

## THE MAIDSTONE BOROUGH COUNCIL

## BUDGET ESTIMATES 2013/14

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## **MAIDSTONE BOROUGH COUNCIL**

### **CORPORATE REVENUE AND CAPITAL BUDGETS 2013/14**

#### **STATEMENT OF ROBUSTNESS OF ESTIMATES AND ADEQUACY OF RESERVES BY DIRECTOR OF REGENERATION & COMMUNITIES**

##### **1 Introduction**

- 1.1 Section 25 of the Local Government Act 2003 requires the Chief Financial Officer to report to the Council when setting its Council Tax on the robustness of the estimates included in the budget and the adequacy of the reserves for which the budget provides.
- 1.2 This statement is given in respect of the 2013/14 Budget Setting Process for Maidstone Borough Council. I acknowledge my responsibility for ensuring the robustness of the estimates and the adequacy of the reserves as part of this process.
- 1.3 The Council has adopted a Medium Term Financial Strategy covering both Capital and Revenue budgets and including a 5 year Strategic Revenue projection for the period 2013/14 to 2017/18. It is this Strategy that will underpin the budget setting process over the coming five-year period.
- 1.4 The Strategy sets out the high level financial objectives the Council wishes to achieve over the agreed time period. The constraints include achieving a reasonable level of council tax increase over the period that avoids the threat from excessive increases in future years; maintaining balances at £2.3m which is greater than 10% of net revenue spend due to the current financial climate; accommodating government grant reductions and budget growth; and identifying efficiencies throughout the remaining period of the spending review. The Strategy also sets out, based on current financial information, the budgets for the period and the levels of savings that are projected to be required to maintain the Council's spending plans within budget.

##### **2 Robustness of Estimates**

- 2.1 The aim of the Medium Term Financial Strategy is to give the Council a realistic and sustainable plan that reflects the Council's priorities and the policy of reasonable Council Tax increases.
- 2.2 Detailed estimates formulated in conjunction with Services underpin the strategy, taking into account past outturn, current spending plans, likely future demand level and pressures from the economic climate.

2.3 Factors taken into account for the 2013/14 Budget Setting Process and in developing the Strategy are:

The Council's Aims and Priorities	The estimates reflect the level of resources required to achieve the key outcomes from the Council's priorities within the strategic plan. The estimates also include resources to deliver the outcomes of other key strategies including partnership working.
Consultation with Council Taxpayers	The results of the budget consultation undertaken in January 2013 and the views expressed in prior year consultations have all been taken into account when developing the medium term financial strategy.
Consultation with Non-Domestic Ratepayers	The Council consults representatives of its non-domestic ratepayers about its expenditure proposals who may make written representations if they deem it appropriate. No such representations have been received.
Consultation with Overview and Scrutiny Committee	The Cabinet has consulted, on a voluntary basis, Overview and Scrutiny Committee on its initial strategy and later, in accordance with the Constitution, on its Budget Strategy as at December 2012.
The level of funding likely from Central Government towards the costs of local services	The level of Government Grant has reduced by 12.6% between 2012/13 and 2013/14. The grant was then enhanced by the inclusion of the previously separate homelessness prevention grant and the new local council tax support scheme grant.
Retained element of business rates	The government grant is now separated into the revenue support grant received from government and retained business rates which equates to 5.2% of the estimate of business rates to be collected in 2013/14. This new system includes the opportunity for the Council to benefit from growth in business rates locally but brings the risk of losses from appeals and reliefs along with potential losses on collection. The risks, at this early stage, outweigh the potential for growth and the medium term financial strategy has incorporated the net risk.
Council Tax Base	The recommended council tax base for 2013/14 is 55155.1 and represents a 9.6% reduction from the 2012/13 tax base. The reduction is as a result of the new local council tax support scheme and is partly supported by the grant received from central government in support of the scheme. The Medium Term Financial Strategy assumes a net increase in the tax base of 0.1% per annum.
Power of the Secretary of State to require a local referendum in respect of rising	The Localism Act 2011 contained requirements for the Council to hold a referendum in circumstances where it plans an increase in Council Tax that is considered excessive. Due regard has been paid to this requirement, which replaces the Council Tax capping

Council Tax levels	powers of the Secretary of State. This is consistent with the medium term financial strategy's objective to achieve a balanced budget whilst maintaining a reasonable level of Council Tax increase.
The Prudential Code and its impact on Capital Planning	The Council uses capital receipts, capital grants and revenue support to fund the capital programme. Current proposals to enhance the commercial activity of the Council are expected to require capital expenditure, subject to the proven viability of individual schemes. The use of other resources including the possible use of borrowing to fund capital expenditure may therefore be likely in the foreseeable future. One key objective of the Prudential Code is to ensure, within a clear framework, that the capital expenditure plans of a local authority are affordable, prudent and sustainable. These principles are set out in the Medium Term Financial Strategy for capital expenditure and financing.
The Council's Capital Programme	The Council has a wide-ranging Capital Programme based on the principles of prioritisation, affordability and deliverability and has adopted a Capital Strategy and Capital Planning process. The programme is carefully monitored and, due to the potential need for prudential borrowing, contains no assumptions about expenditure slippage.
Interest Rates	Interest returns have been assumed at a range of 0.4% to 1.1% in 2013/14 based on the advice of the Council's treasury management advisors. In subsequent years a gradual increase in interest rates is assumed but countered by reducing levels of resources available for investment.
Adequacy of Balances	At the start of 2013/14 it is anticipated that the uncommitted General Fund Balance will be £3.5m with a plan to reduce to £3.0m by 31 <sup>st</sup> March 2014. The Adequacy of Reserves is discussed in more detail in Section 3 below.
Pay and Price Inflation	The Medium Term Financial Strategy assesses the need for indexation of costs for inflation. Included within the budget is suitable provision for these increases. On occasion the Council specifically uses a rate lower than the agreed index or even zero to ensure that for some costs a suitable allowance for efficiency is made.
Fees and Charges	As has been the practice for a number of years now, and in line with the feedback from Council Tax consultation exercises, the strategy is to maximise income, subject to market conditions, opportunities, comparable charges elsewhere and the impact of charges on the delivery of key objectives. The Council has approved a policy on

	<p>the use of fees and charges and following that policy a comprehensive review of the market for each service has been undertaken. Increased levels of fees and charges are incorporated in the 2013/14 budget.</p>
Growth Pressures	<p>The Budget for 2013/14 and the projections within the Medium Term Financial Strategy include all known and quantified key priorities and growth pressures that the Council is aware of at the present time. New priorities and growth pressures are anticipated to emerge over the period and in consequence, the Strategy will be updated at least annually. There is an expectation that expenditure on expanding and improving services should be accommodated by reductions elsewhere within the Council's budget from efficiencies and low priority services through a prioritisation process.</p>
Financial Management	<p>The Council's financial information, management and reporting arrangements are sound and its procedures in relation to budget under / overspend clear. Collection rates for council tax and NNDR remain high despite the recession. The Audit Commission have found the Council's budgetary control procedures to be sound; are satisfied with the overall internal financial control arrangements; are satisfied with the Council's arrangements for ensuring the legality of transactions; and have given an unqualified opinion on the 2011/12 Accounts. It is anticipated that a similar position will be reported for future years.</p>
Insurance Arrangements and Business Continuity	<p>Risks identified via the preparation of Service Risk Registers have wherever possible been mitigated to an acceptable level. Any remaining risk has been transferred to an external insurance provider. In addition, specific arrangements are in place to ensure the continuity of business in the event of both major and minor disruptions to services. As insurance premiums are reactive to the external perception of the risks faced by local authorities and to market pressures, both risks and excess levels are kept under constant review. The Council has a well established Business Continuity Plan for Key Services.</p>
Corporate Governance and Risk Management	<p>The Council has adopted a local Code of Corporate Governance based upon the requirements of the CIPFA/SOLACE Corporate Governance framework. This incorporates Risk Management and the Council has committed itself to a Risk Management Strategy involving the preparation of Risk Registers for each Service area at operational and strategic levels. The Corporate Risk Register was first agreed in 2004 and updated annually; the register has been updated for 2013/14.</p>

	Council established an Audit Committee in May 2007 and its role and remit have been reviewed following a Peer Review undertaken in 2010/11.
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These assumptions and changing circumstances will require the Strategy to be reviewed in each financial year.

### 3 **Adequacy of Reserves**

3.1 The minimum prudent level of reserves that the Council should maintain is a matter of judgement. It is the Council's safety net for unseen or other circumstances. The minimum level cannot be judged merely against the current risks facing the Council as these can and will change over time. The target for the minimum General Fund balance has been set at 10% of Net Revenue Spend over the last few years. Moving forward with the reduced level of revenue spend brought about by the reduced levels of grant and service spend the minimum level of General Fund balance has been fixed for 3 years now at the 2010/11 level of £2.m which is 10.2% of Net Revenue Spend. This recognises the increased risk inherent in the significant loss of resources that has occurred. Given below are the major areas of operational and financial risk (not exhaustive) considered in determining the appropriate minimum level.

- Interest Rate volatility
- Income volatility
- Localisation of Business Rates
- Emergencies/Business Continuity
- Economic and world recession
- Future potential pension costs
- Bankruptcy / liquidation of a major service partner
- Problems with computer systems causing shortfall or halt in collection performance
- Government Legislation
- Ability to take advantage of opportunities
- Uninsured risks
- Unplanned additional costs

3.2 The Council has previously operated with relatively low levels of balances for a number of years and its budgetary control arrangements have developed effectively to manage the risk associated with this.

3.3 The uncommitted General Fund balance as at 31 March 2013 is estimated to be £3.5m with a further £0.8m from VAT reclaims being unallocated. Other earmarked balances total £0.6m. At the 31 March 2014 the General Fund balance is estimated to be £3.0m with earmarked balances of around £1.0m. This is significantly above the minimum level of balances set by Council previously. The Council uses balances proactively and ensures that, whilst being used to deliver priorities, the resources are not used to support general fund base budget levels.

#### 4 **Opinion**

4.1 I am of the opinion that the approach taken in developing the 2013/14 budget meets the requirements contained in the Local Government Act 2003 to ensure the robustness of the estimates and the adequacy of reserves.

Zena Cooke  
Director of Regeneration & Communities

Date: 27 February 2013

**THE MAIDSTONE BOROUGH COUNCIL**

**STATEMENT OF COUNCIL TAX REQUIREMENT - 2013/14**

	£	£	<b>BAND D</b> £
<b>MAIDSTONE BOROUGH COUNCIL NET SPEND</b>		19,549,110	354.44
<b>ADD:</b>			
<b>Parish Precepts</b>	1,187,774		21.54
<b>Local Concil Tax Support Scheme Funding</b>	<u>110,631</u>	1,298,405	2.01
<b>DEDUCT:</b>			
<b>Revenue Support Grant</b>	-4,280,809		
<b>Retained Business Rates</b>	-2,847,906		
<b>Collection Fund Surplus</b>	<u>-32,033</u>	-7,160,748	-129.83
<b>TOTAL COUNCIL TAX REQUIREMENT</b>		<u>13,686,767</u>	<u>248.15</u>
<b>ADD PRECEPTS</b>			
<b>Kent County Council Precept</b>		57,790,411	1,047.78
<b>Kent Police &amp; Crime Commissioner Precept</b>		7,802,792	141.47
<b>Kent &amp; Medway Fire &amp; Rescue Authority Precept</b>		<u>3,747,789</u>	<u>67.95</u>
<b>TOTAL COUNCIL TAX REQUIREMENT</b>		<u>83,027,759</u>	<u>1,505.35</u>
<b>MAIDSTONE BOROUGH COUNCIL (EXCLUDING PARISH PRECEPTS)</b>			226.62
<b>TOTAL COUNCIL TAX (EXCLUDING PARISH PRECEPTS)</b>			1,483.82
<b>TAX BASE</b>			55,155.1



**MAIDSTONE BOROUGH COUNCIL**

**COUNCIL TAX 2013/2014**

Schedule of Council Tax Base and Additional Basic Amounts of

Council Tax in parts of the area with Parish Precepts

<b>PARISH</b>	<b>TAX BASE</b>	<b>PRECEPT £</b>	<b>BAND 'D' TAX £</b>
Barming	710.6	20,000	28.15
Bearsted	3,529.1	91,051	25.80
Boughton Malherbe	212.2	5,000	23.56
Boughton Monchelsea	1,237.3	45,000	36.37
Boxley	3,777.3	97,983	25.94
Bredhurst	166.3	8,224	49.45
Broomfield & Kingswood	697.6	46,200	66.23
Chart Sutton	399.7	19,500	48.79
Collier Street	349.6	10,186	29.14
Coxheath	1,453.2	54,550	37.54
Detling	345.6	19,520	56.48
Downswood	805.5	23,374	29.02
East Sutton	140.1	5,413	38.64
Farleigh East	633.1	27,417	43.31
Farleigh West	204.9	13,000	63.45
Harrietsham	888.5	30,000	33.76
Headcorn	1,455.8	80,888	55.56
Hollingbourne	419.8	14,797	35.25
Hunton	299.1	17,000	56.84
Langley	469.0	16,453	35.08
Leeds	312.5	22,819	73.02
Lenham	1,336.2	54,637	40.89
Linton	242.8	10,537	43.40
Loose	1,069.2	56,529	52.87
Marden	1,468.9	76,928	52.37
Nettlestead	299.0	11,440	38.26
Otham	206.0	7,289	35.38
Staplehurst	2,227.5	99,800	44.80
Stockbury	297.7	11,674	39.21
Sutton Valence	640.7	26,961	42.08
Teston	298.2	19,016	63.77
Thurnham	538.8	15,474	28.72
Tovil	1,160.5	65,721	56.63
Ulcombe	385.4	16,393	42.54
Yalding	931.5	47,000	50.46

MAIDSTONE BOROUGH COUNCIL

COUNCIL TAX 2013/2014

Distribution of Government funding for  
Local Council Tax Support Scheme

Parish	LCTS Adjustment to Tax Base £	Government Support £	Excess over need £	Gain / (loss) %
Barming	866.34	1,066.00	199.66	23
Bearsted	4,905.61	6,039.00	1,133.39	23
Bicknor				
Boughton Malherbe	136.77	168.00	31.23	23
Boughton Monchelsea	2,493.83	3,070.00	576.17	23
Boxley	3,188.48	3,925.00	736.52	23
Bredhurst	793.63	977.00	183.37	23
Broomfield & Kingswood	1,762.02	2,169.00	406.98	23
Chart Sutton	1,354.25	1,667.00	312.75	23
Collier Street	396.22	488.00	91.78	23
Coxheath	5,642.10	6,945.00	1,302.90	23
Detling	1,867.96	2,299.00	431.04	23
Downswood	1,725.69	2,124.00	398.31	23
East Sutton	92.04	113.00	20.96	23
Farleigh East	2,448.70	3,014.00	565.30	23
Farleigh West	1,056.98	1,301.00	244.02	23
Fringsted				
Harrietsham	2,086.21	2,568.00	481.79	23
Headcorn	7,166.42	8,822.00	1,655.58	23
Hollingbourne	1,276.67	1,572.00	295.33	23
Hucking				
Hunton	1,067.90	1,315.00	247.10	23
Langley	2,073.07	2,552.00	478.93	23
Leeds	2,929.29	3,606.00	676.71	23
Lenham	5,520.63	6,796.00	1,275.37	23
Linton	571.36	703.00	131.64	23
Loose	3,224.91	3,970.00	745.09	23
Marden	7,894.10	9,717.00	1,822.90	23
Nettlestead	1,456.63	1,793.00	336.37	23
Otham	754.18	928.00	173.82	23
Otterden				
Staplehurst	6,456.39	7,948.00	1,491.61	23
Stockbury	1,194.85	1,471.00	276.15	23
Sutton Valence	1,943.50	2,392.00	448.50	23
Teston	1,383.03	1,702.00	318.97	23
Thurnham	324.61	400.00	75.39	23
Tovil	8,351.38	10,280.00	1,928.62	23
Ulcombe	643.80	792.00	148.20	23
Wichling				
Wormshill				
Yalding	4,824.95	5,939.00	1,114.05	23
	<b>89,874.50</b>	<b>110,631.00</b>	<b>20,756.50</b>	<b>23</b>
Maidstone (Borough)	1,463,184.79	1,344,732.00	-118,452.79	-8
	<b>1,553,059.29</b>	<b>1,455,363.00</b>	<b>-97,696.29</b>	

**BUDGET STRATEGY 2013/14 ONWARDS**  
**STATEMENT OF GENERAL FUND BALANCES AT 31 MARCH 2014**

	Unallocated General Fund	Trading Accounts	Asset Replacement	VAT Reclaim	Commercialisation	Invest to Save	LDF	Grand Total
	£,000	£,000	£,000	£,000	£,000	£,000	£,000	£,000
Balance as at 1st April 2012	8,182	125	87	898		520	334	10,146
2011/12 Carry Forward used in 2012/13	-3,540							-3,540
Annual transactions in 2012/13			40			-6		34
Localism funding				-100				-100
Concurrent Functions support	-100							-100
Local Development Framework							-334	-334
New Homes Bonus	34							34
Revenue funding from NHB	-180							-180
Use of 2011/12 under spend	-830							-830
Balance as at 31st March 2013	3,566	125	127	798		514	0	5,130
Annual transactions in 2013/14			40			40		80
Parish Council support	-30							-30
Commercialisation Provision	-500				500			0
Balance as at 31st March 2014	3,036	125	167	798	500	554	0	5,180

# MEDIUM TERM FINANCIAL STRATEGY 2013/14 ONWARDS

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## 1. INTRODUCTION

- 1.1 This financial strategy aims to support the Council's corporate objectives as identified in the strategic plan 2012 to 2017. Whilst achieving this, major issues relating to resources and facing the Council in the medium term will also be highlighted.
- 1.2 Set out in the document are the revenue and capital spending plans of the Council at a high level. The success of these plans will depend upon the resources available to the Council and the approach taken to ensure that those resources are aligned with corporate objectives and are being controlled in a way that ensures long-term stability. This is achieved through the development of a four year plan with consideration of the impact of material issues on a fifth year.
- 1.3 The 2013/14 finance settlement, being the first year of the new system, has required significant change to mitigate new risks. Some of the risks now faced by the Council are greater than any faced in this spending review period so far and are expected to extend into the next spending review period. A number of other assumptions about further years of the strategy have been based around the spending review 2010 data, by projecting past levels of reduction into the future.
- 1.4 Although this document is developed for the medium term with an outlook from four to five years, the Council reviews the strategy on an annual basis for the following period in order to reflect changes in circumstances which impact upon the strategy. The review will be completed to coincide with the annual review of the strategic plan to enable Members and Officers to ensure changes are appropriately reflected in both documents through links to the strategic plan key outcomes. Production of this document and the balanced budget it facilitates support the key outcomes of the strategic plan in their own right.
- 1.5 In addition the Council consults with a wide range of stakeholders and partners during the development period and give serious consideration to their views and responses.

## 2. REVENUE

### 2.1 Expenditure

- 2.1.1 This financial strategy adopts a high-level review of the corporate objectives and budget pressures over the five-year period. This approach ensures a focus on factors that may influence the Council's stated aim to maintain working balances and ensure that they are used for specific and special activities and not to balance the budget. The strategic revenue projection assumes that the level of balances will be maintained, over the five year period, at or above the working level set annually by Cabinet.
- 2.1.2 Detailed proposals for dealing with financial pressures and service demand are set out in the portfolio budgets in the full revenue estimates.
- 2.1.3 Pay and price inflation:

The strategic revenue projection considers the allocation for pay increases on an annual basis. The increase must allow for any staff pay award, incremental increases earned through competence appraisal and increases in employer contributions such as national insurance.

