

THE MAIDSTONE BOROUGH COUNCIL

BUDGET ESTIMATES 2014/15

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MAIDSTONE BOROUGH COUNCIL

CORPORATE REVENUE AND CAPITAL BUDGETS 2014/15

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 2014/15 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 two medium term financial strategies covering both capital and revenue budgets and including a 5 year strategic revenue projection for the period 2014/15 to 2018/19. 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, or above, £2m which is 10.5% 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 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 levels and pressures from the economic climate.

2.3 Factors taken into account for the 2014/15 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 between November 2013 and January 2014 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 2013. The Committee set up a budget working group and used this group to actively engage with the budget strategy's development.
The level of funding likely from Central Government towards the costs of local services	The level of Revenue Support Grant has reduced by 13% between 2013/14 and 2014/15. The medium term financial strategy assumes that Revenue Support Grant will have reduced to zero over the period of the strategy. Other government grants are normally service specific and the amount and future risk is considered as part of the service budget and service risk assessment.
Retained element of business rates	Since 1 st April 2013 the amount of business rates retained by the Council has been separated from the Revenue Support Grant. Growth in retained business rates is 2% between 2013/14 and 2014/15. During the year the Council applied to be a member of the Kent business rates pool with Kent County Council from 1 st April 2014. Membership of the pool increases the amount of business rates growth that can be retained by the Council but increases the risk of loss should business rate levels drop significantly.
Council Tax Base	The recommended council tax base for 2014/15 is 55675.1 and represents a 0.9% increase over the 2013/14 tax base.

<p>Power of the Secretary of State to require a local referendum in respect of rising Council Tax levels</p>	<p>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 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.</p>
<p>The Prudential Code and its impact on Capital Planning</p>	<p>The Council uses capital receipts, capital grants, revenue support and new homes bonus 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.</p>
<p>The Council's Capital Programme</p>	<p>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.</p>
<p>Interest Rates</p>	<p>Interest returns have been assumed at a range of 0.4% to 0.9% in 2014/15 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.</p>
<p>Adequacy of Balances</p>	<p>At the start of 2014/15 it is anticipated that the uncommitted general fund balance will be £3m with a plan to reduce to £2.7m by 31st March 2015. The adequacy of reserves is discussed in more detail in Section 3 below.</p>
<p>Pay and Price Inflation</p>	<p>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</p>

	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 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 2014/15 budget.
Growth Pressures	The Budget for 2014/15 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.
Financial Management	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 business rates remain high despite the recession. The Council's external auditor has found the Council's budgetary control procedures to be sound and is satisfied with the overall internal financial control arrangements, the Council's arrangements for ensuring the legality of transactions and have given an unqualified opinion on the 2012/13 Accounts. It is anticipated that a similar position will be reported for future years.
Insurance Arrangements and Business Continuity	Risks identified via the preparation of Service Risk Registers have wherever possible been mitigated to an acceptable level. Any remaining risks have been transferred to an external insurance provider where possible. 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.
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 2014/15.</p> <p>The Council has had an established and effective Audit Committee since 2007.</p>

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 10.5% 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 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 2014 is estimated to be £3m with a further £0.8m from VAT reclaims being unallocated. Other earmarked balances total £1.4m. At the 31 March 2015 the general fund balance is estimated to be £2.7m with earmarked balances remaining at £1.4m. 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 2014/15 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: 25 February 2014

THE MAIDSTONE BOROUGH COUNCIL

STATEMENT OF COUNCIL TAX REQUIREMENT - 2014/15

	£	£	BAND D £
MAIDSTONE BOROUGH COUNCIL NET SPEND		19,116,750	343.36
ADD:			
Parish Precepts		1,287,752	23.13
DEDUCT:			
Revenue Support Grant	-3,275,235		
Retained Business Rates	-2,903,210		
Collection Fund Surplus	<u>-70,705</u>	-6,249,150	-112.24
TOTAL COUNCIL TAX REQUIREMENT		<u>14,155,352</u>	<u>254.25</u>
ADD PRECEPTS			
Kent County Council Precept		59,497,752	1,068.66
Kent Police & Crime Commissioner Precept		8,032,803	144.28
Kent & Medway Fire & Rescue Authority Precept		<u>3,858,284</u>	<u>69.30</u>
TOTAL COUNCIL TAX REQUIREMENT		<u><u>85,544,191</u></u>	<u><u>1,536.49</u></u>
MAIDSTONE BOROUGH COUNCIL (EXCLUDING PARISH PRECEPTS)			231.12
TOTAL COUNCIL TAX (EXCLUDING PARISH PRECEPTS)			1,513.36
TAX BASE			55,675.1

MAIDSTONE BOROUGH COUNCIL

COUNCIL TAX 2014/2015

Schedule of Council Tax Base and Additional Basic Amounts of

Council Tax in parts of the area with Parish Precepts

PARISH	TAX BASE	PRECEPT £	BAND 'D' TAX £
Barming	713.40	23,500.00	32.94
Bearsted	3,502.40	95,000.00	27.12
Boughton Malherbe	215.10	5,067.76	23.56
Boughton Monchelsea	1,227.30	50,000.00	40.74
Boxley	3,758.90	91,506.00	24.34
Bredhurst	166.60	8,635.20	51.83
Broomfield & Kingswood	692.90	55,500.00	80.10
Chart Sutton	393.70	20,000.00	50.80
Collier Street	344.50	13,030.00	37.82
Coxheath	1,436.30	59,000.00	41.08
Detling	350.10	19,801.00	56.56
Downswood	811.30	24,371.00	30.04
East Sutton	136.80	6,000.00	43.86
Farleigh East	638.80	30,311.00	47.45
Farleigh West	210.40	13,750.00	65.35
Harrietsham	847.60	43,782.00	51.65
Headcorn	1,446.90	93,938.00	64.92
Hollingbourne	416.80	15,067.00	36.15
Hunton	297.70	17,000.00	57.10
Langley	473.10	16,596.35	35.08
Leeds	312.60	26,288.00	84.09
Lenham	1,339.40	54,768.07	40.89
Linton	241.10	10,638.00	44.12
Loose	1,078.80	59,356.00	55.02
Marden	1,458.50	76,928.00	52.74
Nettlestead	296.50	13,449.00	45.36
Otham	207.60	8,279.00	39.88
Staplehurst	2,216.10	121,720.00	54.93
Stockbury	300.90	11,885.00	39.50
Sutton Valence	632.10	29,995.00	47.45
Teston	301.90	20,350.00	67.41
Thurnham	527.50	15,869.00	30.08
Tovil	1,145.80	66,340.00	57.90
Ulcombe	379.60	18,032.00	47.50
Yalding	920.60	52,000.00	56.48
		1,287,752.38	

