

2026 / 27

Revenue and Capital Budgets



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BUDGET STATEMENT 2026/27

1. Introduction

- 1.1 The revenue and capital budgets for 2026/27 are presented in this booklet for approval by Full Council. In determining the budget the Council approves the financial resources necessary to achieve its plans for the provision of services and also sets the level of council tax for the year. The budget has been prepared within the context of a **Medium Term Financial Strategy (MTFS) [Annex 1]**.
- 1.2 In preparing this MTFS the Head of Finance has assumed no changes to the service delivery by the Council due to the reorganisation of Local Government within Kent, i.e. the Council will remain a 'Going Concern' over the 10 year MTFS period.
- 1.3 The settlement for 2026/27 was the first under the Fair Funding review and Business Rates Reset, and provided details for the 2026/27, 2027/28 and 2028/29 Financial years.
- 1.4 The review involved the simplification of a number of grants previously paid by the Government to a single Revenue Support Grant payment and the resetting of Business Rates has had the effect of absorbing any growth achieved in previous years into the new level.
- 1.5 Given the effects the review and reset it is difficult to provide comparisons with prior years, that being said, the 2025/26 the Council has faced the second largest reduction in Core Spending Power between the 2024/25 and 2028/29 Financial Years.
- 1.6 Comparing further the effect of the from the 2025/26 year the Council loses £866,000 in Government support compared to 2028/29 or £1.6m cumulatively over the three years.
- 1.7 The latest version of the MTFS has the income from the settlement being used for the 2026/27, 2027/28 and 2028/29 Financial years with subsequent inflationary increases in Business Rates income but a static, or flat line position for Revenue Support Grant from 2029/30 onwards.
- 1.8 In the MTFS for 2025/26 a prudent assumption was made in respect of the potential reductions in Government Support from the outcome of the Fair Funding Review and Business Rates Reset with significant reductions being expected.
- 1.9 The outcome of the changes whilst showing a reduction in the grant being received it was not as high as expected in the MTFS for 2025/26.

- 1.10 The resulting changes to the MTFS has reduced the funding gap between expenditure and income from £2.8m to nil. Plus the initiative already included in the MTFS, being the scaling back of office accommodation to the sum of £200,000, increased use of Council owned or managed homelessness accommodation of £100,000 rising to £200,000 and Service Fee income from the Leisure Trust following changes in the service delivery model.

2. Medium Term Financial Strategy

2.1 Background

- 2.1.1 The Council's Medium Term Financial Strategy (MTFS) covers both revenue and capital budgets, and it is this Strategy that underpins the budget setting process for the forthcoming year and over the strategy period.
- 2.1.2 The aim of the MTFS is to give us a realistic and sustainable plan that reflects the Council's strategic priorities and objectives and takes us into the future. Underneath the Strategy sits detailed estimates formulated in conjunction with Services taking into account past outturn, current spending plans and likely future demand levels / pressures. It is acknowledged that circumstances will change and for this reason the Strategy needs to, and will, be kept under regular review.
- 2.1.3 The MTFS spans a rolling ten-year period with two fundamental objectives: to achieve a balanced revenue budget and to retain a minimum of £3.0m in the general revenue reserve by the end of the strategy period and not to fall below £2.0m at any time during the 10-year period. All of the key objectives currently set out in the MTFS can be found at **[Annex 1]**.
- 2.1.4 Alongside the MTFS sits a Savings and Transformation Strategy (STS), The purpose of this Strategy would be to provide structure, focus and direction in addressing and financial challenge faced by the Council through the funding gap. As has been mentioned with the result of no funding gap, no STS has been produced for the 2026/27 financial year, this does not mean that it cannot be resurrected in future years if the need arises.

2.2 Corporate Strategy

- 2.2.1 The Council's financial plans should be in support of its strategic priorities and objectives set out in overview in the [Corporate Strategy](#).
- 2.2.2 The Strategy sets out Our Vision: *To be an innovative and forward-thinking council, that leads the people and businesses of the borough towards a vibrant, prosperous and sustainable future.*
- 2.2.3 The Strategy sets out the four key priorities for the borough:

- Efficient services for all our residents, maintaining an effective council;
- Sustaining a borough which cares for the environment;
- Improving housing options for local people whilst protecting our outdoor areas of importance;
- Investing in our local economy.

2.2.4 In preparation of the Budget for 2026/27, regard has been taken to the above priorities and in particular the Cabinet highlighted the need to address the following key issues which contribute to the above:

- Provision of cost-effective Temporary Accommodation;
- Regeneration of Tonbridge (including replacement of Angel Centre);
- Climate Change, including carbon neutral leisure centres;
- Transformation to improve efficiency and effectiveness; and
- Delivery of the Local Plan.

2.2.5 The Council's Capital Strategy, updated and endorsed as part of the Budget setting for 2025/26, noted that in respect of the replacement of the Angel Centre: *"The capital costs associated with the project will be material and opportunities to identify financing should be prioritised to mitigate the need for borrowing"*

2.2.6 As presented to the Council, the Budget for 2026/27 continues to incorporate additional earmarked reserve contributions in order to provide funds to support the replacement of the Angel Centre.

2.3 Financial Context

2.3.1 In April 2017 a Special Expenses Scheme was introduced and the Financial Arrangements with Parish Councils Scheme revoked from the same date. In accordance with the prescribed methodology we are required to aggregate all expenditure as if special expenses did not exist and calculate a *notional* Band D tax rate. The Council's *notional* Band D tax rate for 2026/27 is **£252.65 (an increase of 3.0%)**. In setting this level of council tax, the Council is to make a contribution of £776,018 to its General Revenue Reserve.

2.3.2 In respect of Government Grant funding in 2026/27 the Council is to receive based on its **baseline funding** level of £9,062,754, a decrease of £100,247 or 1.1% when compared to the notional comparator of the final settlement of the previous year.

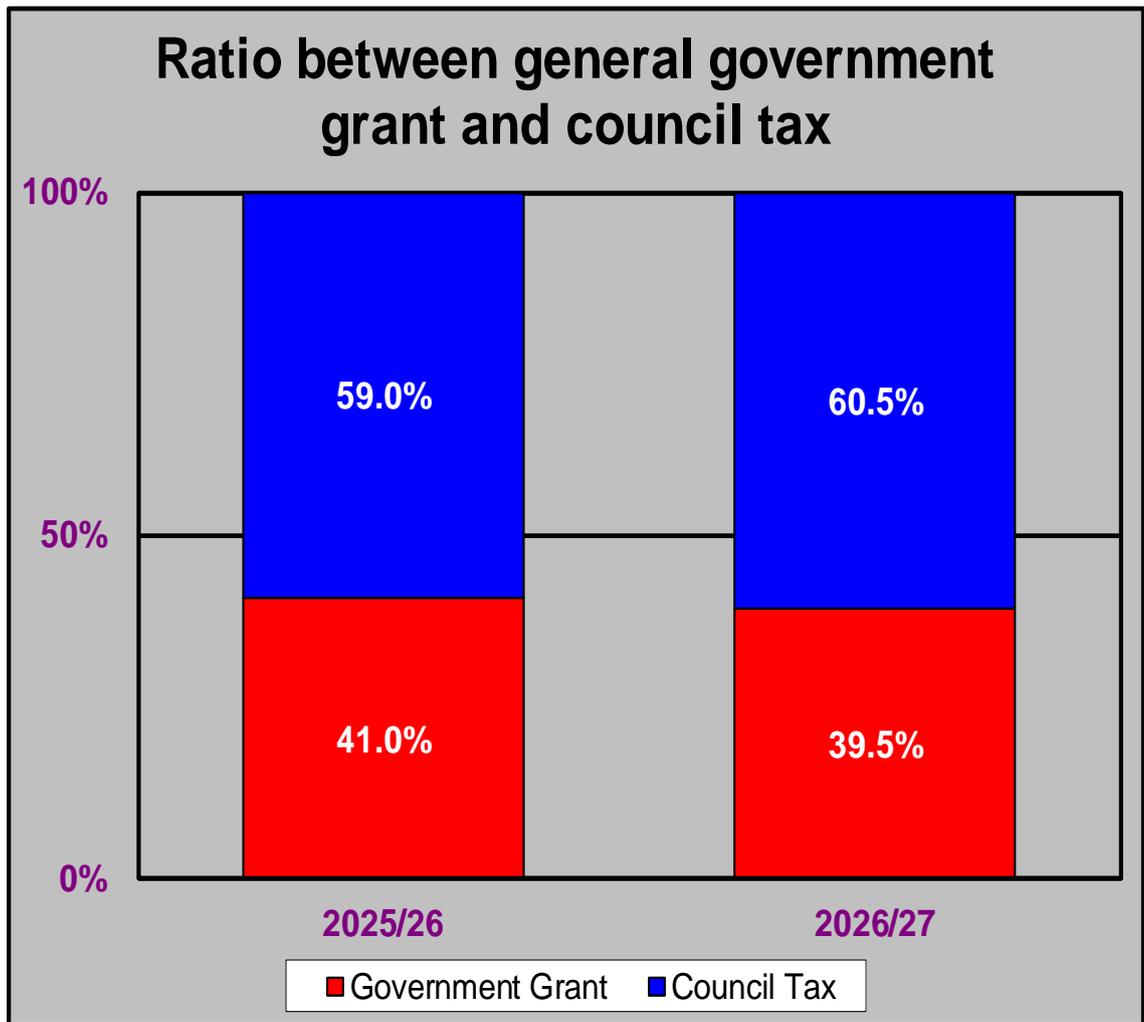
- 2.3.3 The Medium Term Financial Strategy is the Council's high level financial planning tool which underpins the budget setting process. Alongside the MTFs sits a Savings and Transformation Strategy to provide structure, focus and direction in addressing the financial challenge faced by the Council.
- 2.3.4 Following the 2024/25 audit, our external auditor (Grant Thornton UK LLP) concluded the Authority has put in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources. One weakness in arrangements covering Procurement remains and improvement plans are now in place and are being monitored.

3. Local Government Finance Settlement

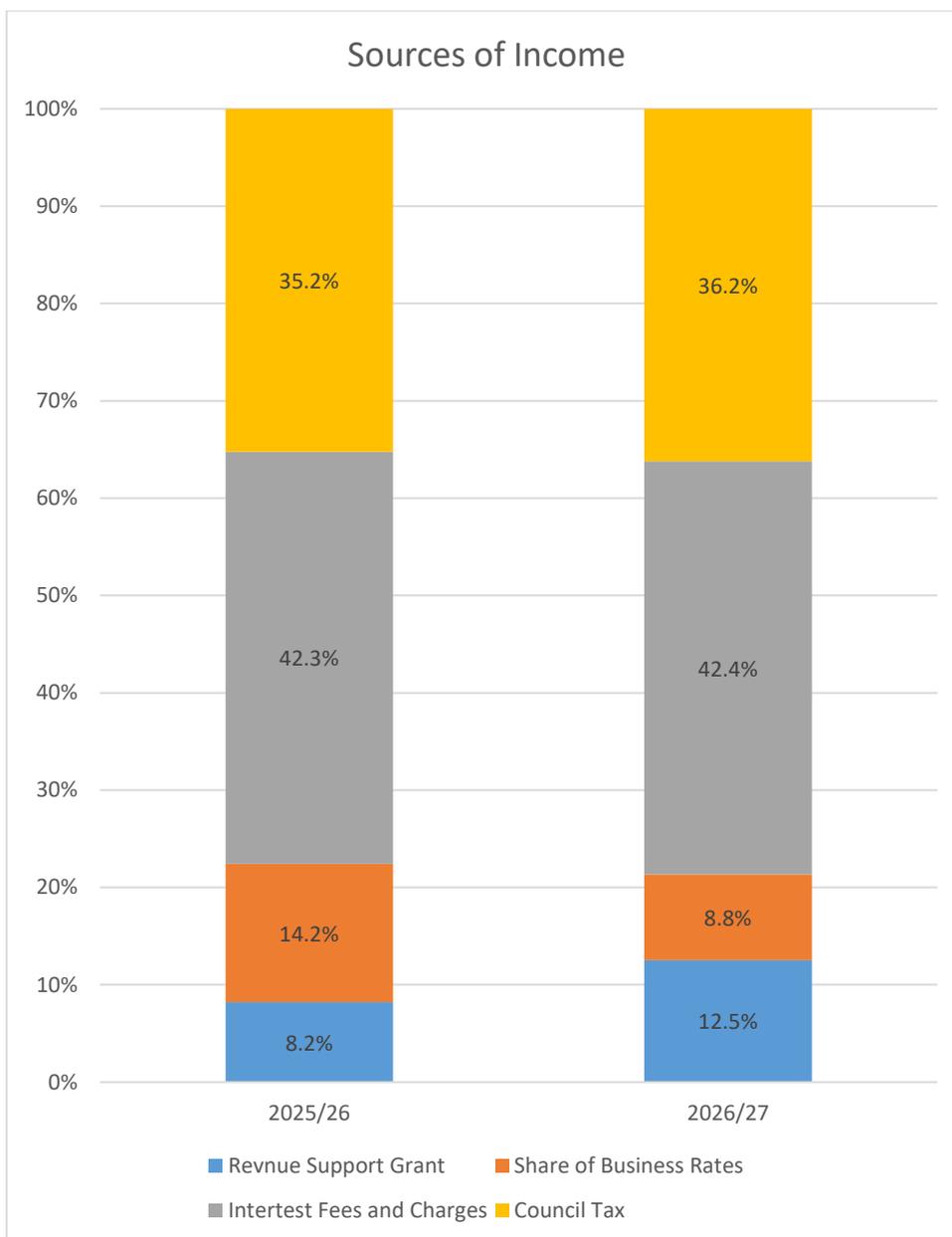
- 3.1 One of the external factors affecting the Council's budget is the level of Government grant funding that is allocated to Tonbridge and Malling through the Local Government Finance Settlement.
- 3.2 The effects of the Fair Funding review and Business Rates Reset has made a direct comparison slightly more difficult. The Council received a grant settlement of £8,891,144 on 2026/27 this is reduction of 2% against the notional amount provided for 2025/26 as a comparator by the Government.
- 3.3 A breakdown of Government grant funding into the various funding streams is set out in the table below.

	2025/26 £	2026/27 £	Cash Increase / (Decrease)	
			£	%
Business Rates	5,324,504	3,362,707	(1,961,796)	(36.8%)
Revenue Support Grant	3,082,640	4,776,751	1,694,111	55.0%
General Grant	8,407,144	8,139,458	(267,686)	(3.2%)
Homelessness Grant	755,857	923,296	167,439	22.2%
Total Government Support	9,163,001	9,062,754	(100,247)	(1.1%)

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



- 3.5 In addition to council tax and grant funding streams, the Council also levies fees and charges locally for specific services and generates investment interest on monies held.
- 3.6 As the next chart demonstrates, the Council is heavily reliant on 'local' forms of income (i.e. the council tax levied, fees and charges and interest on monies held) to meet the cost of local services.



4. Local Referendums to Veto Excessive Council Tax Increases

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

4.2 The level of council tax increase for 2026/27 above which the Council would be required to hold a referendum is **more than 3% or £5, whichever is higher.**

5. General Fund

- 5.1 The Council's estimated net revenue expenditure for 2026/27 (prior to any contribution to or from the revenue reserve) amounts to £17,171,458. A contribution of £776,018 is to be made to the general revenue reserve giving £17,947,476 as the Council's budget requirement. A statement of balances and reserves is shown on page GF1.

6. Collection Fund

- 6.1 As the billing authority for the area, this Council has responsibility for maintaining the 'collection fund' accounts into which council tax and business rates are paid.
- 6.2 Each year we have to estimate the surplus / deficit on the collection fund in respect of council tax and then share this between the major precepting authorities including ourselves; and estimate the surplus / deficit on the collection fund in respect of business rates and then share this between the relevant parties in accordance with the Business Rates Retention scheme.
- 6.3 These are known as collection fund adjustments.

	Total (Surplus) / Deficit £	TMBC's Share £
Council Tax	(1,990,326)	(266,903)
Business Rates	789,910	315,964

7. Council Tax Base

- 7.1 The Council Tax base, as determined by the Director of Finance and Transformation was set at **54,672.16** band D equivalents for 2026/27.

8. Council Tax Reduction Scheme

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

9. Special Expenses and Parish Council Precepts

- 9.1 In April 2017 a Special Expenses Scheme was introduced and the Financial Arrangements with Parish Councils Scheme revoked from the same date. The basic amount of council tax plus the special expenses Band D charge, where applicable, gives the total Borough Council Band D

charge for that area. Details of the Special Expenses for 2026/27 can be found on page 22.

9.2 In addition, details of Parish Council precepts for 2026/27 can be found on page 23.

10. Consultation with Non-Domestic Ratepayers

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

11. National Non-Domestic (Business) Rates

11.1 National non-domestic rates are collected by billing authorities at a nationally prescribed rate in the pound and redistributed as part of the local government finance settlement.

11.2 Following changes to Business Rates and changes to previously awarded reliefs the Government has expanded the multipliers to those shown below;

Small business Retail, Hospitality and Leisure multiplier: 38.2p

Small business non-domestic rating multiplier: 43.2p

Standard Retail, Hospitality and Leisure multiplier: 43.0p

Standard non-domestic rating multiplier: 48.0p

High-value non-domestic rating multiplier: 50.8p

Small businesses are those with a Rateable Value below £51,000.