Other costs will need to consider a suitable inflation index balanced with the objectives of the strategy. Large elements of this cost will be tied to conditions of contracts which will specify the annual increase necessary, other costs will increase by the annual increase in an inflation index such as the retail price index or the consumer price index. The strategy may intentionally use levels of increase lower than these indices to enhance general efficiencies.

Table 1 below details the factors used for each year of the current strategy.

Inflation Indices	2013/14	2014/15	2015/16	2016/17	2017/18
	%	%	%	%	%
Pay Inflation	1.5	1.5	2.0	2.0	2.0
Other Costs Inflation	5.0	4.0	4.0	3.0	2.0
Contractual Commitments	3.1	3.1	3.1	3.0	3.0
Business Rates Increases	2.8	2.8	2.1	2.0	2.0
Energy Increases	0.0	0.0	0.0	0.0	0.0
Growth in £,000	£372	£481	£514	£510	£514

[Table 1: Pay & price Indices]

- 2.1.4 Corporate objectives and key priorities:

In addition to these inflationary pressures the Council will develop and implement improvements to the corporate objectives identified in the strategic plan and, where significant, any local objectives identified in service plans. This may place additional pressure on the revenue budget.

The financial projection will also provide, where necessary, resources for national statutory responsibilities where these are to be provided locally.

Table 2 below identifies the links between the financial projection and key objectives.

Strategic Issues	2013/14 £,000	2014/15 £,000	2015/16 £,000	2016/17 £,000	2017/18 £,000
Revenue support to Capital	150				
Borough Elections	-80	80			
Council Tax Benefit Admin		130		100	
Local Development Framework		50			
Economic Development	40				
Homelessness Prevention	101				
Parish Services Agreement		80			

[Table 2: Strategic Issues, links to other documents]

## 2.2 Funding

2.2.1 During the period since the spending review in 2010 the Government has completed a review of local Government finance and revised the system of formula grant and national non-domestic rates. From 1<sup>st</sup> April 2013 a system that enables the retention of part of the business rates collected by the Council will commence, amending the arrangements and risks around the resources available to the Council.

2.2.2 Even with this step towards greater localisation of resources, those available to the revenue budget remain heavily constrained making this issue key to the financial planning process. The strategic revenue projection assumes that resources are maximised. The strategy identifies four separate categories of resource Government grant, retained business rates, council tax and locally derived income from fees and charges.

2.2.3 Where the financial projection includes the use of fixed term grant or other time limited income sources the relevant Cabinet Member and senior officer are responsible for preparing and acting on suitable exit strategies at the end of the fixed term.

2.2.4 Government Grant:

The finance settlement for 2013/14 has been developed using the formula grant methodology from the centralised system used in 2012/13. The Government has confirmed the level of revenue support grant for 2013/14 and a provisional sum has also been provided for 2014/15 and these are tabled below. The grant is reduced from the level received in 2012/13.

This is the last year that the Government will use the formula grant methodology. In future years the grant will be set relative to the 2013/14 grant. It will however reduce in cash terms as a direct result of the Government's planned reductions in public sector spending.

The Chancellor of the Exchequer confirmed in his Autumn Statement that reductions in Government funding will continue into the foreseeable future. Reductions, similar to those experienced by local Government since 2010, are currently expected to continue until 2017/18 and are set out in the strategy.

Other grants received from the Government are similarly under threat from the effects of the Government's strategy to reduce public expenditure as it affects government departments. The strategy will assume future grant aid is likely to be at risk but only freezes such grants at their current cash values unless further data is available.

#### 2.2.5 Retained Business Rates

As a result of the local government finance review the Council will now retain a part of the business rates it collects locally. In providing for the retention in this way the Government has passed on to the Council part of the risk related to the overall levels of business rates collected. Using a system of baseline funding levels, support for significant reductions and sharing of any increase the system ensures gains and losses that are experienced by the Council are limited but not negated.

In 2013/14 the Council expects to collect £55m in business rates. The baseline funding level for this Council is £2.8m and this is achievable within the total business rates to be collected. It is possible that this will offer a small gain from growth in the system over the baseline levels set by the Government. As there is a significant risk to the Council from backdated rating appeals, the strategic revenue projection assumes resources retained from business rates to be at the baseline funding level.

#### 2.2.6 Council Tax

The Council has a responsive approach to the level of Council Tax and will set this at an appropriate level commensurate with the needs of the strategic plan. It has set a policy in recent years of no increase but remains flexible on the level of increase for future years thus focusing the strategy on its ability to set a balanced budget.

The recent policy of no increase has enabled the Council to benefit from the time limited council tax freeze grant available from central government. The first of those grants ends in 2013/14 and the second ends in 2015/16. While the Government is offering a similar but less valuable 1% grant in 2013/14 this will not compensate for the loss of previous grant and a further freeze in council tax levels.

The Council must consider the need to set a balanced budget that enables it to provide the services required by its customers. The significant risks facing the future financial stability of the Council have been considered along with the strategic revenue projection's assessment of the future reductions in resource levels that have been predicted to follow the next spending review. The Council has set a Council Tax increase of 1.9% in order to improve resource stability in the medium term period of the strategy.



## 2.2.7 Fees & Charges

The Council has a policy on the development of fees and charges that fall within its control. This policy ensures that an evaluation of market forces and links to either the strategic plan or service plans are drivers of change in price. This means that any increases in this funding source will be identified through each portfolio's detailed budget preparation work.

For 2013/14 all fees and charges collected by the Council were considered by Cabinet and a range of increases were set, in line with the policy statement. Although the increase in each charge was considered and set appropriately for its individual circumstance, the overall position created a 2.28% increase in expected income.

Strategic Issues	2013/14 £,000	2014/15 £,000	2015/16 £,000	2016/17 £,000	2017/18 £,000
Revenue Support Grant	4,171	3,214	2,304	1,813	1,349
Retained Business Rates	2,847	2,935	3,026	3,117	3,211
Council Tax	12,531	12,810	13,123	13,441	13,767
Fees & Charges	7,787	8,026	8,166	8,306	8,446

[Table 3: Resource and income indices]

Strategic Issues	2013/14 £,000	2014/15 £,000	2015/16 £,000	2016/17 £,000	2017/18 £,000
Benefit Administration Subsidy	40				
Income reduced by Regeneration Projects		200			

[Table 4: Strategic Issues, links to other documents]

### 3. CAPITAL

#### 3.1 Programme

- 3.1.1 The strategy for the capital programme requires consideration of two issues, the scheme specifics and the overall programme.
- 3.1.2 The overall programme is considered in terms of the prudential borrowing principles of sustainability, affordability and prudence. The overall programme assessment also considers the relative priority of schemes as they enhance the provision of corporate or service based objectives.
- 3.1.3 The inclusion of specific capital schemes within the overall programme requires an assessment based on affordability in revenue and capital terms, including the whole life cost, project timeline and risk assessment.
- 3.1.4 Prioritisation of schemes will occur in the following order:
- a) For statutory reasons;
  - b) Fully or partly self funded schemes with a focus on priority outcomes;
  - c) Other schemes with a focus on priority outcomes;
  - d) Maintenance / Improvement of property portfolio not linked to priority outcomes;
  - e) Other non priority schemes with a significant funding gearing.
- 3.1.5 The Council sees significant need for capital investment in the future. Not only those schemes currently in the capital programme but the infrastructure schemes required for the housing and business growth that is required to meet the needs of the growing population of the borough. In the main it is expected that those schemes will be funded directly from the benefits gained from development however there will be a funding gap and the Council must prepare itself to support that infrastructure to maintain its key priorities.
- 3.1.6 In addition the Council is constantly focused on the need for efficiency in the use of resources and the delivery of services. It is aware of the need to diversify the sources of income obtained outside of the reducing support from central Government. One aspect of this is to take a commercial approach to the provision of services that have displayed increased demand and higher cost over the last five years. As this may require capital investment the Council has agreed to allow borrowing to achieve this objective subject to a business case and successful implementation of savings that cover the cost of borrowing and ensure the principles set out in 3.1.2 to 3.1.4 are met.
- 3.1.7 The programme for the period 2013/14 to 2017/18 currently focuses on a series of projects providing investment in the property assets and core funding for affordable housing and the commencement of the commercial approach to services. At this time Council is developing its response to infrastructure need as set out in 3.1.5 and this will be included in the capital programme when clear scheme priorities and funding are identified.

3.1.8 The capital programme is a five year programme and Table 5 below summarises the programme by portfolio.

Portfolio	2013/14 £,000	2014/15 £,000	2015/16 £,000	2016/17 £,000	2017/18 £,000
Community & Leisure	2,790	1,590	450	450	450
Corporate Services	1,080	380			
Economic & Commercial Development	1,611				
<b>Grand Totals</b>	<b>5,481</b>	<b>1,970</b>	<b>450</b>	<b>450</b>	<b>450</b>

[Table 5: Capital programme]

## Funding

3.1.9 The medium term financial strategy has taken a flexible approach to funding the capital programme, as resources from capital receipts have become uncertain the Council has provided a low level of support from revenue resources to maintain core asset management programmes. In addition it has taken a flexible approach to the programme commencing priority schemes only where funding is identified.

3.1.10 The Council's main source of funding for the capital programme over the last two years has been through new homes bonus. The funding stream is identifiable in value over a period of six years but has an uncertain future. As a prudent use of this money the Council has supported its capital programme and not the short term deferral of financial savings required in the revenue budget.

3.1.11 In the past the programme benefited from major receipts from the sale of assets. The Council no longer holds surplus assets of such significant value and the funding from capital receipts has reduced to the sale of small assets that can be identified as surplus.

3.1.12 Due to the uncertainty of future funding it is essential that the Council maintains the principle of prior funding of schemes. Although commitment to a scheme is given by its inclusion in the programme, this strategy requires that funding is identified in advance of formal commencement of work. The quarterly monitoring of the capital programme enables Cabinet to take effective decisions based on current levels of funding before major projects commence.

Table 6 below identifies the current funding assumptions. For the standard programme there is no risk of prudential borrowing need over the period.

Portfolio	2013/14 £,000	2014/15 £,000	2015/16 £,000	2016/17 £,000	2017/18 £,000
Revenue Support	-5,009	-1,520			
Use of Capital Receipts					
Capital Grants and Contributions	-472	-450	-450	-450	-450
Grand Totals	<b>-5,481</b>	<b>-1,970</b>	<b>-450</b>	<b>-450</b>	<b>-450</b>

*[Table 6: Capital financing, confirmed and assumed]*

#### 4. RESERVES

- 4.1 The Council holds a series of balances and reserves in order to provide financial stability and protection from unforeseen circumstances or events. In setting the level of these balances and reserves an assessment is made of the potential risks and opportunities that could reduce or enhance those balances.
- 4.2 Revenue balances at 1<sup>st</sup> April 2012 total £10.1m and it is estimated that this balance will be £5.2m by 1<sup>st</sup> April 2013.
- 4.3 The major items reducing the balance are approved budget carry forwards of £3.5m from 2011/12 resources into 2012/13 for prior agreed purposes and support for the Local Development Framework and minor initiatives.
- 4.4 *(Section on use of 2011/12 revenue underspend once approved)*
- 4.5 The Government's intention is to continue to reduce resources available to local Government and the Council will continue to set a balanced budget by identifying savings and efficiencies. As far as possible this will be completed as need arises but it may continue to be successfully completed in advance. While the Council does not expect underspends as significant as those seen in 2011/12 it will plan for the potential to underspend from savings delivered in advance of identified need. These resources will be utilised as in 2012/13 to provision projects that support the Council's priorities and it is proposed that these schemes be identified approved and prioritised in advance so that the use of any potential underspend can be achieved more efficiently.
- 4.6 Currently, balances comprise a general balance and a series of specific allocations, the breakdown of these is given in Table 7 below.

Balances	01/04/2012 £,000	01/04/2013 £,000	01/04/2014 £,000
General Balance	8,182	3,066	3,066
Trading Account Surpluses	125	125	125
Asset Replacement	87	127	167
Invest to Save Initiatives	520	514	554
Local Development Framework	334	0	0
VAT Reclaim	898	798	798
Commercialisation		500	500
<b>Grand Totals</b>	<b>10,146</b>	<b>5,130</b>	<b>5,210</b>

*[Table 7: Revenue balances]*

- 4.7 In addition to revenue reserves a small number of capital reserves exist due to the timing of expenditure in the Capital Programme. These are set out below:
- 4.8 There were no significant available capital receipts at 1<sup>st</sup> April 2012. It is expected that any future receipts will be utilised in the year they are realised.

## 5. Efficiency

- 5.1 The Council's strategic plan recognises corporate excellence as a priority, identifying value for money (vfm) services that residents are satisfied with, as a key outcome. This theme runs through service plans and by this the Council's approach to efficiency is integrated in to all decision making.
- 5.2 The Council has successfully achieved all its Government set efficiency targets and will not cease to monitor and improve upon levels of efficiency both through improved service levels and reduced costs.
- 5.3 The Council uses a number of measures to identify locations to achieve efficiency and gauge success. These include:
- Annual best value reviews performed by officers and by members.
  - Benchmarking to measure unit cost and performance, comparing these over time and across similar councils throughout the country.
  - Other benchmarking exercises undertaken by local managers to challenge service delivery in their own area.
  - The identification of efficiency targets that match the Council's need over the period of this medium term financial strategy.
- 5.4 Efficiency proposals are carefully measured for effect upon capacity, acceptable levels of service, quality standards, and the potential of shared service provision. All efficiency proposals consider the effect of fixed costs and the effect on the base financial standing of the Council and the opportunity for reinvestment of gains into priority services or toward achievement of corporate objectives.
- 5.5 The adoption of efficiency and VFM as part of this strategy helps to ensure that the financial projection will remain within available resources.
- 5.6 The financial projection identifies the need for savings to make a balanced budget, which must be considered in line with the development of efficiency savings. Table 8 below details the required saving for each year, based on the factors used in the financial projection, and the percentage of net revenue spend the given saving represents.

Strategic Projection	2013/14 £,000	2014/15 £,000	2015/16 £,000	2016/17 £,000	2017/18 £,000
Annual Savings Requirement	788	1,787	1,170	842	1,028
Percentage / Net Revenue Spend	4.0%	9.4%	6.3%	4.6%	5.6%

*[Table 8: Annual savings requirement]*

- 5.7 The Council has required the savings target to be met in the medium term and at this time proposals are in place to provide efficiency and savings to meet the requirement through to 2014/15. The Council is continuing to develop long term proposals to ensure the future risk is mitigated at the earliest time.

## 6. **CONSULTATION**

- 6.1 The Council has a co-ordinated approach to consultation on the budget process. To this end a programme has been proposed that ensures the focus of annual consultations avoids the review of similar themes and builds a body of opinion.
- 6.2 The Council consults annually on this strategy and the proposed budget for the forthcoming year. The intention of the consultation is to both inform and be informed by local residents, businesses and stakeholders.
- 6.3 In recent years the consultation has considered the level of Council tax increase acceptable and the service areas where reductions should occur, the elasticity of demand for services provided by the Council with a related fee.
- 6.4 Last year strategy the consultation focused on the long term factors faced by the Council due to the current economic climate and the relative importance residents place on a range of discretionary services provided by the Council.
- 6.5 This year the actions planned by the Council to be more commercial and to improve customer services through the most suitable and efficient methods were considered.

## 7. RISK MANAGEMENT

- 7.1 In outlining the resources available to the Council and the focus of those resources on the strategic priorities, this strategy must consider the barriers to achieving the resource levels assumed by the budget.
- 7.2 A full risk assessment of the strategy has been completed and forms part of the operational risk assessment of the services provided by the Head of Finance and Customer services.
- 7.3 Twelve major risk areas have been identified and action plans have been developed for each. The twelve areas are as follows:
- a) The level of balances;
  - b) Inflation rates;
  - c) National strategy;
  - d) External grants and contributions;
  - e) Limitations on Council Tax increases;
  - f) Fees and charges;
  - g) Capital financing;
  - h) Horizon scanning;
  - i) Delivery of efficiency;
  - j) Pension fund changes;
  - k) Business rates retention.
  - l) Council Tax Benefit changes



**BUDGET STRATEGY 2013/14 ONWARDS**  
**STRATEGIC REVENUE PROJECTION 2013/14 ONWARDS**

2012/13 £,000		2013/14 £,000	2014/15 £,000	←-----→ <i>Period Post CSR 2010</i>		
				2015/16 £,000	2016/17 £,000	2017/18 £,000
	<b>AVAILABLE FINANCE</b>					
6,377	REVENUE SUPPORT GRANT	4,170	3,194	2,304	1,813	1,349
	RETAINED BUSINESS RATES	2,847	2,935	3,026	3,117	3,211
		<u>7,017</u>	<u>6,129</u>	<u>5,330</u>	<u>4,930</u>	<u>4,560</u>
	COLLECTION FUND ADJUSTMENT	32				
13,563	COUNCIL TAX	12,500	12,760	13,022	13,288	13,561
	MAJOR PRECEPTOR SUPPORT		50	101	153	206
<u>19,940</u>	<b>TOTAL RESOURCES AVAILABLE</b>	<u>19,549</u>	<u>18,939</u>	<u>18,453</u>	<u>18,371</u>	<u>18,327</u>
19,907	<b>CURRENT SERVICE SPEND</b>	19,940	19,549	18,939	18,453	18,371
	<b>INFLATION INCREASES</b>					
410	PAY AND CONTRACTUAL COMMITMENTS	372	481	514	510	514
	<b>CONTRACTUAL COMMITMENTS</b>					
	ELECTIONS	-80	80			-80
40	REDUCTION IN BENEFIT GRANT	40				
	<b>NATIONAL INITIATIVES</b>					
	LOSS OF ADMINISTRATION GRANT		130		100	
170	LOCAL DEVELOPMENT FRAMEWORK		50			
	SINGLE TIER PENSION ARRANGEMENTS					400
30	SAFER MAIDSTONE PARTNERSHIP					
	<b>LOCAL PRIORITIES</b>					
150	CAPITAL RESOURCING	150				
100	LOST INCOME FROM REGENERATION		200			
160	PAY RATIONALISATION					
60	HOMELESSNESS INCREASED DEMAND					
	HOMELESSNESS PREVENTION GRANT	101				
30	ECONOMIC DEVELOPMENT	40				
	SERVICE ARRANGEMENTS WITH PARISHES		80			
	<b>MINOR INITIATIVES</b>					
150	GROWTH PROVISION		150	150	150	150
<u>21,207</u>	<b>TOTAL PREDICTED REQUIREMENT</b>	<u>20,563</u>	<u>20,720</u>	<u>19,603</u>	<u>19,213</u>	<u>19,355</u>
<u>1,267</u>	<b>ANNUAL SAVINGS TARGET</b>	<u>1,014</u>	<u>1,781</u>	<u>1,150</u>	<u>842</u>	<u>1,028</u>

**MAIDSTONE BOROUGH COUNCIL**

**BUDGET 2013/2014**

**SUMMARY**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
Leader of the Council	-1,200,224	-512,510	-606,910	-748,390
Community & Leisure Services	2,934,973	2,278,360	2,468,620	2,207,160
Corporate Services	11,020,235	10,857,030	13,458,300	11,097,300
Economic & Commercial Development	1,268,123	1,027,840	1,483,150	1,210,070
Environment	6,144,748	6,706,530	6,853,680	6,287,590
Planning, Transport & Development	-54,056	-164,460	345,080	-414,620
<b>TOTAL SERVICE SPENDING</b>	20,113,798	20,192,790	24,001,920	19,639,110
<b>General Underspend</b>	0	-150,000	-83,330	-140,000
<b>NET SERVICE SPENDING</b>	20,113,798	20,042,790	23,918,590	19,499,110
<b>Contribution to (from) Balances</b>				
- Planned - General	-605,126	-100,000	-100,000	-30,000
- Planned - In Year General	-986,650	0	0	0
- Carry Forward	690,190	0	-3,541,530	0
- Asset Replacement	40,000	0	0	40,000
- Invest to Save	-39,490	-2,840	-2,540	40,000
- LDF Earmarked Reserves	0	0	-334,570	0
<b>TOTAL CONTRIBUTION TO (FROM) BALANCES</b>	-901,076	-102,840	-3,978,640	50,000
<b>BUDGET REQUIREMENT</b>	19,212,722	19,939,950	19,939,950	19,549,110

**MAIDSTONE BOROUGH COUNCIL**

**LEADER OF THE COUNCIL**

<b>SERVICES</b>	<b>2011/2012</b>	<b>2012/2013</b>		<b>2013/2014</b>
	<b>ACTUAL</b>	<b>ESTIMATE</b>	<b>REVISED</b>	<b>ESTIMATE</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Contingency	-1,816,206	-976,010	-1,136,240	-1,284,700
Performance & Development	13,804	14,800	14,800	14,800
Corporate Projects	14,518	0	10,000	0
Press & Public Relations	45,539	41,270	6,270	-1,730
Corporate Management	183,275	99,600	104,600	104,600
Mid Kent Improvement Partnership	-16,122	-19,930	-14,030	-14,310
Chief Executive Sections	376,247	341,310	407,690	432,950
Director of Change, Planning and the Environment Sections	-1,280	-13,550	0	0
<b>Net Income Transferred to Summary</b>	<b>-1,200,224</b>	<b>-512,510</b>	<b>-606,910</b>	<b>-748,390</b>

**MAIDSTONE BOROUGH COUNCIL**

**LEADER OF THE COUNCIL**

**EXPLANATORY NOTES**

**Contingency**

**Budget Holder:** Head of Finance and Customer Services

**Performance & Development**

This budget covers the corporate costs of developing strategic plans and performance systems, including Best Value. In particular, it covers the publication of the Strategic Plan and Performance Plan and promotes and monitors the Council's Performance Management System.