MAIDSTONE BOROUGH COUNCIL

COUNCIL TAX 2014/25

Distribution of Government funding for
Local Council Tax Support Scheme

Parish	LCTS Discount in Tax Base	Loss of CT needing grant aid	Funding 2014/15
Barming	-31.90	-897.99	902.00
Bearsted	-172.30	-4445.34	4463.00
Bicknor	-5.30	0.00	0.00
Boughton Malherbe	-12.90	-303.92	305.00
Boughton Monchelsea	-79.40	-2887.78	2899.00
Boxley	-131.50	-3411.11	3425.00
Bredhurst	-14.80	-731.86	735.00
Broomfield	-38.90	-2576.35	2587.00
Chart Sutton	-34.60	-1688.13	1695.00
Collier Street	-12.90	-375.91	377.00
Coxheath	-156.40	-5871.26	5895.00
Detling	-33.60	-1897.73	1905.00
Downswood	-55.90	-1622.22	1629.00
East Sutton	-2.60	-100.46	101.00
Farleigh East	-59.10	-2559.62	2570.00
Farleigh West	-16.20	-1027.89	1032.00
Fringsted	-2.90	0.00	0.00
Harrietsham	-83.20	-2808.83	2820.00
Headcorn	-131.00	-7278.36	7308.00
Hollingbourne	-36.80	-1297.20	1302.00
Hucking	-2.30	0.00	0.00
Hunton	-18.60	-1057.22	1061.00
Langley	-59.20	-2076.74	2085.00
Leeds	-44.40	-3242.09	3255.00
Lenham	-125.40	-5127.61	5148.00
Linton	-16.90	-733.46	736.00
Loose	-62.70	-3314.95	3328.00
Marden	-168.40	-8819.11	8854.00
Nettlestead	-55.10	-2108.13	2117.00
Otham	-20.30	-718.21	721.00
Otterden	-1.90	0.00	0.00
Staplehurst	-152.20	-6818.56	6846.00
Stockbury	-32.00	-1254.72	1260.00
Sutton Valence	-46.40	-1952.51	1960.00
Teston	-19.10	-1218.01	1223.00
Thurnham	-11.70	-336.02	337.00
Tovil	-165.60	-9377.93	9417.00
Ulcombe	-21.10	-897.59	901.00
Wichling	-2.00	0.00	0.00
Wormshill	-6.20	0.00	0.00
Yalding	-110.60	-5580.88	5603.00
Grand Total	-2254.30	-96415.69	96802.00

REVENUE AND CAPITAL ESTIMATES 2014/2015

ESTIMATE OF GENERAL FUND BALANCES AS AT 31 MARCH 2015

	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 31st March 2013	10,384	179	127	852	0	518	523	12,583
2012/13 Carry Forward used in 2013/14	-5,519							-5,519
Annual transactions in 2013/14			40			24		64
Parish Council support	-30							-30
Local Development Framework							-523	-523
Localism funding				-54				-54
Use of 2011/12 under spend	-860							-860
Use of 2012/13 under spend	-266							-266
Revenue Funding from NHB	-168							-168
Commercialisation Provision	-500				500			0
Estimated balance as at 31st March 2014	3,041	179	167	798	500	542	0	5,227
Pensions	-52							-52
Use of 2012/13 Underspend	-288							
Annual Transactions						40		40
Estimated Balance as at 31st March 2015	2,701	179	167	798	500	582	0	5,215

MEDIUM TERM FINANCIAL STRATEGY – REVENUE 2014/15 ONWARDS

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1. INTRODUCTION

- 1.1 This financial strategy form one of two strategies that aim to support the Council's corporate objectives as identified in the strategic plan 2010 - 2015. Whilst achieving this, major issues relating to resources and facing the Council in the medium term are considered where they relate to the day to day revenue activities of the Council. For issues relating to the capital programme see the strategy regarding capital.
- 1.2 Set out in the document are the revenue 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 five year plan.
- 1.3 The year 2013/14 brought significant change that had a major impact on the Council's strategy including efforts to develop new ways to mitigate the risks relating to the retention of business rates and the local council tax support scheme. Some of the risks currently faced by the Council are greater than any faced so far and are expected to extend beyond the period of this strategy. A number of the assumptions about further years of the strategy have been based around the spending review 2010 and spending round 2013 data, by projecting those levels of reduction into the future. This work combines local knowledge with information from sources such as central government and the local government association amongst others.
- 1.4 Although this document is developed for the medium term with an outlook of 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 is 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. EXPENDITURE

- 2.1 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.
- 2.2 Detailed proposals for dealing with financial pressures and service demand are set out in the portfolio budgets in the full revenue estimates. The major pressures assumed in the strategy are set out below:

2.2.1 Pay and price inflation:

The strategic revenue projection considers the allocation for pay inflation 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 or current pension costs.