Standard businesses are those with a Rateable Value from £51,000 and below £500,000.

High-value businesses are those with a Rateable Value of over £500,000.

11.3 Due to the changes in baseline levels and risks surrounding growth in rateable values from 2026/27 the Kent Business Rates Pool to the decision to dissolve the pool from the end of the 2025/26 Financial Year. This does not preclude the reformation in later years subject to Government approval.

11.4 It is assumed business rates income retained in 2026/27 will be at the baseline funding level.

12. Capital Estimates

12.1 The Borough Council's Capital Plan is shown on pages CP1 to CP28. This is the culmination of a review process which began in January 2026. The progress on existing Capital Plan schemes has been noted and Cabinet on 10 February 2026 recommended seven new capital plan schemes.

13. Cabinet

13.1 Cabinet comprises the following Councillors:

Councillor M Boughton	Executive Leader
Councillor R Betts	Housing, Environment and Economy
Councillor M Coffin	Deputy Executive Leader; and Finance, Waste and Technical Services
Councillor D Keers	Community Services
Councillor A Mehmet	Infrastructure and Tonbridge Regeneration
Councillor M Taylor	Planning

14. Acknowledgement

14.1 The formulation of the Budget for 2026/27, as in recent years, has been challenging and we are indebted to the staff in Financial Services who have, once again, worked tirelessly to bring both the Budget for 2026/27, and the updated Medium Term Financial to fruition. We are also grateful to the Management Team and staff across the organisation for their support, advice and assistance throughout the process. Finally, we would like to thank the Cabinet and Members of the Council for their dedication and their support throughout the budget setting process.



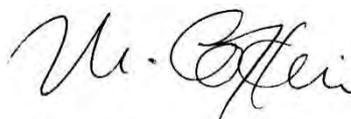
Damian Roberts
Chief Executive



Matt Boughton
Leader of the Council



Paul Worden
Head of Finance (Section 151 Officer)



Martin Coffin
Deputy Executive Leader; and
Finance, Waste and Technical
Services

MEDIUM TERM FINANCIAL STRATEGY 2026/27 – 2035/36

INTRODUCTION

This Medium Term Financial Strategy represents an update to the strategy approved by Council on 18 February 2025. The update has been prepared given the circumstances prevailing in February 2026. It will be reviewed and updated further as circumstances change, but nevertheless, remains a **statement of intent** by all stakeholders and should be read in conjunction with the Budget Statement for 2026/27.

FINANCIAL CONTEXT

The Council's *notional* Band D tax rate for 2026/27 is £252.65 (an increase of 3.0%). In setting this level of Council Tax, the contribution to the General Revenue Reserve is £776,018.

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

Following the outcome of the Fair Funding Review and Business Rates Reset, the Government has rolled several grants such as New Homes Bonus, Business Rate Reliefs and elements of the Homelessness Prevention Grant into a single Revenue Support Grant. Furthermore, previous gains achieved on Business Rate growth on businesses around the borough and from pooling gains from the Kent Business Rates Pool have now been absorbed into the new Business Rates Baseline for 2026/27 onwards.

The resulting changes mean that the Council received a final grant settlement of £9,062,754 a reduction of 1.1% in comparison to the notional amount published by the Government for 2025/26. The reduction includes Homelessness Prevention Grant that is now included under the Core Spending Power Assessment.

This settlement also covers a three year period up to 2028/29 where support is reduced annually where the Council will receive £866,000 less in 2028/29 when compared to the notional amount for 2025/26.

These amounts could also be subject to alteration in 2027/28 to take account of changes in the Councils Rateable Value of Business Rate premises on 31st March 2026.

Whilst this is not good news, previous iterations of the MTFS had assumed a prudent approach to the expected results of this review which has helped to lessen the impact on the Council's long-term financial stability.

Moving back to the expected levels of Government Support in the years after this three year settlement, the MTFS has assumed that Business Rate income

will increase by the prevailing rate of CPI, which has been assumed at the Bank of England target of 2% and that the level of Revenue Support Grant will remain at the provisional £3.848m level from 2029/30 onwards.

The MTF5 also includes assumptions concerning the scaling back of office accommodations from 2029/30 amounting to £200,000, increased usage of Council owned or managed temporary accommodation of £100,000 in 2027/28 rising to £200,000 in 2028/29.

The MTF5 also includes assumptions to provide additional reserve funds for the development of the replacement to the Angel Centre in Tonbridge, meaning that the current scheme costs can be fully funded from reserves. This does not preclude the use or borrowing to fund the scheme, if market rates are favourable.

If the outcome is that the Council does not need to borrow to support this project, it would be safe to assume that the Leisure Trust would provide a service fee of £400,000 from 2028/29.

As a result of these assumptions the funding gap will reduce to nil over the strategy, whilst making a contribution to the General Revenue Reserve (GRR) of £317,000 and a GRR balance of £4.6m in 2035/36, meeting the objectives given below.

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

Any 'bids' for capital schemes or discretionary capital grants are to be assessed in the context of the annual allowance. The annual capital allowance is currently set at £500,000 to 2027/28, then £250,000 in 2028/29. Based on current projections, from 2029/30 the Council may need to borrow to fund such expenditure, but it should be noted that no debt costs have been included in the strategy projections.

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

OBJECTIVES

- To achieve a balanced revenue budget that delivers the Council's priorities by the end of the strategy period.

- To retain a minimum of £3.0m in the General Revenue Reserve by the end of the strategy period and not to fall below £2.0m at any time during the 10-year period.
- Seek to set future increases in council tax having regard to the guidelines issued by the Secretary of State.
- Continue to identify efficiency savings and opportunities for new or additional income sources and to seek appropriate reductions in service costs in delivery of the Savings and Transformation Strategy approved by Members.
- Subject to there being sufficient resources within the capital reserve, set a maximum 'annual capital allowance' each year as part of the budget setting process for all new capital schemes (set at £500,000 from the Council's own resources) and give priority to those schemes that generate income or reduce costs.

THE STRATEGY

The updated Strategy is set out below. It incorporates:

Document 1: A Revenue Budget Plan for the period 2026/27 to 2035/36 together with a projection of Council Tax Levels in order to support that Revenue Budget Plan and meet the objectives set out above.

Document 2: A Capital Plan Funding Statement for the period to 2031/32.

The Strategy should be read in conjunction with:

- The Treasury Management and Annual Investment Strategy for 2026/27 recommended to Full Council by Cabinet on 10 February 2026.
- The updated Capital Strategy recommended to Full Council by Cabinet on 10 February 2026.
- The report to Cabinet on 10 February 2026 entitled 'Setting the Budget 2026/27'.
- The report to Cabinet on 10 February 2026 entitled 'Setting the Council Tax 2026/27'.
- The Budget Statement 2026/27 to which this Strategy is annexed.

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

Head of Finance (Section 151 Officer)
February 2026

Medium Term Financial Strategy

	Estimate	Projection								
	2026/27 £000	2027/28 £000	2028/29 £000	2029/30 £000	2030/31 £000	2031/32 £000	2032/33 £000	2033/34 £000	2034/35 £000	2035/36 £000
EXPENDITURE										
Employees	15,963	16,194	16,396	16,675	17,000	17,332	17,670	18,015	17,942	18,301
Transfer Payments	19,065	17,748	18,103	18,465	18,834	19,210	19,595	19,987	20,387	20,794
Other Expenditure	22,304	25,584	21,554	22,037	22,748	23,485	24,251	25,045	25,869	26,725
Capital Charges	2,952	3,011	3,071	3,132	3,195	3,259	3,324	3,390	3,458	3,527
Total Expenditure	60,284	62,537	59,124	60,309	61,777	63,286	64,840	66,437	67,656	69,347
INCOME										
Fees & Charges	(12,597)	(12,099)	(12,407)	(12,721)	(13,042)	(13,371)	(13,704)	(14,044)	(14,391)	(14,745)
Other Specific Grants & Miscellaneous	(21,878)	(20,637)	(21,066)	(21,470)	(21,881)	(22,300)	(22,728)	(23,163)	(23,609)	(24,062)
Investment Income	(2,071)	(1,273)	(846)	(919)	(697)	(689)	(679)	(679)	(587)	(685)
Total Income	(36,546)	(34,009)	(34,319)	(35,110)	(35,620)	(36,360)	(37,111)	(37,886)	(38,587)	(39,492)
Appropriations										
Capital Renewals	2,115	1,000	1,016	1,033	1,050	1,067	1,085	1,103	1,103	1,103
Provision for new Capital Schemes	500	500	250	0	0	0	0	0	0	0
Other Appropriations	(5,225)	(2,821)	(2,881)	(2,942)	(3,005)	(3,069)	(3,134)	(3,200)	(3,268)	(3,497)
SAVINGS & TRANSFORMATION TARGET	0									
NET BUDGETED SPEND	21,128	27,207	23,190	23,290	24,202	24,924	25,680	26,454	26,904	27,461
FUNDING										
Revenue Reserves	(805)	5,230	858	273	461	432	411	379	(8)	(317)
Government Grant	8,140	7,594	7,357	7,427	7,499	7,572	7,646	7,722	7,800	7,879
Council Tax	13,813	14,383	14,975	15,590	16,242	16,920	17,623	18,353	19,112	19,899
Collection Fund Adjustment	(20)	0	0	0	0	0	0	0	0	0
Total Funding	21,128	27,207	23,190	23,290	24,202	24,924	25,680	26,454	26,904	27,461
Council Tax Level at Band D Increase on Previous Year	£252.65 3.0%	£260.22 3.0%	£268.02 3.0%	£276.06 3.0%	£284.34 3.0%	£292.87 3.0%	£301.65 3.0%	£310.69 3.0%	£320.01 3.0%	£329.61 3.0%
RESERVES BALANCE CARRIED FORWARD	12,338	7,108	6,250	5,977	5,516	5,084	4,673	4,294	4,302	4,619

Capital Plan Review 2025/26: Funding the Draft Capital Plan

	2025/26 Estimate £'000	2026/27 Estimate £'000	2027/28 Estimate £'000	2028/29 Estimate £'000	2029/30 Estimate £'000	2030/31 Estimate £'000	2031/32 Estimate £'000
Capital Plan Schemes							
Capital Renewals	1,490	2,119	760	570	1,477	910	488
Other Recurring Expenditure (net of grants)	198	174	174	174	174	174	174
One-Off Schemes (net of grants & contributions)	5,767	20,715	3,000	15	0	0	0
Capital Plan Totals	7,455	23,008	3,934	759	1,651	1,084	662
Add back grants / contributions	3,517	2,135	1,330	1,330	1,330	1,080	1,080
Total to be funded	10,972	25,143	5,264	2,089	2,981	2,164	1,742
Funded from:							
Grants							
BCF (Disabled Facilities Grant)	1,698	1,465	1,290	1,290	1,290	1,040	1,040
DEFRA Anti-idling Project	11						
UK Shared Prosperity Fund	60						
Rural England Prosperity Fund	134						
PSDS Decarbonising Scheme	1,185						
DEFRA Food Waste Containers	60						
Football Foundation (All Weather Pitch)		670					
Developer Contributions Attributed to							
Tonbridge Racecourse, Rugby Pitch Drainage S106	8						
Tonbridge Racecourse, Tennis Courts S106	65						
Haynden Country Park Site Improvements S106	50						
Tonbridge Farm Sportsground All Weather Pitch S106		130					
Temporary Accommodation, Bluebell Hill S106		250					
Riverside Route Lighting S106	94						
Shallows Bridge S106	112						
Leybourne Lakes Path & Access Roads S106		200					
Capital and Other Receipts							
DFG Grant Repayments	10	10	10	10	10	10	10
Housing Assistance Grant Repayments	30	30	30	30	30	30	30
Homelessness Reserve	1,450						
LAHF Round 3 funding for Temporary Accommodation	1,684						
TMLT - Wetside Changing Room	110						
TMLT - Innerva Suite		101					
TMLT - Water Safety System		160					
Partnership Funding - Taddington Valley		54					
Club Contribution - Tonbridge Farm All Weather Pitch		10					
Angel Centre Reserve Funding	1,400	15,000	3,000				
Capital Receipts							
Balance 1 April 2025	Nil						
Gibson West				658	1,365	977	
Balance met from Revenue Reserve for Capital Schemes	2,811	7,063	934	101	286	107	662
Total funding	10,972	25,143	5,264	2,089	2,981	2,164	1,742

Council 24 February 2026
General Fund Revenue Estimates 2026/27
SUMMARY

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
Chief Executive	1,129,900	2,168,100	1,987,900
Director of Central Services	783,900	1,102,550	904,000
Director of Planning, Housing & Regulatory Services	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	3,404,600
Sub Total	20,234,200	21,626,900	19,313,550
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)	(2,197,250)
Contributions to Reserves	8,364,750	10,646,550	4,653,800
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	21,127,500
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	(267,102)
National Non-Domestic Rates (Surplus) / Deficit	281,560	281,560	315,963
Sub Total	13,188,568	12,699,754	13,036,903
Contribution to / (from) General Revenue Reserve	20,792	509,606	776,018
Balance to be met from Council Tax Payers	13,209,360	13,209,360	13,812,921

Council 24 February 2026
General Fund Revenue Estimates 2026/27
EARMARKED RESERVES

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
Contributions from Earmarked Reserves			
General Fund Working Balance	(1,250,000)	(1,250,000)	0
Asset Review Reserve		(27,550)	
Budget Stabilisation Reserve	(2,456,150)	(2,720,700)	0
Business Rates Retention Scheme Reserve	(124,700)	(729,150)	(375,100)
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)	(2,197,250)
Contributions to Earmarked Reserves			
Business Rates Retention Scheme Reserve	321,500	321,500	0
Regeneration of Tonbridge	6,700,000	7,700,000	3,500,000
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	385,000
Transformation Reserve	157,550	631,100	700,000
	8,364,750	10,646,550	4,653,800

ESTIMATES FOR THE FINANCIAL YEAR 2026/27

COUNCIL TAX - BOROUGH COUNCIL AND PARISH COUNCIL REQUIREMENTS

2025/26 Estimate		DESCRIPTION	2026/27
Original £	Revised £		Estimate £
17,249,242	17,355,406	BOROUGH COUNCIL REQUIREMENT	21,903,518
3,945,607	3,945,607	PARISH COUNCIL PRECEPTS	4,134,555
<u>21,194,849</u>	<u>21,301,013</u>	Sub-total	<u>26,038,073</u>
167,350	167,350	LESS:	
		Revenue Support Grant	4,776,751
		National Non-Domestic Rates	
29,851,032	29,730,959	Share of National Non-Domestic Rates	35,083,998
(27,544,937)	(27,544,937)	Tariff	(31,721,291)
(428,688)	(325,804)	Levy / Business Rates Pool	0
1,188,543	1,206,450	Small Business Rate Relief Grant	0
1,137,067	1,243,083	Covid-19 Business Rates Relief Measures	0
6,752	6,182	Public Toilets Relief Grant	0
<u>16,817,730</u>	<u>16,817,730</u>	Sub-total	<u>17,898,615</u>
		LESS:	
		Collection Fund Adjustments -	
(55,677)	(55,677)	Council Tax Surplus / (Deficit)	267,102
(281,560)	(281,560)	National Non-Domestic Rates Surplus / (Deficit)	(315,963)
<u>17,154,967</u>	<u>17,154,967</u>	COUNCIL TAX REQUIREMENT	<u>17,947,476</u>

COUNCIL TAX - BAND "D" EQUIVALENT

2025/26 Estimate £	Band "D" Equivalent £	DESCRIPTION	2026/27 Estimate £	Band "D" Equivalent £
91,070,277	1,691.19	KENT COUNTY COUNCIL	96,146,461	1,758.60
14,547,529	270.15	POLICE & CRIME COMMISSIONER FOR KENT	15,589,766	285.15
5,108,194	94.86	KENT & MEDWAY FIRE & RESCUE AUTHORITY	5,456,828	99.81
		TONBRIDGE & MALLING BOROUGH COUNCIL		
11,972,065	222.32	GENERAL	12,600,419	230.47
1,237,295	22.98	SPECIAL EXPENSES (Average) #	1,212,502	22.18
<u>13,209,360</u>	<u>245.30</u>		<u>13,812,921</u>	<u>252.65</u>
123,935,360	2,301.50	BAND "D" COUNCIL TAX (excluding Parishes)	131,005,976	2,396.21
3,945,607	73.27	PARISH COUNCILS (Average) #	4,134,555	75.62
127,880,967	2,374.77	AVERAGE BAND "D" COUNCIL TAX	135,140,531	2,471.83

See page 22 for details of Special Expenses and page 23 for details of Parish Precepts

COUNCIL TAX

DRAFT RESOLUTION

1. It be noted that on 24th February 2026 the Council calculated:

- (a) the Council Tax Base 2026/27 for the whole Council area as 54,672.16 [Item T in the formula in Section 31B of the Local Government Finance Act 1992, as amended (the "Act")] and,
- (b) for dwellings in those parts of its area to which one or more special items (Special expenses and or a Parish precept) relates as follows:

Tonbridge	14,148.15
Addington	441.18
Aylesford	4,801.97
Birling	203.63
Borough Green	1,743.89
Burham	476.98
Ditton	1,904.65
East Malling & Larkfield	5,381.75
East Peckham	1,352.25
Hadlow	1,590.30
Hildenborough	2,341.77
Ightham	1,137.22
Kings Hill	4,897.61
Leybourne	1,932.53
Mereworth	467.08
Offham	428.08
Platt	920.53
Plaxtol	618.72
Ryarsh	380.68
Shipbourne	289.21
Snodland	3,954.80
Stansted	295.33
Trottiscliffe	280.79
Wateringbury	951.49
West Malling	1,333.33
West Peckham	186.11
Wouldham	1,355.83
Wrotham	856.30

2. £13,812,921 being the Council Tax requirement for the Council's own purposes for 2026/27 (excluding Parish Precepts).