**Budget Holder:** Head of Change and Scrutiny

**Corporate Projects**

This cost centre relates to the Council's corporate projects.

**Budget Holder:** Head of Finance and Customer Services

**MAIDSTONE BOROUGH COUNCIL**

**LEADER OF THE COUNCIL**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Contingency</u></b>				
Agency Other Local Authorities	44,940	42,840	42,840	42,840
Contingency for new Legislation	0	25,420	25,420	25,420
Energy Costs	0	3,600	60,600	60,600
Extra Cost Pressures	0	407,150	166,730	325,590
Growth/Inflation Adjustments	0	2,380	3,000	55,200
KCC Gateway Service	0	36,000	36,000	36,000
New Homes Bonus	0	180,000	180,000	1,148,370
Pay Rationalisation	0	160,000	0	0
Planning Grant - Additional Staffing Costs	-4,000	0	76,600	0
Restructure Savings	0	-85,130	0	-100,000
Shared Services Savings	0	53,120	67,960	69,160
Small Budgets	0	15,740	21,740	490
<b>Total Expenditure</b>	<b>40,940</b>	<b>841,120</b>	<b>680,890</b>	<b>1,663,670</b>
KCC Re: Second Homes	-21,480	-21,480	-21,480	0
New Homes Bonus	-1,037,837	-1,795,650	-1,795,650	-2,948,370
VAT Reclaim	-797,829	0	0	0
<b>Total Income</b>	<b>-1,857,146</b>	<b>-1,817,130</b>	<b>-1,817,130</b>	<b>-2,948,370</b>
<b>Net Income Transferred to Summary</b>	<b>-1,816,206</b>	<b>-976,010</b>	<b>-1,136,240</b>	<b>-1,284,700</b>
<b><u>Performance &amp; Development</u></b>				
Employees	0	2,000	2,000	2,000
Running Expenses	13,804	12,800	12,800	12,800
<b>Total Expenditure</b>	<b>13,804</b>	<b>14,800</b>	<b>14,800</b>	<b>14,800</b>
<b>Net Expenditure Transferred to Summary</b>	<b>13,804</b>	<b>14,800</b>	<b>14,800</b>	<b>14,800</b>
<b><u>Corporate Projects</u></b>				
Running Expenses	14,518	0	10,000	0
<b>Total Expenditure</b>	<b>14,518</b>	<b>0</b>	<b>10,000</b>	<b>0</b>
<b>Net Expenditure Transferred to Summary</b>	<b>14,518</b>	<b>0</b>	<b>10,000</b>	<b>0</b>

**MAIDSTONE BOROUGH COUNCIL**

**LEADER OF THE COUNCIL**

**EXPLANATORY NOTES**

**Press & Public Relations**

This Budget covers communication with the public and other stakeholders. The Revised Budget 2012/2013 includes Budget Strategy savings of £43,010 for advertising income shown within the Chief Executives section codes for the Original Budget 2012/2013, but later transferred to this service ccst centre.

**Budget Holder:** Head of Communications

**Corporate Management**

This Budget covers the Authority's Audit Fee, Bank Charges, cost of Treasury Management together with other charges mainly relating to the Head of Paid Service as laid down by the CIPFA Code of Practice.

**Budget Holder:** Head of Finance and Customer Services

**Mid Kent Improvement Partnership**

This cost centre represents the cost of the Mid Kent Improvement Partnership and is funded by partner contributions.

**Budget Holder:** MKIP Programme Manager

**MAIDSTONE BOROUGH COUNCIL**

**LEADER OF THE COUNCIL**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Press &amp; Public Relations</u></b>				
Running Expenses	45,539	41,270	41,280	41,280
<b>Total Expenditure</b>	<b>45,539</b>	<b>41,270</b>	<b>41,280</b>	<b>41,280</b>
Income	0	0	-35,010	-43,010
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>-35,010</b>	<b>-43,010</b>
<b>Net Income / Expenditure Transferred to Summary</b>	<b>45,539</b>	<b>41,270</b>	<b>6,270</b>	<b>-1,730</b>
<b><u>Corporate Management</u></b>				
Employees	14	0	0	0
Running Expenses	183,261	99,600	104,600	104,600
<b>Total Expenditure</b>	<b>183,275</b>	<b>99,600</b>	<b>104,600</b>	<b>104,600</b>
<b>Net Expenditure Transferred to Summary</b>	<b>183,275</b>	<b>99,600</b>	<b>104,600</b>	<b>104,600</b>
<b><u>Mid Kent Improvement Partnership</u></b>				
Employees	0	0	53,240	55,720
Running Expenses	45,364	11,090	91,380	31,620
Central Charges	129,392	191,160	0	0
<b>Total Expenditure</b>	<b>174,756</b>	<b>202,250</b>	<b>144,620</b>	<b>87,340</b>
Income	-190,877	-222,180	-158,650	-101,650
<b>Total Income</b>	<b>-190,877</b>	<b>-222,180</b>	<b>-158,650</b>	<b>-101,650</b>
<b>Net Income Transferred to Summary</b>	<b>-16,122</b>	<b>-19,930</b>	<b>-14,030</b>	<b>-14,310</b>

**MAIDSTONE BOROUGH COUNCIL**

**LEADER OF THE COUNCIL**

**EXPLANATORY NOTES**

**Chief Executive Sections**

This Budget represents the cost of the Chief Executive's Sections in this Portfolio. The Original Budget 2012/2013 includes Budget Strategy savings of £43,010 for advertising income which was transferred to the service cost centre for the Revised Budget 2012/2013.

**Budget Holder:** Chief Executive

**Director of Change, Planning and the Environment Sections**

This Budget represents the costs of the Director of Change, Planning & the Environment's sections in this portfolio.

**Budget Holder:** Director of Change, Planning and the Environment



**MAIDSTONE BOROUGH COUNCIL**

**LEADER OF THE COUNCIL**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Chief Executive Sections</u></b>				
Employees	358,033	362,190	385,540	411,920
Running Expenses	18,214	22,130	22,150	21,030
<b>Total Expenditure</b>	<b>376,247</b>	<b>384,320</b>	<b>407,690</b>	<b>432,950</b>
Income	0	-43,010	0	0
<b>Total Income</b>	<b>0</b>	<b>-43,010</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure Transferred to Summary</b>	<b>376,247</b>	<b>341,310</b>	<b>407,690</b>	<b>432,950</b>
<b><u>Director of Change, Planning and the Environment Sections</u></b>				
Employees	9,561	52,940	0	0
Running Expenses	202	4,140	0	0
<b>Total Expenditure</b>	<b>9,763</b>	<b>57,080</b>	<b>0</b>	<b>0</b>
Income	-11,043	-70,630	0	0
<b>Total Income</b>	<b>-11,043</b>	<b>-70,630</b>	<b>0</b>	<b>0</b>
<b>Net Income Transferred to Summary</b>	<b>-1,280</b>	<b>-13,550</b>	<b>0</b>	<b>0</b>

## LEADER OF THE COUNCIL PORTFOLIO

### Revenue Savings 2013/14

#### Scheme

	£
Chief Executive Structural review	100,000
Contingency Minor Supplies Budget-Pre Delivered	21,000
Terms and Conditions- Mileage	5,000
Contingency Planning Staffing Review-Pre Delivered	21,840
	<u>147,840</u>

**MAIDSTONE BOROUGH COUNCIL**

**COMMUNITY & LEISURE SERVICES**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
Cultural Development Arts	18,807	18,200	13,150	18,680
Lettable Halls	-6,871	2,890	1,350	870
Community Halls	33,313	67,960	61,140	61,640
Cultural Development Sports	35,641	32,830	43,590	34,160
Leisure Centre	-166,318	-171,670	-174,940	-174,460
Olympic and Paralympic Games 2012	-5,267	0	185,450	0
Parks & Open Spaces	307,824	43,810	25,240	25,010
River Park	66,251	40,420	35,820	40,660
Playground Improvements	41,430	32,440	35,090	35,090
Parks Pavilions	26,732	22,240	18,320	22,470
Cobtree Manor Park	-62,135	-98,580	-98,210	-97,770
Allotments	0	11,040	11,040	11,040
Leisure Services Other Activities	29,825	43,180	43,180	43,180
Community Safety	75,787	64,480	64,480	81,180
C C T V	243,717	242,540	242,720	242,920
Health Improvement Programme	1,389	1,000	1,000	1,000
Switch Cafe Project	15,052	15,060	15,060	15,060
Community Development	55,599	15,000	18,690	15,000
Social Inclusion	40,685	39,600	39,600	39,600
Grants to Outside Bodies	218,123	185,370	210,370	210,370
Parish Services Scheme	302,359	303,780	303,780	133,780
Strategic Housing Role	5,577	13,500	13,500	13,500
Housing Register & Allocations	6,543	10,000	10,000	10,000
Private Sector Renewal	2,105	2,630	2,630	2,630
HMO Licensing	-20,425	-2,380	-4,980	-2,380
Homelessness	224,844	84,720	72,910	197,930
Gypsy Sites.	5,967	21,730	21,730	22,000
Director of Regeneration & Communities Sections	1,245,878	1,062,510	1,081,620	1,027,990
Director of Change, Planning and the Environment Sections	192,540	174,060	175,290	176,010
<b>Net Expenditure Transferred to Summary</b>	<b>2,934,973</b>	<b>2,278,360</b>	<b>2,468,620</b>	<b>2,207,160</b>

**MAIDSTONE BOROUGH COUNCIL**  
**COMMUNITY & LEISURE SERVICES**  
**EXPLANATORY NOTES**

**Cultural Development Arts**

This Budget covers initiatives in the Arts.

**Budget Holder:** Community Partnerships Manager

**Lettable Halls**

This Budget covers the income and expenditure of lettable halls.

**Budget Holder:** Community Partnerships Manager

**Community Halls**

The operation and management of a number of Community Halls are covered by this Budget.

**Budget Holder:** Community Partnerships Manager

**MAIDSTONE BOROUGH COUNCIL**  
**COMMUNITY & LEISURE SERVICES**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Cultural Development Arts</u></b>				
Employees	10	1,180	10	1,190
Running Expenses	18,797	17,350	13,140	17,820
<b>Total Expenditure</b>	<b>18,807</b>	<b>18,530</b>	<b>13,150</b>	<b>19,010</b>
Income	0	-330	0	-330
<b>Total Income</b>	<b>0</b>	<b>-330</b>	<b>0</b>	<b>-330</b>
<b>Net Expenditure Transferred to Summary</b>	<b>18,807</b>	<b>18,200</b>	<b>13,150</b>	<b>18,680</b>
<b><u>Lettable Halls</u></b>				
Running Expenses	1,149	10,180	8,640	8,160
<b>Total Expenditure</b>	<b>1,149</b>	<b>10,180</b>	<b>8,640</b>	<b>8,160</b>
Income	-8,021	-7,290	-7,290	-7,290
<b>Total Income</b>	<b>-8,021</b>	<b>-7,290</b>	<b>-7,290</b>	<b>-7,290</b>
<b>Net Income / Expenditure Transferred to Summary</b>	<b>-6,871</b>	<b>2,890</b>	<b>1,350</b>	<b>870</b>
<b><u>Community Halls</u></b>				
Employees	18,899	15,470	15,700	15,920
Running Expenses	41,460	81,870	74,820	75,100
<b>Total Expenditure</b>	<b>60,360</b>	<b>97,340</b>	<b>90,520</b>	<b>91,020</b>
Income	-27,046	-29,380	-29,380	-29,380
<b>Total Income</b>	<b>-27,046</b>	<b>-29,380</b>	<b>-29,380</b>	<b>-29,380</b>
<b>Net Expenditure Transferred to Summary</b>	<b>33,313</b>	<b>67,960</b>	<b>61,140</b>	<b>61,640</b>

**MAIDSTONE BOROUGH COUNCIL**  
**COMMUNITY & LEISURE SERVICES**  
**EXPLANATORY NOTES**

**Cultural Development Sports**

This Budget covers Sports Development activities including Summer Hotfoot Schemes.

**Budget Holder:** Community Partnerships Manager

**Leisure Centre**

This Budget shows the cost of the management of the facility, monitoring and other costs and also the Capital depreciation cost.

Due to the revised presentation of the budget book the Cost Centre total now reflects the cost of service before deducting staffing and other support costs, which are shown at Directorate level within the Portfolios, or, as Corporate costs

**Budget Holder:** Parks & Leisure Manager

**Olympic and Paralympic Games 2012**

The Revised Estimate 2012/13 includes a Carry Forward of £39,400 in addition there was also extra funding of £143,940 which was an one-off fund to maximise the benefit of the 2012 Olympic and Paralympic Games.

**Budget Holder:** Assistant Director of Regeneration and Cultural Services

**MAIDSTONE BOROUGH COUNCIL**  
**COMMUNITY & LEISURE SERVICES**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Cultural Development Sports</u></b>				
Employees	34,286	42,820	44,580	45,050
Running Expenses	93,187	58,750	67,750	58,250
<b>Total Expenditure</b>	<b>127,473</b>	<b>101,570</b>	<b>112,330</b>	<b>103,300</b>
Income	-91,833	-68,740	-68,740	-69,140
<b>Total Income</b>	<b>-91,833</b>	<b>-68,740</b>	<b>-68,740</b>	<b>-69,140</b>
<b>Net Expenditure Transferred to Summary</b>	<b>35,641</b>	<b>32,830</b>	<b>43,590</b>	<b>34,160</b>
<b><u>Leisure Centre</u></b>				
Running Expenses	26,306	19,160	15,890	16,370
Capital Charges	7,377	9,170	9,170	9,170
<b>Total Expenditure</b>	<b>33,682</b>	<b>28,330</b>	<b>25,060</b>	<b>25,540</b>
Income	-200,000	-200,000	-200,000	-200,000
<b>Total Income</b>	<b>-200,000</b>	<b>-200,000</b>	<b>-200,000</b>	<b>-200,000</b>
<b>Net Income Transferred to Summary</b>	<b>-166,318</b>	<b>-171,670</b>	<b>-174,940</b>	<b>-174,460</b>
<b><u>Olympic and Paralympic Games 2012</u></b>				
Employees	0	0	2,010	0
Running Expenses	4,733	0	192,840	0
<b>Total Expenditure</b>	<b>4,733</b>	<b>0</b>	<b>194,850</b>	<b>0</b>
Income	-10,000	0	-9,400	0
<b>Total Income</b>	<b>-10,000</b>	<b>0</b>	<b>-9,400</b>	<b>0</b>
<b>Net Income / Expenditure Transferred to Summary</b>	<b>-5,267</b>	<b>0</b>	<b>185,450</b>	<b>0</b>

**MAIDSTONE BOROUGH COUNCIL**  
**COMMUNITY & LEISURE SERVICES**  
**EXPLANATORY NOTES**

**Parks & Open Spaces**

This Budget covers the cost of maintaining public parks and open spaces. The 2011/2012 Actual includes recharges now shown within the direct costs of Maidstone Borough Services within the Environment Portfolio.

**Budget Holder:** Parks & Leisure Manager

**River Park**

This Budget principally reflects the costs of maintaining the facilities within the River Park.

**Budget Holder:** Parks & Leisure Manager

**Playground Improvements**

This Budget provides resources for Playground Improvements in the urban and rural areas.

**Budget Holder:** Parks & Leisure Manager



**MAIDSTONE BOROUGH COUNCIL**  
**COMMUNITY & LEISURE SERVICES**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Parks &amp; Open Spaces</u></b>				
Employees	1,187	2,150	1,870	1,870
Running Expenses	448,882	196,240	203,150	189,950
Central Charges	1,900	0	0	0
<b>Total Expenditure</b>	<b>451,969</b>	<b>198,390</b>	<b>205,020</b>	<b>191,820</b>
Income	-144,145	-154,580	-179,780	-166,810
<b>Total Income</b>	<b>-144,145</b>	<b>-154,580</b>	<b>-179,780</b>	<b>-166,810</b>
<b>Net Expenditure Transferred to Summary</b>	<b>307,824</b>	<b>43,810</b>	<b>25,240</b>	<b>25,010</b>
<b><u>River Park</u></b>				
Running Expenses	66,377	40,420	35,820	40,660
<b>Total Expenditure</b>	<b>66,377</b>	<b>40,420</b>	<b>35,820</b>	<b>40,660</b>
Income	-126	0	0	0
<b>Total Income</b>	<b>-126</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure Transferred to Summary</b>	<b>66,251</b>	<b>40,420</b>	<b>35,820</b>	<b>40,660</b>
<b><u>Playground Improvements</u></b>				
Running Expenses	41,430	32,440	35,090	35,090
<b>Total Expenditure</b>	<b>41,430</b>	<b>32,440</b>	<b>35,090</b>	<b>35,090</b>
<b>Net Expenditure Transferred to Summary</b>	<b>41,430</b>	<b>32,440</b>	<b>35,090</b>	<b>35,090</b>

**MAIDSTONE BOROUGH COUNCIL**  
**COMMUNITY & LEISURE SERVICES**  
**EXPLANATORY NOTES**

**Parks Pavilions**

This Budget covers the cost of Pavilions within various parks and open spaces.