Other costs are increased by 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 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	2014/15 %	2015/16 %	2016/17 %	2017/18 %	2018/19 %
Pay Inflation	1.5	1.5	1.5	2.0	2.0
Energy Increases	4.0	4.0	3.0	2.0	2.0
Business Rates Increases	2.0	3.1	3.0	3.0	3.0
Contractual Commitments	2.1	2.1	2.0	2.0	2.0
Other Cost Increase	0.0	0.0	0.0	0.0	0.0
Growth in £,000	£455	£471	£464	£551	£563

[Table 1: Pay & price Indices]

2.2.2 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	2014/15 £,000	2015/16 £,000	2016/17 £,000	2017/18 £,000	2018/19 £,000
Borough Elections	80				
Local Development Framework	50				
Economic Development	30	30	30		
Homelessness Prevention	101				
Parish Services Agreement	80				

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

3. **FUNDING**

3.1 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 1st April 2013 a system that enables the retention of part of the business rates collected by the Council brought significant risk to the level of funding available to the Council from revenue support grant and business rates.

3.2 The SRP assumes that the Council will make every effort to maximise resources this includes retained business rates, council tax yields and locally derived income.

- In order to maximise potential income from business rates growth the Council has developed a business rates pool in partnership with Kent County Council;
- In order to maximise yield from council tax the council has increased its fraud work and is introducing a premium on long term empty property;
- In order to maximise its locally derived income the Council is introducing a series of commercial activities and developing methods of improving income levels from its present asset base.

3.3 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.

3.4 Government Grant:

Under the current system the finance settlement for 2014/15 is rolled forward from the previous year's settlement after adjustments only for new government initiatives and policy. The Government has confirmed the level of revenue support grant and the business rates baseline need for 2014/15 and indicative figures have been provided for 2015/16, these are given in Table 3 below. The grant continues to reduce from the levels received in prior years.

The Chancellor of the Exchequer confirmed in his Autumn Statement 2013 that reductions in Government funding will continue for the forthcoming parliament following the 2015 election. Reductions, similar to those experienced by local Government since 2010, are currently expected to continue past the end date of this 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 most government departments. The strategy will assume future grant aid is likely to be at risk and will assume cash frozen

values where no information to the contrary is available.

3.5 Retained Business Rates

As a result of the local government finance review which commenced in 2010, the Council now retains 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 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 has seen its collectable business rates decline considerably. The baseline funding level for this Council is £2.8m in 2013/14 and income levels would put the Council £0.5m below this level. However the government's own policy on small business rate relief has in part created this loss and the Council can expect to be reimbursed by Central Government at year end.

The Government has enhanced this policy for 2014/15, a similar impact has been predicted and support is expected from central Government. However there remains a significant risk to the Council from backdated rating appeals. The strategic revenue projection assumes resources to create a provision against loss will be retained from the overall business rates income. Any fluctuations in the pace and level of decisions on business rates appeals will therefore affect the levels of business rates received in year if the provision is exhausted.

3.6 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. In recent years it has set a small increase below CPI inflation levels and remains flexible on the level of increase for future years. The increase is set by the Council's ability to otherwise set a balanced budget.

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 1.99% in order to improve resource stability in the period of the strategy.

In addition the Council has considered the levels of exemptions from Council Tax, for which it has flexibility, with the intention of improving the yield from Council Tax other than through the increase in the charge. This has meant reductions in the period or level of some exemptions available in the borough.

3.7 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 2014/15 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 #% increase in expected income.

The tables 3 and 4 below show the expected level of resources for each year of the strategy and any pressures that will affect the level income or its collection.

Strategic Issues	2014/15 £,000	2015/16 £,000	2016/17 £,000	2017/18 £,000	2018/19 £,000
Revenue Support Grant	3,274	2,251	1,463	922	420
Retained Business Rates	2,903	2,983	1,896	2,889	2,893
Council Tax	12,939	13,162	13,464	13,772	14,087
Fees & Charges	7,837	7,841	7,841	7,841	7,841

[Table 3: Resource and income indices]

Strategic Issues	2014/15 £,000	2015/16 £,000	2016/17 £,000	2017/18 £,000	2018/19 £,000
Council Tax Benefit Admin	25	75		100	
Income reduced by Regeneration Projects		100	50		

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

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 1st April 2013 totalled £12.58m and it is estimated that this balance will be £4.97m by 1st April 2014.
- 4.3 The major items reducing the balance are approved budget carry forwards of £5.52m from 2012/13 resources into 2013/14 for prior agreed purposes and the approved use of the 2011/12 and 2012/13 under spend on the revenue budget of £1.38m.
- 4.4 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.
- 4.5 Currently, balances comprise a general balance and a series of specific allocations, the breakdown of these is given in Table 5 below.

Balances	01/04/2013 £,000	01/04/2014 £,000	01/04/2015 £,000
General Balance	10,384	2,783	2,783
Trading Account Surpluses	179	179	179
Asset Replacement	127	167	167
Invest to Save Initiatives	518	558	598
Local Development Framework	523	0	0
VAT Reclaim	852	798	746
Commercialisation	0	500	500
Grand Totals	12,583	4,985	4,973

[Table 5: Revenue balances]

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 uses a number of measures to identify locations to achieve efficiency and gauge success. These include:
- Peer review and peer challenge.
 - 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.
- 5.3 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.
- 5.4 The adoption of efficiency and VFM as part of this strategy helps to ensure that the strategic revenue projection will remain within available resources.
- 5.5 The strategic revenue projection identifies the need for savings to make a balanced budget, which must be considered in line with the development of efficiency savings. Table 6 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	2014/15 £,000	2015/16 £,000	2016/17 £,000	2017/18 £,000	2018/19 £,000
Annual Savings Requirement	1,254	1,446	1,167	1,241	796
Percentage of Net Revenue Spend	6.6%	7.9%	6.5%	7.1%	4.6%

[Table 6: Annual savings requirement]

- 5.6 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 support the requirement through to 2016/17. 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 and for this 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.