3. That the following amounts be calculated for the year 2026/27 in accordance with Sections 31 to 36 of the Act:

- (a) £118,999,427 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act taking into account all precepts issued to it by Parish Councils.
- (b) £101,051,951 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
- (c) £17,947,476 being the amount by which the aggregate at 3(a) above exceeds the aggregate at 3(b) above, calculated by the Council in accordance with Section 31A(4) of the Act as its Council Tax requirement for the year. (Item R in the formula in Section 31B of the Act).
- (d) £328.27 being the amount at 3(c) above (Item R), all divided by Item T (1(a) above), calculated by the Council, in accordance with Section 31B of the Act, as the basic amount of its Council Tax for the year including Parish precepts.
- (e) £5,347,057 being the aggregate amount of all special items (Special expenses and Parish precepts) referred to in Section 34(1) of the Act.
- (f) £230.47 being the amount at 3(d) above less the result given by dividing the amount at 3(e) above by Item T (1(a) above), calculated by the Council, in accordance with Section 34(2) of the Act, as the basic amount of its Council Tax for the year for dwellings in those parts of its area to which no special items relate (this is the Council Tax for General Expenses to which Special expenses and Parish precepts are added as applicable).

(g) <u>Part of the Council's area</u>	£
Tonbridge	304.97
Addington	317.04
Aylesford	308.14
Birling	311.84
Borough Green	398.36
Burham	298.23
Ditton	396.77
East Malling & Larkfield	337.40
East Peckham	366.22
Hadlow	350.25
Hildenborough	295.76
Ightham	347.42
Kings Hill	332.56
Leybourne	332.85
Mereworth	342.68
Offham	318.11
Platt	321.03
Plaxtol	332.44
Ryarsh	310.22
Shipbourne	294.44
Snodland	325.35
Stansted	290.67
Trottscliffe	355.12
Wateringbury	389.83
West Malling	367.97
West Peckham	271.84
Wouldham	290.09
Wrotham	409.77

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

(h)

Valuation Bands

Part of the Council's area	A £	B £	C £	D £	E £	F £	G £	H £
Tonbridge	203.32	237.19	271.08	304.97	372.75	440.51	508.29	609.94
Addington	211.36	246.58	281.81	317.04	387.50	457.95	528.40	634.08
Aylesford	205.43	239.66	273.90	308.14	376.62	445.09	513.57	616.28
Birling	207.90	242.54	277.19	311.84	381.14	450.43	519.74	623.68
Borough Green	265.58	309.83	354.10	398.36	486.89	575.41	663.94	796.72
Burham	198.82	231.95	265.09	298.23	364.51	430.78	497.05	596.46
Ditton	264.51	308.59	352.68	396.77	484.95	573.12	661.28	793.54
East Malling & Larkfield	224.94	262.42	299.91	337.40	412.38	487.35	562.34	674.80
East Peckham	244.15	284.83	325.52	366.22	447.61	528.98	610.37	732.44
Hadlow	233.50	272.41	311.33	350.25	428.09	505.92	583.75	700.50
Hildenborough	197.18	230.03	262.90	295.76	361.49	427.21	492.94	591.52
Ightham	231.62	270.21	308.82	347.42	424.63	501.83	579.04	694.84
Kings Hill	221.71	258.65	295.61	332.56	406.47	480.36	554.27	665.12
Leybourne	221.91	258.87	295.86	332.85	406.83	480.78	554.76	665.70
Mereworth	228.45	266.53	304.60	342.68	418.83	494.98	571.13	685.36
Offham	212.08	247.41	282.76	318.11	388.81	459.49	530.19	636.22
Platt	214.03	249.68	285.36	321.03	392.38	463.71	535.06	642.06
Plaxtol	221.63	258.56	295.50	332.44	406.32	480.19	554.07	664.88
Ryarsh	206.82	241.28	275.75	310.22	379.16	448.09	517.04	620.44
Shipbourne	196.30	229.00	261.72	294.44	359.88	425.30	490.74	588.88
Snodland	216.91	253.04	289.20	325.35	397.66	469.95	542.26	650.70
Stansted	193.78	226.07	258.37	290.67	355.27	419.86	484.45	581.34
Trottiscliffe	236.75	276.20	315.66	355.12	434.04	512.95	591.87	710.24
Wateringbury	259.89	303.20	346.52	389.83	476.46	563.09	649.72	779.66
West Malling	245.31	286.19	327.08	367.97	449.75	531.52	613.28	735.94
West Peckham	181.23	211.43	241.63	271.84	332.25	392.66	453.07	543.68
Wouldham	193.40	225.62	257.86	290.09	354.56	419.01	483.49	580.18
Wrotham	273.18	318.71	364.24	409.77	500.83	591.89	682.95	819.54

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

4. That it be noted that for the year 2026/27 The Police & Crime Commissioner for Kent, the Kent & Medway Fire & Rescue Authority and the Kent County Council have stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of dwellings shown below:

<u>Precepting Authority</u>	<u>Valuation Bands</u>							
	A £	B £	C £	D £	E £	F £	G £	H £
The Police & Crime Commissioner for Kent	190.10	221.78	253.47	285.15	348.52	411.88	475.25	570.30
Kent & Medway Fire & Rescue Authority	66.54	77.63	88.72	99.81	121.99	144.17	166.35	199.62
Kent County Council	1,172.40	1,367.80	1,563.20	1,758.60	2,149.40	2,540.20	2,931.00	3,517.20

5. That, having calculated the aggregate in each case of the amounts at 3(h) and 4. above, the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of council tax for the year 2026/27, for each of the categories of dwellings shown below:

<u>Part of the Council's area</u>	<u>Valuation Bands</u>							
	A £	B £	C £	D £	E £	F £	G £	H £
Tonbridge	1,632.36	1,904.40	2,176.47	2,448.53	2,992.66	3,536.76	4,080.89	4,897.06
Addington	1,640.40	1,913.79	2,187.20	2,460.60	3,007.41	3,554.20	4,101.00	4,921.20
Aylesford	1,634.47	1,906.87	2,179.29	2,451.70	2,996.53	3,541.34	4,086.17	4,903.40
Birling	1,636.94	1,909.75	2,182.58	2,455.40	3,001.05	3,546.68	4,092.34	4,910.80
Borough Green	1,694.62	1,977.04	2,259.49	2,541.92	3,106.80	3,671.66	4,236.54	5,083.84
Burham	1,627.86	1,899.16	2,170.48	2,441.79	2,984.42	3,527.03	4,069.65	4,883.58
Ditton	1,693.55	1,975.80	2,258.07	2,540.33	3,104.86	3,669.37	4,233.88	5,080.66
East Malling & Larkfield	1,653.98	1,929.63	2,205.30	2,480.96	3,032.29	3,583.60	4,134.94	4,961.92
East Peckham	1,673.19	1,952.04	2,230.91	2,509.78	3,067.52	3,625.23	4,182.97	5,019.56
Hadlow	1,662.54	1,939.62	2,216.72	2,493.81	3,048.00	3,602.17	4,156.35	4,987.62
Hildenborough	1,626.22	1,897.24	2,168.29	2,439.32	2,981.40	3,523.46	4,065.54	4,878.64
Ightham	1,660.66	1,937.42	2,214.21	2,490.98	3,044.54	3,598.08	4,151.64	4,981.96
Kings Hill	1,650.75	1,925.86	2,201.00	2,476.12	3,026.38	3,576.61	4,126.87	4,952.24
Leybourne	1,650.95	1,926.08	2,201.25	2,476.41	3,026.74	3,577.03	4,127.36	4,952.82
Mereworth	1,657.49	1,933.74	2,209.99	2,486.24	3,038.74	3,591.23	4,143.73	4,972.48
Offham	1,641.12	1,914.62	2,188.15	2,461.67	3,008.72	3,555.74	4,102.79	4,923.34
Platt	1,643.07	1,916.89	2,190.75	2,464.59	3,012.29	3,559.96	4,107.66	4,929.18
Plaxtol	1,650.67	1,925.77	2,200.89	2,476.00	3,026.23	3,576.44	4,126.67	4,952.00
Ryarsh	1,635.86	1,908.49	2,181.14	2,453.78	2,999.07	3,544.34	4,089.64	4,907.56
Shipbourne	1,625.34	1,896.21	2,167.11	2,438.00	2,979.79	3,521.55	4,063.34	4,876.00
Snodland	1,645.95	1,920.25	2,194.59	2,468.91	3,017.57	3,566.20	4,114.86	4,937.82
Stansted	1,622.82	1,893.28	2,163.76	2,434.23	2,975.18	3,516.11	4,057.05	4,868.46
Trottscliffe	1,665.79	1,943.41	2,221.05	2,498.68	3,053.95	3,609.20	4,164.47	4,997.36
Wateringbury	1,688.93	1,970.41	2,251.91	2,533.39	3,096.37	3,659.34	4,222.32	5,066.78
West Malling	1,674.35	1,953.40	2,232.47	2,511.53	3,069.66	3,627.77	4,185.88	5,023.06
West Peckham	1,610.27	1,878.64	2,147.02	2,415.40	2,952.16	3,488.91	4,025.67	4,830.80
Wouldham	1,622.44	1,892.83	2,163.25	2,433.65	2,974.47	3,515.26	4,056.09	4,867.30
Wrotham	1,702.22	1,985.92	2,269.63	2,553.33	3,120.74	3,688.14	4,255.55	5,106.66

Special Expenses 2026/27

Special Expenses for 2025/26 £	Local Area	Public Conveniences £	Closed Church-yards £	Open Spaces, Parks & Play Areas £	Sports Grounds £	Local Events £	Allotments £	Special Expenses for 2026/27 £	Tax Base	Amount Per Band D Property £	Per Band D Variation %
1,088,576	Tonbridge	107,200	18,800	216,072	575,850	128,576	7,500	1,053,998	14,148.15	74.50	(4.1)
1,122	Addington			1,191				1,191	441.18	2.70	5.9
30,420	Aylesford			32,067				32,067	4,801.97	6.68	0.9
0	Birling							0	203.63	0.00	0.0
19,119	Borough Green			19,931				19,931	1,743.89	11.43	3.8
0	Burham							0	476.98	0.00	0.0
950	Ditton			1,009				1,009	1,904.65	0.53	1.9
28,204	E. Malling & Larkfield			30,061				30,061	5,381.75	5.59	4.1
665	East Peckham			706				706	1,352.25	0.52	6.1
0	Hadlow							0	1,590.30	0.00	0.0
0	Hildenborough							0	2,341.77	0.00	0.0
0	Ightham							0	1,137.22	0.00	0.0
0	Kings Hill							0	4,897.61	0.00	0.0
31,422	Leybourne			33,355				33,355	1,932.53	17.26	5.4
1,631	Mereworth			1,731				1,731	467.08	3.71	6.0
0	Offham							0	428.08	0.00	0.0
1,283	Platt			1,362				1,362	920.53	1.48	5.7
0	Plaxtol							0	618.72	0.00	0.0
0	Ryarsh							0	380.68	0.00	0.0
0	Shipbourne							0	289.21	0.00	0.0
18,020	Snodland			19,129				19,129	3,954.80	4.84	5.9
0	Stansted							0	295.33	0.00	0.0
0	Trottiscliffe							0	280.79	0.00	0.0
1,065	Wateringbury			1,131				1,131	951.49	1.19	7.2
6,852	West Malling			2,089		5,820		7,909	1,333.33	5.93	12.7
0	West Peckham							0	186.11	0.00	0.0
7,966	Wouldham			8,922				8,922	1,355.83	6.58	7.5
0	Wrotham							0	856.30	0.00	0.0
1,237,295	Total	107,200	18,800	368,756	575,850	134,396	7,500	1,212,502	54,672.16		

Parish Council Precepts 2026/27

Precept for 2025/26 £	Parish Council	Precept for 2026/27 £	Tax Base	Amount Per Band D Property £	Per Band D Variation %
35,000.00	Addington	37,000.00	441.18	83.87	5.6
318,394.89	Aylesford	340,888.23	4,801.97	70.99	2.4
13,270.00	Birling	16,570.00	203.63	81.37	23.7
259,850.00	Borough Green	272,843.00	1,743.89	156.46	4.6
30,779.02	Burham	32,317.98	476.98	67.76	5.0
296,465.00	Ditton	315,733.00	1,904.65	165.77	2.0
511,625.00	E. Malling & Larkfield	545,390.00	5,381.75	101.34	4.0
174,154.00	East Peckham	182,861.70	1,352.25	135.23	4.8
181,415.00	Hadlow	190,486.00	1,590.30	119.78	4.8
138,990.00	Hildenborough	152,889.00	2,341.77	65.29	10.1
132,151.00	Ightham	133,000.00	1,137.22	116.95	2.2
500,000.00	Kings Hill	500,000.00	4,897.61	102.09	(3.0)
163,342.00	Leybourne	164,491.00	1,932.53	85.12	0.0
46,070.00	Mereworth	50,677.00	467.08	108.50	9.6
27,729.00	Offham	37,518.00	428.08	87.64	30.4
82,000.00	Platt	82,000.00	920.53	89.08	(0.4)
60,088.00	Plaxtol	63,092.00	618.72	101.97	4.1
29,232.00	Ryarsh	30,360.00	380.68	79.75	2.5
17,515.00	Shipbourne	18,500.00	289.21	63.97	8.7
349,077.00	Snodland	356,083.00	3,954.80	90.04	1.8
17,780.00	Stansted	17,780.00	295.33	60.20	0.4
35,000.00	Trottscliffe	35,000.00	280.79	124.65	1.4
150,000.00	Wateringbury	150,500.00	951.49	158.17	1.4
159,578.82	West Malling	175,432.77	1,333.33	131.57	7.4
7,330.00	West Peckham	7,700.00	186.11	41.37	3.4
70,433.82	Wouldham	71,906.88	1,355.83	53.04	(2.0)
138,337.00	Wrotham	153,535.00	856.30	179.30	9.5
3,945,606.55	Total	4,134,554.56	40,524.01		

STAFFING, OVERHEADS & DEMOCRATIC COSTS

SUMMARY

	2025/26		2026/27
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
1 SALARIES & ONCOSTS	15,964,650	16,691,600	15,738,100
2 OVERHEAD EXPENSES	5,476,650	5,833,950	5,845,750
3 RECHARGES TO SERVICE BUDGETS	(19,206,550)	(20,729,000)	(20,673,250)
	<hr/>	<hr/>	<hr/>
NON DISTRIBUTED COSTS	2,234,750	1,796,550	910,600
4 DEMOCRATIC REPRESENTATION	1,496,600	1,554,650	1,582,000
5 CORPORATE MANAGEMENT	841,700	907,300	912,000
	<hr/>	<hr/>	<hr/>
	4,573,050	4,258,500	3,404,600
	<hr/>	<hr/>	<hr/>

STAFFING, OVERHEADS & DEMOCRATIC COSTS

	2025/26		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
1 <u>SALARIES & ONCOSTS</u>			
Salaries - see analysis page CS 9	14,191,800	14,791,650	14,906,700
Salaries - Ring-fenced Sums	-	19,000	-
Superannuation Backfunding	1,534,000	1,540,000	425,000
Staff Turnover Saving	(144,000)	(84,000)	-
Apprenticeship Scheme / Levy	63,700	40,000	43,000
Termination Payments	221,700	216,250	223,150
Recruitment & Training	97,450	168,700	140,250
	15,964,650	16,691,600	15,738,100
2 <u>OVERHEAD EXPENSES</u>			
(a) <u>COUNCIL OFFICES</u>			
Employees	235,650	244,950	265,150
Premises Related Expenses	782,200	794,050	791,600
Supplies & Services	76,150	124,750	126,150
Third Party Payments	2,400	2,400	2,400
	1,096,400	1,166,150	1,185,300
Less Income	(100,400)	(103,150)	(93,850)
	996,000	1,063,000	1,091,450
<u>Sub-total</u>	996,000	1,063,000	1,091,450
Central, Departmental & Technical Support Services	102,200	98,050	94,000
Depreciation & Impairment	118,100	119,950	119,950
	1,216,300	1,281,000	1,305,400

STAFFING, OVERHEADS & DEMOCRATIC COSTS

	2025/26		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
2 OVERHEAD EXPENSES (Continued)			
(b) <u>PRINT & POSTAL ROOM</u>			
Employees	79,400	81,900	85,000
Supplies & Services	36,100	35,250	34,250
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	115,500	117,150	119,250
Less Income	(29,000)	(32,000)	(32,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	86,500	85,150	87,250
Central, Departmental & Technical Support Services	74,450	75,600	76,450
Depreciation & Impairment	16,800	10,850	10,850
	<hr/>	<hr/>	<hr/>
	177,750	171,600	174,550
	<hr/>	<hr/>	<hr/>
(c) <u>CUSTOMER SERVICES</u>			
Employees	292,700	338,050	377,800
Supplies & Services	300	800	700
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	293,000	338,850	378,500
Central, Departmental & Technical Support Services	142,000	142,550	140,600
	<hr/>	<hr/>	<hr/>
	435,000	481,400	519,100
	<hr/>	<hr/>	<hr/>

