment & Materials	10,000	10,000	10,000
Licences	0	0	-
Third Party Payments			
Grounds Maintenance Contract	87,150	87,150	90,636
Tonbridge Hanging Baskets	5,000	5,000	5,000
	130,300	165,100	134,686
Less Income			
Fees & Charges - Mooring Fees	(150)	(150)	(150)
Rights over Water	(2,550)	(2,550)	(2,550)
	(2,700)	(2,700)	(2,700)
Sub-total	127,600	162,400	131,986
Central, Departmental & Technical Support Services			
Central Salaries & Administration	17,350	19,050	20,450
Information Technology Expenses	400	500	450
Departmental Administrative Expenses	9,400	9,350	9,600
Depreciation & Impairment			
Non-Current Asset Depreciation	15,300	7,650	7,650
	170,050	198,950	170,136
Full Time Equivalent Number of Staff (Including Support Service Staff)	0.61	0.90	0.90

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

PLEASURE GROUNDS & OPEN SPACES - TONBRIDGE CASTLE GROUNDS

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

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2025/26 ESTIMATE ORIGINAL £	2025/26 ESTIMATE REVISED £	2026/27 ESTIMATE £
11. PLEASURE GROUNDS & OPEN SPACES (continued)			
(b) HAYSDEN COUNTRY PARK			
Employees			
Salaries	44,850	45,350	47,100
Premises Related Expenses			
Building Repairs Expenditure	14,600	16,300	4,000
Maintenance of Grounds	13,000	13,000	13,000
Electricity	7,700	7,700	7,700
Water Charges (Metered)	3,700	3,700	3,700
Sewerage & Environmental Services	2,650	1,000	1,000
Cleaning & Domestic Supplies	38,200	38,200	38,200
Premises Insurance	200	250	250
Supplies & Services			
Purchases - Equipment & Materials	2,850	4,500	2,850
Maintenance - General	2,500	2,500	2,500
Clothing, Uniforms & Laundry	50	50	50
Cash Collection	1,850	1,850	7,300
Trade Refuse Charges	1,000	1,000	1,000
Dog Bin Emptying	400	400	400
Gates / Security	7,550	7,550	7,550
Rodent Control	1,400	1,400	1,400
Litter Collection	1,150	1,150	1,150
Advertising	450	450	450
Third Party Payments			
Grounds Maintenance Contract	57,750	57,750	60,060
Carried Forward	201,850	204,100	199,660

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

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

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

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2025/26 ESTIMATE ORIGINAL £	2025/26 ESTIMATE REVISED £	2026/27 ESTIMATE £
11. PLEASURE GROUNDS & OPEN SPACES (continued)			
(c) OPEN SPACES & AMENITY AREAS BOROUGH - WIDE			
Employees			
Salaries	87,550	84,600	91,550
Premises Related Expenses			
Maintenance of Grounds	34,600	32,700	34,000
Maintenance of Play Equipment	10,000	20,000 a)	18,000 a)
Bridge Maintenance	46,600	46,600	40,000
Electricity	1,400	1,400	1,400
Premises Insurance	4,000	4,700	4,000
Supplies & Services			
Purchases - Equipment & Materials	850	600	600
Dog Bin Emptying	200	200	200
Rodent Control	500	500	500
Miscellaneous Insurance	150	200	200
Telephones	50	50	50
Third Party Payments			
Grounds Maintenance Contract	162,600	162,600	169,104
Carried Forward	348,500	354,150	359,604

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

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

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

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

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

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2025/26 ESTIMATE ORIGINAL £	2025/26 ESTIMATE REVISED £	2026/27 ESTIMATE £
11. PLEASURE GROUNDS & OPEN SPACES (continued)			
(e) COUNTRYSIDE / WOODLAND MANAGEMENT			
Employees			
Salaries	18,750	18,800	19,450
Premises Related Expenses			
Maintenance of Grounds	20,000	20,000	20,000
Tree Planting Schemes	2,300	2,300	2,300
Supplies & Services			
Purchases - Equipment & Materials	0	0	0
Health & Safety - Trees	109,000	109,000	109,000
Miscellaneous Insurance	100	100	100
Third Party Payments			
Medway Valley Countryside Partnership	9,000	9,000	9,000
Sub-total	159,150	159,200	159,850
Central, Departmental & Technical Support Services			
Central Salaries & Administration	8,000	8,400	8,550
Information Technology Expenses	1,650	2,050	1,950
Departmental Administrative Expenses	9,400	9,350	9,600
Full Time Equivalent Number of Staff (Including Support Service Staff)	178,200	179,000	179,950
	0.61	0.60	0.60