**Budget Holder:** Parks & Leisure Manager

**Cobtree Manor Park**

The income and expenditure of this Budget is specifically the responsibility of Cobtree Manor Estate Trust.

**Budget Holder:** Parks & Leisure Manager

**Allotments**

The management of Allotments is facilitated through agreement with the Maidstone Allotments Management Committee.

**Budget Holder:** Parks & Leisure Manager

**MAIDSTONE BOROUGH COUNCIL**  
**COMMUNITY & LEISURE SERVICES**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Parks Pavilions</u></b>				
Running Expenses	26,574	25,500	21,580	25,730
<b>Total Expenditure</b>	<b>26,574</b>	<b>25,500</b>	<b>21,580</b>	<b>25,730</b>
Income	158	-3,260	-3,260	-3,260
<b>Total Income</b>	<b>158</b>	<b>-3,260</b>	<b>-3,260</b>	<b>-3,260</b>
<b>Net Expenditure Transferred to Summary</b>	<b>26,732</b>	<b>22,240</b>	<b>18,320</b>	<b>22,470</b>
<b><u>Cobtree Manor Park</u></b>				
Employees	28,224	28,150	28,680	29,090
Running Expenses	66,946	47,300	47,140	47,170
Capital Charges	1,215	1,220	1,220	1,220
<b>Total Expenditure</b>	<b>96,385</b>	<b>76,670</b>	<b>77,040</b>	<b>77,480</b>
Income	-158,519	-175,250	-175,250	-175,250
<b>Total Income</b>	<b>-158,519</b>	<b>-175,250</b>	<b>-175,250</b>	<b>-175,250</b>
<b>Net Income Transferred to Summary</b>	<b>-62,135</b>	<b>-98,580</b>	<b>-98,210</b>	<b>-97,770</b>
<b><u>Allotments</u></b>				
Running Expenses	0	11,080	11,080	11,080
<b>Total Expenditure</b>	<b>0</b>	<b>11,080</b>	<b>11,080</b>	<b>11,080</b>
Income	0	-40	-40	-40
<b>Total Income</b>	<b>0</b>	<b>-40</b>	<b>-40</b>	<b>-40</b>
<b>Net Expenditure Transferred to Summary</b>	<b>0</b>	<b>11,040</b>	<b>11,040</b>	<b>11,040</b>

**MAIDSTONE BOROUGH COUNCIL**  
**COMMUNITY & LEISURE SERVICES**  
**EXPLANATORY NOTES**

**Leisure Services Other Activities**

This Budget covers the covers the cost of xmas decorations, river festival and the income and expenditure of Cobtree Charity Trust.

**Budget Holder:** Visitor Economy Business Leader

**Community Safety**

This Budget covers the core funding for Community Safety and covers internal resources including direct funding for a Police Community Support Officer.

**Budget Holder:** Community Development Manager

**CCTV**

This Budget shows the running costs relating to Closed Circuit Television.

**Budget Holder:** Community Development Manager

**MAIDSTONE BOROUGH COUNCIL**  
**COMMUNITY & LEISURE SERVICES**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Leisure Services Other Activities</u></b>				
Running Expenses	244,810	256,080	256,080	256,080
<b>Total Expenditure</b>	<b>244,810</b>	<b>256,080</b>	<b>256,080</b>	<b>256,080</b>
Income	-214,985	-212,900	-212,900	-212,900
<b>Total Income</b>	<b>-214,985</b>	<b>-212,900</b>	<b>-212,900</b>	<b>-212,900</b>
<b>Net Expenditure Transferred to Summary</b>	<b>29,825</b>	<b>43,180</b>	<b>43,180</b>	<b>43,180</b>
<b><u>Community Safety</u></b>				
Employees	6,725	0	0	0
Running Expenses	159,821	109,860	154,860	171,560
<b>Total Expenditure</b>	<b>166,545</b>	<b>109,860</b>	<b>154,860</b>	<b>171,560</b>
Income	-90,758	-45,380	-90,380	-90,380
<b>Total Income</b>	<b>-90,758</b>	<b>-45,380</b>	<b>-90,380</b>	<b>-90,380</b>
<b>Net Expenditure Transferred to Summary</b>	<b>75,787</b>	<b>64,480</b>	<b>64,480</b>	<b>81,180</b>
<b><u>CCTV</u></b>				
Running Expenses	306,079	263,640	267,770	264,020
<b>Total Expenditure</b>	<b>306,079</b>	<b>263,640</b>	<b>267,770</b>	<b>264,020</b>
Income	-62,362	-21,100	-25,050	-21,100
<b>Total Income</b>	<b>-62,362</b>	<b>-21,100</b>	<b>-25,050</b>	<b>-21,100</b>
<b>Net Expenditure Transferred to Summary</b>	<b>243,717</b>	<b>242,540</b>	<b>242,720</b>	<b>242,920</b>

**MAIDSTONE BOROUGH COUNCIL**  
**COMMUNITY & LEISURE SERVICES**  
**EXPLANATORY NOTES**

**Health Improvement Programme**

This Budget covers the cost of providing a Health Improvement Programme.

**Budget Holder:** Environmental Health Project Manager

**Switch Cafe Project**

The Switch Youth Café is run by Maidstone's Youth Forum.

**Budget Holder:** Community Development Manager

**Community Development**

The Community Development budget covers the delivery and commissioning of the priorities and actions outlined in the Community Development Strategy, this includes Tackling Disadvantage, Reducing Worklessness and Building Stronger Communities  
Activity levels are funded by grant income from partners and these are normally agreed in year.

**Budget Holder:** Community Development Manager

**Social Inclusion**

The Social Inclusion Budget covers the delivery and commissioning of projects and activities which support Maidstone's most disadvantaged and vulnerable communities, because of where they live or who they are.

**Budget Holder:** Community Development Manager

**MAIDSTONE BOROUGH COUNCIL**  
**COMMUNITY & LEISURE SERVICES**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Health Improvement Programme</u></b>				
Running Expenses	9,939	9,500	9,500	9,500
<b>Total Expenditure</b>	<b>9,939</b>	<b>9,500</b>	<b>9,500</b>	<b>9,500</b>
Income	-8,550	-8,500	-8,500	-8,500
<b>Total Income</b>	<b>-8,550</b>	<b>-8,500</b>	<b>-8,500</b>	<b>-8,500</b>
<b>Net Expenditure Transferred to Summary</b>	<b>1,389</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
<b><u>Switch Cafe Project</u></b>				
Running Expenses	15,052	15,060	15,060	15,060
<b>Total Expenditure</b>	<b>15,052</b>	<b>15,060</b>	<b>15,060</b>	<b>15,060</b>
<b>Net Expenditure Transferred to Summary</b>	<b>15,052</b>	<b>15,060</b>	<b>15,060</b>	<b>15,060</b>
<b><u>Community Development</u></b>				
Employees	244	900	900	900
Running Expenses	220,498	19,200	181,090	19,200
<b>Total Expenditure</b>	<b>220,741</b>	<b>20,100</b>	<b>181,990</b>	<b>20,100</b>
Income	-165,142	-5,100	-163,300	-5,100
<b>Total Income</b>	<b>-165,142</b>	<b>-5,100</b>	<b>-163,300</b>	<b>-5,100</b>
<b>Net Expenditure Transferred to Summary</b>	<b>55,599</b>	<b>15,000</b>	<b>18,690</b>	<b>15,000</b>
<b><u>Social Inclusion</u></b>				
Running Expenses	49,555	59,600	59,600	59,600
<b>Total Expenditure</b>	<b>49,555</b>	<b>59,600</b>	<b>59,600</b>	<b>59,600</b>
Income	-8,870	-20,000	-20,000	-20,000
<b>Total Income</b>	<b>-8,870</b>	<b>-20,000</b>	<b>-20,000</b>	<b>-20,000</b>
<b>Net Expenditure Transferred to Summary</b>	<b>40,685</b>	<b>39,600</b>	<b>39,600</b>	<b>39,600</b>

**MAIDSTONE BOROUGH COUNCIL**  
**COMMUNITY & LEISURE SERVICES**  
**EXPLANATORY NOTES**

**Grants to Outside Bodies**

This budget covers the Service Level Agreements the Borough Council has with the voluntary and community sector to deliver public services on our behalf.

**Budget Holder:** Community Partnership Manager

**Parish Services Scheme**

Provision is made within this Budget for the Grant Aid to Parish Councils to fund Service Level Agreements which are provided by this Authority in the urban area.

There was a budget strategy Saving of £100k for 2012/2013. There was also funding from balances of £100k for 2012/2013. There is £100k budget Straggy Saving for Estimate 2013/2014.

**Budget Holder:** Head of Finance and Customer Services

**Strategic Housing Role**

This Budget relates to the work carried out to support the Council's strategic housing role including the identification of housing needs and trends and working with external partners in joint ventures.

**Budget Holder:** Head of Housing & Community Services

**Housing Register & Allocations**

This Budget records all activity related to the Council's assessment and record keeping to those persons who approach the Council for assistance with access to social housing.

**Budget Holder:** Housing Services Manager



**MAIDSTONE BOROUGH COUNCIL**  
**COMMUNITY & LEISURE SERVICES**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Grants to Outside Bodies</u></b>				
Running Expenses	218,123	185,370	210,370	210,370
<b>Total Expenditure</b>	<b>218,123</b>	<b>185,370</b>	<b>210,370</b>	<b>210,370</b>
<b>Net Expenditure Transferred to Summary</b>	<b>218,123</b>	<b>185,370</b>	<b>210,370</b>	<b>210,370</b>
<b><u>Parish Services Scheme</u></b>				
Running Expenses	302,359	303,780	303,780	133,780
<b>Total Expenditure</b>	<b>302,359</b>	<b>303,780</b>	<b>303,780</b>	<b>133,780</b>
<b>Net Expenditure Transferred to Summary</b>	<b>302,359</b>	<b>303,780</b>	<b>303,780</b>	<b>133,780</b>
<b><u>Strategic Housing Role</u></b>				
Running Expenses	5,582	13,500	13,500	13,500
<b>Total Expenditure</b>	<b>5,582</b>	<b>13,500</b>	<b>13,500</b>	<b>13,500</b>
Income	-5	0	0	0
<b>Total Income</b>	<b>-5</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure Transferred to Summary</b>	<b>5,577</b>	<b>13,500</b>	<b>13,500</b>	<b>13,500</b>
<b><u>Housing Register &amp; Allocations</u></b>				
Running Expenses	6,543	10,000	10,000	10,000
<b>Total Expenditure</b>	<b>6,543</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Net Expenditure Transferred to Summary</b>	<b>6,543</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>

**MAIDSTONE BOROUGH COUNCIL**  
**COMMUNITY & LEISURE SERVICES**  
**EXPLANATORY NOTES**

**Private Sector Renewal**

This Budget reflects the revenue costs associated with the Capital Budget for Private Sector Housing Renewal.

**Budget Holder:** Housing Services Manager

**HMO Licensing**

This Budget contains the income relating to the inspection of landlords properties for HMO Licensing.

**Budget Holder:** Housing Services Manager

**Homelessness**

This Budget reflects the cost of providing emergency and temporary accommodation to households owed a duty under the homelessness legislation.

The Homelessness Strategy Grant now forms part of the Revenue Support Grant and therefore is no longer reported in this particular budget.

**Budget Holder:** Housing Services Manager

**Gypsy Sites.**

In 2004 responsibility for Gypsy Sites was transferred from KCC.

**Budget Holder:** Housing Services Manager

**MAIDSTONE BOROUGH COUNCIL**  
**COMMUNITY & LEISURE SERVICES**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Private Sector Renewal</u></b>				
Running Expenses	5,193	5,630	5,630	5,630
<b>Total Expenditure</b>	<b>5,193</b>	<b>5,630</b>	<b>5,630</b>	<b>5,630</b>
Income	-3,088	-3,000	-3,000	-3,000
<b>Total Income</b>	<b>-3,088</b>	<b>-3,000</b>	<b>-3,000</b>	<b>-3,000</b>
<b>Net Expenditure Transferred to Summary</b>	<b>2,105</b>	<b>2,630</b>	<b>2,630</b>	<b>2,630</b>
<b><u>HMO Licensing</u></b>				
Income	-20,425	-2,380	-4,980	-2,380
<b>Total Income</b>	<b>-20,425</b>	<b>-2,380</b>	<b>-4,980</b>	<b>-2,380</b>
<b>Net Income Transferred to Summary</b>	<b>-20,425</b>	<b>-2,380</b>	<b>-4,980</b>	<b>-2,380</b>
<b><u>Homelessness</u></b>				
Running Expenses	429,999	288,000	254,580	259,600
<b>Total Expenditure</b>	<b>429,999</b>	<b>288,000</b>	<b>254,580</b>	<b>259,600</b>
Income	-205,155	-203,280	-181,670	-61,670
<b>Total Income</b>	<b>-205,155</b>	<b>-203,280</b>	<b>-181,670</b>	<b>-61,670</b>
<b>Net Expenditure Transferred to Summary</b>	<b>224,844</b>	<b>84,720</b>	<b>72,910</b>	<b>197,930</b>
<b><u>Gypsy Sites.</u></b>				
Running Expenses	109,386	123,670	123,670	123,940
<b>Total Expenditure</b>	<b>109,386</b>	<b>123,670</b>	<b>123,670</b>	<b>123,940</b>
Income	-103,419	-101,940	-101,940	-101,940
<b>Total Income</b>	<b>-103,419</b>	<b>-101,940</b>	<b>-101,940</b>	<b>-101,940</b>
<b>Net Expenditure Transferred to Summary</b>	<b>5,967</b>	<b>21,730</b>	<b>21,730</b>	<b>22,000</b>

**MAIDSTONE BOROUGH COUNCIL**  
**COMMUNITY & LEISURE SERVICES**  
**EXPLANATORY NOTES**

**Director of Regeneration & Communities Sections**

This Budget represents the cost of the Director of Regeneration and Communities Sections in this Portfolio.

**Budget Holder:** Director of Regeneration and Communities

**Director of Change, Planning and the Environment Sections**

This Budget represents the cost of the Director of Change, Planning and the Environment Sections in this portfolio.

**Budget Holder:** Director of Change, Planning and the Environment

**MAIDSTONE BOROUGH COUNCIL**  
**COMMUNITY & LEISURE SERVICES**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Director of Regeneration &amp; Communities Sections</u></b>				
Employees	1,201,714	995,120	1,016,960	963,330
Running Expenses	68,441	82,370	79,640	79,640
Central Charges	3,727	0	0	0
<b>Total Expenditure</b>	<b>1,273,882</b>	<b>1,077,490</b>	<b>1,096,600</b>	<b>1,042,970</b>
Income	-28,004	-14,980	-14,980	-14,980
<b>Total Income</b>	<b>-28,004</b>	<b>-14,980</b>	<b>-14,980</b>	<b>-14,980</b>
<b>Net Expenditure Transferred to Summary</b>	<b>1,245,878</b>	<b>1,062,510</b>	<b>1,081,620</b>	<b>1,027,990</b>
<b><u>Director of Change, Planning and the Environment Sections</u></b>				
Employees	178,163	159,670	159,700	161,620
Running Expenses	14,377	14,390	15,590	14,390
<b>Total Expenditure</b>	<b>192,540</b>	<b>174,060</b>	<b>175,290</b>	<b>176,010</b>
<b>Net Expenditure Transferred to Summary</b>	<b>192,540</b>	<b>174,060</b>	<b>175,290</b>	<b>176,010</b>

## COMMUNITY AND LEISURE PORTFOLIO

### Revenue Savings 2013/14

#### Scheme

	£
Fees and Charges Increase- Community Development	400
Localism-Alternative Arrangements	100,000
Housing Staffing Review	25,000
Commercialisation-Events	6,350
	<u>131,750</u>

**MAIDSTONE BOROUGH COUNCIL**

**CORPORATE SERVICES**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
Civic Occasions	34,556	30,310	29,310	30,400
Members' Allowances and Facilities etc.	410,929	441,580	447,180	451,040
Subscriptions	13,165	18,100	13,100	13,100
Overview & Scrutiny	10,062	10,000	10,000	10,000
The Cost of Council Tax	-855,569	-752,330	-755,510	-666,950
The Cost of National Non-Domestic Rates	-170,402	-172,920	-172,920	-172,920
Registration Of Electors	93,736	77,040	85,670	77,050
Elections	116,477	112,710	122,840	43,930
Emergency Centre	31,514	34,000	34,000	34,000
Unapportionable Central Overheads	103,701	211,375	196,775	211,375
Medway Conservancy	110,607	118,230	118,230	121,540
External Interest Payable	242,176	226,700	226,700	202,100
Interest & Investment Income	-313,834	-248,630	-250,000	-250,000
Sundry Corporate Property	-194,249	-177,440	-207,330	-180,560
Parkwood Industrial Estate	-298,856	-383,155	-401,945	-385,965
Housing Benefits	-800,912	-811,600	-778,420	-731,810
Town Hall	93,729	92,030	84,170	86,740
South Maidstone Depot	90,861	107,030	97,210	102,520
Offices	1,576,417	1,537,030	1,495,580	1,517,730
Information Technology	454,990	458,050	457,780	457,780
Central Telephones	73,362	72,070	72,070	72,070
Internal Printing	-90,174	-88,490	-104,410	-103,930
Youth Development Programme	23,163	24,790	25,800	24,810
Appropriation Account	2,985,091	2,218,950	4,772,500	2,377,900
Pensions Fund Appropriation	1,075,344	1,513,620	1,513,620	1,513,620
Chief Executive Sections	1,009,664	1,012,010	1,065,560	1,010,710
Director of Change, Planning and the Environment Sections	2,110,617	2,165,920	2,238,270	2,189,670
Director of Regeneration & Communities Sections	3,084,070	3,010,050	3,022,470	3,041,350
<b>Net Expenditure Transferred to Summary</b>	<b>11,020,235</b>	<b>10,857,030</b>	<b>13,458,300</b>	<b>11,097,300</b>

**MAIDSTONE BOROUGH COUNCIL**

**CORPORATE SERVICES**

**EXPLANATORY NOTES**

**Civic Occasions**

The costs of Civic Occasions, including support for the Mayor and Deputy Mayor, are included within this Budget.

**Budget Holder:** Democratic Services Manager

**Members' Allowances and Facilities etc.**

This Budget covers the payment of Allowances and other costs to Members including the provision of facilities. The Revised Budget 2012/2013 includes an adjustment for costs associated with the inclusion of an extra Cabinet Member.

**Budget Holder:** Committee Services Officer

**Subscriptions**

This Budget covers subscriptions to national bodies representing this Authority's interest.

**Budget Holder:** Democratic Services Manager

**Overview & Scrutiny**

This Budget covers resources to Overview and Scrutiny Committees to perform their functions.