STAFFING, OVERHEADS & DEMOCRATIC COSTS

	2025/26		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
2 OVERHEAD EXPENSES (Continued)			
(d) GENERAL ADMINISTRATION			
Employees	5,600	5,500	5,950
Supplies & Services	126,200	183,050	156,550
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	131,800	188,550	162,500
Central, Departmental & Technical Support Services	14,850	16,450	15,450
	<hr/>	<hr/>	<hr/>
	146,650	205,000	177,950
	<hr/>	<hr/>	<hr/>
(e) DEPARTMENTAL ADMINISTRATION			
Transport Related Expenses	160,500	150,600	152,950
Supplies & Services	415,250	427,350	457,600
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	575,750	577,950	610,550
Less Income	(21,400)	(22,400)	(22,400)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	554,350	555,550	588,150
Depreciation & Impairment	1,350	1,350	1,350
	<hr/>	<hr/>	<hr/>
	555,700	556,900	589,500
	<hr/>	<hr/>	<hr/>

STAFFING, OVERHEADS & DEMOCRATIC COSTS

	2025/26		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
2 OVERHEAD EXPENSES (Continued)			
(f) INFORMATION TECHNOLOGY SERVICES			
Employees	1,255,700	1,262,400	1,293,600
Transport Related Expenses	200	200	200
Supplies & Services	1,209,500	1,462,100	1,366,400
	<hr/>	<hr/>	<hr/>
	2,465,400	2,724,700	2,660,200
Less Income	-	(15,000)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	2,465,400	2,709,700	2,660,200
Central, Departmental & Technical Support Services	328,650	333,100	323,800
Depreciation & Impairment	151,200	95,250	95,250
	<hr/>	<hr/>	<hr/>
	2,945,250	3,138,050	3,079,250
	<hr/>	<hr/>	<hr/>

STAFFING, OVERHEADS & DEMOCRATIC COSTS

	2025/26		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
3 SUMMARY			
Salaries & Oncosts	15,964,650	16,691,600	15,738,100
Overhead Expenses :			
(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) General Administration	146,650	205,000	177,950
(e) Departmental Administration	555,700	556,900	589,500
(f) Information Technology Services	2,945,250	3,138,050	3,079,250
	<hr/>	<hr/>	<hr/>
	21,441,300	22,525,550	21,583,850
Less Recharged to :			
Planning, Housing & Regulatory Services	(6,555,750)	(7,934,750)	(7,664,050)
Street Scene, Leisure & Technical	(3,395,800)	(3,407,400)	(3,573,300)
Central Services	(1,975,450)	(1,442,250)	(1,465,300)
Staffing, Overheads & Democratic Costs	(1,651,600)	(1,774,500)	(1,766,550)
Chief Executive	(3,095,950)	(3,570,750)	(3,525,450)
Other Services	(800)	(800)	(800)
Holding Accounts	(2,531,200)	(2,598,550)	(2,677,800)
	<hr/>	<hr/>	<hr/>
	(19,206,550)	(20,729,000)	(20,673,250)
	<hr/>	<hr/>	<hr/>
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	2,234,750	1,796,550	910,600
	<hr/>	<hr/>	<hr/>

STAFFING, OVERHEADS & DEMOCRATIC COSTS

	2025/26		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
4 <u>DEMOCRATIC REPRESENTATION</u>			
(a) <u>DEMOCRATIC ADMINISTRATION</u>			
Employees	379,950	410,000	409,150
Premises Related Expenses	1,600	350	1,600
Supplies & Services	27,650	32,500	36,500
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	409,200	442,850	447,250
Central, Departmental & Technical Support Services	498,900	537,450	530,700
	<hr/>	<hr/>	<hr/>
	908,100	980,300	977,950
	<hr/>	<hr/>	<hr/>
(b) <u>PAYMENTS TO MEMBERS</u>			
Transport Related Expenses	2,200	2,000	2,000
Supplies & Services	411,200	399,450	428,350
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	413,400	401,450	430,350
Central, Departmental & Technical Support Services	22,800	23,150	23,750
	<hr/>	<hr/>	<hr/>
	436,200	424,600	454,100
	<hr/>	<hr/>	<hr/>
(c) <u>MAYORAL & OTHER MEMBER SUPPORT (INC. MEMBER TRAINING)</u>			
Employees	1,500	2,150	2,200
Transport Related Expenses	10,000	4,000	4,000
Supplies & Services	6,900	6,950	4,950
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	18,400	13,100	11,150
Central, Departmental & Technical Support Services	133,900	136,650	138,800
	<hr/>	<hr/>	<hr/>
	152,300	149,750	149,950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,496,600	1,554,650	1,582,000
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STAFFING, OVERHEADS & DEMOCRATIC COSTS

	2025/26		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
5 <u>CORPORATE MANAGEMENT</u>			
(a) <u>CORPORATE POLICY</u>			
Employees	65,850	82,650	81,500
Supplies & Services	1,400	3,900	1,400
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	67,250	86,550	82,900
Central, Departmental & Technical Support Services	394,050	416,600	415,050
	<hr/>	<hr/>	<hr/>
	461,300	503,150	497,950
	<hr/>	<hr/>	<hr/>
(b) <u>PROCUREMENT</u>			
Employees	16,650	17,750	19,100
Supplies & Services	91,500	83,500	95,150
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	108,150	101,250	114,250
Central, Departmental & Technical Support Services	15,900	17,400	17,550
	<hr/>	<hr/>	<hr/>
	124,050	118,650	131,800
	<hr/>	<hr/>	<hr/>
(c) <u>PUBLIC ACCOUNTABILITY</u>			
Supplies & Services	153,750	174,300	173,000
Less Income	(19,500)	(19,500)	(19,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	134,250	154,800	153,500
Central, Departmental & Technical Support Services	122,100	130,700	128,750
	<hr/>	<hr/>	<hr/>
	256,350	285,500	282,250
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	841,700	907,300	912,000
	<hr/>	<hr/>	<hr/>

EMPLOYEES - SALARIES

SERVICE ANALYSIS OF EXPENDITURE

	Basic Salaries	Overtime	Temporary Staff	Total Salaries	Council Contributions Nat. Ins.	Supern.	Total Salaries & Oncosts
	£	£	£	£	£	£	£
<u>2025/26 ESTIMATE</u>							
Original Estimate	10,649,250	22,650	18,000	10,689,900	1,381,800	2,120,100	14,191,800
Revised Estimate	10,632,700	49,500	594,400	11,276,600	1,397,100	2,117,950	14,791,650
<u>2026/27 ESTIMATE</u>							
Service							
Administration & Property	986,750	18,000	-	1,004,750	129,700	175,250	1,309,700
Executive	545,850	-	-	545,850	74,350	93,650	713,850
Finance	1,660,450	1,200	-	1,661,650	216,200	267,350	2,145,200
Information Technology	1,009,900	-	-	1,009,900	135,700	167,800	1,313,400
Legal	531,850	1,200	-	533,050	70,000	92,900	695,950
Housing & Regulatory Services	1,771,850	-	-	1,771,850	230,250	296,000	2,298,100
HR & Customer Services	688,600	4,000	2,000	694,600	85,900	121,250	901,750
Planning	2,260,500	-	45,100	2,305,600	303,650	383,600	2,992,850
Street Scene & Leisure	1,068,100	-	-	1,068,100	140,700	179,800	1,388,600
Technical	884,000	-	-	884,000	113,850	149,450	1,147,300
	11,407,850	24,400	47,100	11,479,350	1,500,300	1,927,050	14,906,700

CHIEF EXECUTIVE

SUMMARY

	2025/26		2026/27
	ORIGINAL	REVISED	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 & REGENERATION	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	531,600
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	1,987,900

CHIEF EXECUTIVE

	2025/26		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
1 <u>COMMUNITY SAFETY</u>			
Employees	123,200	156,750	134,300
Supplies & Services	15,600	57,750	16,550
	<hr/>	<hr/>	<hr/>
	138,800	214,500	150,850
Less Income	(500)	(93,400)	(39,300)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	138,300	121,100	111,550
Central, Departmental & Technical Support Services	62,700	76,800	84,200
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	201,000	197,900	195,750
	<hr/>	<hr/>	<hr/>
2 <u>COMMUNITY DEVELOPMENT</u>			
Employees	17,400	18,450	17,750
Central, Departmental & Technical Support Services	13,300	13,750	13,600
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	30,700	32,200	31,350
	<hr/>	<hr/>	<hr/>
3 <u>SAFEGUARDING</u>			
Employees	10,200	18,550	17,150
Supplies & Services	4,250	4,400	4,400
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	14,450	22,950	21,550
Central, Departmental & Technical Support Services	9,400	12,100	11,500
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	23,850	35,050	33,050
	<hr/>	<hr/>	<hr/>

CHIEF EXECUTIVE

	2025/26		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
4 <u>ELECTIONS</u>			
(a) <u>ELECTORAL REGISTRATION</u>			
Employees	123,200	121,650	125,150
Supplies & Services	63,600	69,000	69,000
	<hr/>	<hr/>	<hr/>
	186,800	190,650	194,150
Less Income	(3,000)	(3,000)	(3,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	183,800	187,650	191,150
Central, Departmental & Technical Support Services	108,150	121,500	122,900
Depreciation & Impairment	1,200	-	-
	<hr/>	<hr/>	<hr/>
	293,150	309,150	314,050
	<hr/>	<hr/>	<hr/>
(b) <u>CONDUCT OF ELECTIONS</u>			
Employees	55,150	54,450	56,050
Central, Departmental & Technical Support Services	93,950	101,100	102,100
	<hr/>	<hr/>	<hr/>
	149,100	155,550	158,150
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	442,250	464,700	472,200
	<hr/>	<hr/>	<hr/>

CHIEF EXECUTIVE

	2025/26		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
5 <u>GRANTS & PAYMENTS</u>			
Supplies & Services	120,500	411,450	120,500
	120,500	411,450	120,500
Less Income	-	(240,950)	-
	120,500	170,500	120,500
<u>Sub-total</u>	120,500	170,500	120,500
Central, Departmental & Technical Support Services	4,350	4,700	4,600
	124,850	175,200	125,100
<u>TO SUMMARY</u>	124,850	175,200	125,100
6 <u>CLIMATE CHANGE</u>			
Employees	80,150	79,000	92,450
Supplies & Services	30,000	30,000	30,000
	110,150	109,000	122,450
<u>Sub-total</u>	110,150	109,000	122,450
Central, Departmental & Technical Support Services	36,050	36,650	39,600
	146,200	145,650	162,050
<u>TO SUMMARY</u>	146,200	145,650	162,050
7 <u>ECONOMIC DEVELOPMENT & REGENERATION</u>			
Employees	40,150	48,150	66,500
Supplies & Services	118,250	352,200	401,750
	158,400	400,350	468,250
Less Income	-	(34,000)	(33,750)
	158,400	366,350	434,500
<u>Sub-total</u>	158,400	366,350	434,500
Central, Departmental & Technical Support Services	19,450	22,750	27,450
	177,850	389,100	461,950
<u>TO SUMMARY</u>	177,850	389,100	461,950

CHIEF EXECUTIVE

	2025/26		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
8 <u>UK SHARED PROSPERITY FUND</u>			
Employees	26,550	37,000	10,000
Supplies & Services	-	253,650	-
	<hr/>	<hr/>	<hr/>
	26,550	290,650	10,000
Less Income	-	(266,750)	-
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	26,550	23,900	10,000
Central, Departmental & Technical Support Services	11,850	15,500	3,300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	38,400	39,400	13,300
	<hr/>	<hr/>	<hr/>
9 <u>HOMES FOR UKRAINE</u>			
Employees	60,400	50,200	20,650
Supplies & Services	40,000	35,000	25,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	100,400	85,200	45,650
Less Income	(118,000)	(95,700)	(46,000)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(17,600)	(10,500)	(350)
Central, Departmental & Technical Support Services	23,550	18,200	8,100
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	5,950	7,700	7,750
	<hr/>	<hr/>	<hr/>

CHIEF EXECUTIVE

	2025/26		2026/27
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
10 <u>HOUSING BENEFITS</u>			
Employees	242,450	278,550	276,850
Supplies & Services	40,300	55,100	39,600
Housing Benefits	22,715,400	20,044,450	19,065,350
	<hr/>	<hr/>	<hr/>
	22,998,150	20,378,100	19,381,800
Less Income	(22,909,700)	(20,275,100)	(19,265,750)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	88,450	103,000	116,050
Central, Departmental & Technical Support Services	356,900	392,500	390,300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	445,350	495,500	506,350
	<hr/>	<hr/>	<hr/>
11 <u>LOCAL REVENUE & NNDR COLLECTION</u>			
Employees	430,850	478,400	483,300
Supplies & Services	134,000	112,000	112,000
	<hr/>	<hr/>	<hr/>
	564,850	590,400	595,300
Less Income	(539,500)	(559,500)	(559,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	25,350	30,900	35,800
Central, Departmental & Technical Support Services	583,900	649,050	646,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	609,250	679,950	681,800
	<hr/>	<hr/>	<hr/>

CHIEF EXECUTIVE

	2025/26		2026/27
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
12 <u>COUNCIL TAX SUPPORT</u>			
Employees	256,500	284,800	287,700
Supplies & Services	12,500	12,500	4,500
	<hr/>	<hr/>	<hr/>
	269,000	297,300	292,200
Less Income	(201,200)	(204,800)	(204,800)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	67,800	92,500	87,400
Central, Departmental & Technical Support Services	268,300	295,450	296,350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	336,100	387,950	383,750
	<hr/>	<hr/>	<hr/>
13 <u>TREASURY MANAGEMENT & BANKING ARRANGEMENTS</u>			
Employees	40,900	41,700	45,550
Supplies & Services	250,500	336,500	260,000
Investment Fund Losses	-	750,000	-
	<hr/>	<hr/>	<hr/>
	291,400	1,128,200	305,550
Less Income	(2,401,250)	(2,682,150)	(2,070,250)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(2,109,850)	(1,553,950)	(1,764,700)
Central, Departmental & Technical Support Services	35,850	39,250	38,300
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	(2,074,000)	(1,514,700)	(1,726,400)
	<hr/>	<hr/>	<hr/>

CHIEF EXECUTIVE

	2025/26		2026/27
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
14 <u>DRAINAGE BOARDS SPECIAL LEVIES</u>			
Supplies & Services	518,250	518,300	531,150
Central, Departmental & Technical Support Services	350	400	450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	518,600	518,700	531,600
	<hr/>	<hr/>	<hr/>
15 <u>LIAISON, SUPPORT & ADVICE (PARISH COUNCILS)</u>			
Employees	52,850	56,350	55,650
Central, Departmental & Technical Support Services	45,700	47,050	47,650
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	98,550	103,400	103,300
	<hr/>	<hr/>	<hr/>
16 <u>CONTRIBUTIONS TO PROVISIONS</u>			
Supplies & Services	5,000	10,000	5,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	5,000	10,000	5,000
	<hr/>	<hr/>	<hr/>
17 <u>ITEMS FUNDED FROM RESERVES</u>			
Supplies & Services	-	400	-
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	-	400	-
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DIRECTOR OF CENTRAL SERVICES

SUMMARY

	2025/26		2026/27
	ORIGINAL	REVISED	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
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	783,900	1,102,550	904,000
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DIRECTOR OF CENTRAL SERVICES

	2025/26		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
1 <u>TONBRIDGE CASTLE GATEHOUSE</u>			
Employees	59,300	67,000	73,800
Premises Related Expenses	49,700	209,550	34,300
Supplies & Services	17,850	16,850	18,750
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	126,850	293,400	126,850
Less Income	(44,750)	(33,200)	(46,200)
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<u>Sub-total</u>	82,100	260,200	80,650
Central, Departmental & Technical Support Services	56,400	51,750	46,800
Depreciation & Impairment	150	-	-
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	138,650	311,950	127,450
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2 <u>EVENTS DEVELOPMENT</u>			
Employees	147,300	156,400	166,050
Supplies & Services	22,200	20,700	19,200
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	169,500	177,100	185,250
Less Income	(70,000)	(45,500)	(48,500)
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<u>Sub-total</u>	99,500	131,600	136,750
Central, Departmental & Technical Support Services	83,300	89,950	92,250
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<u>TO SUMMARY</u>	182,800	221,550	229,000
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DIRECTOR OF CENTRAL SERVICES

	2025/26		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
3 <u>MEDIA & COMMUNICATIONS</u>			
Employees	219,850	227,100	230,450
Supplies & Services	26,100	23,600	24,100
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<u>Sub-total</u>	245,950	250,700	254,550
Central, Departmental & Technical Support Services	90,200	95,500	97,000
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<u>TO SUMMARY</u>	336,150	346,200	351,550
	<hr/>	<hr/>	<hr/>
4 <u>LOCAL LAND CHARGES</u>			
Employees	144,000	147,750	148,850
Supplies & Services	8,500	7,050	6,900
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	152,500	154,800	155,750
Less Income	(230,000)	(180,000)	(205,000)
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<u>Sub-total</u>	(77,500)	(25,200)	(49,250)
Central, Departmental & Technical Support Services	119,600	133,200	131,650
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<u>TO SUMMARY</u>	42,100	108,000	82,400
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DIRECTOR OF CENTRAL SERVICES