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2025/26 ESTIMATE ORIGINAL £	2025/26 ESTIMATE REVISED £	2026/27 ESTIMATE £
11. PLEASURE GROUNDS & OPEN SPACES (continued)			
(f) LEYBOURNE LAKES COUNTRY PARK			
Employees			
Salaries	7,400	7,100	7,450
Premises Related Expenses			
Building Repairs Expenditure	16,900	26,700 a)	21,600 b)
Premises Insurance	650	1,650	1,300
Dog Bin Emptying	0	400	0
Maintenance of grounds	0	9,650 c)	0
Transport Related Expenses			
Transport Insurance	700	1,050	900
Supplies & Services			
Maintenance - General	0	0	0
Dog Bin Emptying	0	0	0
Telephones	0	0	0
Carried Forward	25,650	46,550	31,250

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

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

	2025/26 ORIGINAL £	2025/26 ESTIMATE REVISED £	2026/27 ESTIMATE £
<u>Brought Forward</u>	25,650	46,550	31,250
<u>Sub-total</u>	25,650	46,550	31,250
Central, Departmental & Technical Support Services			
Central Salaries & Administration	6,200	6,500	6,600
Information Technology Expenses	1,800	2,300	2,150
Departmental Administrative Expenses	2,650	2,600	2,700
Depreciation & Impairment			
Non-Current Asset Depreciation	77,250	71,700	71,700
	113,550	129,650	114,400
Full Time Equivalent Number of Staff (Including Support Service Staff)	0.28	0.22	0.22

PLEASURE GROUNDS & OPEN SPACES

- (a) TONBRIDGE CASTLE GROUNDS
- (b) HAYSDEN COUNTRY PARK
- (c) OPEN SPACES & AMENITY AREAS
- (d) PATROLLING
- (e) COUNTRYSIDE / WOODLAND MANAGE'T
- (f) LEYBOURNE LAKES COUNTRY PARK

TO SUMMARY

170,050	198,950	170,136
152,150	106,450	102,810
396,600	394,750	401,154
17,650	19,000	19,650
178,200	179,000	179,950
113,550	129,650	114,400
1,028,200	1,027,800	988,100

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

	2025/26 ESTIMATE ORIGINAL £	2025/26 ESTIMATE REVISED £	2026/27 ESTIMATE £
Employees Salaries	650	700	700
Premises Related Expenses Drainage Rates	50	50	50
Premises Insurance	50	100	100
Third Party Payments Management Fee to T.A.G.A.	5,100	5,100	5,100
Sub-total	5,850	5,950	5,950
Central, Departmental & Technical Support Services Central Salaries & Administration	650	650	650
Departmental Administrative Expenses	300	300	350
Information Technology	0	50	50
Depreciation & Impairment Non-Current Asset Depreciation	400	500	500
TO SUMMARY	7,200	7,450	7,500
Full Time Equivalent Number of Staff (Including Support Service Staff)	0.02	0.02	0.02

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

	2025/26 ESTIMATE ORIGINAL £	2025/26 ESTIMATE REVISED £	2026/27 ESTIMATE £
Employees			
Salaries	3,250	3,150	3,400
Premises Related Expenses			
Maintenance of Grounds	1,800	1,800	1,800
Third Party Payments			
Grounds Maintenance Contract	10,150	10,150	10,550
	15,200	15,100	15,750
Less Income			
Contributions from Other Bodies	(50)	(50)	(50)
	15,150	15,050	15,700
Sub-total			
Central, Departmental & Technical Support Services			
Central Salaries & Administration	1,400	1,450	1,500
Information Technology Expenses	150	200	200
Departmental Administrative Expenses	1,350	1,400	1,400
	18,050	18,100	18,800
TO SUMMARY			
Full Time Equivalent Number of Staff (Including Support Service Staff)	0.09	0.09	0.09