**Budget Holder:** Head of Change and Scrutiny



**MAIDSTONE BOROUGH COUNCIL**

**CORPORATE SERVICES**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Civic Occasions</u></b>				
Running Expenses	34,556	30,310	29,310	30,400
<b>Total Expenditure</b>	<b>34,556</b>	<b>30,310</b>	<b>29,310</b>	<b>30,400</b>
<b>Net Expenditure Transferred to Summary</b>	<b>34,556</b>	<b>30,310</b>	<b>29,310</b>	<b>30,400</b>
<b><u>Members' Allowances and Facilities etc.</u></b>				
Employees	10,905	17,440	17,440	17,440
Running Expenses	400,037	424,140	429,740	433,600
<b>Total Expenditure</b>	<b>410,942</b>	<b>441,580</b>	<b>447,180</b>	<b>451,040</b>
Income	-13	0	0	0
<b>Total Income</b>	<b>-13</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure Transferred to Summary</b>	<b>410,929</b>	<b>441,580</b>	<b>447,180</b>	<b>451,040</b>
<b><u>Subscriptions</u></b>				
Running Expenses	13,165	18,100	13,100	13,100
<b>Total Expenditure</b>	<b>13,165</b>	<b>18,100</b>	<b>13,100</b>	<b>13,100</b>
<b>Net Expenditure Transferred to Summary</b>	<b>13,165</b>	<b>18,100</b>	<b>13,100</b>	<b>13,100</b>
<b><u>Overview &amp; Scrutiny</u></b>				
Running Expenses	10,062	10,000	10,000	10,000
<b>Total Expenditure</b>	<b>10,062</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
<b>Net Expenditure Transferred to Summary</b>	<b>10,062</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>

**MAIDSTONE BOROUGH COUNCIL**

**CORPORATE SERVICES**

**EXPLANATORY NOTES**

**The Cost of Council Tax**

The duties of the Council, as the Billing Authority, are covered by this Budget, these include the cost of billing, collection and recovery of the Council Tax.

Due to the revised presentation of the budget book the Cost Centre total now reflects the cost of service before deducting staffing and other support costs, which are shown at Directorate level within the Portfolios, or, as Corporate costs.

**Budget Holder:** Revenues Manager

**The Cost of National Non-Domestic Rates**

The costs of collecting National Non Domestic Rates for the Government is covered by this Budget. A contribution is made by Central Government to meet these costs.

Due to the revised presentation of the budget book the Cost Centre total now reflects the cost of service before deducting staffing and other support costs, which are shown at Directorate level within the Portfolios, or, as Corporate costs.

**Budget Holder:** Revenues Manager

**Registration Of Electors**

The statutory function of Electoral Registration is covered by this Budget.

**Budget Holder:** Registration Services Manager

**MAIDSTONE BOROUGH COUNCIL**

**CORPORATE SERVICES**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>The Cost of Council Tax</u></b>				
Running Expenses	10,206,473	11,429,380	10,353,320	108,560
<b>Total Expenditure</b>	<b>10,206,473</b>	<b>11,429,380</b>	<b>10,353,320</b>	<b>108,560</b>
Income	-11,062,042	-12,181,710	-11,108,830	-775,510
<b>Total Income</b>	<b>-11,062,042</b>	<b>-12,181,710</b>	<b>-11,108,830</b>	<b>-775,510</b>
<b>Net Income Transferred to Summary</b>	<b>-855,569</b>	<b>-752,330</b>	<b>-755,510</b>	<b>-666,950</b>
<b><u>The Cost of National Non-Domestic Rates</u></b>				
Running Expenses	105,150	74,560	74,560	74,560
<b>Total Expenditure</b>	<b>105,150</b>	<b>74,560</b>	<b>74,560</b>	<b>74,560</b>
Income	-275,552	-247,480	-247,480	-247,480
<b>Total Income</b>	<b>-275,552</b>	<b>-247,480</b>	<b>-247,480</b>	<b>-247,480</b>
<b>Net Income Transferred to Summary</b>	<b>-170,402</b>	<b>-172,920</b>	<b>-172,920</b>	<b>-172,920</b>
<b><u>Registration Of Electors</u></b>				
Employees	20,080	7,840	16,470	7,850
Running Expenses	75,699	71,470	71,470	71,470
<b>Total Expenditure</b>	<b>95,779</b>	<b>79,310</b>	<b>87,940</b>	<b>79,320</b>
Income	-2,043	-2,270	-2,270	-2,270
<b>Total Income</b>	<b>-2,043</b>	<b>-2,270</b>	<b>-2,270</b>	<b>-2,270</b>
<b>Net Expenditure Transferred to Summary</b>	<b>93,736</b>	<b>77,040</b>	<b>85,670</b>	<b>77,050</b>

**MAIDSTONE BOROUGH COUNCIL**

**CORPORATE SERVICES**

**EXPLANATORY NOTES**

**Elections**

This Budget covers the cost of Borough and Parish Council elections but does not include the cost of national elections. Fluctuations in cost reflect the timing of elections.

**Budget Holder:** Registration Services Manager

**Emergency Centre**

This Budget covers the cost of the Emergency Planning service.

**Budget Holder:** Building Surveying Manager

**Unapportionable Central Overheads**

This Budget covers the central costs that current guidance suggest should not be charged to service heads or cannot be identified to a user or service.

**Budget Holder:** Head of Finance and Customer Services

**Medway Conservancy**

This Budget covers the levy from the Upper Medway Internal Drainage Board.

**Budget Holder:** Head of Finance and Customer Services

**MAIDSTONE BOROUGH COUNCIL**

**CORPORATE SERVICES**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Elections</u></b>				
Employees	35,155	34,310	78,840	44,350
Running Expenses	81,878	78,820	65,820	0
<b>Total Expenditure</b>	<b>117,033</b>	<b>113,130</b>	<b>144,660</b>	<b>44,350</b>
Income	-556	-420	-21,820	-420
<b>Total Income</b>	<b>-556</b>	<b>-420</b>	<b>-21,820</b>	<b>-420</b>
<b>Net Expenditure Transferred to Summary</b>	<b>116,477</b>	<b>112,710</b>	<b>122,840</b>	<b>43,930</b>
<b><u>Emergency Centre</u></b>				
Running Expenses	31,514	34,000	34,000	34,000
<b>Total Expenditure</b>	<b>31,514</b>	<b>34,000</b>	<b>34,000</b>	<b>34,000</b>
<b>Net Expenditure Transferred to Summary</b>	<b>31,514</b>	<b>34,000</b>	<b>34,000</b>	<b>34,000</b>
<b><u>Unapportionable Central Overheads</u></b>				
Employees	54,117	211,375	196,775	211,375
Running Expenses	48,845	0	0	0
<b>Total Expenditure</b>	<b>102,962</b>	<b>211,375</b>	<b>196,775</b>	<b>211,375</b>
Income	739	0	0	0
<b>Total Income</b>	<b>739</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure Transferred to Summary</b>	<b>103,701</b>	<b>211,375</b>	<b>196,775</b>	<b>211,375</b>
<b><u>Medway Conservancy</u></b>				
Running Expenses	110,607	118,230	118,230	121,540
<b>Total Expenditure</b>	<b>110,607</b>	<b>118,230</b>	<b>118,230</b>	<b>121,540</b>
<b>Net Expenditure Transferred to Summary</b>	<b>110,607</b>	<b>118,230</b>	<b>118,230</b>	<b>121,540</b>

**MAIDSTONE BOROUGH COUNCIL**

**CORPORATE SERVICES**

**EXPLANATORY NOTES**

**External Interest Payable**

This Budget covers the cost of borrowing by the Council and currently reflects the interest paid on the finance arrangement for the Leisure Centre.

**Budget Holder:** Head of Finance and Customer Services

**Interest & Investment Income**

This Budget covers investment income from Balances and cash available temporarily from sources such as payment of Council Tax.

**Budget Holder:** Head of Finance and Customer Services

**Sundry Corporate Property**

Repair, maintenance and income of a number and variety of miscellaneous properties are covered by this Budget. These properties are regularly reviewed through the Asset Management Plan.

**Budget Holder:** Property & Procurement Manager

**Parkwood Industrial Estate**

This Budget covers the income and expenditure of the Industrial Units at Parkwood.

**Budget Holder:** Property & Procurement Manager

**MAIDSTONE BOROUGH COUNCIL**

**CORPORATE SERVICES**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>External Interest Payable</u></b>				
Running Expenses	242,176	226,700	226,700	202,100
<b>Total Expenditure</b>	<b>242,176</b>	<b>226,700</b>	<b>226,700</b>	<b>202,100</b>
<b>Net Expenditure Transferred to Summary</b>	<b>242,176</b>	<b>226,700</b>	<b>226,700</b>	<b>202,100</b>
<b><u>Interest &amp; Investment Income</u></b>				
Income	-313,834	-248,630	-250,000	-250,000
<b>Total Income</b>	<b>-313,834</b>	<b>-248,630</b>	<b>-250,000</b>	<b>-250,000</b>
<b>Net Income Transferred to Summary</b>	<b>-313,834</b>	<b>-248,630</b>	<b>-250,000</b>	<b>-250,000</b>
<b><u>Sundry Corporate Property</u></b>				
Running Expenses	119,669	120,390	124,540	119,870
<b>Total Expenditure</b>	<b>119,669</b>	<b>120,390</b>	<b>124,540</b>	<b>119,870</b>
Income	-313,918	-297,830	-331,870	-300,430
<b>Total Income</b>	<b>-313,918</b>	<b>-297,830</b>	<b>-331,870</b>	<b>-300,430</b>
<b>Net Income Transferred to Summary</b>	<b>-194,249</b>	<b>-177,440</b>	<b>-207,330</b>	<b>-180,560</b>
<b><u>Parkwood Industrial Estate</u></b>				
Running Expenses	98,396	67,810	65,720	81,700
<b>Total Expenditure</b>	<b>98,396</b>	<b>67,810</b>	<b>65,720</b>	<b>81,700</b>
Income	-397,251	-450,965	-467,665	-467,665
<b>Total Income</b>	<b>-397,251</b>	<b>-450,965</b>	<b>-467,665</b>	<b>-467,665</b>
<b>Net Income Transferred to Summary</b>	<b>-298,856</b>	<b>-383,155</b>	<b>-401,945</b>	<b>-385,965</b>

**MAIDSTONE BOROUGH COUNCIL**

**CORPORATE SERVICES**

**EXPLANATORY NOTES**

**Housing Benefits**

This cost centre shows the costs of Housing Benefits including Rent Allowances and Discretionary Housing Payments.

Due to the revised presentation of the budget book the Cost Centre total now reflects the cost of service before deducting staffing and other support costs, which are shown at Directorate level within the Portfolios, or, as Corporate costs.

**Town Hall**

This Budget includes the costs of the facilities at the Town Hall.

**Budget Holder:** Democratic Services Manager

**South Maidstone Depot**

This Budget relates to the cost of the Depot, which is occupied by internal sections and external contractors.

**Budget Holder:** Property & Procurement Manager



**MAIDSTONE BOROUGH COUNCIL**

**CORPORATE SERVICES**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Housing Benefits</u></b>				
Running Expenses	41,191,499	45,154,690	43,390,860	43,278,260
<b>Total Expenditure</b>	<b>41,191,499</b>	<b>45,154,690</b>	<b>43,390,860</b>	<b>43,278,260</b>
Income	-41,992,410	-45,966,290	-44,169,280	-44,010,070
<b>Total Income</b>	<b>-41,992,410</b>	<b>-45,966,290</b>	<b>-44,169,280</b>	<b>-44,010,070</b>
<b>Net Income Transferred to Summary</b>	<b>-800,912</b>	<b>-811,600</b>	<b>-778,420</b>	<b>-731,810</b>
<b><u>Town Hall</u></b>				
Running Expenses	96,162	94,180	86,320	88,890
<b>Total Expenditure</b>	<b>96,162</b>	<b>94,180</b>	<b>86,320</b>	<b>88,890</b>
Income	-2,433	-2,150	-2,150	-2,150
<b>Total Income</b>	<b>-2,433</b>	<b>-2,150</b>	<b>-2,150</b>	<b>-2,150</b>
<b>Net Expenditure Transferred to Summary</b>	<b>93,729</b>	<b>92,030</b>	<b>84,170</b>	<b>86,740</b>
<b><u>South Maidstone Depot</u></b>				
Running Expenses	110,891	126,010	116,190	121,500
<b>Total Expenditure</b>	<b>110,891</b>	<b>126,010</b>	<b>116,190</b>	<b>121,500</b>
Income	-20,030	-18,980	-18,980	-18,980
<b>Total Income</b>	<b>-20,030</b>	<b>-18,980</b>	<b>-18,980</b>	<b>-18,980</b>
<b>Net Expenditure Transferred to Summary</b>	<b>90,861</b>	<b>107,030</b>	<b>97,210</b>	<b>102,520</b>

**MAIDSTONE BOROUGH COUNCIL**

**CORPORATE SERVICES**

**EXPLANATORY NOTES**

**Offices**

The office accommodation facilities of the Authority are covered by this Budget.

**Budget Holder:** Property & Procurement Manager

**Information Technology**

This Budget represents the cost of Central IT Services within the Authority.

**Budget Holder:** I.T. Manager

**Central Telephones**

This Budget covers the Council's Central Telephone System.

**Budget Holder:** I.T. Manager

**MAIDSTONE BOROUGH COUNCIL**

**CORPORATE SERVICES**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Offices</u></b>				
Running Expenses	1,758,932	1,712,630	1,671,180	1,693,330
<b>Total Expenditure</b>	<b>1,758,932</b>	<b>1,712,630</b>	<b>1,671,180</b>	<b>1,693,330</b>
Income	-182,516	-175,600	-175,600	-175,600
<b>Total Income</b>	<b>-182,516</b>	<b>-175,600</b>	<b>-175,600</b>	<b>-175,600</b>
<b>Net Expenditure Transferred to Summary</b>	<b>1,576,417</b>	<b>1,537,030</b>	<b>1,495,580</b>	<b>1,517,730</b>
<b><u>Information Technology</u></b>				
Running Expenses	560,286	545,850	545,580	545,580
Central Charges	13,346	0	0	0
<b>Total Expenditure</b>	<b>573,632</b>	<b>545,850</b>	<b>545,580</b>	<b>545,580</b>
Income	-118,642	-87,800	-87,800	-87,800
<b>Total Income</b>	<b>-118,642</b>	<b>-87,800</b>	<b>-87,800</b>	<b>-87,800</b>
<b>Net Expenditure Transferred to Summary</b>	<b>454,990</b>	<b>458,050</b>	<b>457,780</b>	<b>457,780</b>
<b><u>Central Telephones</u></b>				
Running Expenses	73,362	72,900	72,070	72,070
<b>Total Expenditure</b>	<b>73,362</b>	<b>72,900</b>	<b>72,070</b>	<b>72,070</b>
Income	0	-830	0	0
<b>Total Income</b>	<b>0</b>	<b>-830</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure Transferred to Summary</b>	<b>73,362</b>	<b>72,070</b>	<b>72,070</b>	<b>72,070</b>

**MAIDSTONE BOROUGH COUNCIL**

**CORPORATE SERVICES**

**EXPLANATORY NOTES**

**Internal Printing**

This Budget covers the Council's internal printing facility, the costs of which are charged to users.

Due to the revised presentation of the budget book the Cost Centre total now reflects the cost of service before deducting

**Budget Holder:** Facilities & Corporate Support Manager

**Youth Development Programme**

The costs included in this Budget relate to trainees employed across the Council.

**Budget Holder:** Learning and Development Manager

**Appropriation Account**

This Budget represents the Revenue support to the Capital programme.

**Budget Holder:** Head of Finance and Customer Services

**Pensions Fund Appropriation**

This Budget provides for the cost of the Council's contribution toward the deficit reported on the pension fund and is based on a three yearly review of the value of the fund. The next review is due at the end of 2013/2014.

**Budget Holder:** Head of Finance and Customer Services

**MAIDSTONE BOROUGH COUNCIL**

**CORPORATE SERVICES**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Internal Printing</u></b>				
Running Expenses	34,497	61,390	61,390	61,390
<b>Total Expenditure</b>	<b>34,497</b>	<b>61,390</b>	<b>61,390</b>	<b>61,390</b>
Income	-124,670	-149,880	-165,800	-165,320
<b>Total Income</b>	<b>-124,670</b>	<b>-149,880</b>	<b>-165,800</b>	<b>-165,320</b>
<b>Net Income Transferred to Summary</b>	<b>-90,174</b>	<b>-88,490</b>	<b>-104,410</b>	<b>-103,930</b>
<b><u>Youth Development Programme</u></b>				
Employees	22,366	24,660	25,240	24,250
Running Expenses	797	130	560	560
<b>Total Expenditure</b>	<b>23,163</b>	<b>24,790</b>	<b>25,800</b>	<b>24,810</b>
<b>Net Expenditure Transferred to Summary</b>	<b>23,163</b>	<b>24,790</b>	<b>25,800</b>	<b>24,810</b>
<b><u>Appropriation Account</u></b>				
Running Expenses	0	0	0	0
Capital Charges	2,985,091	2,218,950	4,772,500	2,377,900
<b>Total Expenditure</b>	<b>2,985,091</b>	<b>2,218,950</b>	<b>4,772,500</b>	<b>2,377,900</b>
<b>Net Expenditure Transferred to Summary</b>	<b>2,985,091</b>	<b>2,218,950</b>	<b>4,772,500</b>	<b>2,377,900</b>
<b><u>Pensions Fund Appropriation</u></b>				
Employees	1,075,344	1,513,620	1,513,620	1,513,620
<b>Total Expenditure</b>	<b>1,075,344</b>	<b>1,513,620</b>	<b>1,513,620</b>	<b>1,513,620</b>
<b>Net Expenditure Transferred to Summary</b>	<b>1,075,344</b>	<b>1,513,620</b>	<b>1,513,620</b>	<b>1,513,620</b>

**MAIDSTONE BOROUGH COUNCIL**

**CORPORATE SERVICES**

**EXPLANATORY NOTES**

**Chief Executive Sections**

This Budget represents the cost of the Chief Executives Sections in this Portfolio.

**Budget Holder:** Chief Executive

**Director of Change, Planning and the Environment Sections**

This Budget represents the cost of the Director of Change, Planning and the Environment Sections included in this Portfolio.

**Budget Holder:** Director of Change, Planning and the Environment

**Director of Regeneration & Communities Sections**

This Budget represents the cost of the Director of Regeneration & Communities included in this Portfolio.