	2025/26		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
5 <u>INDUSTRIAL ESTATE</u>			
Employees	4,450	4,700	4,650
Less Income	(78,600)	(78,600)	(78,600)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	(74,150)	(73,900)	(73,950)
Central, Departmental & Technical Support Services	4,600	4,800	4,850
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<u>TO SUMMARY</u>	(69,550)	(69,100)	(69,100)
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6 <u>COMMERCIAL PROPERTY</u>			
Employees	10,050	10,550	10,550
Premises Related Expenses	12,700	58,350	28,100
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	22,750	68,900	38,650
Less Income	(302,500)	(313,000)	(318,000)
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<u>Sub-total</u>	(279,750)	(244,100)	(279,350)
Central, Departmental & Technical Support Services	23,400	26,450	26,150
Depreciation & Impairment	650	1,400	1,400
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<u>TO SUMMARY</u>	(255,700)	(216,250)	(251,800)
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DIRECTOR OF CENTRAL SERVICES

	2025/26		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
7 <u>VALE RISE DEPOT</u>			
Employees	7,450	7,550	7,600
Premises Related Expenses	22,450	22,200	22,900
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	29,900	29,750	30,500
Less Income	(45,950)	(41,900)	(42,750)
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<u>Sub-total</u>	(16,050)	(12,150)	(12,250)
Central, Departmental & Technical Support Services	3,850	4,000	4,100
Depreciation & Impairment	12,200	8,150	8,150
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	-	-	-
	<hr/>	<hr/>	<hr/>
8 <u>LAND REVIEW</u>			
Employees	29,300	30,750	30,650
Premises Related Expenses	25,250	26,850	20,650
Supplies & Services	35,000	35,000	35,000
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	89,550	92,600	86,300
Less Income	(8,500)	(13,500)	(8,500)
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<u>Sub-total</u>	81,050	79,100	77,800
Central, Departmental & Technical Support Services	19,700	20,300	20,800
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<u>TO SUMMARY</u>	100,750	99,400	98,600
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DIRECTOR OF CENTRAL SERVICES

	2025/26		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
9 <u>REGENERATION OF TONBRIDGE</u>			
Employees	165,950	178,000	181,850
Central, Departmental & Technical Support Services	126,050	134,300	135,850
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	292,000	312,300	317,700
	<hr/>	<hr/>	<hr/>
10 <u>STREET NAMING & NUMBERING</u>			
Employees	38,600	40,800	40,000
Income	(45,000)	(76,500)	(46,000)
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<u>Sub-total</u>	(6,400)	(35,700)	(6,000)
Central, Departmental & Technical Support Services	9,550	10,600	10,600
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<u>TO SUMMARY</u>	3,150	(25,100)	4,600
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11 <u>CHRISTMAS LIGHTING (PARISH AREAS)</u>			
Supplies & Services	12,800	12,800	12,800
Central, Departmental & Technical Support Services	750	800	800
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<u>TO SUMMARY</u>	13,550	13,600	13,600
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DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES

SUMMARY

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

DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
1. <u>DEVELOPMENT MANAGEMENT</u>			
Employees	1,462,300	1,632,350	1,519,750
Supplies & Services	108,900	272,700	138,900
	<hr/>	<hr/>	<hr/>
	1,571,200	1,905,050	1,658,650
Less Income	(1,407,100)	(1,398,100)	(1,451,400)
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<u>Sub-total</u>	164,100	506,950	207,250
Central, Departmental & Technical Support Services	748,550	786,300	775,450
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<u>TO SUMMARY</u>	912,650	1,293,250	982,700
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2. <u>CONSERVATION</u>			
Employees	58,500	63,150	59,500
Supplies & Services	9,700	9,700	9,700
Third Party Payments	17,500	25,000	26,000
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<u>Sub-total</u>	85,700	97,850	95,200
Central, Departmental & Technical Support Services	23,050	23,200	23,350
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	108,750	121,050	118,550
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DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
3. <u>BUILDING CONTROL</u>			
Employees	365,850	363,550	371,050
Supplies & Services	17,350	17,350	17,350
	<hr/>	<hr/>	<hr/>
	383,200	380,900	388,400
Less Income	(341,550)	(360,700)	(384,500)
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<u>Sub-total</u>	41,650	20,200	3,900
Central, Departmental & Technical Support Services	191,600	199,950	200,900
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<u>TO SUMMARY</u>	233,250	220,150	204,800
	<hr/>	<hr/>	<hr/>
4. <u>PLANNING POLICY</u>			
Employees	652,600	824,250	781,500
Supplies & Services	804,450	786,650	534,050
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	1,457,050	1,610,900	1,315,550
Central, Departmental & Technical Support Services	213,050	231,650	233,650
Less Income			
Fees & Charges general	0	(27,150)	0
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,670,100	1,815,400	1,549,200
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DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
5. <u>HOUSING STRATEGY & ENABLING ROLE</u>			
Employees	287,800	443,000	388,950
Supplies & Services	3,650	3,650	3,650
Third Party Payments	10,800	11,100	11,500
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	302,250	457,750	404,100
Central, Departmental & Technical Support Services	99,500	129,450	120,800
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	401,750	587,200	524,900
	<hr/>	<hr/>	<hr/>
6. <u>HOMELESSNESS</u>			
Employees	421,900	538,900	507,250
Premises Related Expenses	39,700	384,000	446,300
Transport Related Expenses	600	600	600
Supplies & Services	3,033,250	2,706,200	2,276,850
Third Party Payments	20,100	20,100	20,100
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	3,515,550	3,649,800	3,251,100
Less Income	(2,622,400)	(2,529,050)	(2,286,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	893,150	1,120,750	964,600
Central, Departmental & Technical Support Services	345,650	386,100	384,150
Depreciation & Impairment	52,050	37,000	37,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	1,290,850	1,543,850	1,385,750
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DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
<u>7. HOUSING ADVICE & PREVENTION</u>			
Employees	187,400	280,650	247,700
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	187,400	280,650	247,700
Central, Departmental & Technical Support Services	81,400	102,800	96,900
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	268,800	383,450	344,600
	<hr/>	<hr/>	<hr/>
<u>8. HOME SAFETY</u>			
Employees	3,200	3,250	3,350
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	3,200	3,250	3,350
Central, Departmental & Technical Support Services	1,600	1,600	1,650
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	4,800	4,850	5,000
	<hr/>	<hr/>	<hr/>
<u>9. PRIVATE SECTOR HOUSING RENEWAL</u>			
Employees	232,000	249,650	251,350
Supplies & Services	1,206,900	1,329,500	1,266,650
	<hr/>	<hr/>	<hr/>
	1,438,900	1,579,150	1,518,000
Less Income	(1,176,600)	(1,299,450)	(1,236,600)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	262,300	279,700	281,400
Central, Departmental & Technical Support Services	95,800	98,500	101,000
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	358,100	378,200	382,400
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
10. PRIVATE SECTOR			
<u>HOUSING STANDARDS</u>			
Employees	83,950	92,500	92,900
Supplies & Services	6,450	6,450	6,450
Less Income	(3,500)	(3,500)	(3,500)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	86,900	95,450	95,850
Central, Departmental & Technical Support Services	31,750	33,150	33,950
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	118,650	128,600	129,800
	<hr/>	<hr/>	<hr/>
11. PEST CONTROL			
Employees	6,950	5,850	6,100
Supplies & Services	350	3,000	3,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	7,300	8,850	9,100
Central, Departmental & Technical Support Services	17,150	19,300	18,900
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	24,450	28,150	28,000
	<hr/>	<hr/>	<hr/>
12. PUBLIC HEALTH ACT 1984			
Employees	2,150	2,200	2,250
Third Party Payments	3,000	3,000	3,000
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	5,150	5,200	5,250
Central, Departmental & Technical Support Services	1,350	1,350	1,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	6,500	6,550	6,650
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
13. <u>ENVIRONMENTAL PROTECTION ACT</u>			
Employees	30,050	31,950	31,700
Less Income	(10,750)	(10,750)	(10,750)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	19,300	21,200	20,950
Central, Departmental & Technical Support Services	19,850	21,400	21,450
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	39,150	42,600	42,400
	<hr/>	<hr/>	<hr/>
14. <u>ENVIRONMENTAL PROTECTION</u>			
Employees	214,600	231,300	229,350
Supplies & Services	3,400	3,700	3,550
Third Party Payments	21,800	25,800	25,800
	<hr/>	<hr/>	<hr/>
	239,800	260,800	258,700
Less Income	(2,750)	(2,750)	(2,750)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	237,050	258,050	255,950
Central, Departmental & Technical Support Services	111,050	114,450	116,250
Depreciation & Impairment	8,950	8,700	8,700
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	357,050	381,200	380,900
	<hr/>	<hr/>	<hr/>

DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES

	2025/26 ESTIMATE		2026/27
	ORIGINAL	REVISED	ESTIMATE
	£	£	£
15. <u>FOOD & SAFETY</u>			
Employees	237,750	229,550	247,450
Supplies & Services	1,650	2,000	1,800
Third Party Payments	300	300	300
	<hr/>	<hr/>	<hr/>
	239,700	231,850	249,550
Less Income	(6,200)	(6,900)	(7,370)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	233,500	224,950	242,180
Central, Departmental & Technical Support Services	145,700	150,100	153,400
	<hr/>	<hr/>	<hr/>
<u>TO SUMMARY</u>	379,200	375,050	395,580
	<hr/>	<hr/>	<hr/>
16. <u>PUBLIC HEALTH</u>			
Employees	124,250	129,450	132,350
Supplies & Services	14,000	14,000	14,000
	<hr/>	<hr/>	<hr/>
	138,250	143,450	146,350
Less Income	(124,100)	(124,100)	(124,100)
	<hr/>	<hr/>	<hr/>
<u>Sub-total</u>	14,150	19,350	22,250
Central, Departmental & Technical Support Services	57,450	57,950	55,600
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<u>TO SUMMARY</u>	71,600	77,300	77,850
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DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES

17. GYPSY TRAVELLER SITES

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
Supplies & Services	65,000	65,000	65,000
<u>TO SUMMARY</u>	65,000	65,000	65,000

DIRECTOR OF PLANNING, HOUSING AND REGULATORY SERVICES

18. LICENSING

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
Employees	319,550	302,300	285,500
Supplies & Services	15,350	15,350	15,350
Less Income	(373,100)	(375,900)	(387,130)
<u>Sub-total</u>	(38,200)	(58,250)	(86,280)
Central, Departmental & Technical	154,500	163,600	167,350
<u>TO SUMMARY</u>	116,300	105,350	81,070

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

SUMMARY

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

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
1. <u>REFUSE COLLECTION</u>			
Employees	186,800	179,650	177,100
Premises Related Expenses	41,650	38,550	39,550
Supplies & Services	6,550	10,550	6,550
Third Party Payments	1,596,300	1,559,300	1,623,500
	<hr/>	<hr/>	<hr/>
	1,831,300	1,788,050	1,846,700
Less Income	(476,800)	(588,700)	(598,400)
	<hr/>	<hr/>	<hr/>
	1,354,500	1,199,350	1,248,300
Central, Departmental & Technical Support Services	130,350	135,100	133,500
Depreciation & Impairment	62,400	55,900	55,900
	<hr/>	<hr/>	<hr/>
	1,547,250	1,390,350	1,437,700
	<hr/>	<hr/>	<hr/>
2. <u>RECYCLING</u>			
Employees	234,500	225,000	223,800
Premises Related Expenses	1,050	1,050	1,050
Supplies & Services	17,800	26,100	22,300
Third Party Payments	2,232,650	2,180,900	2,270,800
	<hr/>	<hr/>	<hr/>
	2,486,000	2,433,050	2,517,950
Less Income	(3,055,900)	(3,614,650)	(3,573,900)
	<hr/>	<hr/>	<hr/>
	(569,900)	(1,181,600)	(1,055,950)
Central, Departmental & Technical Support Services	177,900	190,050	187,650
Depreciation & Impairment	118,000	178,750	178,750
	<hr/>	<hr/>	<hr/>
	(274,000)	(812,800)	(689,550)
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
3. <u>STREET SCENE</u>			
Employees	148,800	144,450	145,050
Supplies & Services	150,850	150,750	142,750
Third Party Payments	1,039,000	1,014,900	1,056,700
	<hr/>	<hr/>	<hr/>
	1,338,650	1,310,100	1,344,500
Less Income	(13,050)	(33,050)	(33,050)
	<hr/>	<hr/>	<hr/>
	1,325,600	1,277,050	1,311,450
Central, Departmental & Technical Support Services	86,450	89,750	89,450
	<hr/>	<hr/>	<hr/>
	1,412,050	1,366,800	1,400,900
	<hr/>	<hr/>	<hr/>
4. <u>PUBLIC CONVENIENCES</u>			
Employees	13,300	13,050	12,700
Premises Related Expenses	36,450	40,350	30,450
Supplies & Services			
Third Party Payments	38,200	48,000	48,000
	<hr/>	<hr/>	<hr/>
	87,950	101,400	91,150
Less Income	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
	87,900	101,350	91,100
Central, Departmental & Technical Support Services	15,400	16,000	16,100
Depreciation & Impairment	47,200	36,600	36,600
	<hr/>	<hr/>	<hr/>
	150,500	153,950	143,800
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
5. <u>TONBRIDGE & MALLING LEISURE TRUST</u>			
Employees	56,600	56,250	57,700
Third Party Payments	342,700	257,200	177,200
	<hr/>	<hr/>	<hr/>
	399,300	313,450	234,900
Central, Departmental & Technical Support Services	38,400	40,050	40,100
	<hr/>	<hr/>	<hr/>
	437,700	353,500	275,000
	<hr/>	<hr/>	<hr/>
6. <u>LARKFIELD LEISURE CENTRE</u>			
Employees	4,500	4,500	4,650
Premises Related Expenses	409,200	553,350	397,250
	<hr/>	<hr/>	<hr/>
	413,700	557,850	401,900
Central, Departmental & Technical Support Services	24,050	25,200	25,650
Depreciation & Impairment	860,300	960,550	960,550
	<hr/>	<hr/>	<hr/>
	1,298,050	1,543,600	1,388,100
	<hr/>	<hr/>	<hr/>
7. <u>ANGEL CENTRE</u>			
Employees	8,700	8,450	9,200
Premises Related Expenses	212,200	89,750	211,400
Third Party Payments	-	800	10,000
	<hr/>	<hr/>	<hr/>
	220,900	99,000	230,600
Central, Departmental & Technical Support Services	13,650	14,200	14,500
Depreciation & Impairment	316,700	359,750	359,750
	<hr/>	<hr/>	<hr/>
	551,250	472,950	604,850
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
8. <u>TONBRIDGE SWIMMING POOL</u>			
Employees	7,850	7,600	8,300
Premises Related Expenses	293,250	348,400	218,550
	<hr/>	<hr/>	<hr/>
	301,100	356,000	226,850
Central, Departmental & Technical Support Services	19,000	19,800	20,200
Depreciation & Impairment	393,200	439,100	439,100
	<hr/>	<hr/>	<hr/>
	713,300	814,900	686,150
	<hr/>	<hr/>	<hr/>
9. <u>POULT WOOD GOLF CENTRE</u>			
Employees	4,900	4,900	5,050
Premises Related Expenses	96,450	136,700	46,150
Transport Related Expenses	9,050	13,650	11,600
	<hr/>	<hr/>	<hr/>
	110,400	155,250	62,800
Central, Departmental & Technical Support Services	13,450	13,900	14,200
Depreciation & Impairment	224,050	224,400	224,400
	<hr/>	<hr/>	<hr/>
	347,900	393,550	301,400
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