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

	2025/26 ESTIMATE ORIGINAL £	2025/26 ESTIMATE REVISED £	2026/27 ESTIMATE £
Employees			
Salaries	30,450	30,700	31,800
Premises Related Expenses			
Building Repairs Expenditure	2,300	3,600	6,100
Maintenance of Grounds	5,600	7,500	5,600
Electricity	3,000	3,000	3,000
Rates	8,150	8,150	8,150
Water Charges (Metered)	150	100	150
Sewerage & Environmental Services	100	100	100
Premises Insurance	650	1,000	850
Supplies & Services			
Purchases - Equipment & Materials	2,500	3,000	2,500
Third Party Payments			
Grounds Maintenance Contract	69,650	69,650	72,450 a)
	122,550	126,800	130,700
Less Income			
Fees & Charges			
Graves - Exclusive Right of Burial	(41,400)	(34,000) b)	(35,400) b)
Interments	(56,900)	(56,900)	(59,200)
Memorials - Erection	(9,300)	(9,300)	(9,700)
Memorials - Inscription	(4,150)	(4,150)	(4,350)
Register Search	(3,100)	(3,100)	(3,250)
Memorial Garden - Lease of Tablet	(25,850)	(28,750)	(29,900)
Memorial Garden - Plaque/Inscription	(6,200)	(6,200)	(6,450)
Use of Chapel	(4,150)	(4,150)	(4,350)
	(151,050)	(146,550)	(152,600)
Sub-total	(28,500)	(19,750)	(21,900)
Central, Departmental & Technical Support Services			
Central Salaries & Administration	5,800	6,050	6,150
Information Technology Expenses	1,400	1,700	1,650
Departmental Administrative Expenses	14,550	14,600	15,000
Depreciation & Impairment			
Non-Current Asset Depreciation	22,900	25,550	25,550
Non-Current Asset Impairment	0	0	0
	16,150	28,150	26,450
Full Time Equivalent Number of Staff	0.88	0.85	0.85
(Including Support Service Staff)			

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

TONBRIDGE CEMETERY

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

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

	2025/26 ESTIMATE ORIGINAL £	REVISED £	2026/27 ESTIMATE £
Employees Salaries	58,850	57,650	60,650
Supplies & Services Market Research / Audit Programme	4,000	4,000	4,000
Community Group Funding	5,000	5,000	5,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	67,850	66,650	69,650
Central, Departmental & Technical Support Services			
Central Salaries & Administration	2,600	2,700	2,700
Information Technology Expenses	50	50	50
Departmental Administrative Expenses	17,650	18,000	18,750
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	88,150	87,400	91,150
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff (Including Support Service Staff)	0.54	0.92	0.94
Analysis of Salaries:-	£	£	£
Leisure Planning / Policy	35,700	36,500	37,500
Market Research	1,500	1,500	1,600
Liaison with Outside Bodies	19,850	20,000	20,600
	<hr/>	<hr/>	<hr/>
	57,050	58,000	59,700

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

	2025/26 ESTIMATE ORIGINAL £	REVISED £	2026/27 ESTIMATE £
Employees Salaries	6,800	5,650	7,000
Supplies & Services Christmas Lighting	23,750	23,750	23,750
<u>Sub-total</u>	30,550	29,400	30,750
Central, Departmental & Technical Support Services			
Central Salaries & Administration	700	750	750
Information Technology Expenses	300	400	350
Departmental Administrative Expenses	2,800	2,800	2,850
Depreciation & Impairment Non-Current Asset Depreciation	4,450	800	800
<u>TO SUMMARY</u>	38,800	34,150	35,500
Full Time Equivalent Number of Staff (including Support Service Staff)	0.15	0.14	0.14