**Budget Holder:** Director of Regeneration and Communities

**MAIDSTONE BOROUGH COUNCIL**

**CORPORATE SERVICES**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Chief Executive Sections</u></b>				
Employees	1,176,198	1,175,540	1,200,670	1,195,520
Running Expenses	117,419	186,130	231,550	166,850
Central Charges	10,717	0	0	0
<b>Total Expenditure</b>	<b>1,304,335</b>	<b>1,361,670</b>	<b>1,432,220</b>	<b>1,362,370</b>
Income	-294,671	-349,660	-366,660	-351,660
<b>Total Income</b>	<b>-294,671</b>	<b>-349,660</b>	<b>-366,660</b>	<b>-351,660</b>
<b>Net Expenditure Transferred to Summary</b>	<b>1,009,664</b>	<b>1,012,010</b>	<b>1,065,560</b>	<b>1,010,710</b>
<b><u>Director of Change, Planning and the Environment Sections</u></b>				
Employees	2,137,854	2,220,580	2,079,860	2,051,140
Running Expenses	231,317	248,150	316,120	296,240
Central Charges	3,570	0	0	0
Capital Charges	4,029	4,850	4,850	4,850
<b>Total Expenditure</b>	<b>2,376,770</b>	<b>2,473,580</b>	<b>2,400,830</b>	<b>2,352,230</b>
Income	-266,153	-307,660	-162,560	-162,560
<b>Total Income</b>	<b>-266,153</b>	<b>-307,660</b>	<b>-162,560</b>	<b>-162,560</b>
<b>Net Expenditure Transferred to Summary</b>	<b>2,110,617</b>	<b>2,165,920</b>	<b>2,238,270</b>	<b>2,189,670</b>
<b><u>Director of Regeneration &amp; Communities Sections</u></b>				
Employees	2,883,959	2,810,450	2,853,660	2,821,050
Running Expenses	406,138	283,180	319,540	343,110
Central Charges	-3,854	0	0	0
Capital Charges	0	0	0	0
<b>Total Expenditure</b>	<b>3,286,243</b>	<b>3,093,630</b>	<b>3,173,200</b>	<b>3,164,160</b>
Income	-202,174	-83,580	-150,730	-122,810
<b>Total Income</b>	<b>-202,174</b>	<b>-83,580</b>	<b>-150,730</b>	<b>-122,810</b>
<b>Net Expenditure Transferred to Summary</b>	<b>3,084,070</b>	<b>3,010,050</b>	<b>3,022,470</b>	<b>3,041,350</b>

## CORPORATE SERVICES PORTFOLIO

### Revenue Savings 2013/14

#### Scheme

	£
Finance -Professional Services	47,000
Finance -Staffing Review	40,000
IT.-Shared Service	47,950
Corporate Support-Staffing Review	14,000
	<u>148,950</u>

### Revenue Growth Items 2013/14

#### Scheme

	£
Capital Resourcing	150,000
Reduction in Benefit Grant	40,000
Homelessness Prevention Grant	101,000
	<u>291,000</u>



**MAIDSTONE BOROUGH COUNCIL**

**ECONOMIC & COMMERCIAL DEVELOPMENT**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
Museum	242,732	215,080	254,560	226,440
Carriage Museum	23,283	25,000	22,360	21,790
Hazlitt Arts Centre	27,898	-3,540	-43,270	-110,040
Whatman's Arena	33,365	22,230	22,260	22,280
Heritage Millennium Amphitheatre	0	-360	-360	-360
Tourism	40,347	33,600	33,600	33,600
Conference Bureau.	-41,746	-42,170	-42,170	-42,170
VEBU	-3,400	-15,720	-10,920	-11,030
Economic Development	50,045	87,900	236,590	94,900
Town Centre Management Sponsorship	15,000	15,000	15,000	15,000
Market	-326,316	-385,110	-173,280	-172,850
Director of Regeneration & Communities Sections	1,138,757	1,004,930	1,097,290	1,060,090
Director of Change, Planning and the Environment Sections	68,158	71,000	71,490	72,420
<b>Net Expenditure Transferred to Summary</b>	<b>1,268,123</b>	<b>1,027,840</b>	<b>1,483,150</b>	<b>1,210,070</b>

**MAIDSTONE BOROUGH COUNCIL**  
**ECONOMIC & COMMERCIAL DEVELOPMENT**  
**EXPLANATORY NOTES**

**Museum**

This Budget covers the cost of running and maintaining the Maidstone Museum including curatorial services. The increased income and expenditure from the Revised Estimate 2012/2013 reflects the additional events the Museum now hosts.

**Budget Holder:** Museums and Heritage Manager

**Carriage Museum**

This Budget covers the cost of the Carriage Museum.

**Budget Holder:** Museums and Heritage Manager

**Hazlitt Arts Centre**

The operation of the Hazlitt Arts Centre is covered by this Budget. This includes the manning and management of the programme of entertainment offset by sales.

Due to the revised presentation of the budget book the Cost Centre total now reflects the cost of service before deducting staffing and other support costs, which are shown at Directorate level within the Portfolios, or, as Corporate costs.

**Budget Holder:** Theatre and Events Manager

**MAIDSTONE BOROUGH COUNCIL**  
**ECONOMIC & COMMERCIAL DEVELOPMENT**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Museum</u></b>				
Employees	20,595	5,750	15,480	15,640
Running Expenses	253,225	233,440	352,230	308,550
Central Charges	4,810	0	0	0
<b>Total Expenditure</b>	<b>278,630</b>	<b>239,190</b>	<b>367,710</b>	<b>324,190</b>
Income	-35,898	-24,110	-113,150	-97,750
<b>Total Income</b>	<b>-35,898</b>	<b>-24,110</b>	<b>-113,150</b>	<b>-97,750</b>
<b>Net Expenditure Transferred to Summary</b>	<b>242,732</b>	<b>215,080</b>	<b>254,560</b>	<b>226,440</b>
<b><u>Carriage Museum</u></b>				
Running Expenses	23,283	25,000	26,360	25,790
<b>Total Expenditure</b>	<b>23,283</b>	<b>25,000</b>	<b>26,360</b>	<b>25,790</b>
Income	0	0	-4,000	-4,000
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>-4,000</b>	<b>-4,000</b>
<b>Net Expenditure Transferred to Summary</b>	<b>23,283</b>	<b>25,000</b>	<b>22,360</b>	<b>21,790</b>
<b><u>Hazlitt Arts Centre</u></b>				
Employees	152,049	168,280	169,170	171,310
Running Expenses	541,642	540,280	523,460	454,550
<b>Total Expenditure</b>	<b>693,691</b>	<b>708,560</b>	<b>692,630</b>	<b>625,860</b>
Income	-665,793	-712,100	-735,900	-735,900
<b>Total Income</b>	<b>-665,793</b>	<b>-712,100</b>	<b>-735,900</b>	<b>-735,900</b>
<b>Net Income / Expenditure Transferred to Summary</b>	<b>27,898</b>	<b>-3,540</b>	<b>-43,270</b>	<b>-110,040</b>

**MAIDSTONE BOROUGH COUNCIL**  
**ECONOMIC & COMMERCIAL DEVELOPMENT**  
**EXPLANATORY NOTES**

**Whatman's Arena**

This is a facility, created as part of the Millenium River Park scheme for staging outdoor public entertainment events.

**Budget Holder:** Theatre and Events Manager

**Heritage Millennium Amphitheatre**

This Budget covers the costs of the Amphitheatre, identifying operational expenses to allow for accurate charging for hire and events.

**Budget Holder:** Theatre and Events Manager

**Tourism**

This Budget includes the resource available to the Portfolio for the promotion of Tourism.

**Budget Holder:** Visitor Economy Business Leader

**MAIDSTONE BOROUGH COUNCIL**  
**ECONOMIC & COMMERCIAL DEVELOPMENT**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Whatman's Arena</u></b>				
Employees	7,679	4,500	0	0
Running Expenses	77,007	61,970	66,500	66,520
<b>Total Expenditure</b>	<b>84,686</b>	<b>66,470</b>	<b>66,500</b>	<b>66,520</b>
Income	-51,321	-44,240	-44,240	-44,240
<b>Total Income</b>	<b>-51,321</b>	<b>-44,240</b>	<b>-44,240</b>	<b>-44,240</b>
<b>Net Expenditure Transferred to Summary</b>	<b>33,365</b>	<b>22,230</b>	<b>22,260</b>	<b>22,280</b>
<b><u>Heritage Millennium Amphitheatre</u></b>				
Income	0	-360	-360	-360
<b>Total Income</b>	<b>0</b>	<b>-360</b>	<b>-360</b>	<b>-360</b>
<b>Net Income Transferred to Summary</b>	<b>0</b>	<b>-360</b>	<b>-360</b>	<b>-360</b>
<b><u>Tourism</u></b>				
Employees	3,223	0	0	0
Running Expenses	44,993	33,600	33,600	33,600
<b>Total Expenditure</b>	<b>48,216</b>	<b>33,600</b>	<b>33,600</b>	<b>33,600</b>
Income	-7,869	0	0	0
<b>Total Income</b>	<b>-7,869</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure Transferred to Summary</b>	<b>40,347</b>	<b>33,600</b>	<b>33,600</b>	<b>33,600</b>

**MAIDSTONE BOROUGH COUNCIL**  
**ECONOMIC & COMMERCIAL DEVELOPMENT**  
**EXPLANATORY NOTES**

**Conference Bureau.**

This Budget covers the cost of promoting the Borough of Maidstone and the surrounding area as a destination for conferences, seminars, exhibitions and corporate events.

Due to the revised presentation of the budget book the Cost Centre total now reflects the cost of service before deducting staffing and other support costs, which are shown at Directorate level within the Portfolios, or, as Corporate costs.

**Budget Holder:** Economic Development Manager

**VEBU**

This cost centre combines the trading activity of Museum and Visitor Information Centre services such as the shop, and ticket sales etc.

**Budget Holder:** Visitor Economy Business Leader

**Economic Development**

This Budget covers the support of business start-up, expansion of existing business and inward investment, including economic research, marketing and promotion.

**Budget Holder:** Economic Development Manager

**Town Centre Management Sponsorship**

This Budget includes the Portfolio's contribution towards the Maidstone Town Centre Management Ltd.

**Budget Holder:** Economic Development Manager

**MAIDSTONE BOROUGH COUNCIL**  
**ECONOMIC & COMMERCIAL DEVELOPMENT**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Conference Bureau.</u></b>				
Employees	4,523	0	0	0
Running Expenses	17,751	25,200	25,200	25,200
<b>Total Expenditure</b>	<b>22,275</b>	<b>25,200</b>	<b>25,200</b>	<b>25,200</b>
Income	-64,020	-67,370	-67,370	-67,370
<b>Total Income</b>	<b>-64,020</b>	<b>-67,370</b>	<b>-67,370</b>	<b>-67,370</b>
<b>Net Income Transferred to Summary</b>	<b>-41,746</b>	<b>-42,170</b>	<b>-42,170</b>	<b>-42,170</b>
<b><u>VEBU</u></b>				
Running Expenses	34,231	28,850	22,230	22,120
Central Charges	2,485	0	0	0
<b>Total Expenditure</b>	<b>36,716</b>	<b>28,850</b>	<b>22,230</b>	<b>22,120</b>
Income	-40,115	-44,570	-33,150	-33,150
<b>Total Income</b>	<b>-40,115</b>	<b>-44,570</b>	<b>-33,150</b>	<b>-33,150</b>
<b>Net Income Transferred to Summary</b>	<b>-3,400</b>	<b>-15,720</b>	<b>-10,920</b>	<b>-11,030</b>
<b><u>Economic Development</u></b>				
Running Expenses	50,045	87,900	236,590	94,900
<b>Total Expenditure</b>	<b>50,045</b>	<b>87,900</b>	<b>236,590</b>	<b>94,900</b>
<b>Net Expenditure Transferred to Summary</b>	<b>50,045</b>	<b>87,900</b>	<b>236,590</b>	<b>94,900</b>
<b><u>Town Centre Management Sponsorship</u></b>				
Running Expenses	15,000	15,000	15,000	15,000
<b>Total Expenditure</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
<b>Net Expenditure Transferred to Summary</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>

**MAIDSTONE BOROUGH COUNCIL**  
**ECONOMIC & COMMERCIAL DEVELOPMENT**  
**EXPLANATORY NOTES**

**Market**

This Budget includes the cost of running the Tuesday and Saturday markets including the Agricultural Hall within the Lockmeadow complex. The 2011/2012 actual includes car parking services within the complex, which from the 2012/2013 Revised Budget, is shown within the Planning, Transport & Development Portfolio.

**Budget Holder:** Environmental Manager

**Director of Regeneration & Communities Sections**

This Budget represents the cost for the Director of Regeneration & Communities Sections in this Portfolio.

**Budget Holder:** Director of Regeneration and Communities

**Director of Change, Planning and the Environment Sections**

This Budget represents the cost for the Director of Change, Planning and the Environment Sections in this Portfolio.

**Budget Holder:** Director of Change, Planning and the Environment



**MAIDSTONE BOROUGH COUNCIL**  
**ECONOMIC & COMMERCIAL DEVELOPMENT**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Market</u></b>				
Running Expenses	322,588	303,730	203,680	204,110
Central Charges	470	0	0	0
Capital Charges	0	3,410	3,410	3,410
<b>Total Expenditure</b>	<b>323,058</b>	<b>307,140</b>	<b>207,090</b>	<b>207,520</b>
Income	-649,373	-692,250	-380,370	-380,370
<b>Total Income</b>	<b>-649,373</b>	<b>-692,250</b>	<b>-380,370</b>	<b>-380,370</b>
<b>Net Income Transferred to Summary</b>	<b>-326,316</b>	<b>-385,110</b>	<b>-173,280</b>	<b>-172,850</b>
<b><u>Director of Regeneration &amp; Communities Sections</u></b>				
Employees	1,091,455	928,400	1,045,650	998,210
Running Expenses	59,083	80,280	60,640	65,630
Central Charges	3,035	0	0	0
<b>Total Expenditure</b>	<b>1,153,573</b>	<b>1,008,680</b>	<b>1,106,290</b>	<b>1,063,840</b>
Income	-14,816	-3,750	-9,000	-3,750
<b>Total Income</b>	<b>-14,816</b>	<b>-3,750</b>	<b>-9,000</b>	<b>-3,750</b>
<b>Net Expenditure Transferred to Summary</b>	<b>1,138,757</b>	<b>1,004,930</b>	<b>1,097,290</b>	<b>1,060,090</b>
<b><u>Director of Change, Planning and the Environment Sections</u></b>				
Employees	67,769	69,370	69,860	70,790
Running Expenses	388	1,630	1,630	1,630
<b>Total Expenditure</b>	<b>68,158</b>	<b>71,000</b>	<b>71,490</b>	<b>72,420</b>
<b>Net Expenditure Transferred to Summary</b>	<b>68,158</b>	<b>71,000</b>	<b>71,490</b>	<b>72,420</b>

## ECONOMIC AND COMMERCIAL DEVELOPMENT PORTFOLIO

### Revenue Savings 2013/14

#### Scheme

	£
Hazlitt Theatre Outsourcing	80,000
Economic Development	<u>40,000</u>
	<u><u>120,000</u></u>

### Revenue Growth Items 2013/14

#### Scheme

	£
Economic Development	<u>40,000</u>
	<u><u>40,000</u></u>

**MAIDSTONE BOROUGH COUNCIL**

**ENVIRONMENT**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
Cobtree Golf Course	-89,456	-82,630	-93,140	-94,110
Cemetery	-19,263	-78,580	-74,740	-81,000
National Assistance Act	115	-490	-490	-490
Crematorium	-683,553	-703,520	-672,810	-748,550
Maintenance of Closed Churchyards	1,087	5,000	3,000	5,000
Drainage	24,252	31,700	31,700	31,700
Licensing	-105,505	-95,960	-104,980	-97,280
Dog Control	32,949	23,600	23,600	23,600
Pollution Control - General	-8,916	24,400	79,120	24,940
Contaminated Land	-2,000	0	0	0
Environmental Enforcement	-56,404	18,180	67,450	13,580
Food Hygiene	-4,495	8,890	15,450	8,890
Sampling	1,930	3,300	3,300	3,300
Occupational Health & Safety	11,856	14,000	4,000	4,000
Infectious Disease Control	983	-2,790	1,010	1,000
Noise Control	1,307	1,250	1,250	1,260
Pest Control	-7,277	-12,000	-12,000	-12,000
Public Conveniences	69,781	45,990	112,490	113,260
Street Cleansing	1,309,601	97,260	857,890	872,960
Household Waste Collection	1,305,798	1,262,600	1,334,810	1,155,490
Trade Waste Services	0	0	0	-51,650
Recycling Collection	1,764,457	1,795,650	1,669,790	1,460,230
Maidstone Borough Services	836,928	2,634,700	1,792,250	1,841,830
Director of Change, Planning and the Environment Sections	1,663,631	1,622,720	1,711,510	1,712,220
Director of Regeneration & Communities Sections	96,942	93,260	103,220	99,410
<b>Net Expenditure Transferred to Summary</b>	<b>6,144,748</b>	<b>6,706,530</b>	<b>6,853,680</b>	<b>6,287,590</b>

**MAIDSTONE BOROUGH COUNCIL**

**ENVIRONMENT**

**EXPLANATORY NOTES**

**Cobtree Golf Course**

Seven ninths of the net income of the golf course is due to Cobtree Manor Estate Trust.

**Budget Holder:** Parks & Leisure Manager

**Cemetery**

This Budget covers the operation of the Sutton Road Cemetery. The actual 2011/2012 includes £44,000 expenditure on property maintenance whereas the 2012/2013 and 2013/2014 Budgets have been reduced in line with maintenance expectations.

Due to the revised presentation of the budget book the Cost Centre total now reflects the cost of service before deducting staffing and other support costs, which are shown at Directorate level within the Portfolios, or, as Corporate costs.

**Budget Holder:** Environment Manager

**National Assistance Act**

This Budget covers the costs relating to the Council's obligation to make burial arrangements for deceased persons where there is no known immediate family.

**Budget Holder:** Environment Manager

**MAIDSTONE BOROUGH COUNCIL**

**ENVIRONMENT**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Cobtree Golf Course</u></b>				
Running Expenses	177,450	198,380	199,610	199,040
<b>Total Expenditure</b>	<b>177,450</b>	<b>198,380</b>	<b>199,610</b>	<b>199,040</b>
Income	-266,906	-281,010	-292,750	-293,150
<b>Total Income</b>	<b>-266,906</b>	<b>-281,010</b>	<b>-292,750</b>	<b>-293,150</b>
<b>Net Income Transferred to Summary</b>	<b>-89,456</b>	<b>-82,630</b>	<b>-93,140</b>	<b>-94,110</b>
<b><u>Cemetery</u></b>				
Running Expenses	95,392	42,450	46,290	42,530
<b>Total Expenditure</b>	<b>95,392</b>	<b>42,450</b>	<b>46,290</b>	<b>42,530</b>
Income	-114,655	-121,030	-121,030	-123,530
<b>Total Income</b>	<b>-114,655</b>	<b>-121,030</b>	<b>-121,030</b>	<b>-123,530</b>
<b>Net Income Transferred to Summary</b>	<b>-19,263</b>	<b>-78,580</b>	<b>-74,740</b>	<b>-81,000</b>
<b><u>National Assistance Act</u></b>				
Running Expenses	1,050	500	500	500
<b>Total Expenditure</b>	<b>1,050</b>	<b>500</b>	<b>500</b>	<b>500</b>
Income	-935	-990	-990	-990
<b>Total Income</b>	<b>-935</b>	<b>-990</b>	<b>-990</b>	<b>-990</b>
<b>Net Income / Expenditure Transferred to Summary</b>	<b>115</b>	<b>-490</b>	<b>-490</b>	<b>-490</b>

**MAIDSTONE BOROUGH COUNCIL**

**ENVIRONMENT**

**EXPLANATORY NOTES**

**Crematorium**

This Budget covers the operation of Vinters Park Crematorium. The 2012/2013 Revised Estimate includes a carry forward of £43,700 to fund improvements to the Hall of Remembrance and other areas. Adjustments were also made to the income budget to fund costs associated with a revision to the staffing structure. The 2013/2014 Original Estimate includes a further £23,650 increase in income anticipated from sales of memorials and revisions to fees and charges as part of Budget Strategy.

Due to the revised presentation of the budget book the Cost Centre total now reflects the cost of service before deducting staffing and other support costs, which are shown at Directorate level within the Portfolios, or, as Corporate costs.

**Budget Holder:** Environment Manager

**Maintenance of Closed Churchyards**

This Budget covers the cost of the maintenance of the closed churchyards in the Borough.

**Budget Holder:** Parks & Leisure Manager

**Drainage**

The resolution of problems relating to land drainage is covered by this Budget.

**Budget Holder:** Property Services Manager

**Licensing**

The Licensing functions covered by these budgets relate to gambling, liquor and temporary events. Hackney and private hire vehicles.

Due to the revised presentation of the budget book the Cost Centre total now reflects the cost of service before deducting staffing and other support costs, which are shown at Directorate level within the Portfolios, or, as Corporate costs.