10. SPORTS GROUNDS

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
Employees	42,350	42,900	44,300
Premises Related Expenses	209,750	49,600	36,500
Supplies & Services	19,000	54,250	19,250
Third Party Payments	330,050	330,050	343,250
	<hr/>	<hr/>	<hr/>
	601,150	476,800	443,300
Less Income	(16,200)	(16,200)	(16,200)
	<hr/>	<hr/>	<hr/>
	584,950	460,600	427,100
Central, Departmental & Technical Support Services	36,850	37,700	38,500
Depreciation & Impairment	183,800	110,250	110,250
	<hr/>	<hr/>	<hr/>
	805,600	608,550	575,850
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
11. <u>PLEASURE GROUNDS & OPEN SPACES</u>			
Employees	193,250	190,300	201,550
Premises Related Expenses	223,850	288,600	217,800
Transport Related Expenses	3,250	3,950	3,650
Supplies & Services	148,600	151,000	154,900
Third Party Payments	303,850	303,850	316,150
	<hr/>	<hr/>	<hr/>
	872,800	937,700	894,050
Less Income	(144,600)	(188,500)	(188,150)
	<hr/>	<hr/>	<hr/>
	728,200	749,200	705,900
Central, Departmental & Technical Support Services	145,750	151,150	154,750
Depreciation & Impairment	154,250	127,450	127,450
	<hr/>	<hr/>	<hr/>
	1,028,200	1,027,800	988,100
	<hr/>	<hr/>	<hr/>
12. <u>ALLOTMENTS</u>			
Employees	650	700	700
Premises Related Expenses	100	150	150
Third Party Payments	5,100	5,100	5,100
	<hr/>	<hr/>	<hr/>
	5,850	5,950	5,950
	<hr/>	<hr/>	<hr/>
	5,850	5,950	5,950
Central, Departmental & Technical Support Services	950	1,000	1,050
Depreciation & Impairment	400	500	500
	<hr/>	<hr/>	<hr/>
	7,200	7,450	7,500
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
13. <u>CHURCHYARDS</u>			
Employees	3,250	3,150	3,400
Premises Related Expenses	1,800	1,800	1,800
Third Party Payments	10,150	10,150	10,550
	<hr/>	<hr/>	<hr/>
	15,200	15,100	15,750
Less Income	(50)	(50)	(50)
	<hr/>	<hr/>	<hr/>
	15,150	15,050	15,700
Central, Departmental & Technical Support Services	2,900	3,050	3,100
	<hr/>	<hr/>	<hr/>
	18,050	18,100	18,800
	<hr/>	<hr/>	<hr/>
14. <u>TONBRIDGE CEMETERY</u>			
Employees	30,450	30,700	31,800
Premises Related Expenses	19,950	23,450	23,950
Supplies & Services	2,500	3,000	2,500
Third Party Payments	69,650	69,650	72,450
	<hr/>	<hr/>	<hr/>
	122,550	126,800	130,700
Less Income	(151,050)	(146,550)	(152,600)
	<hr/>	<hr/>	<hr/>
	(28,500)	(19,750)	(21,900)
Central, Departmental & Technical Support Services	21,750	22,350	22,800
Depreciation & Impairment	22,900	25,550	25,550
	<hr/>	<hr/>	<hr/>
	16,150	28,150	26,450
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
15. <u>LEISURE MARKETING / PROMOTION</u>			
Employees	58,850	57,650	60,650
Supplies & Services	9,000	9,000	9,000
	<hr/>	<hr/>	<hr/>
	67,850	66,650	69,650
Central, Departmental & Technical Support Services	20,300	20,750	21,500
	<hr/>	<hr/>	<hr/>
	88,150	87,400	91,150
	<hr/>	<hr/>	<hr/>
16. <u>TONBRIDGE CHRISTMAS LIGHTING</u>			
Employees	6,800	5,650	7,000
Supplies & Services	23,750	23,750	23,750
	<hr/>	<hr/>	<hr/>
	30,550	29,400	30,750
Central, Departmental & Technical Support Services	3,800	3,950	3,950
Depreciation & Impairment	4,450	800	800
	<hr/>	<hr/>	<hr/>
	38,800	34,150	35,500
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

17. PARKING SERVICES

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
Employees	840,100	788,800	902,550
Premises Related Expenses	620,250	656,300	666,700
Transport Related Expenses	12,600	14,200	13,700
Supplies & Services	787,700	819,250	802,750
	<hr/>	<hr/>	<hr/>
	2,260,650	2,278,550	2,385,700
Less Income	(4,207,050)	(4,404,900)	(4,465,600)
	<hr/>	<hr/>	<hr/>
	(1,946,400)	(2,126,350)	(2,079,900)
Central, Departmental & Technical Support Services	395,850	424,000	424,950
Depreciation & Impairment	97,300	118,000	118,000
	<hr/>	<hr/>	<hr/>
	(1,453,250)	(1,584,350)	(1,536,950)
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
18. <u>TRANSPORTATION</u>			
Employees	94,500	94,650	103,750
Premises Related Expenses	19,900	22,400	19,500
Supplies & Services	5,000	5,000	5,000
	<hr/>	<hr/>	<hr/>
	119,400	122,050	128,250
Central, Departmental & Technical Support Services	46,550	48,000	48,650
Depreciation & Impairment		500	500
Less Income	0	(2,900)	0
	<hr/>	<hr/>	<hr/>
	165,950	167,650	177,400
	<hr/>	<hr/>	<hr/>
19. <u>SECURITY SERVICES MANAGEMENT</u>			
Employees	33,300	29,000	33,650
Premises Related Expenses		200	200
Supplies & Services	14,300	15,300	14,650
Third Party Payments	167,000	181,300	188,600
	<hr/>	<hr/>	<hr/>
	214,600	225,800	237,100
Less Income	(192,900)	(192,900)	(192,900)
	<hr/>	<hr/>	<hr/>
	21,700	32,900	44,200
Central, Departmental & Technical Support Services	22,550	22,800	23,150
Depreciation & Impairment	27,100	31,700	31,700
	<hr/>	<hr/>	<hr/>
	71,350	87,400	99,050
	<hr/>	<hr/>	<hr/>

DIRECTOR OF STREET SCENE, LEISURE AND TECHNICAL SERVICES

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

	2025/26 ESTIMATE		2026/27
	ORIGINAL £	REVISED £	ESTIMATE £
Employees	44,450	45,300	47,600
Supplies & Services	121,450	121,450	5,450
Third Party Payments	2,100	2,100	2,200
	<hr/>	<hr/>	<hr/>
	168,000	168,850	55,250
Central, Departmental & Technical Support Services	22,450	22,200	21,550
Depreciation & Impairment	100	100	100
	<hr/>	<hr/>	<hr/>
	190,550	191,150	76,900
	<hr/>	<hr/>	<hr/>

21. CIVIL CONTINGENCIES

Employees	75,100	97,700	109,050
Supplies & Services	16,450	16,400	16,400
	<hr/>	<hr/>	<hr/>
	91,550	114,100	125,450
Central, Departmental & Technical Support Services	68,100	76,200	78,350
	<hr/>	<hr/>	<hr/>
	159,650	190,300	203,800
	<hr/>	<hr/>	<hr/>

**Capital Plan: List A
Service Summary**

	Expenditure To 31/03/25	2025/26 Estimate inc Prior Year Slippage	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Planning, Housing & Environmental Health	61	1,228	3,486	15	15	15	15	15	4,850
Street Scene, Leisure & Technical Services	1,057	2,745	15,653	3,159	174	159	159	159	23,265
Corporate	1,222	1,992	1,750	0	0	0	0	0	4,964
Sub-total	2,340	5,965	20,889	3,174	189	174	174	174	33,079
Capital Renewals									
Planning, Housing & Environmental Health	n/a	1	14	0	21	21	33	0	90
Street Scene, Leisure & Technical Services	n/a	719	1,826	629	430	1,123	434	314	5,475
Corporate	n/a	770	279	131	119	333	443	174	2,249
Sub-total	n/a	1,490	2,119	760	570	1,477	910	488	7,814
Total	2,340	7,455	23,008	3,934	759	1,651	1,084	662	40,893

Capital Plan: List A
Planning, Housing and Environmental Health

	Expenditure To 31/03/25	2025/26 Estimate inc Prior Year Slippage	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Housing	59	30	15	15	15	15	15	15	179
Temporary Accommodation & Resettlement Scheme	0	1,200	3,471	0	0	0	0	0	4,671
Home Upgrade Grant Scheme (HUG2)	0	0	0	0	0	0	0	0	0
Environmental Health	2	(2)	0	0	0	0	0	0	0
Sub-total	61	1,228	3,486	15	15	15	15	15	4,850
Capital Renewals	n/a	1	14	0	21	21	33	0	90
Total Planning, Housing and Environmental Health	61	1,229	3,500	15	36	36	48	15	4,940

Capital Plan: List A
Planning, Housing and Environmental Health

	Code	Expenditure To 31/03/25	2025/26 Estimate inc Prior Year Slippage	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Housing										
(a) Better Care Fund (DFGs)										
(i) Mandatory Grants Less repayments	P03AC	n/a	1,317 (10)	1,300 (10)	1,300 (10)	1,300 (10)	1,300 (10)	1,050 (10)	1,050 (10)	8,617 (70)
(ii) Discretionary Grants	P03AT	59	391	175						625
(iii) Government Grant		n/a	(1,698)	(1,465)	(1,290)	(1,290)	(1,290)	(1,040)	(1,040)	(9,113)
Sub-total		59	0	0	0	0	0	0	0	59
(b) Housing Assistance Less repayments										
	P03AD	n/a	60	45	45	45	45	45	45	330
		n/a	(30)	(30)	(30)	(30)	(30)	(30)	(30)	(210)
Sub-total		n/a	30	15	15	15	15	15	15	120
Total Housing to Summary		59	30	15	15	15	15	15	15	179
(c) Temporary Accommodation & Resettlement Schemes										
	P03AW	0	1,200	3,471						4,671
Sub-total		n/a	1,200	3,471	0	0	0	0	0	4,671
Total Temporary Accommodation to Summary		0	1,200	3,471	0	0	0	0	0	4,671

Capital Plan: List A
Planning, Housing and Environmental Health

	Code	Expenditure To 31/03/25	2025/26 Estimate inc Prior Year Slippage	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
(d) Home Upgrade Grant Scheme (HUG2) Government Grant	P03AF	75 (75)								75 (75)
Sub-total		0	0	0	0	0	0	0	0	0
Total Home Upgrade Grant Scheme to Summary		0	0	0	0	0	0	0	0	0

Capital Plan: List A
Planning, Housing and Environmental Health

	Justification	Scheme notes
<p>Housing</p> <p>(a) Better Care Fund (DFGs)</p> <p>(b) Housing Assistance</p> <p>(c) Temporary Accommodation and Resettlement Scheme</p> <p>(d) Home Upgrade Grant Scheme (HUG2)</p>	<p><i>Former Corp't Aims & Priorities</i></p> <p><i>Former Corp't Aims & Priorities</i></p> <p><i>Former Corp't Aims & Priorities</i></p> <p><i>External Funding</i></p>	<p>Given the level of carry forward this year which includes prior year slippage the budget has been reprofiled across the years until 2028/29. Funding continues to be made available from the Better Care Fund to enable qualifying residents to apply for grants to help with adaptation costs.</p> <p>Budget reviewed by Communities & Housing Advisory Board, July 2016. Gross budget provision reduced from £90,000 to £60,000 per annum, with an additional reduction from 2026/27. An earmarked reserve has been established to meet any shortfall in assumed grant repayments.</p> <p>The delivery of the resettlement properties and temporary accommodation through use of the Local Authority Housing Fund, S106 and TA Earmarked Reserves continues to be delivered with the project completion now due for March 2027. Delivery will be achieved through the repurposing of existing Council accommodation, open market, or housing provider property purchases, as well as the Blue Bell Hill modular housing scheme.</p> <p>The Home Upgrade Grant Phase 2 (HUG 2) aimed to deliver retrofit energy efficiency measure to 30 private sectors homes in TMBC over a two-year period. However, due to significant challenges during the initial scheme setup, delivery was delayed, with the first batch of homes commencing in September 2024. The delay impacted the ability to meet the original delivery target by the scheme deadline of 31 March 2025. HUG 2 proved to be a complex programme, targeting a small number of 'off-gas' properties with low energy efficiency ratings, occupied by low income households. Following discussions with the managing agent and DESNZ, the delivery plan was revised, reducing the target number of completed homes from 30 to 14, and subsequently to 8. The scheme was originally allocated £540,000 in grant funding based on an indicative spend set by DESNZ of £18,000 per home. The actual average spend per property was 50% of the indicative spend, circa, £9,300. The scheme closed on 31 March 2025, with the Council successfully delivering retrofit measures to 8 homes.</p>

Capital Plan: List A
Planning, Housing and Environmental Health

	Code	Expenditure To 31/03/25	2025/26 Estimate inc Prior Year Slippage	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Environmental Health										
(a) Anti-idling Campaign Project Government Grant	P02EM	22 (20)	9 (11)							31 (31)
Sub-total		2	(2)							0
Total Environmental Health to Summary		2	(2)	0	0	0	0	0	0	0
Capital Renewals										
(b) Environmental Protection Provision for Inflation	P02EBCR01 P02EZ	n/a n/a	1	14		20 1	20 1	30 3		85 5
Total Capital Renewals to Summary		n/a	1	14	0	21	21	33	0	90

Capital Plan: List A
Planning, Housing and Environmental Health

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

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

	Expenditure To 31/03/25	2025/26 Estimate inc Prior Year Slippage	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Street Scene	21	108	129	129	129	129	129	129	903
Leisure									
Larkfield Leisure Centre	130	160	0	0	0	0	0	0	290
Angel Centre	0	1,400	15,000	3,000	0	0	0	0	19,400
Leisure Centres	13	272	250	0	0	0	0	0	535
Sports Grounds	234	25	190	0	0	0	0	0	449
Other Leisure Schemes	139	200	54	0	15	0	0	0	408
Technical Services									
Car Parking	100	460	30	30	30	30	30	30	740
Electrical Vehicle Charging Points	11	4	0	0	0	0	0	0	15
Land Drainage / Flood Defence	409	116	0	0	0	0	0	0	525
Sub-total	1,057	2,745	15,653	3,159	174	159	159	159	23,265
Capital Renewals	n/a	719	1,826	629	430	1,123	434	314	5,475
Total Street Scene, Leisure & Technical Services	1,057	3,464	17,479	3,788	604	1,282	593	473	28,740

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

	Code	Expenditure To 31/03/25	2025/26 Estimate inc Prior Year Slippage	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Street Scene										
(a) Green Waste Bins Growth / Replacement	P02BC	n/a	31	31	31	31	31	31	31	217
(b) Refuse Bins Growth / Replacement	P02DA	n/a	61	61	61	61	61	61	61	427
(c) Garden Waste Bin Replacement	P02CF	n/a	37	37	37	37	37	37	37	259
(d) Food Waste - Communal Properties Less Grants	P02EP	21	39 (60)							60 (60)
Total Street Scene to Summary		21	108	129	129	129	129	129	129	903
Larkfield Leisure Centre										
(e) PV System	P05LR	130	10							140
(f) Wetside Changing Room Refurbishment Less Grants & Contributions (TBC)	P05LS	n/a	270 (120)							270 (120)
Total Larkfield Leisure Centre to Summary		130	160	0	0	0	0	0	0	290

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

	Code	Expenditure To 31/03/25	2025/26 Estimate inc Prior Year Slippage	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	Scheme Total
SSLTS Schemes con't/...		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Angel Centre										
(g) Angel Centre Replacement Less Grants & Contributions (TBC)	P05BG	n/a	1,400	15,000	3,000					19,400
(h) Innerva Suite Less Grants & Contributions	P05BH			101 (101)						101 (101)
Total Angel Centre to Summary		0	1,400	15,000	3,000	0	0	0	0	19,400
Leisure Centres										
(i) Boiler Replacements	P05BF	13	187	250						450
(j) Installation of Digital CCTV Systems	P05KP		85							85
(k) Water Safety Systems Installation Less Grants & Contributions	P05KN			160 (160)						160 (160)
Total Leisure Centres to Summary		13	272	250	0	0	0	0	0	535

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

	Justification	Scheme notes
<p>Street Scene</p> <p>(a) Green Waste Bins Growth / Replacement</p> <p>(b) Refuse Bins Growth / Replacement</p> <p>(c) Garden Waste Bin Replacement</p> <p>(d) Food Waste - Communal Properties</p>	<p><i>Former Corp't Aims & Priorities</i></p> <p><i>Reduce Expenditure & Income</i></p> <p><i>Reduce Expenditure & Income</i></p>	<p>Recycling and refuse provisions cater for growth in the number of properties served and the replacement of existing collection bins and boxes.</p> <p>Provision for replacement of garden waste containers.</p> <p>Provision to separate food waste collections for all communal properties. This will divert food waste from residual waste to maximise recycling of this waste stream. Full cost to be met from external DEFRA Funding.</p>
<p>Larkfield Leisure Centre</p> <p>(e) PV System</p> <p>(f) Wetside Changing Room Refurbishment</p>	<p><i>Climate Change & Cost Savings</i></p> <p><i>Reduce Expenditure & Income Generation</i></p>	<p>Installation of PV system (solar panels) to the sports hall roof at Larkfield Leisure Centre. This will allow the site to produce some of its electricity demand from an on-site renewable source, resulting in annual savings to energy costs. Scheme completed and working well.</p> <p>The changing village cubicles have come to the end of their economic life and are in need of replacement. The project will see the replacement of the cubicles and a refurbishment of the wet change area providing increased customer satisfaction and reducing ongoing repair costs. This is a partnership scheme with the Leisure Trust. Reported to Sept 2025 (02/09/2025) meeting of Cabinet. Tenders have been returned, contractor appointed, and works commenced on site.</p>

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Street Scene, Leisure & Technical Services

	Justification	Scheme notes
<p>SSLTS Schemes con't/...</p> <p>Angel Centre</p> <p>(g) Angel Centre Replacement</p> <p>(h) Innerva Suite</p> <p>Leisure Centres</p> <p>(i) Boiler Replacements</p> <p>(j) Installation of Digital CCTV Systems</p> <p>(k) Water Safety Systems Installation</p>	<p><i>Efficient and Effective Council.</i></p> <p><i>Income Generating</i></p> <p><i>Former Corp't Aims & Priorities</i></p> <p><i>Efficient & Effective Council</i></p> <p><i>Health & Safety</i></p>	<p>A major project is underway to replace the existing Angel Leisure Centre with a new, state-of-the-art Leisure Centre located on the Sovereign Way Mid Car Park. The estimated cost of the project is currently around £19.4 million, based on the completion of RIBA Stage 2. Funding for the development is expected to come from a combination of sources, including funds held by the Council, external borrowing, and external contributions from the Leisure Trust and developer funding. A final decision on whether the project will proceed will be made by Full Council in Autumn 2026.</p> <p>This scheme will see the purchase of innerva power-assisted exercise technology which is designed to provide a 'helping hand' in a low impact, full-body workout circuit for exercisers. The Leisure Trust have confirmed that they will cover the initial total costs associated with the purchase of the Innerva equipment.</p> <p>The Council is required, under the terms of the Management Agreement with the Leisure Trust, to maintain the leisure facilities, which includes responsibility for the plant, equipment, and the building structure. At present, the gas boilers at both the Angel Centre and Tonbridge Swimming Pool have reached the end of their serviceable lives, and their replacement is recommended to ensure continued safe and efficient operation. However, in the case of the Angel Centre, it is hoped that boiler replacement can be avoided if the construction of the new leisure centre proceeds as planned, thereby eliminating the need for interim investment in equipment that would soon be redundant.</p> <p>The CCTV systems at the Council's Leisure facilities have effectively reached the end of their serviceable life due to ageing technology (analogue). Replacing the analogue systems with new digital CCTV systems is required to ensure that the sites can continue to be monitored for safety and security purposes.</p> <p>This scheme will see the purchase and installation of drowning detection systems to assist in the monitoring of the swimming pool water, detection and identification of people at risk of drowning and alerting qualified lifeguard responders. The Leisure Trust have confirmed that they will cover the initial total costs associated with the purchase of the drowning detection equipment.</p>