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

	2025/26 ESTIMATE ORIGINAL £	2025/26 ESTIMATE REVISED £	2026/27 ESTIMATE £
Employees			
Salaries	349,800	325,300 a)	373,950 b)
Premises Related Expenses			
Maintenance of Grounds	263,250	267,800 c)	278,550 c)
Repairs & Maintenance	30,000	35,000	35,000
Winter Maintenance	10,000	10,000	10,000
Electricity	5,850	5,850	5,850
Rates	279,650	305,350 d)	305,350 d)
Premises Insurance	1,500	2,300	1,950
Transport Related Expenses			
Repairs & Maintenance	2,000	2,000	2,000
Licences	600	350	600
Petrol / Oil	2,000	2,000	2,000
Transport Insurance	1,350	2,100	1,800
Supplies & Services			
Purchases - Equipment & Materials	2,000	9,900	9,900
Maintenance - General	30,000	28,300	28,300
Uniforms	750	4,500	4,500
Stationery	7,500	6,500	7,500
Cash Collection	77,900	77,900	77,900
Professional Fees	0	0	0
Payment to Principals / Ticket Refunds	437,850	437,850	437,850
Advertising	500	600	600
Adjudication & Enforcement Services	12,200	12,200	12,200
Security Services Mgt. Recharge (CCTV)	192,900	192,900	192,900
Carried Forward	1,707,600	1,728,700	1,788,700

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

PARKING SERVICES - OFF-STREET

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

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

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

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

PARKING SERVICES - OFF-STREET (continued)

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

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

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

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

	2025/26 ESTIMATE	2026/27	
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
<u>Sub-total Brought Forward</u>	(144,100)	(235,300)	(223,400)
Central, Departmental & Technical Support Services			
Central Salaries & Administration	23,200	24,300	24,800
Information Technology Expenses	41,200	51,450	48,950
Departmental Administrative Expenses	140,050	140,900	144,250
Depreciation & Impairment			
Non-Current Asset Depreciation	4,800	15,100	15,100
Non-Current Asset impairment			
	<hr/>	<hr/>	<hr/>
	65,150	(3,550)	9,700
	<hr/>	<hr/>	<hr/>
Full Time Equivalent Number of Staff	10.53	13.64	13.66
(including Support Service Staff)			
<u>PARKING SERVICES</u>			
(a) OFF-STREET	(1,518,400)	(1,580,800)	(1,546,650)
(b) ON-STREET	65,150	(3,550)	9,700
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(1,453,250)	(1,584,350)	(1,536,950)
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

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

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

	2025/26 ESTIMATE ORIGINAL £	2025/26 ESTIMATE REVISED £	2026/27 ESTIMATE £
Employees			
Salaries	94,500	94,650	103,750 a)
Premises Related Expenses			
Repairs, Alterations & Maintenance	17,000	19,900	17,000
Electricity	900	900	900
Vale Rise Depot Recharge	2,000	1,600	1,600
Supplies & Services			
Purchases - Equipment & Materials	5,000	5,000	5,000
	<u>Sub-total</u>	<u>119,400</u>	<u>122,050</u>
			<u>128,250</u>
Central, Departmental & Technical Support Services			
Central Salaries & Administration	9,050	9,500	9,650
Information Technology Expenses	3,500	4,450	4,150
Departmental Administrative Expenses	34,000	34,050	34,850
Depreciation & Impairment			
Non-Current Asset Depreciation	0	500	500
Less Income			
Other Contributions	-	-2,900	-
	<u>TO SUMMARY</u>	<u>165,950</u>	<u>167,650</u>
			<u>177,400</u>
Full Time Equivalent Number of Staff (including Support Service Staff)	1.95	2.02	2.03

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

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

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

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

	2025/26 ESTIMATE ORIGINAL £	2026/27 ESTIMATE £
	REVISED £	
Employees		
Salaries	44,450	45,300
Supplies & Services		
Purchases - Equipment & Materials	50	50
Professional Fees	5,400	5,400
Capital Grants & Contributions (RECS)	116,000	116,000
Third Party Payments		
Contract Payments	2,100	2,100
	<u>Sub-total</u>	<u>55,250</u>
	168,000	168,850
Central, Departmental & Technical Support Services		
Central Salaries & Administration	2,300	2,400
Information Technology Expenses	950	1,200
Departmental Administrative Expenses	19,200	18,600
Depreciation & Impairment		
Non-Current Asset Depreciation	100	100
	<u>TO SUMMARY</u>	<u>76,900</u>
	190,550	191,150
Full Time Equivalent Number of Staff		
(including Support Service Staff)	0.93	0.89

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES**21. CIVIL CONTINGENCIES****Employees**

Salaries

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

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