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) Limitations on Council Tax increases;
 - e) Fees and charges;
 - f) Capital financing;
 - g) Prudential Borrowing;
 - h) Horizon scanning;
 - i) Delivery of efficiency;
 - j) Collection Fund, collection rates;
 - k) Business Rates pooling;

BUDGET STRATEGY 2014/15 ONWARDS
STRATEGIC REVENUE PROJECTION 2014/15 ONWARDS

2013/14 £,000		2014/15 £,000	2015/16 £,000	2016/17 £,000	2017/18 £,000	2018/19 £,000
AVAILABLE FINANCE						
4,171	REVENUE SUPPORT GRANT	3,274	2,251	1,463	922	420
2,847	RETAINED BUSINESS RATES	2,903	2,983	2,896	2,889	2,893
7,018		6,177	5,234	4,359	3,811	3,313
32	COLLECTION FUND ADJUSTMENT	71				
12,499	COUNCIL TAX	12,868	13,162	13,464	13,772	14,087
19,549	TOTAL RESOURCES AVAILABLE	19,116	18,396	17,823	17,583	17,400
19,940	CURRENT SERVICE SPEND	19,549	19,116	18,396	17,823	17,583
INFLATION INCREASES						
372	PAY AND INFLATION INCREASES	455	471	464	551	563
NATIONAL INITIATIVES						
40	LOSS OF ADMINISTRATION GRANT	25	75		100	
	PENSION DEFICIT FUNDING	50	50	50		
	SINGLE TIER PENSION ARRANGEMENTS				300	
LOCAL PRIORITIES						
-80	ELECTIONS	80				
	LOCAL DEVELOPMENT FRAMEWORK	50				
150	CAPITAL RESOURCING					
	LOST INCOME FROM REGENERATION		100	50		
	MARKET INCOME	30				
	ADVERTISING SPONSORSHIP	21				
101	HOMELESSNESS PREVENTION GRANT					
40	ECONOMIC DEVELOPMENT	30	30	30		
	SERVICE ARRANGEMENTS WITH PARISHES	80				
MINOR INITIATIVES						
	GROWTH PROVISION				50	50
20,563	TOTAL PREDICTED REQUIREMENT	20,370	19,842	18,990	18,824	18,196
1,014	ANNUAL SAVINGS TARGET	1,254	1,446	1,167	1,241	796

MAIDSTONE BOROUGH COUNCIL**BUDGET 2014/2015****SUMMARY**

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
Leader of the Council	521,687	-748,390	1,181,830	1,107,210
Community & Leisure Services	2,505,337	2,207,160	2,962,630	2,223,800
Corporate Services	6,942,304	11,097,300	14,185,445	9,348,740
Economic & Commercial Development	1,590,622	1,210,070	1,593,695	1,395,650
Environment	6,439,851	6,287,590	6,343,950	5,530,780
Planning, Transport & Development	-473,912	-414,620	523,640	-389,430
TOTAL SERVICE SPENDING	17,525,891	19,639,110	26,791,190	19,216,750
General Underspend	0	-140,000	-51,340	-140,000
NET SERVICE SPENDING	17,525,891	19,499,110	26,739,850	19,076,750
Contribution to (from) Balances				
- Planned - General	-79,201	-30,000	-114,500	0
- Planned - In Year General	0	0	0	0
- Carry Forward	-3,541,530	0	-6,616,900	0
- Asset Replacement	0	40,000	40,000	0
- Trading Accounts	54,371	0	0	0
- Invest to Save	-2,540	40,000	24,260	40,000
- LDF Earmarked Reserves	189,030	0	-523,600	0
TOTAL CONTRIBUTION TO (FROM) BALANCES	-3,379,670	50,000	-7,190,740	40,000
BUDGET REQUIREMENT	14,146,221	19,549,110	19,549,110	19,116,750

MAIDSTONE BOROUGH COUNCIL

LEADER OF THE COUNCIL

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
Contingency	-30,873	-1,284,700	484,160	436,570
Performance & Development	1,374	14,800	39,800	14,800
Corporate Projects	14,050	0	47,840	42,840
Press & Public Relations	53,763	-1,730	-1,780	19,220
Corporate Management	106,177	104,600	109,900	104,600
Mid Kent Improvement Partnership	-15,249	-14,310	-13,670	-14,540
Chief Executive Sections	392,445	432,950	515,580	503,720
Net Income / Expenditure Transferred to Summary	521,687	-748,390	1,181,830	1,107,210

MAIDSTONE BOROUGH COUNCIL

LEADER OF THE COUNCIL

EXPLANATORY NOTES

Contingency

Budget Holder: Head of Finance and Resources

Performance & Development

This Budget covers the Corporate costs of developing strategic plans and performance systems.

The Revised Estimate 2013/2014 includes a Carry Forward of £25,400.

Budget Holder: Head of Policy and Communications

Corporate Projects

This Budget relates to the Council's corporate projects.

Budget Holder: Head of Finance and Resources

MAIDSTONE BOROUGH COUNCIL

LEADER OF THE COUNCIL

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Contingency</u>				
Provision for Business Rates Charitable Relief	0	0	67,960	67,960
Contingency for New Legislation	0	25,420	144,530	25,420
Additional Cost Pressures	0	315,700	206,770	258,970
Budget Strategy Unallocated or Pre-saved	15,898	174,180	189,900	117,220
Total Expenditure	15,898	515,300	609,160	469,570
Council Tax Empty Homes Premium	0	0	0	-33,000
Contingency for New Legislation	-46,770	0	-125,000	0
New Homes Bonus	0	-1,800,000	0	0
Total Income	-46,770	-1,800,000	-125,000	-33,000
Net Income / Expenditure Transferred to Summary	-30,873	-1,284,700	484,160	436,570
<u>Performance & Development</u>				
Employees	225	2,000	0	0
Running Expenses	3,407	12,800	39,800	14,800
Total Expenditure	3,632	14,800	39,800	14,800
Income	-2,258	0	0	0
Total Income	-2,258	0	0	0
Net Expenditure Transferred to Summary	1,374	14,800	39,800	14,800
<u>Corporate Projects</u>				
Running Expenses	14,050	0	47,840	42,840
Total Expenditure	14,050	0	47,840	42,840
Net Expenditure Transferred to Summary	14,050	0	47,840	42,840

MAIDSTONE BOROUGH COUNCIL

LEADER OF THE COUNCIL

EXPLANATORY NOTES

Press & Public Relations

This Budget covers communication with the public and other stakeholders. The Original Estimate 2014/2015 includes a growth item of £21,000 for advertising sponsorship costs.