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	Code	Expenditure To 31/03/25	2025/26 Estimate inc Prior Year Slippage	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	Scheme Total
Sports Grounds										
(a) Racecourse Sportsground Riverside Revetment Less Grants	P05DD	240 (19)								240 (19)
Sub-total		221	0	0	0	0	0	0	0	221
(b) Racecourse Sportsground Rugby Pitch Drainage Less Developer Contributions	P05DE	23 (10)	8 (8)							31 (18)
Sub-total		13	0	0	0	0	0	0	0	13
(c) Racecourse Sportsground Tennis Court Improvements Less Developer Contributions	P05DU	n/a	65 (65)							65 (65)
Sub-total		0	0	0	0	0	0	0	0	0
(d) Swanmead Sportsground Flood Alleviation Works	P05DB	n/a	25							25
Sub-total		0	25	0	0	0	0	0	0	25
(e) Tonbridge Farm Sportsground Provision Full Size All Weather Pitch Less Grants & Contributions	P05DG			1,000 (810)						1,000 (810)
Sub-total		0	0	190	0	0	0	0	0	190
Total Sports Grounds to Summary		234	25	190	0	0	0	0	0	449

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	Justification	Scheme notes
Sports Grounds		
(a) Racecourse Sportsground Riverside Revetment	<i>Health & Safety</i>	Project has been successfully completed but due to weather conditions, and delay, the scheme has overspent by £14,300.
(b) Racecourse Sportsground Rugby Pitch Drainage	<i>External Funding</i>	The scheme will improve drainage to the rugby pitches at Tonbridge Racecourse Sportsground that are currently subject to regular flooding to maintain and enhance their use. Funded from developer contributions and a virement of £8,000 from the Land Drainage Improvement Programme. Budget approved in February 2020, and increased by £10,000 to £26,000 which is offset in full by grant from Sport England. Underspend relates to modifications to scheme in liaison with Rugby Club and cabinet member. To complete by end of financial year.
(c) Racecourse Sportsground Tennis Court Improvements	<i>Caring for the Environment</i>	The new Management Plan for Tonbridge Racecourse Sportsground identified the need for resurfacing works to the Tennis Courts. Additional security measures will include the installation of a smart access point for users. The project will be funded, in full, from Section 106 monies. Scheme completed.
(d) Swanmead Sportsground Flood Alleviation Works	<i>Caring for the Environment</i>	Increased flooding and a high water table has limited the availability of one of the football pitches at Swanmead Sportsground, potentially impacting on future income generation from this site. Works carried out to improve the drainage to the pitches will improve site resilience against flooding and improve accessibility of football pitches during the winter period. Scheme completed.
(e) Tonbridge Farm Sportsground Provision Full Size All Weather Pitch	<i>Income Generating</i>	The provision is to install a full sized All-Weather Football Pitch and associated flood lighting to provide year-round access for extended times and all weather conditions. The facility will provide users and sports clubs' access for both training and matches at Tonbridge Farm Sportsground. This project is subject to funding from the Football Foundation where estimated costs are set to be £1m. In order for the project to proceed, the Council will need to obtain external funding. Currently the Council has identified sufficient funding from capital renewals and developer contributions towards the project to meet the expected requirements for external grant application to the Football Foundation, who would fund the remaining amount. The scheme is subject to planning application and formal approval from the Football Foundation.

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	Code	Expenditure To 31/03/25	2025/26 Estimate inc Prior Year Slippage	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Other Leisure Schemes										
(a) Tonbridge Cemetery / Closed Churchyards Memorial Safety Less Developer Contributions	P05KV	142	4			15				161
Sub-total		(3)								(3)
		139	4	0	0	15	0	0	0	158
(b) Tonbridge Cemetery Vaults	P05KQ		43							43
Sub-total		0	43	0	0	0	0	0	0	43
(c) Haysden Country Park Site Improvement Works Less Developer Contributions	P05FD		50							50
Sub-total		0	(50)	0	0	0	0	0	0	(50)
		0	0	0	0	0	0	0	0	0
(d) Riverside Route Lighting Less Developer Contributions	P05JB		94							94
Sub-total		0	(94)	0	0	0	0	0	0	(94)
		0	0	0	0	0	0	0	0	0
(e) Shallows Bridge Less Developer Contributions	P05JC		265							265
Sub-total		0	(112)	0	0	0	0	0	0	(112)
		0	153	0	0	0	0	0	0	153
(f) Taddington Valley Site Improvements Less Grants & Contributions	P05JD			108						108
Sub-total		0	0	(54)	0	0	0	0	0	(54)
		0	0	54	0	0	0	0	0	54
(g) Leybourne Lakes CP Access Roads & Paths Less Developer Contributions	P05FR			200						200
Sub-total		0	0	(200)	0	0	0	0	0	(200)
		0	0	0	0	0	0	0	0	0
Total Other Leisure Schemes to Summary		139	200	54	0	15	0	0	0	408

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	Justification	Scheme notes
<p>Other Leisure Schemes</p> <p>(a) Tonbridge Cemetery / Closed Churchyards Memorial Safety</p> <p>(b) Tonbridge Cemetery Vaults</p> <p>(c) Haysden Country Park Site Improvement Works</p> <p>(d) Riverside Route Lighting</p> <p>(e) Shallows Bridge</p> <p>(f) Taddington Valley Site Improvements</p> <p>(g) Leybourne Lakes CP Access Roads & Paths</p>	<p><i>Former Corp't Aims & Priorities</i></p> <p><i>Reduce Expenditure & Income Generation</i></p> <p><i>Reduce Expenditure & Income Generation/ Health & Safety</i></p> <p><i>Health & Safety</i></p> <p><i>Health & Safety</i></p> <p><i>Health & Safety</i></p> <p><i>Health & Safety</i></p>	<p>Provision based on Local Government Ombudsman's recommendation to inspect every five years.</p> <p>The Council provides a number of options for burial services at Tonbridge Cemetery including interments and the scattering and interment of cremated remains. This scheme will provide 32 new above ground vaults and 32 Sanctum Panorama vaults. Scheme completed.</p> <p>The scheme will improve the path surface around the main lake known as Barden Lake, allowing improved accessibility for all, including less able bodied and wheelchair users. The project will be funded in full by existing S106 Developer Contribution Funds. Scheme completed.</p> <p>A scheme has been approved to install high-quality lighting along the riverside route between Town Lock and Vale Road, aimed at addressing public safety concerns in the area. The project received Cabinet approval on 2 September 2025 and is scheduled for completion by March 2026. The full cost of the scheme will be met through existing Section 106 Developer Contribution Funds, ensuring no additional financial burden on the</p> <p>The existing bridge located within Haysden Country Park has reached the end of its operational life and requires replacement. The initial phase of the project involves the removal of the current structure; however, progress has been delayed due to the need for consent from Network Rail to carry out a crane lift operation for its removal. This consent is essential to proceed safely and in accordance with regulatory requirements, and the delay has impacted the overall timeline of the scheme.</p> <p>The surface of the central path at Taddington Valley Public Open Space has deteriorated significantly in recent years. The scheme will resurface the central path, providing greater access for all.</p> <p>The scheme will resurface identified access roads and internal paths in and around Leybourne Lakes Country Park with a durable surface suitable for intended use i.e vehicle access to fishing areas, pushchairs, wheelchair users, and pedestrians around the main lakes and key features such as dipping platforms.</p>

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	Code	Expenditure To 31/03/25	2025/26 Estimate inc Prior Year Slippage	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Car Parking										
(a) Existing Car Parks Improvement Programme	P01AB	n/a	30	30	30	30	30	30	30	210
(b) Bailey Bridge East Car Park Improvements	P01AE	n/a	300							300
(c) Introduction of Automatic Number Plate Recognition	P01AF	n/a	70							70
(d) Amendments to Car Parks and On-Street Parking	P01AG	100	60							160
Total Car Parking to Summary		100	460	30	30	30	30	30	30	740
Transportation										
(e) Electrical Vehicle Charging Points Less grant and contributions	P01EA	195 (184)	4							199 (184)
Total Transportation to Summary		11	4	0	0	0	0	0	0	15
Land Drainage / Flood Defence										
(f) Wouldham River Wall	P01HS	25	0							25
(g) Leigh Flood Storage Area	P01HV	384	116							500
Total Land Drainage/Flood Defence to Summary		409	116	0	0	0	0	0	0	525

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	Justification	Scheme notes
<p>Car Parking</p> <p>(a) Existing Car Parks Improvement Programme</p> <p>(b) Bailey Bridge East Car Park Improvements</p> <p>(c) Introduction of Automatic Number Plate Recognition</p> <p>(d) Amendments to Car Parks and On-Street Parking</p> <p>Transportation</p> <p>(e) Electrical Vehicle Charging Points</p>	<p><i>Former Corp't Aims & Priorities</i></p> <p><i>Income Generation</i></p> <p><i>Management Improvements</i></p> <p><i>Income Generation</i></p> <p><i>Former Corp't Aims & Priorities</i></p>	<p>An annual provision for capital investment in the Council's off-street car parks to ensure that their condition is adequate for health & safety, legislation, the needs of our customers and income generation. A condition survey of the car parks has been progressed to determine a future work programme.</p> <p>The formalisation of the existing grass overflow area in Bailey Bridge East car park with new appropriate surfacing and marked parking bays. The scheme is to include additional car park lighting, together with the extension of the existing CCTV system, new pay and display machines, and associated signage. The scheme will be subject to planning approval. Scheme delayed due to works required on site by Southern Water.</p> <p>The scheme will see the introduction of a trial period for an ANPR system within two Council car parks. This will include the installation of a new entry/exit point camera, barrier, payment point and signage, as well as the management of the system and the collection of revenue for both car parks. The project outcome will provide the basis of further assessment to the wider use of ANPR within the Borough.</p> <p>The scheme will make modifications to existing car parks and on-street parking in order to make them suitable for the introduction of Pay and Display charging. The modifications across multiple sites will include Pay and Display machines and associated signage, drainage improvement works (Bailey Bridge West), and the installation of a new passive CCTV system (Martin Square).</p> <p>Provision to progress phases 1 and 2 of programme to install Electric Vehicle charging points in Council owned car parks across the borough. Procurement progressed using framework and KCC countywide tender exercise. Installation of phase 1 nearing completion and phase 2 due before the end of the financial year.</p>

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	Code	Expenditure To 31/03/24	2025/26 Estimate inc Prior Year Slippage	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Renewals										
Sports Grounds & Open Spaces Less grant and contributions	P05KGBC05	n/a n/a	228	1,172	108	175	276	170	66	2,195
			228	1,172	108	175	276	170	66	2,195
Technical Services:										
(a) CCTV	P01BA	n/a	40	40	47	40	40	40	44	291
(b) Car Parking	P01JF	n/a	0	26	217	0	6	0	0	249
Provision for Inflation		n/a	268	1,238	372	215	322	210	110	2,735
			0	12	11	11	23	20	13	90
Sub-total			268	1,250	383	226	345	230	123	2,825
Leisure Centres:										
(c) Angel Centre	P05KGBC01	n/a	51	360	28	27	321	29	25	841
(d) Larkfield Leisure Centre	P05KGBC02	n/a	272	143	120	73	353	137	101	1,199
(e) Tonbridge Swimming Pool	P05KGBC04	n/a	164	206	92	75	256	57	39	889
(f) Poult Wood Golf Clubhouse	P05KGBC03	n/a	87	55	14	17	18	26	6	223
Course	P05KGBC07	n/a	26	11	0	67	23	11	0	138
Grounds Maintenance	P05KGBC06	n/a	45	40	87	19	66	6	74	337
			645	815	341	278	1,037	266	245	3,627
Provision for Inflation	P05KZ	n/a	0	8	10	14	74	25	28	159
Savings Target (assumes 25%)		n/a	(194)	(247)	(105)	(88)	(333)	(87)	(82)	(1,136)
Sub-total			451	576	246	204	778	204	191	2,650
Total Capital Renewals to Summary		n/a	719	1,826	629	430	1,123	434	314	5,475

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	Expenditure To 31/03/25	2025/26 Estimate inc Prior Year Slippage	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	Scheme Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Plan Schemes									
Land and Property	1,006	1,949	1,750	0	0	0	0	0	4,705
Information Technology Initiatives	96	43	0	0	0	0	0	0	139
Other Schemes	120	0	0	0	0	0	0	0	120
Sub-total	1,222	1,992	1,750	0	0	0	0	0	4,964
Capital Renewals	n/a	770	279	131	119	333	443	174	2,249
Total Corporate	1,222	2,762	2,029	131	119	333	443	174	7,213

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	Code	Expenditure To 31/03/25	2025/26 Estimate Prior Year Slippage	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Land and Property										
(a) Tonbridge Castle Offices: Re-tile Roof	P06AA	10		250						260
(b) Gibson East Refurbishment	P06AL	97	1,403	1,500						3,000
(c) De-carbonising the Council's Estate	P06AM									0
Solar PV at Tonbridge Pool	AM10	103								103
LED at Tonbridge Pool	AM20	21								21
LED at Larkfield Leisure Centre	AM30	53	7							60
Solar PV at Larkfield Leisure Centre	AM40	329	64							393
Re-felt and roof insulation upgrade at Larkfield Leisure Centre	AM50	330	245							575
Air Source Heat Pumps at Larkfield Leisure Sub-metering at Larkfield Leisure Centre and Tonbridge Pool	AM60 AM70	523	1,165							1,688
Boiler Replacement at Poult Wood Golf Club Less Grants	AM80	(460)	(1,185)							250 (1,645)
Total Land and Property to Summary		1,006	1,949	1,750	0	0	0	0	0	4,705
Information Technology Initiatives										
(d) General Data Protection Regs	P06DR	58								58
(e) Integra Centros Financial Management System	P06CS	38	43							81
Total Information Technology Initiatives to Summary		96	43	0	0	0	0	0	0	139

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	Code	Expenditure To 31/03/25	2025/26 Estimate Prior Year Slippage	2026/27 Estimate	2027/28 Estimate	2028/29 Estimate	2029/30 Estimate	2030/31 Estimate	2031/32 Estimate	Scheme Total
		£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Other Schemes										
(f) UK Shared Prosperity Fund Projects/Initiatives	P06FN									
Mobile CCTV	FN10	29								29
Tonbridge Wayfinding	FN20	10								10
Digital Information Boards	FN30	53								53
Shopfront and Vacant Unit Improvements	FN40	94								94
Bus Shelter Green Roofs Pilot	FN50	31								31
West Kent Green Business Grants	FN60	85	20							105
Carbon Descent Plans	FN70	123	40							163
Safer Sustainable Car Parks	FN80	111								111
Less Grants	FN90	(505)	(60)							(565)
Sub-total		31	0	0	0	0	0	0	0	31
(g) Rural England Prosperity Fund	P06F0		134							134
Investment in Micro & Small Enterprises	F010	175								175
Develop and Promote Visitor Economy	F020	133								133
Create/Improvements to Local Green Spaces	F030	25								25
Existing Cultural, Historic & Heritage Institutions	F040	61								61
Active Travel Enhancements in the Local Area	F050									
Rural Circular Economy Projects	F060	42								42
Less Grants	F090	(347)	(134)							(481)
Total Other Schemes to Summary		120	0	0	0	0	0	0	0	120