**Budget Holder:** Senior Licensing Officer

**MAIDSTONE BOROUGH COUNCIL**

**ENVIRONMENT**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Crematorium</u></b>				
Employees	84,909	82,600	88,310	90,460
Running Expenses	230,275	209,990	277,930	223,690
<b>Total Expenditure</b>	<b>315,183</b>	<b>292,590</b>	<b>366,240</b>	<b>314,150</b>
Income	-998,736	-996,110	-1,039,050	-1,062,700
<b>Total Income</b>	<b>-998,736</b>	<b>-996,110</b>	<b>-1,039,050</b>	<b>-1,062,700</b>
<b>Net Income Transferred to Summary</b>	<b>-683,553</b>	<b>-703,520</b>	<b>-672,810</b>	<b>-748,550</b>
<b><u>Maintenance of Closed Churchyards</u></b>				
Running Expenses	1,087	5,000	3,000	5,000
<b>Total Expenditure</b>	<b>1,087</b>	<b>5,000</b>	<b>3,000</b>	<b>5,000</b>
<b>Net Expenditure Transferred to Summary</b>	<b>1,087</b>	<b>5,000</b>	<b>3,000</b>	<b>5,000</b>
<b><u>Drainage</u></b>				
Running Expenses	23,302	31,700	31,700	31,700
Central Charges	950	0	0	0
<b>Total Expenditure</b>	<b>24,252</b>	<b>31,700</b>	<b>31,700</b>	<b>31,700</b>
<b>Net Expenditure Transferred to Summary</b>	<b>24,252</b>	<b>31,700</b>	<b>31,700</b>	<b>31,700</b>
<b><u>Licensing</u></b>				
Running Expenses	206,942	201,370	192,350	201,370
<b>Total Expenditure</b>	<b>206,942</b>	<b>201,370</b>	<b>192,350</b>	<b>201,370</b>
Income	-312,447	-297,330	-297,330	-298,650
<b>Total Income</b>	<b>-312,447</b>	<b>-297,330</b>	<b>-297,330</b>	<b>-298,650</b>
<b>Net Income Transferred to Summary</b>	<b>-105,505</b>	<b>-95,960</b>	<b>-104,980</b>	<b>-97,280</b>

**MAIDSTONE BOROUGH COUNCIL**

**ENVIRONMENT**

**EXPLANATORY NOTES**

**Dog Control**

This Budget covers the cost of Dog Control within the Borough including the kennelling and re-homing of strays and dog control orders.

**Budget Holder:** Enforcement Operations Manager

**Pollution Control - General**

This Budget covers the cost of controlling pollution in the Borough.  
The Revised Estimate 2012/2013 includes a carry forward for the Air Quality grant, which temporarily increases available resources.

**Budget Holder:** Pollution Team Leader

**Contaminated Land**

This Budget covers the cost of monitoring contaminated land in the Borough.

**Budget Holder:** Pollution Team Leader



**MAIDSTONE BOROUGH COUNCIL**

**ENVIRONMENT**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Dog Control</u></b>				
Running Expenses	37,254	27,500	27,500	27,500
<b>Total Expenditure</b>	<b>37,254</b>	<b>27,500</b>	<b>27,500</b>	<b>27,500</b>
Income	-4,305	-3,900	-3,900	-3,900
<b>Total Income</b>	<b>-4,305</b>	<b>-3,900</b>	<b>-3,900</b>	<b>-3,900</b>
<b>Net Expenditure Transferred to Summary</b>	<b>32,949</b>	<b>23,600</b>	<b>23,600</b>	<b>23,600</b>
<b><u>Pollution Control - General</u></b>				
Running Expenses	42,980	35,970	90,690	36,510
<b>Total Expenditure</b>	<b>42,980</b>	<b>35,970</b>	<b>90,690</b>	<b>36,510</b>
Income	-51,896	-11,570	-11,570	-11,570
<b>Total Income</b>	<b>-51,896</b>	<b>-11,570</b>	<b>-11,570</b>	<b>-11,570</b>
<b>Net Income / Expenditure Transferred to Summary</b>	<b>-8,916</b>	<b>24,400</b>	<b>79,120</b>	<b>24,940</b>
<b><u>Contaminated Land</u></b>				
Running Expenses	0	1,000	1,000	1,000
<b>Total Expenditure</b>	<b>0</b>	<b>1,000</b>	<b>1,000</b>	<b>1,000</b>
Income	-2,000	-1,000	-1,000	-1,000
<b>Total Income</b>	<b>-2,000</b>	<b>-1,000</b>	<b>-1,000</b>	<b>-1,000</b>
<b>Net Income Transferred to Summary</b>	<b>-2,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

**MAIDSTONE BOROUGH COUNCIL**

**ENVIRONMENT**

**EXPLANATORY NOTES**

**Environmental Enforcement**

This Budget contains the costs of Environmental Enforcement throughout the Borough. The Revised Budget 2012/2013 includes carry forwards of £54,000 to fund various enforcement initiatives and cover the costs of prosecutions.

**Budget Holder:** Enforcement Operations Manager

**Food Hygiene**

This Budget covers the cost of monitoring Food Hygiene throughout the Borough. The Revised Estimate 2012/2013 includes a carry forward and a grant which was funding for the new "scores on the doors" food hygiene scheme.

**Budget Holder:** Environmental Health Manager

**Sampling**

This Budget covers the cost of taking samples relating to Environmental Health throughout the Borough.

**Budget Holder:** Environmental Health Manager

**Occupational Health & Safety**

This fulfils the Council's statutory responsibilities.

**Budget Holder:** Environmental Health Manager

**MAIDSTONE BOROUGH COUNCIL**

**ENVIRONMENT**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Environmental Enforcement</u></b>				
Running Expenses	193,321	208,200	257,470	203,600
<b>Total Expenditure</b>	<b>193,321</b>	<b>208,200</b>	<b>257,470</b>	<b>203,600</b>
Income	-249,725	-190,020	-190,020	-190,020
<b>Total Income</b>	<b>-249,725</b>	<b>-190,020</b>	<b>-190,020</b>	<b>-190,020</b>
<b>Net Income / Expenditure Transferred to Summary</b>	<b>-56,404</b>	<b>18,180</b>	<b>67,450</b>	<b>13,580</b>
<b><u>Food Hygiene</u></b>				
Employees	0	0	8,800	0
Running Expenses	3,917	13,500	17,760	13,500
<b>Total Expenditure</b>	<b>3,917</b>	<b>13,500</b>	<b>26,560</b>	<b>13,500</b>
Income	-8,412	-4,610	-11,110	-4,610
<b>Total Income</b>	<b>-8,412</b>	<b>-4,610</b>	<b>-11,110</b>	<b>-4,610</b>
<b>Net Income / Expenditure Transferred to Summary</b>	<b>-4,495</b>	<b>8,890</b>	<b>15,450</b>	<b>8,890</b>
<b><u>Sampling</u></b>				
Running Expenses	1,930	3,300	3,300	3,300
<b>Total Expenditure</b>	<b>1,930</b>	<b>3,300</b>	<b>3,300</b>	<b>3,300</b>
<b>Net Expenditure Transferred to Summary</b>	<b>1,930</b>	<b>3,300</b>	<b>3,300</b>	<b>3,300</b>
<b><u>Occupational Health &amp; Safety</u></b>				
Running Expenses	11,856	14,000	4,000	4,000
<b>Total Expenditure</b>	<b>11,856</b>	<b>14,000</b>	<b>4,000</b>	<b>4,000</b>
<b>Net Expenditure Transferred to Summary</b>	<b>11,856</b>	<b>14,000</b>	<b>4,000</b>	<b>4,000</b>

**MAIDSTONE BOROUGH COUNCIL**

**ENVIRONMENT**

**EXPLANATORY NOTES**

**Infectious Disease Control**

This Budget covers expenditure on the control of Infectious Diseases under the Public Health (Control of Diseases) Act 1984 and associated 1988 regulations.

**Budget Holder:** Pollution Team Leader

**Noise Control**

This Budget covers the cost of controlling noise levels in the Borough.

**Budget Holder:** Pollution Team Leader

**Pest Control**

This Budget covers the cost of Pest Control throughout the Borough, currently undertaken by an external contractor.

Due to the revised presentation of the budget book the Cost Centre total now reflects the cost of service before deducting staffing and other support costs, which are shown at Directorate level within the Portfolios, or, as Corporate costs.

**Budget Holder:** Enforcement Operations Manager

**Public Conveniences**

This Budget covers the cost of maintaining Public Conveniences in the Borough and operation of the Community Based Scheme. From the Revised Estimate 2012/2013 the direct costs for cleaning are included here.

The 2011/2012 Actual includes recharges now shown within the direct costs of Maidstone Borough Services within this Portfolio.

**Budget Holder:** Environmental Manager

**MAIDSTONE BOROUGH COUNCIL**

**ENVIRONMENT**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Infectious Disease Control</u></b>				
Running Expenses	903	1,090	1,010	1,000
<b>Total Expenditure</b>	<b>903</b>	<b>1,090</b>	<b>1,010</b>	<b>1,000</b>
Income	80	-3,880	0	0
<b>Total Income</b>	<b>80</b>	<b>-3,880</b>	<b>0</b>	<b>0</b>
<b>Net Income / Expenditure Transferred to Summary</b>	<b>983</b>	<b>-2,790</b>	<b>1,010</b>	<b>1,000</b>
<b><u>Noise Control</u></b>				
Running Expenses	1,307	1,250	1,250	1,260
<b>Total Expenditure</b>	<b>1,307</b>	<b>1,250</b>	<b>1,250</b>	<b>1,260</b>
<b>Net Expenditure Transferred to Summary</b>	<b>1,307</b>	<b>1,250</b>	<b>1,250</b>	<b>1,260</b>
<b><u>Pest Control</u></b>				
Income	-7,277	-12,000	-12,000	-12,000
<b>Total Income</b>	<b>-7,277</b>	<b>-12,000</b>	<b>-12,000</b>	<b>-12,000</b>
<b>Net Income Transferred to Summary</b>	<b>-7,277</b>	<b>-12,000</b>	<b>-12,000</b>	<b>-12,000</b>
<b><u>Public Conveniences</u></b>				
Employees	0	0	61,760	61,420
Running Expenses	70,614	45,990	50,730	51,840
<b>Total Expenditure</b>	<b>70,614</b>	<b>45,990</b>	<b>112,490</b>	<b>113,260</b>
Income	-834	0	0	0
<b>Total Income</b>	<b>-834</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure Transferred to Summary</b>	<b>69,781</b>	<b>45,990</b>	<b>112,490</b>	<b>113,260</b>

**MAIDSTONE BOROUGH COUNCIL**

**ENVIRONMENT**

**EXPLANATORY NOTES**

**Street Cleansing**

This Budget covers the cost of Street Cleaning within the Borough.  
The 2011/2012 Actual includes recharges now shown within the direct costs of Maidstone Borough Services within this Portfolio. From the Revised Estimate 2012/2013 the direct costs for Street Cleaning are included here.

**Budget Holder:** Environment Manager

**Household Waste Collection**

This Budget covers the cost of Household Refuse Collection throughout the Borough. The 2012/2013 Original Budget included Budget Strategy savings and carry forwards whilst the 2013/2014 Original Budget includes further Budget Strategy savings of £156,470 largely to be met from the financial savings realised from the new Waste and Recycling contract to be implemented from August 2013.

**Budget Holder:** Waste Manager

**Trade Waste Services**

The Trade Waste service is a new venture to be launched in 2013/2014.

**Budget Holder:** Waste Manager

**MAIDSTONE BOROUGH COUNCIL**

**ENVIRONMENT**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Street Cleansing</u></b>				
Employees	0	0	763,750	778,810
Running Expenses	1,308,381	97,260	129,360	127,170
Central Charges	1,420	0	0	0
<b>Total Expenditure</b>	<b>1,309,801</b>	<b>97,260</b>	<b>893,110</b>	<b>905,980</b>
Income	-200	0	-35,220	-33,020
<b>Total Income</b>	<b>-200</b>	<b>0</b>	<b>-35,220</b>	<b>-33,020</b>
<b>Net Expenditure Transferred to Summary</b>	<b>1,309,601</b>	<b>97,260</b>	<b>857,890</b>	<b>872,960</b>
<b><u>Household Waste Collection</u></b>				
Running Expenses	1,402,964	1,462,360	1,402,810	1,379,960
<b>Total Expenditure</b>	<b>1,402,964</b>	<b>1,462,360</b>	<b>1,402,810</b>	<b>1,379,960</b>
Income	-97,166	-199,760	-68,000	-224,470
<b>Total Income</b>	<b>-97,166</b>	<b>-199,760</b>	<b>-68,000</b>	<b>-224,470</b>
<b>Net Expenditure Transferred to Summary</b>	<b>1,305,798</b>	<b>1,262,600</b>	<b>1,334,810</b>	<b>1,155,490</b>
<b><u>Trade Waste Services</u></b>				
Running Expenses	0	0	0	90,000
<b>Total Expenditure</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>90,000</b>
Income	0	0	0	-141,650
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-141,650</b>
<b>Net Income Transferred to Summary</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-51,650</b>

**MAIDSTONE BOROUGH COUNCIL**

**ENVIRONMENT**

**EXPLANATORY NOTES**

**Recycling Collection**

This Budget contains the costs of Recycling Services and Collection throughout the Borough. The Original Budget 2013/2014 includes Budget Strategy savings of £206,460 largely to be met from the financial savings realised from the new Waste and Recycling contract to be implemented from August 2013.

**Maidstone Borough Services**

This Budget summarises the costs from the operational areas of the Council's Direct Services e.g: Street Cleansing, Public Convenience Cleaning and Grounds Maintenance. The Actual 2011/2012 and Original 2012/2013 include all costs, whereas from the Revised Budget 2012/2013 only the costs of Grounds Maintenance are shown here - the direct costs for the other services being shown within Public Conveniences and Street Cleansing cost centres elsewhere within this Portfolio.

**Budget Holder:** Environment Manager

**Director of Change, Planning and the Environment Sections**

This Budget represents the cost of the Director of Change, Planning and Environmental Sections included in this portfolio.

**Budget Holder:** Director of Change, Planning and the Environment

**Director of Regeneration & Communities Sections**

This Budget represents the cost of the Director of Regeneration & Communities Sections in this portfolio.

**Budget Holder:** Director of Regeneration and Communities



**MAIDSTONE BOROUGH COUNCIL**

**ENVIRONMENT**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Recycling Collection</u></b>				
Employees	3,041	0	0	0
Running Expenses	2,650,258	2,538,730	2,532,630	2,511,530
<b>Total Expenditure</b>	<b>2,653,299</b>	<b>2,538,730</b>	<b>2,532,630</b>	<b>2,511,530</b>
Income	-888,842	-743,080	-862,840	-1,051,300
<b>Total Income</b>	<b>-888,842</b>	<b>-743,080</b>	<b>-862,840</b>	<b>-1,051,300</b>
<b>Net Expenditure Transferred to Summary</b>	<b>1,764,457</b>	<b>1,795,650</b>	<b>1,669,790</b>	<b>1,460,230</b>
<b><u>Maidstone Borough Services</u></b>				
Employees	1,976,087	1,984,920	1,161,040	1,188,040
Running Expenses	1,250,064	737,890	648,640	634,450
Capital Charges	127,822	163,400	163,760	205,330
<b>Total Expenditure</b>	<b>3,353,973</b>	<b>2,886,210</b>	<b>1,973,440</b>	<b>2,027,820</b>
Income	-2,517,045	-251,510	-181,190	-185,990
<b>Total Income</b>	<b>-2,517,045</b>	<b>-251,510</b>	<b>-181,190</b>	<b>-185,990</b>
<b>Net Expenditure Transferred to Summary</b>	<b>836,928</b>	<b>2,634,700</b>	<b>1,792,250</b>	<b>1,841,830</b>
<b><u>Director of Change, Planning and the Environment Sections</u></b>				
Employees	1,529,627	1,457,250	1,537,940	1,541,570
Running Expenses	134,004	165,470	173,570	170,650
<b>Total Expenditure</b>	<b>1,663,631</b>	<b>1,622,720</b>	<b>1,711,510</b>	<b>1,712,220</b>
<b>Net Expenditure Transferred to Summary</b>	<b>1,663,631</b>	<b>1,622,720</b>	<b>1,711,510</b>	<b>1,712,220</b>
<b><u>Director of Regeneration &amp; Communities Sections</u></b>				
Employees	89,607	86,400	96,360	92,550
Running Expenses	7,335	6,860	6,860	6,860
<b>Total Expenditure</b>	<b>96,942</b>	<b>93,260</b>	<b>103,220</b>	<b>99,410</b>
<b>Net Expenditure Transferred to Summary</b>	<b>96,942</b>	<b>93,260</b>	<b>103,220</b>	<b>99,410</b>

## ENVIRONMENT PORTFOLIO

### Revenue Savings 2013/14

#### Scheme

	£
Fees and Charges Increase-Cemetery	2,500
Fees and Charges Increase-Crematorium	23,650
Fees and Charges Increase-Licensing Statutory	1,320
New Waste Contract	312,930
Green Bins (Volume Increase)	50,000
	<u>390,400</u>

**MAIDSTONE BOROUGH COUNCIL**

**PLANNING, TRANSPORT & DEVELOPMENT**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
Building Control Summary	-365,048	-396,960	-343,030	-343,750
Street Naming & Numbering	0	0	-29,000	-29,000
Development Control	-734,112	-628,800	-424,080	-699,580
Planning Policy	125,986	166,660	561,230	166,660
Conservation	11,572	-11,670	-11,670	-11,670
Land Charges	-278,121	-239,710	-239,150	-238,500
Environment Improvements	8,234	14,280	12,810	14,340
Name Plates & Notices	10,431	17,600	17,600	17,600
On Street Parking	-257,586	-187,310	-113,300	-224,010
Residents Parking	-278,368	-245,500	-265,500	-264,670
Pay & Display Car Parks	-1,173,978	-1,239,810	-1,382,240	-1,425,590
Non Paying Car Parks	8,335	7,640	8,740	8,930
Park & Ride	467,495	394,970	403,860	431,520
Socially Desirable Buses	70,565	23,780	63,780	63,780
Other Transport Services	11,787	15,700	15,700	15,700
Director of Change, Planning and the Environment Sections	2,318,751	2,144,670	2,069,330	2,103,620
<b>Net Income / Expenditure Transferred to Summary</b>	<b>-54,056</b>	<b>-164,460</b>	<b>345,080</b>	<b>-414,620</b>

**MAIDSTONE BOROUGH COUNCIL**  
**PLANNING, TRANSPORT & DEVELOPMENT**  
**EXPLANATORY NOTES**

**Building Control Summary**

This Budget reflects some of cost of the Building Control functions and income from Building Control fees.  
It is a requirement that chargeable services break even over a 3 year period.

Due to the revised presentation of the budget book the Cost Centre total now reflects the cost of service before deducting staffing and other support costs, which are shown at Directorate level within the Portfolios, or, as Corporate costs.

**Budget Holder:** Building Surveying Manager

**Street Naming & Numbering**

New Cost Centre for Street Naming and Numbering service which is now chargeable and commenced in August 2012.

Due to the revised presentation of the budget book the Cost Centre total now reflects the cost of service before deducting staffing and other support costs, which are shown at Directorate level within the Portfolios, or, as Corporate costs.