Budget Holder: Communications Manager

Corporate Management

This Budget covers the Council'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 Resources

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	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Press & Public Relations</u>				
Running Expenses	65,073	41,280	41,230	62,230
Total Expenditure	65,073	41,280	41,230	62,230
Income	-11,311	-43,010	-43,010	-43,010
Total Income	-11,311	-43,010	-43,010	-43,010
Net Income / Expenditure Transferred to Summary	53,763	-1,730	-1,780	19,220
<u>Corporate Management</u>				
Running Expenses	106,177	104,600	109,900	104,600
Total Expenditure	106,177	104,600	109,900	104,600
Net Expenditure Transferred to Summary	106,177	104,600	109,900	104,600
<u>Mid Kent Improvement Partnership</u>				
Employees	51,346	55,720	67,110	58,910
Running Expenses	43,422	31,620	61,730	31,620
Total Expenditure	94,768	87,340	128,840	90,530
Income	-110,016	-101,650	-142,510	-105,070
Total Income	-110,016	-101,650	-142,510	-105,070
Net Income Transferred to Summary	-15,249	-14,310	-13,670	-14,540

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.

Budget Holder: Chief Executive

MAIDSTONE BOROUGH COUNCIL

LEADER OF THE COUNCIL

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Chief Executive Sections</u>				
Employees	371,031	411,920	491,720	481,090
Running Expenses	21,488	21,030	23,860	22,630
Total Expenditure	392,519	432,950	515,580	503,720
Income	-74	0	0	0
Total Income	-74	0	0	0
Net Expenditure Transferred to Summary	392,445	432,950	515,580	503,720

LEADER OF THE COUNCIL PORTFOLIO

Revenue Savings 2014/15

Scheme

	£
Chief Executive Structural review	40,000
Contingency Minor Supplies Budget-Pre Delivered	19,090
Terms and Conditions- Mileage	11,000
Contingency Income from Shared Services-Pre Delivered	13,000
Council Tax Empty Property Premium	33,000
	<u>116,090</u>

Revenue Growth Items 2014/15

Scheme

	£
Advertising Sponsorship	21,000
	<u>21,000</u>

MAIDSTONE BOROUGH COUNCIL

COMMUNITY & LEISURE SERVICES

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
Cultural Development Arts	3,946	18,680	24,960	19,970
Lettable Halls	-3,108	870	-130	980
Community Halls	34,818	61,640	61,390	63,010
Cultural Development Sports	40,405	34,160	63,450	33,740
Leisure Centre	-178,058	-174,460	-183,310	-181,390
Olympic and Paralympic Games 2012	180,965	0	0	0
Parks & Open Spaces	125,904	25,010	79,920	64,220
River Park	26,221	40,660	65,340	41,330
Playground Improvements	11,934	35,090	26,150	26,250
Parks Pavilions	25,597	22,470	32,500	22,020
Cobtree Manor Park	-102,345	-97,770	-114,220	-112,880
Mote Park	0	0	-31,490	-44,920
Allotments	11,333	11,040	11,040	11,040
Leisure Services Other Activities	34,378	43,180	128,780	39,720
Community Safety	58,665	81,180	70,540	63,140
C C T V	283,833	242,920	242,490	242,910
Health Improvement Programme	-920	1,000	1,000	1,000
Public Health	0	0	16,800	0
Switch Cafe Project	18,358	15,060	15,060	15,060
Community Development	58,826	15,000	121,790	14,950
Social Inclusion	43,482	39,600	99,100	22,540
Grants to Outside Bodies	209,560	210,370	219,370	219,370
Parish Services Scheme	288,860	133,780	133,780	199,800
Strategic Housing Role	8,538	13,500	13,500	13,500
Housing Register & Allocations	39,944	10,000	10,000	10,000
Private Sector Renewal	2,918	2,630	35,630	2,630
HMO Licensing	-9,157	-2,380	-2,380	-2,380
Homelessness	39,380	197,930	313,430	192,930
Gypsy Sites.	26,867	22,000	42,000	23,820
Director of Regeneration & Communities Sections	1,224,196	1,204,000	1,466,140	1,221,440

MAIDSTONE BOROUGH COUNCIL

COMMUNITY & LEISURE SERVICES

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
Net Expenditure Transferred to Summary	2,505,337	2,207,160	2,962,630	2,223,800

MAIDSTONE BOROUGH COUNCIL
COMMUNITY & LEISURE SERVICES
EXPLANATORY NOTES

Cultural Development Arts

This Budget covers initiatives in the Arts. The Revised Estimate 2013/2014 includes a Carry Forward of £5,000.

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.
The Revised Estimate 2013/2014 includes a Carry Forward of £10,000.

Budget Holder: Community Partnerships Manager

MAIDSTONE BOROUGH COUNCIL
COMMUNITY & LEISURE SERVICES

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Cultural Development Arts</u>				
Employees	10	1,190	1,190	1,190
Running Expenses	8,936	17,820	25,770	18,780
Total Expenditure	8,946	19,010	26,960	19,970
Income	-5,000	-330	-2,000	0
Total Income	-5,000	-330	-2,000	0
Net Expenditure Transferred to Summary	3,946	18,680	24,960	19,970
<u>Lettable Halls</u>				
Running Expenses	5,131	8,160	7,160	8,270
Total Expenditure	5,131	8,160	7,160	8,270
Income	-8,239	-7,290	-7,290	-7,290
Total Income	-8,239	-7,290	-7,290	-7,290
Net Income / Expenditure Transferred to Summary	-3,108	870	-130	980
<u>Community Halls</u>				
Employees	17,389	15,920	15,650	16,040
Running Expenses	37,108	75,100	75,120	76,350
Total Expenditure	54,497	91,020	90,770	92,390
Income	-19,680	-29,380	-29,380	-29,380
Total Income	-19,680	-29,380	-29,380	-29,380
Net Expenditure Transferred to Summary	34,818	61,640	61,390	63,010

MAIDSTONE BOROUGH COUNCIL
COMMUNITY & LEISURE SERVICES
EXPLANATORY NOTES

Cultural Development Sports

This Budget covers Sports Development activities. The Revised Estimate 2013/2014 includes a Carry Forward of £29,700.