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	Justification	Scheme notes
<p>Land and Property</p> <p>(a) Tonbridge Castle Offices : Re-tile roof</p>	<p><i>Former Corp't Aims & Priorities</i></p>	<p>Retiling of roof to protect asset. Condition of roof has started to deteriorate and the scheme now needs to be planned in, based on contractor estimates. The current £60k budget has been uplifted by £190k due to the affect of 16 years of inflation and the bulk of the budget has been deferred to 2026/27. Spend to 31/3/16 relates to re-roofing works associated with the Tonbridge Castle Reception enhancement project carried out a number of years ago.</p>
<p>(b) Gibson East Refurbishment</p>	<p>Cost Saving</p>	<p>To allow the consolidation of the Council's Kings Hill office accommodation, Gibson East will need to undergo a refurbishment of both internal and external spaces, in order to allow relocation of facilities and uses which are currently provided at Gibson Building West. This will include the installation of renewable and low carbon technologies in line with the Council's Climate Change Strategy. A £200,000 annual saving associated with the disposal of Gibson Building West has already been incorporated into the Council's Medium Term Financial Strategy from 2026/27.</p>
<p>(c) De-carbonising the Council's Estate</p>	<p>Caring for the Environment</p>	<p>The de-carbonisation of the Council's Estate will be supported by the investment in renewable technologies. The project will deliver LED lighting at Tonbridge Swimming Pool and Larkfield Leisure Centre, the installation of Solar PV panels at both sites, including the upgrading of roofing insulation and re-felting at Larkfield Leisure Centre. The building management systems (BMS) will be upgraded, and the installation of sub-metering at both sites will enable the monitoring of energy and water usage. Installation of Air Source Heat Pumps to replace the current end of life gas boilers serving the fitness pool at Larkfield Leisure Centre and the end of life oil fired boilers at Poulton Wood Golf Centre along with associated infrastructure upgrade works (for example electrical sub-station upgrades) will support the Council's plan to become carbon neutral by 2030. This will provide an anticipated annual CO2 saving of 185 tonnes, in addition to this there will be a reduction in maintenance costs from the existing gas fired boilers.</p> <p>External grant funding has been obtained for the installation of additional solar PV and air source heat pumps at Larkfield Leisure Centre. This will result in a TMBC contribution of £930,000 and an external grant contribution of £1,644,799. PWGC Boiler Replacement has been added to the De-carbonising scheme subject to a successful application for funding from PSDS Phase 4. The boiler replacement is expected to be in the region of £250,000, with a contribution from TMBC of £30,000. Following recent electrical tripping issues being experienced at the site, the PWGC scheme may be expanded to include the installation of a new electrical sub-station to ensure there is sufficient electrical capacity for the existing demand as well as the heat pumps.</p>

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Corporate**

	Justification	Scheme notes
<p>Information Technology Initiatives</p> <p>(d) General Data Protection Regs</p> <p>(e) Integra Centros Financial Management System</p> <p>Other Schemes</p> <p>(f) UK Shared Prosperity Fund Projects/Initiatives</p> <p>(g) Rural England Prosperity Fund Projects/Initiatives</p>	<p><i>Cost Saving</i></p> <p><i>Maintenance</i></p> <p><i>External Funding</i></p> <p><i>External Funding</i></p>	<p>To provide an upgrade to the current cash receipting system to ensure data protection is maintained.</p> <p>The upgrade to Integra Centros has been required due to the existing version of the software, Integra 2, having its software support ceased from 31st March 2025, meaning any security vulnerabilities and/or bugs will no longer be addressed. The upgrade to Centros will involve the base software, upgrades to the current reporting software and additional modules requested by services. The budget required of £80,500 will include additional support if required and the project management on the upgrade will be run in-house with support from the Council's software supplier. Upgrade is to be funded from the earmarked Transformation Reserve.</p> <p>Details of the 2022-2025 UKSPF Programme can be found in the report to Cabinet on 05 July 2022 with further details on the 2025/26 extension can be found in the report to Cabinet on 03 March 2025. Within the UKSPF Programme, Government does allow considerable flexibility in spend between intervention areas, with up to 30% of the total programme budget being able to be moved from one intervention to another. The capital funding for 2025/26 is much reduced on previous years with the circa £60,000 allocation split across two projects. Lower than expected demand for the Green Business Grant Scheme has meant that the split between the two projects will be weighted more to the Carbon Descent Plans project (Larkfield Leisure Centre).</p> <p>Just over £134,000 has been awarded by DEFRA to run further rounds of the West Kent Rural Grant Scheme. As of August 2025, about 85% of this funding has been allocated to projects with the majority allocated to the 'investment in micro and small enterprises' category and the remainder allocated to projects in the 'develop and promote visitor economy' category. It is expected that all funding will be allocated to projects by mid-September 2025, with projects then having until early 2026 to complete their projects and claim their funding allocation.</p>

**Capital Plan: List A
Corporate**

Justification

Scheme notes

Capital Renewals

(a) General

Departmental Admin

Council Offices

Print Unit

Tonbridge Christmas Lighting

Elections

(b) Information Technology

*Former
Corp't Aims
& Priorities*

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} Provision for the renewal of life-expired or obsolete equipment. Subject to annual review.

} See sub-headings for type of equipment covered by renewals provisions. Full replacement, significant upgrades and new systems are identified as capital plan schemes in their own right.

GENERAL FUND WORKING BALANCE

	£
Balance at 1.4.2025	1,250,000
less transfer due 2025/26	(1,250,000)
	<hr/>
Balance at 31.3.2026	0
	<hr/>

GENERAL REVENUE RESERVE

	£	£
Balance 1.4.2025		11,023,958
Budgeted to be transferred to the Reserve	20,792	
Decrease on Original Estimate	(488,814)	
	<hr/>	509,606
		<hr/>
Estimated Balance at 1.4.2026		11,533,564
Contribution to the Reserve 2026/27		776,018
		<hr/>
Estimated Balance at 31.3.2027		12,309,582

Tonbridge and Malling Borough Council
Estimate of Collection Fund Surplus / (Deficit) 2025/26 - Council Tax

	Estimate	
	£	£
<u>Income</u>		
Surplus / (Deficit) Brought Forward		747,215
Income from Council Tax Payers (Net of Discounts, CTR and Exemptions)		130,256,188
Total Income for the Year		131,003,403
<u>Expenditure</u>		
Precepts and Demands for 2025/26		
Kent County Council	91,070,277	
Police & Crime Commissioner for Kent	14,547,529	
Kent & Medway Fire & Rescue Authority	5,108,194	
Parishes	3,945,607	
Tonbridge & Malling Borough Council	13,209,360	127,880,967
Provision for Council Tax Non-Collection		1,540,000
Payment of Estimated Surplus for 2024/25		
Kent County Council	(289,928)	
Police & Crime Commissioner for Kent	(46,092)	
Kent & Medway Fire & Rescue Authority	(16,193)	
Tonbridge & Malling Borough Council	(55,677)	(407,890)
Total Expenditure for the Year		129,013,077
Estimated Surplus / (Deficit) for 2025/26		1,990,326

Allocation of Estimated Surplus / (Deficit) for 2025/26

	Precepts 2025/26		Surplus / (Deficit) 2025/26
	£	%	£
Kent County Council	91,070,277	71.22	1,417,510
Police & Crime Commissioner for Kent	14,547,529	11.38	226,499
Kent & Medway Fire & Rescue Authority	5,108,194	3.99	79,414
Tonbridge & Malling Borough Council	17,154,967	13.41	266,903
Total	127,880,967	100.00	1,990,326

Tonbridge and Malling Borough Council
Estimate of Collection Fund Surplus / (Deficit) 2025/26 - Business Rates

	Estimate	
	£	£
<u>Income</u>		
Surplus / (Deficit) Brought Forward		(336,905)
Income from Business Rate Payers		74,681,172
Transitional Protection		(98,832)
Total Income for the Year		74,245,435
<u>Expenditure</u>		
Demands for 2024/25 based upon NNDR 1 2025/26		
Kent County Council	6,689,466	
Kent & Medway Fire & Rescue Authority	743,274	
Tonbridge & Malling Borough Council	29,730,959	
Central Government	37,163,698	74,327,397
Payment of Estimated Surplus for 2024/25		
Kent County Council	(63,351)	
Kent & Medway Fire & Rescue Authority	(7,039)	
Tonbridge & Malling Borough Council	(281,560)	
Central Government	(351,949)	(703,899)
Allowance for Losses - Bad Debts		700,000
Allowance for Losses - Appeals		547,843
Cost of Collection Allowance		164,004
Total Expenditure for the Year		75,035,345
Estimated Surplus / (Deficit) for 2025/26		(789,910)

Allocation of Estimated Surplus / (Deficit) for 2025/26

	Allocation	Surplus / (Deficit) 2025/26
	%	£
Kent County Council	9	(71,092)
Kent & Medway Fire & Rescue Authority	1	(7,899)
Tonbridge & Malling Borough Council	40	(315,964)
Central Government	50	(394,955)
Total	100	(789,910)

Directorate	Cost Centre Description	Mandatory/Discretionary	Legislation
Central Services	Tonbridge Castle Gatehouse	Discretionary	
Central Services	Events Development	Discretionary	
Central Services	Media and Communications	Discretionary	
Central Services	Local Land Charges	Mandatory	
Central Services	Industrial Estate	Discretionary	
Central Services	Commercial Property	Discretionary	
Central Services	Vale Rise Depot	Discretionary	
Central Services	Christmas Lighting	Discretionary	
Central Services	Street Naming and Numbering	Mandatory	
Chief Executive	Community Safety	Mandatory	Section 17 of the Crime and Disorder Act 1998
Chief Executive	Community Development	Discretionary	
Chief Executive	Safeguarding	Mandatory	S11 and Care Act 2014
Chief Executive	Elections - Electoral Registration	Mandatory	
Chief Executive	Elections - Conduct of Elections	Mandatory	
Chief Executive	Grants & Payments - Charitable & Voluntary Organisations	Discretionary	
Chief Executive	Grants & Payments - Citizens Advice Bureaux	Discretionary	
Chief Executive	Climate Change	Discretionary	
Chief Executive	Economic Development & Regeneration	Discretionary	
Chief Executive	UK Shared Prosperity Fund	Discretionary	
Chief Executive	Homes for Ukraine	Mandatory/Discretionary	
Chief Executive	Housing Benefits	Mandatory	
Chief Executive	Local Revenue & NNDR Collection	Mandatory	
Chief Executive	Council Tax Support	Mandatory	
Chief Executive	Treasury Management & Banking - Treasury Management	Discretionary	
Chief Executive	Treasury Management & Banking - Banking Arrangements	Discretionary	
Chief Executive	Drainage Board Special Levies	Mandatory	
Chief Executive	Liaison, Support & Advice	Mandatory/Discretionary	
Planning Housing & Regulatory Services	Development Management - Fee Earning	Mandatory	Town & Country Planning Act 1990 (as amended), Planning and Compulsory Act 2004 (as amended)
Planning Housing & Regulatory Services	Development Management - Other	Mandatory	Town & Country Planning Act 1990 (as amended), Planning and Compulsory Act 2004 (as amended)
Planning Housing & Regulatory Services	Development Management - Pre Applications & Planning advice - Fee Earning	Discretionary	National Planning Practise Guidance and TCPA guidance on Pre-application advice and PPAs
Planning Housing & Regulatory Services	Development Management - Enforcement	Mandatory/Discretionary	Town & Country Planning Act 1990 (as amended), Planning and Compulsory Act 2004 (as amended)
Planning Housing & Regulatory Services	Conservation	Mandatory	Planning (Listed Buildings and Conservation Areas) Act 1990
Planning Housing & Regulatory Services	Building Control	Mandatory	The Building Regulations 2010 (as amended), and the Building Safety Act 2022
Planning Housing & Regulatory Services	Development of Local Plan	Mandatory	The Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended), Planning and Compulsory Act 2004 (as amended) , Levelling up and Regeneration Act 2023

Directorate	Cost Centre Description	Mandatory/Discretionary	Legislation
Planning Housing & Regulatory Services	Planning Policy	Mandatory	The Town and Country Planning (Local Planning) (England) Regulations 2012 (as amended), Planning and Compulsory Act 2004 (as amended) , Levelling up and Regeneration Act 2023
Planning Housing & Regulatory Services	Housing Strategy & Enabling Role - Housing Strategy	Mandatory	Housing Act 1996, Housing Grants, Construction and Regeneration Act 1996, Housing Act 2004
Planning Housing & Regulatory Services	Housing Strategy & Enabling Role - Housing Register	Mandatory	Housing Register and Housing Advice and Prevention is Housing Act 2006
Planning Housing & Regulatory Services	Homelessness	Mandatory	Housing Act 1996
Planning Housing & Regulatory Services	Housing Advice and Prevention	Mandatory	
Planning Housing & Regulatory Services	Home Safety	Discretionary	
Planning Housing & Regulatory Services	Private Sector Housing Renewal - DFG's	Mandatory	Housing Grants, Construction and Regeneration Act 1996
Planning Housing & Regulatory Services	Private Sector Housing Renewal	Discretionary	Housing Grants, Construction and Regeneration Act 1996
			Housing Act 2004 - Housing standards and HMO licensing; Public Health Act 1936 filthy and verminous premises; Caravan Sites and Control of Development Act 1960 (as amended) for caravan site licensing; and Protection from Eviction Act 1977 for illegal eviction and harassment
Planning Housing & Regulatory Services	Private Sector Housing Standards	Mandatory	
Planning Housing & Regulatory Services	Pest Control	Discretionary	
Planning Housing & Regulatory Services	Public Health Act 1984	Mandatory	Public Health (Control of Disease) Act 1984
Planning Housing & Regulatory Services	Environmental Protection Act - Part 1	Mandatory	Environment Protection Act 1990
Planning Housing & Regulatory Services	Environmental Protection	Mandatory	Environment Protection Act 1990
Planning Housing & Regulatory Services	Food & Safety - General	Mandatory	Health and Safety at Work Act 1974 Public Health (Control of Diseases) Act 1984
Planning Housing & Regulatory Services	Food & Safety - Food Safety	Mandatory	Food Safety Act 1990
Planning Housing & Regulatory Services	Public Health - Healthy Living	Discretionary	
Planning Housing & Regulatory Services	Public Health - General	Discretionary	
Planning Housing & Regulatory Services	Licences - Fee paying	Mandatory	Licensing Act 2003. Various legislation based on type of licence
Planning Housing & Regulatory Services	Licences - Non Fee paying	Mandatory	Licensing Act 2003. Various legislation based on type of licence
Street Scene, Leisure and Technical Services	Angel Centre	Discretionary	
Street Scene, Leisure and Technical Services	Tonbridge Swimming Pool	Discretionary	
Street Scene, Leisure and Technical Services	Tonbridge & Malling Leisure Trust	Discretionary	
Street Scene, Leisure and Technical Services	Sports Grounds	Discretionary	
Street Scene, Leisure and Technical Services	Larkfield Leisure Centre	Discretionary	
Street Scene, Leisure and Technical Services	Poult Wood Golf Centre	Discretionary	
Street Scene, Leisure and Technical Services	Pleasure Grounds & Open Spaces - Tonbridge Castle Grounds	Discretionary	
Street Scene, Leisure and Technical Services	Pleasure Grounds & Open Spaces - Haysden Country Park	Discretionary	
Street Scene, Leisure and Technical Services	Pleasure Grounds & Open Spaces - Open Spaces & Amenity Areas Borough Wide	Discretionary	
Street Scene, Leisure and Technical Services	Pleasure Grounds & Open Spaces - Patrolling	Discretionary	
Street Scene, Leisure and Technical Services	Pleasure Grounds & Open Spaces - Countryside/Woodland Management	Discretionary	

Directorate	Cost Centre Description	Mandatory/Discretionary	Legislation
Street Scene, Leisure and Technical Services	Pleasure Grounds & Open Spaces - Leybourne Lakes Country Park	Discretionary	
Street Scene, Leisure and Technical Services	Allotments	Mandatory	Small Holdings and Allotments Act 1908 (Legal to confirm)
Street Scene, Leisure and Technical Services	Tonbridge Cemetery	Discretionary	
Street Scene, Leisure and Technical Services	Churchyards	Mandatory	Local Government Act 1972 (legal to confirm)
Street Scene, Leisure and Technical Services	Leisure Planning & Policy	Discretionary	
Street Scene, Leisure and Technical Services	Leisure Strategy - Market Research	Discretionary	
Street Scene, Leisure and Technical Services	Leisure Strategy - Liaison with Outside Bodies	Discretionary	
Street Scene, Leisure and Technical Services	Civil Contingencies	Mandatory	Civil Contingencies Act, mutual aid
Street Scene, Leisure and Technical Services	Christmas Lighting	Discretionary	
Street Scene, Leisure and Technical Services	Transportation - Street Name Plates	Mandatory	Section 19 of The Public Health Act 1925
Street Scene, Leisure and Technical Services	Transportation - Other	Discretionary	
Street Scene, Leisure and Technical Services	Security Services Management (CCTV)	Discretionary	
Street Scene, Leisure and Technical Services	Parking Services - Off-Street	Discretionary	
Street Scene, Leisure and Technical Services	Parking Services - On-Street	Discretionary	
Street Scene, Leisure and Technical Services	Borough Drainage & Land Drainage Related Works	Discretionary	
Street Scene, Leisure and Technical Services	Refuse Collections	Mandatory	Environmental Protection Act 1990
Street Scene, Leisure and Technical Services	Public Conveniences	Discretionary	
Street Scene, Leisure and Technical Services	Street Scene - Street Cleansing Contract	Mandatory	Environmental Protection Act 1990
Street Scene, Leisure and Technical Services	Street Scene - Dog Warden	Mandatory	Environmental Protection Act 1990
Street Scene, Leisure and Technical Services	Street Scene - Other	Discretionary	
Street Scene, Leisure and Technical Services	Recycling - Dry Recycling (provision of kerbside collections)	Mandatory	Environmental Protection Act 1990
Street Scene, Leisure and Technical Services	Recycling - Dry Recycling (provision of Bring Sites)	Discretionary	
Street Scene, Leisure and Technical Services	Recycling - Food Recycling	Mandatory	Environment Act 2021
Street Scene, Leisure and Technical Services	Recycling - Garden Waste Recycling	Mandatory	Environmental Protection Act 1990

2026 2027