**Development Control**

This Budget reflects the cost of providing the Development Control function and income from Planning Application Fees.  
The Original Estimate 2013/2014 includes Budget Strategy increased income from fees and Charges of £75,000.

Due to the revised presentation of the budget book the Cost Centre total now reflects the cost of service before deducting staffing and other support costs, which are shown at Directorate level within the Portfolios, or, as Corporate costs.

**Budget Holder:** Development Control Manager

**MAIDSTONE BOROUGH COUNCIL**  
**PLANNING, TRANSPORT & DEVELOPMENT**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Building Control Summary</u></b>				
Running Expenses	9,914	8,690	8,690	8,690
<b>Total Expenditure</b>	<b>9,914</b>	<b>8,690</b>	<b>8,690</b>	<b>8,690</b>
Income	-374,962	-405,650	-351,720	-352,440
<b>Total Income</b>	<b>-374,962</b>	<b>-405,650</b>	<b>-351,720</b>	<b>-352,440</b>
<b>Net Income Transferred to Summary</b>	<b>-365,048</b>	<b>-396,960</b>	<b>-343,030</b>	<b>-343,750</b>
<b><u>Street Naming &amp; Numbering</u></b>				
Income	0	0	-29,000	-29,000
<b>Total Income</b>	<b>0</b>	<b>0</b>	<b>-29,000</b>	<b>-29,000</b>
<b>Net Income Transferred to Summary</b>	<b>0</b>	<b>0</b>	<b>-29,000</b>	<b>-29,000</b>
<b><u>Development Control</u></b>				
Running Expenses	37,478	139,410	337,660	137,160
Central Charges	182	0	0	0
<b>Total Expenditure</b>	<b>37,660</b>	<b>139,410</b>	<b>337,660</b>	<b>137,160</b>
Income	-771,772	-768,210	-761,740	-836,740
<b>Total Income</b>	<b>-771,772</b>	<b>-768,210</b>	<b>-761,740</b>	<b>-836,740</b>
<b>Net Income Transferred to Summary</b>	<b>-734,112</b>	<b>-628,800</b>	<b>-424,080</b>	<b>-699,580</b>

**MAIDSTONE BOROUGH COUNCIL**  
**PLANNING, TRANSPORT & DEVELOPMENT**  
**EXPLANATORY NOTES**

**Planning Policy**

This Budget reflects the cost of providing Planning Policy including the process of the Local Development Framework.

The Local Development Framework is funded from allocated balances and the budget fluctuates each year in accordance with the expected level of spend.

**Budget Holder:** Head of Planning

**Conservation**

This Budget reflects the cost of the Conservation function.

Due to the revised presentation of the budget book the Cost Centre total now reflects the cost of service before deducting staffing and other support costs, which are shown at Directorate level within the Portfolios, or, as Corporate costs.

**Budget Holder:** Head of Planning

**Land Charges**

This Budget covers the cost of providing the information necessary to respond to search requests.

Due to the revised presentation of the budget book the Cost Centre total now reflects the cost of service before deducting staffing and other support costs, which are shown at Directorate level within the Portfolios, or, as Corporate costs.

**Budget Holder:** Business Support Manager

**MAIDSTONE BOROUGH COUNCIL**  
**PLANNING, TRANSPORT & DEVELOPMENT**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Planning Policy</u></b>				
Running Expenses	142,976	186,800	564,570	170,000
<b>Total Expenditure</b>	<b>142,976</b>	<b>186,800</b>	<b>564,570</b>	<b>170,000</b>
Income	-16,990	-20,140	-3,340	-3,340
<b>Total Income</b>	<b>-16,990</b>	<b>-20,140</b>	<b>-3,340</b>	<b>-3,340</b>
<b>Net Expenditure Transferred to Summary</b>	<b>125,986</b>	<b>166,660</b>	<b>561,230</b>	<b>166,660</b>
<b><u>Conservation</u></b>				
Running Expenses	17,308	9,800	9,800	9,800
<b>Total Expenditure</b>	<b>17,308</b>	<b>9,800</b>	<b>9,800</b>	<b>9,800</b>
Income	-5,735	-21,470	-21,470	-21,470
<b>Total Income</b>	<b>-5,735</b>	<b>-21,470</b>	<b>-21,470</b>	<b>-21,470</b>
<b>Net Income / Expenditure Transferred to Summary</b>	<b>11,572</b>	<b>-11,670</b>	<b>-11,670</b>	<b>-11,670</b>
<b><u>Land Charges</u></b>				
Employees	8,713	0	0	0
Running Expenses	14,409	14,040	14,600	15,250
<b>Total Expenditure</b>	<b>23,122</b>	<b>14,040</b>	<b>14,600</b>	<b>15,250</b>
Income	-301,243	-253,750	-253,750	-253,750
<b>Total Income</b>	<b>-301,243</b>	<b>-253,750</b>	<b>-253,750</b>	<b>-253,750</b>
<b>Net Income Transferred to Summary</b>	<b>-278,121</b>	<b>-239,710</b>	<b>-239,150</b>	<b>-238,500</b>

**MAIDSTONE BOROUGH COUNCIL**  
**PLANNING, TRANSPORT & DEVELOPMENT**  
**EXPLANATORY NOTES**

**Environment Improvements**

This Budget covers the costs relating to Environmental Improvements.

**Budget Holder:** Assistant Director of Environment and Regulatory Services

**Name Plates & Notices**

Maintenance and purchase of street name plates, verge markers and street seats are included in this budget.

**Budget Holder:** Property Services Manager

**On Street Parking**

This Budget represents the expenses and income generated from On-Street Parking Enforcement and parking meters income.

Due to the revised presentation of the budget book the Cost Centre total now reflects the cost of service before deducting staffing and other support costs, which are shown at Directorate level within the Portfolios, or, as Corporate costs.

**Budget Holder:** Parking Services Manager

**Residents Parking**

This Budget covers the cost of the Residents' Parking Scheme which is operated in certain parts of the Borough.

Due to the revised presentation of the budget book the Cost Centre total now reflects the cost of service before deducting staffing and other support costs, which are shown at Directorate level within the Portfolios, or, as Corporate costs

**Budget Holder:** Parking Services Manager



**MAIDSTONE BOROUGH COUNCIL**  
**PLANNING, TRANSPORT & DEVELOPMENT**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Environment Improvements</u></b>				
Running Expenses	7,764	14,280	12,810	14,340
Central Charges	470	0	0	0
<b>Total Expenditure</b>	<b>8,234</b>	<b>14,280</b>	<b>12,810</b>	<b>14,340</b>
<b>Net Expenditure Transferred to Summary</b>	<b>8,234</b>	<b>14,280</b>	<b>12,810</b>	<b>14,340</b>
<b><u>Name Plates &amp; Notices</u></b>				
Running Expenses	10,561	17,600	17,600	17,600
<b>Total Expenditure</b>	<b>10,561</b>	<b>17,600</b>	<b>17,600</b>	<b>17,600</b>
Income	-130	0	0	0
<b>Total Income</b>	<b>-130</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Net Expenditure Transferred to Summary</b>	<b>10,431</b>	<b>17,600</b>	<b>17,600</b>	<b>17,600</b>
<b><u>On Street Parking</u></b>				
Running Expenses	340,668	383,950	497,960	387,250
<b>Total Expenditure</b>	<b>340,668</b>	<b>383,950</b>	<b>497,960</b>	<b>387,250</b>
Income	-598,253	-571,260	-611,260	-611,260
<b>Total Income</b>	<b>-598,253</b>	<b>-571,260</b>	<b>-611,260</b>	<b>-611,260</b>
<b>Net Income Transferred to Summary</b>	<b>-257,586</b>	<b>-187,310</b>	<b>-113,300</b>	<b>-224,010</b>
<b><u>Residents Parking</u></b>				
Running Expenses	43,150	42,070	42,070	42,900
<b>Total Expenditure</b>	<b>43,150</b>	<b>42,070</b>	<b>42,070</b>	<b>42,900</b>
Income	-321,518	-287,570	-307,570	-307,570
<b>Total Income</b>	<b>-321,518</b>	<b>-287,570</b>	<b>-307,570</b>	<b>-307,570</b>
<b>Net Income Transferred to Summary</b>	<b>-278,368</b>	<b>-245,500</b>	<b>-265,500</b>	<b>-264,670</b>

**MAIDSTONE BOROUGH COUNCIL**  
**PLANNING, TRANSPORT & DEVELOPMENT**  
**EXPLANATORY NOTES**

**Pay & Display Car Parks**

This Budget represents the expenses and income from the Town Centre car parks operated by the pay and display method of charging.

From the Revised Estimate, the budget now includes the Car Park at Lockmeadow, previously this was shown as part of the Market Budget.

The Original Estimate 2013/2014 includes reduction of income and expenditure to reflect the planned demolition of Kings Street Multi-Storey Car Park.

The Original Estimate 2013/2014 also includes a Budget Strategy Saving of £35,000 for increased fees.

**Budget Holder:** Parking Services Manager

**Non Paying Car Parks**

This Budget includes the costs of the car parks outside the Town, which are operated as "free" car parks.

**Budget Holder:** Parking Services Manager

**Park & Ride**

This Budget is for the Park and Ride services.

**Budget Holder:** Parking Services Manager

**MAIDSTONE BOROUGH COUNCIL**  
**PLANNING, TRANSPORT & DEVELOPMENT**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Pay &amp; Display Car Parks</u></b>				
Employees	19,369	0	0	0
Running Expenses	455,299	479,390	547,400	453,760
Central Charges	470	0	0	0
<b>Total Expenditure</b>	<b>475,138</b>	<b>479,390</b>	<b>547,400</b>	<b>453,760</b>
Income	-1,649,115	-1,719,200	-1,929,640	-1,879,350
<b>Total Income</b>	<b>-1,649,115</b>	<b>-1,719,200</b>	<b>-1,929,640</b>	<b>-1,879,350</b>
<b>Net Income Transferred to Summary</b>	<b>-1,173,978</b>	<b>-1,239,810</b>	<b>-1,382,240</b>	<b>-1,425,590</b>
<b><u>Non Paying Car Parks</u></b>				
Running Expenses	8,345	7,650	8,750	8,940
<b>Total Expenditure</b>	<b>8,345</b>	<b>7,650</b>	<b>8,750</b>	<b>8,940</b>
Income	-10	-10	-10	-10
<b>Total Income</b>	<b>-10</b>	<b>-10</b>	<b>-10</b>	<b>-10</b>
<b>Net Expenditure Transferred to Summary</b>	<b>8,335</b>	<b>7,640</b>	<b>8,740</b>	<b>8,930</b>
<b><u>Park &amp; Ride</u></b>				
Employees	36,213	37,700	38,180	38,490
Running Expenses	1,081,416	1,106,179	1,066,980	1,003,330
<b>Total Expenditure</b>	<b>1,117,629</b>	<b>1,143,879</b>	<b>1,105,160</b>	<b>1,041,820</b>
Income	-650,135	-748,909	-701,300	-610,300
<b>Total Income</b>	<b>-650,135</b>	<b>-748,909</b>	<b>-701,300</b>	<b>-610,300</b>
<b>Net Expenditure Transferred to Summary</b>	<b>467,495</b>	<b>394,970</b>	<b>403,860</b>	<b>431,520</b>

**MAIDSTONE BOROUGH COUNCIL**  
**PLANNING, TRANSPORT & DEVELOPMENT**  
**EXPLANATORY NOTES**

**Socially Desirable Buses**

This Budget is for the Council to support bus services which would not be undertaken on a commercial basis.  
The Revised Estimate includes a contribution for the disabled voucher scheme, which is operated by Age Concern.

**Budget Holder:** Parking Services Manager

**Other Transport Services**

The Budget covers a number of transport related items such as traffic management measures, bus shelters and street tree maintenance.

**Budget Holder:** Assistant Director of Environment & Registration Services

**Director of Change, Planning and the Environment Sections**

This Budget represents the costs of the Director of Change, Planning & the Environment's sections in this portfolio.

**Budget Holder:** Director of Change, Planning and the Environment

**MAIDSTONE BOROUGH COUNCIL**  
**PLANNING, TRANSPORT & DEVELOPMENT**

SERVICES	2011/2012	2012/2013		2013/2014
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<b><u>Socially Desirable Buses</u></b>				
Employees	0	0	0	0
Running Expenses	70,565	23,780	63,780	63,780
<b>Total Expenditure</b>	<b>70,565</b>	<b>23,780</b>	<b>63,780</b>	<b>63,780</b>
<b>Net Expenditure Transferred to Summary</b>	<b>70,565</b>	<b>23,780</b>	<b>63,780</b>	<b>63,780</b>
<b><u>Other Transport Services</u></b>				
Employees	0	0	0	0
Running Expenses	10,837	15,700	15,700	15,700
Central Charges	950	0	0	0
<b>Total Expenditure</b>	<b>11,787</b>	<b>15,700</b>	<b>15,700</b>	<b>15,700</b>
<b>Net Expenditure Transferred to Summary</b>	<b>11,787</b>	<b>15,700</b>	<b>15,700</b>	<b>15,700</b>
<b><u>Director of Change, Planning and the Environment Sections</u></b>				
Employees	2,162,339	2,000,780	1,927,160	1,959,820
Running Expenses	196,469	171,730	206,400	208,030
Central Charges	120	0	0	0
<b>Total Expenditure</b>	<b>2,358,928</b>	<b>2,172,510</b>	<b>2,133,560</b>	<b>2,167,850</b>
Income	-40,177	-27,840	-64,230	-64,230
<b>Total Income</b>	<b>-40,177</b>	<b>-27,840</b>	<b>-64,230</b>	<b>-64,230</b>
<b>Net Expenditure Transferred to Summary</b>	<b>2,318,751</b>	<b>2,144,670</b>	<b>2,069,330</b>	<b>2,103,620</b>

## PLANNING TRANSPORT AND DEVELOPMENT PORTFOLIO

### Revenue Savings 2013/14

#### Scheme

	£
Fees and Charges Increase-Development Control	75,000
Fees and Charges Increase- Parking Services	<u>35,000</u>
	<u><u>110,000</u></u>

## BUDGET STRATEGY 2013/14 ONWARDS

### DRAFT CAPITAL SUMMARY 2013/14 ONWARDS

#### SUMMARY

CAPITAL PROGRAMME SUMMARY	Revised Estimate 2012/13 £	Estimate 2013/14 £	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £
<b>EXPENDITURE</b>						
COMMUNITY & LEISURE	3,517,150	2,798,450	1,590,000	450,000	450,000	450,000
CORPORATE SERVICES	207,150	1,220,870	380,000	0	0	0
ECONOMIC & COMMERCIAL DEVELOPMENT	760,810	1,651,430	0	0	0	0
ENVIRONMENT	47,280	0	0	0	0	0
PLANNING	35,800	0	0	0	0	0
<b>GRAND TOTAL - ALL PORTFOLIOS</b>	<b>4,568,190</b>	<b>5,670,750</b>	<b>1,970,000</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>
<b>RESOURCES</b>						
REVENUE CONTRIBUTION	3,884,198	2,200,000	400,000	350,000	350,000	350,000
CAPITAL GRANTS	2,083,490	472,250	450,000	450,000	450,000	450,000
CAPITAL RECEIPTS	3,342,632	0	0	0	0	0
<b>GRAND TOTAL - ALL RESOURCES</b>	<b>9,310,320</b>	<b>2,672,250</b>	<b>850,000</b>	<b>800,000</b>	<b>800,000</b>	<b>800,000</b>

NET FUNDING	Revised Estimate 2012/13 £	Estimate 2013/14 £	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £
Resources Available (Cummulative)	9,310,320	7,414,380	2,593,630	1,423,630	1,773,630	2,123,630
Resources Required	4,568,190	5,670,750	1,970,000	450,000	450,000	450,000
Balance Carried Forward	4,742,130	1,743,630	623,630	973,630	1,323,630	1,673,630

## BUDGET STRATEGY 2013/14 ONWARDS

### DRAFT CAPITAL SUMMARY 2013/14 ONWARDS

#### PROGRAMME

COMMUNITY & LEISURE	Revised Estimate 2012/13 £	Estimate 2013/14 £	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £
CCTV	238,510					
Cobtree Golf Course		6,950				
Continued Improvements to Play Areas	175,000	100,000	100,000			
Green Space Strategy	6,500	8,000				
Mote Park Regeneration	937,010	35,000				
Museum Carbon Management Scheme	40,000					
Small Scale Capital Works Programme	67,490					
Housing Grants	941,140	2,005,000	1,300,000	450,000	450,000	450,000
Support for Social Housing	1,061,500	498,500	190,000			
Gypsy Site Improvements	50,000	145,000				
<b>COMMUNITY &amp; LEISURE TOTAL</b>	<b>3,517,150</b>	<b>2,798,450</b>	<b>1,590,000</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>

CORPORATE SERVICES	Revised Estimate 2012/13 £	Estimate 2013/14 £	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £
Asset Management / Corporate Property	24,050	340,870	200,000			
Software / PC Upgrade and Replacement	180,000	180,000	180,000			
Upgrade Amenity lighting	3,100					
High Priority Legislative / Health & Safety Projects		700,000				
<b>CORPORATE SERVICES TOTAL</b>	<b>207,150</b>	<b>1,220,870</b>	<b>380,000</b>	<b>0</b>	<b>0</b>	<b>0</b>

ECONOMIC & COMMERCIAL DEVELOPMENT	Revised Estimate 2012/13 £	Estimate 2013/14 £	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £
High Street Regeneration Ph 1a & 1b	686,200	26,040				
High Street Regeneration Ph 2	74,610	1,625,390				
<b>ECONOMIC DEVELOPMENT &amp; TRANSPORT</b>	<b>760,810</b>	<b>1,651,430</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

ENVIRONMENT	Revised Estimate 2012/13 £	Estimate 2013/14 £	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £
Improvements to the Council's Car Parks	14,800					
King Street Multi-storey Car Park	8,580					
Land Drainage/Improvement to Ditches & Watercourses	23,900					
<b>ENVIRONMENT TOTAL</b>	<b>47,280</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

PLANNING	Revised Estimate 2012/13 £	Estimate 2013/14 £	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £
Planning Delivery	9,350					
Regeneration Schemes	26,450					
<b>ENVIRONMENT TOTAL</b>	<b>35,800</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



## BUDGET STRATEGY 2013/14 ONWARDS

### DRAFT CAPITAL SUMMARY 2013/14 ONWARDS

#### FUNDING

REVENUE CONTRIBUTION	Estimate 2012/13 £	Estimate 2013/14 £	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £
Balance brought forward	2,068,546					
Base budget for 2012/13	200,000	350,000	350,000	350,000	350,000	350,000
From balances for Play Areas		50,000	50,000			
New Homes Bonus	1,615,652	1,800,000				
<b>Total</b>	<b>3,884,198</b>	<b>2,200,000</b>	<b>400,000</b>	<b>350,000</b>	<b>350,000</b>	<b>350,000</b>

CAPITAL GRANTS	Estimate 2012/13 £	Estimate 2013/14 £	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £
Balance brought forward						
KCC - Highways	600,000					
HLF - Mote Park	1,033,490	22,250				
DFGs	450,000	450,000	450,000	450,000	450,000	450,000
	<b>2,083,490</b>	<b>472,250</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>	<b>450,000</b>

CAPITAL RECEIPTS	Estimate 2012/13 £	Estimate 2013/14 £	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £
Balance brought forward	55,592					
Miscellaneous	411,360					
Hayle Place	2,000,000					
13 Tonbridge Road	875,680					
	<b>3,342,632</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>