Budget Holder: Community Partnerships Manager

Leisure Centre

This Budget shows the income from the management contract for the facility.

Budget Holder: Parks & Leisure Manager

Olympic and Paralympic Games 2012

The Olympic and Paralympic Games took place in 2012, therefore this Cost Centre is no longer in use.

Budget Holder: Assistant Director of Regeneration and Cultural Services

MAIDSTONE BOROUGH COUNCIL
COMMUNITY & LEISURE SERVICES

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Cultural Development Sports</u>				
Employees	2,580	45,050	220	220
Running Expenses	60,680	58,250	95,480	60,520
Total Expenditure	63,260	103,300	95,700	60,740
Income	-22,854	-69,140	-32,250	-27,000
Total Income	-22,854	-69,140	-32,250	-27,000
Net Expenditure Transferred to Summary	40,405	34,160	63,450	33,740
<u>Leisure Centre</u>				
Running Expenses	13,510	16,370	16,690	18,610
Capital Charges	8,432	9,170	0	0
Total Expenditure	21,942	25,540	16,690	18,610
Income	-200,000	-200,000	-200,000	-200,000
Total Income	-200,000	-200,000	-200,000	-200,000
Net Income Transferred to Summary	-178,058	-174,460	-183,310	-181,390
<u>Olympic and Paralympic Games 2012</u>				
Employees	2,652	0	0	0
Running Expenses	192,662	0	0	0
Total Expenditure	195,314	0	0	0
Income	-14,350	0	0	0
Total Income	-14,350	0	0	0
Net Expenditure Transferred to Summary	180,965	0	0	0

MAIDSTONE BOROUGH COUNCIL
COMMUNITY & LEISURE SERVICES
EXPLANATORY NOTES

Parks & Open Spaces

This Budget covers the cost of maintaining public parks and open spaces. From the Revised Estimate 2013/2014, the costs of Mote Park have been separately identified within a new Cost Centre, hence reductions within this Cost Centre. The Revised Estimate 2013/2014 includes Carry Forwards of £39,750.

Budget Holder: Parks & Leisure Manager

River Park

This Budget principally reflects the costs of maintaining the facilities within the River Park. The Revised Estimate 2013/2014 includes funding for essential repair works to the Millenium Bridge.

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

Parks Pavilions

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

Budget Holder: Parks & Leisure Manager

MAIDSTONE BOROUGH COUNCIL
COMMUNITY & LEISURE SERVICES

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Parks & Open Spaces</u>				
Employees	1,132	1,870	0	0
Running Expenses	245,020	189,950	169,330	139,450
Total Expenditure	246,152	191,820	169,330	139,450
Income	-120,248	-166,810	-89,410	-75,230
Total Income	-120,248	-166,810	-89,410	-75,230
Net Expenditure Transferred to Summary	125,904	25,010	79,920	64,220
<u>River Park</u>				
Running Expenses	26,356	40,660	65,340	41,330
Total Expenditure	26,356	40,660	65,340	41,330
Income	-135	0	0	0
Total Income	-135	0	0	0
Net Expenditure Transferred to Summary	26,221	40,660	65,340	41,330
<u>Playground Improvements</u>				
Running Expenses	11,934	35,090	26,150	26,250
Total Expenditure	11,934	35,090	26,150	26,250
Net Expenditure Transferred to Summary	11,934	35,090	26,150	26,250
<u>Parks Pavilions</u>				
Running Expenses	25,740	25,730	35,760	25,280
Total Expenditure	25,740	25,730	35,760	25,280
Income	-144	-3,260	-3,260	-3,260
Total Income	-144	-3,260	-3,260	-3,260
Net Expenditure Transferred to Summary	25,597	22,470	32,500	22,020

MAIDSTONE BOROUGH COUNCIL
COMMUNITY & LEISURE SERVICES
EXPLANATORY NOTES

Cobtree Manor Park

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

Budget Holder: Parks & Leisure Manager

Mote Park

This is a new Cost Centre, established to separately identify costs of Mote Park.

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	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Cobtree Manor Park</u>				
Employees	24,329	29,090	29,020	29,320
Running Expenses	52,912	47,170	47,420	47,690
Capital Charges	1,215	1,220	1,220	1,220
Total Expenditure	78,456	77,480	77,660	78,230
Income	-180,801	-175,250	-191,880	-191,110
Total Income	-180,801	-175,250	-191,880	-191,110
Net Income Transferred to Summary	-102,345	-97,770	-114,220	-112,880
<u>Mote Park</u>				
Employees	0	0	12,970	2,090
Running Expenses	0	0	52,540	49,990
Total Expenditure	0	0	65,510	52,080
Income	0	0	-97,000	-97,000
Total Income	0	0	-97,000	-97,000
Net Income Transferred to Summary	0	0	-31,490	-44,920
<u>Allotments</u>				
Running Expenses	11,333	11,080	11,080	11,080
Total Expenditure	11,333	11,080	11,080	11,080
Income	0	-40	-40	-40
Total Income	0	-40	-40	-40
Net Expenditure Transferred to Summary	11,333	11,040	11,040	11,040

MAIDSTONE BOROUGH COUNCIL
COMMUNITY & LEISURE SERVICES
EXPLANATORY NOTES

Leisure Services Other Activities

This Budget covers the cost of Christmas decorations, the River Festival and the income and expenditure of Cobtree Charity Trust.
The Revised Estimate for 2013/2014 includes Carry Forwards of £60,000 for 'Make Maidstone Smile' and £10,000 for 'Christmas Event' Lights.

Budget Holder: Local Economy Marketing Manager

Community Safety

This Budget covers the core funding for Community Safety and covers internal resources including direct funding for a Police Community Support Officer.
The Original Estimate 2014/2015 includes a Budget Strategy saving of £7,400.
A £45,000 temporary Government Grant for tackling anti social drinking ends in 2013/2014.

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	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Leisure Services Other Activities</u>				
Employees	71	0	0	0
Running Expenses	210,127	256,080	294,250	164,270
Total Expenditure	210,198	256,080	294,250	164,270
Income	-175,820	-212,900	-165,470	-124,550
Total Income	-175,820	-212,900	-165,470	-124,550
Net Expenditure Transferred to Summary	34,378	43,180	128,780	39,720
<u>Community Safety</u>				
Running Expenses	151,532	171,560	160,920	108,520
Total Expenditure	151,532	171,560	160,920	108,520
Income	-92,867	-90,380	-90,380	-45,380
Total Income	-92,867	-90,380	-90,380	-45,380
Net Expenditure Transferred to Summary	58,665	81,180	70,540	63,140
<u>CCTV</u>				
Running Expenses	296,805	264,020	263,590	264,010
Total Expenditure	296,805	264,020	263,590	264,010
Income	-12,972	-21,100	-21,100	-21,100
Total Income	-12,972	-21,100	-21,100	-21,100
Net Expenditure Transferred to Summary	283,833	242,920	242,490	242,910

MAIDSTONE BOROUGH COUNCIL
COMMUNITY & LEISURE SERVICES
EXPLANATORY NOTES

Health Improvement Programme

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

Budget Holder: Community Development Manager

Public Health

This is a new Budget established to show the costs and ring fenced grants with which to discharge new Public Health responsibilities transferred from primary care trusts from April 2013.
The Revised Estimate 2013/2014 includes a Carry Forward of £16,800.

Budget Holder: Community Development Manager

Switch Cafe Project

The Switch Youth Café is run by Maidstone's Youth Forum with financial support provided by the Council.

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.
The Revised Estimate 2013/2014 includes a Carry Forward of £77,140.

Budget Holder: Community Development Manager

MAIDSTONE BOROUGH COUNCIL
COMMUNITY & LEISURE SERVICES

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Health Improvement Programme</u>				
Running Expenses	9,145	9,500	19,000	19,000
Total Expenditure	9,145	9,500	19,000	19,000
Income	-10,065	-8,500	-18,000	-18,000
Total Income	-10,065	-8,500	-18,000	-18,000
Net Income / Expenditure Transferred to Summary	-920	1,000	1,000	1,000
<u>Public Health</u>				
Running Expenses	0	0	146,000	129,200
Total Expenditure	0	0	146,000	129,200
Income	0	0	-129,200	-129,200
Total Income	0	0	-129,200	-129,200
Net Expenditure Transferred to Summary	0	0	16,800	0
<u>Switch Cafe Project</u>				
Running Expenses	18,358	15,060	15,060	15,060
Total Expenditure	18,358	15,060	15,060	15,060
Net Expenditure Transferred to Summary	18,358	15,060	15,060	15,060
<u>Community Development</u>				
Employees	472	900	170	170
Running Expenses	217,470	19,200	150,620	14,780
Total Expenditure	217,941	20,100	150,790	14,950
Income	-159,115	-5,100	-29,000	0
Total Income	-159,115	-5,100	-29,000	0
Net Expenditure Transferred to Summary	58,826	15,000	121,790	14,950

MAIDSTONE BOROUGH COUNCIL
COMMUNITY & LEISURE SERVICES
EXPLANATORY NOTES

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.

The Revised Estimate 2013/2014 includes a Carry Forward of £68,500.

The Original Estimate 2014/2015 includes a Budget Strategy saving of £8,060.

Budget Holder: Community Development Manager

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.

The Revised Estimate 2013/2014 includes a grant received on behalf of the Citizens Advice Bureau.

Budget Holder: Community Partnership Manager

Parish Services Scheme

Provision is made within this Budget for the Grant Aid to Parish Councils to fund services which are provided by this Authority in the urban area. There was a £100,000 Budget Strategy Saving for the Original Estimate 2013/2014. Savings of £80,000 from the redundant Concurrent Functions scheme are off-set by similar Growth in the Parish Services Scheme for the Original Estimate 2014/2015. The balance of this Budget reflects payment of Local Council Tax Support funding.

Budget Holder: Head of Finance and Resources

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, working with external partners in joint ventures and analysis of service levels.

Budget Holder: Head of Housing & Community Services

MAIDSTONE BOROUGH COUNCIL
COMMUNITY & LEISURE SERVICES

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Social Inclusion</u>				
Employees	2,161	0	0	0
Running Expenses	49,308	59,600	150,100	42,540
Total Expenditure	51,469	59,600	150,100	42,540
Income	-7,987	-20,000	-51,000	-20,000
Total Income	-7,987	-20,000	-51,000	-20,000
Net Expenditure Transferred to Summary	43,482	39,600	99,100	22,540
<u>Grants to Outside Bodies</u>				
Running Expenses	209,560	210,370	246,270	219,370
Total Expenditure	209,560	210,370	246,270	219,370
Income	0	0	-26,900	0
Total Income	0	0	-26,900	0
Net Expenditure Transferred to Summary	209,560	210,370	219,370	219,370
<u>Parish Services Scheme</u>				
Running Expenses	288,860	133,780	133,780	199,800
Total Expenditure	288,860	133,780	133,780	199,800
Net Expenditure Transferred to Summary	288,860	133,780	133,780	199,800
<u>Strategic Housing Role</u>				
Running Expenses	8,543	13,500	13,500	13,500
Total Expenditure	8,543	13,500	13,500	13,500
Income	-5	0	0	0
Total Income	-5	0	0	0
Net Expenditure Transferred to Summary	8,538	13,500	13,500	13,500

MAIDSTONE BOROUGH COUNCIL
COMMUNITY & LEISURE SERVICES
EXPLANATORY NOTES

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

Private Sector Renewal

This Budget reflects the revenue costs associated with the Capital Budget for Private Sector Housing Renewal. The Revised Estimate 2013/2014 includes a Carry Forward of £33,000.

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.

The Revised Estimate 2013/2014 includes a Carry Forward of £151,400.

Budget Holder: Housing Services Manager

MAIDSTONE BOROUGH COUNCIL
COMMUNITY & LEISURE SERVICES

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Housing Register & Allocations</u>				
Running Expenses	39,944	10,000	10,000	10,000
Total Expenditure	39,944	10,000	10,000	10,000
Net Expenditure Transferred to Summary	39,944	10,000	10,000	10,000
<u>Private Sector Renewal</u>				
Running Expenses	3,618	5,630	38,630	5,630
Total Expenditure	3,618	5,630	38,630	5,630
Income	-700	-3,000	-3,000	-3,000
Total Income	-700	-3,000	-3,000	-3,000
Net Expenditure Transferred to Summary	2,918	2,630	35,630	2,630
<u>HMO Licensing</u>				
Running Expenses	36	0	0	0
Total Expenditure	36	0	0	0
Income	-9,193	-2,380	-2,380	-2,380
Total Income	-9,193	-2,380	-2,380	-2,380
Net Income Transferred to Summary	-9,157	-2,380	-2,380	-2,380
<u>Homelessness</u>				
Running Expenses	519,476	259,600	375,100	254,600
Total Expenditure	519,476	259,600	375,100	254,600
Income	-480,096	-61,670	-61,670	-61,670
Total Income	-480,096	-61,670	-61,670	-61,670
Net Expenditure Transferred to Summary	39,380	197,930	313,430	192,930

MAIDSTONE BOROUGH COUNCIL
COMMUNITY & LEISURE SERVICES
EXPLANATORY NOTES

Gypsy Sites.

In 2004 responsibility for Gypsy Sites was transferred from KCC and the costs are reflected in this Cost Centre.
The Revised Estimate 2013/2014 includes a Carry Forward of £20,000.

Budget Holder: Housing Services Manager

Director of Regeneration & Communities Sections

This Budget represents the cost of the Director of Regeneration and Communities Sections in this Portfolio.
The Revised Estimate 2013/2014 includes a Carry Forward of £164,800.
The Original Estimate 2014/2015 includes a Budget Strategy saving of £16,510.

Budget Holder: Director of Regeneration and Communities

MAIDSTONE BOROUGH COUNCIL
COMMUNITY & LEISURE SERVICES

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Gypsy Sites.</u>				
Running Expenses	135,999	123,940	143,940	125,760
Total Expenditure	135,999	123,940	143,940	125,760
Income	-109,132	-101,940	-101,940	-101,940
Total Income	-109,132	-101,940	-101,940	-101,940
Net Expenditure Transferred to Summary	26,867	22,000	42,000	23,820
<u>Director of Regeneration & Communities Sections</u>				
Employees	1,155,975	1,124,950	1,396,410	1,196,710
Running Expenses	70,719	94,030	116,330	71,330
Total Expenditure	1,226,694	1,218,980	1,512,740	1,268,040
Income	-2,498	-14,980	-46,600	-46,600
Total Income	-2,498	-14,980	-46,600	-46,600
Net Expenditure Transferred to Summary	1,224,196	1,204,000	1,466,140	1,221,440

COMMUNITY AND LEISURE PORTFOLIO

Revenue Savings 2014/15

Scheme

	£
Localism-Alternative Arrangements	80,000
Community Development & Housing Process Improvement	<u>35,000</u>
	<u><u>115,000</u></u>

Revenue Growth Items 2014/15

Scheme

	£
Service Arrangements with Parishes	<u>80,000</u>
	<u><u>80,000</u></u>

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
Civic Occasions	28,256	30,400	75,400	35,490
Members' Allowances and Facilities etc.	441,770	451,040	481,740	476,290
Subscriptions	10,725	13,100	18,100	18,100
Overview & Scrutiny	9,665	10,000	10,000	9,350
The Cost of Council Tax	-781,412	-666,950	-666,940	-466,290
The Cost of National Non-Domestic Rates	-146,726	-172,920	-240,880	-240,880
Registration Of Electors	94,375	77,050	76,950	76,970
Elections	133,453	43,930	33,930	113,980
Emergency Centre	17,577	34,000	34,000	33,980
Unapportionable Central Overheads	1,488,803	211,375	1,812,470	1,586,375
Medway Conservancy	105,063	121,540	105,070	107,170
External Interest Payable	226,921	202,100	202,100	176,700
Interest & Investment Income	-401,445	-250,000	-250,000	-250,000
Sundry Corporate Property	-99,030	-180,560	-200,200	-214,500
Parkwood Industrial Estate	-436,601	-385,965	-433,545	-409,955
Non Service Related Government Grants	-1,644,322	0	-2,948,370	-3,740,411
Housing Benefits	-833,442	-731,810	-765,010	-940,660
Town Hall	70,268	86,740	72,410	73,870
South Maidstone Depot	94,593	102,520	126,910	127,290
Offices	1,449,929	1,517,730	1,551,780	1,535,230
Information Technology	449,354	457,780	359,060	413,060
Central Telephones	62,399	72,070	72,070	72,070
Internal Printing	-140,215	-103,930	-84,390	-85,240
Youth Development Programme	32,602	24,810	40,650	40,710
Appropriation Account	406,289	2,377,900	8,211,330	4,502,711
Pensions Fund Appropriation	347,655	1,513,620	0	0
Chief Executive Sections	1,277,360	1,356,980	1,402,480	1,249,120
Director of Environment and Shared Services Sections	2,742,557	2,903,760	3,087,170	3,103,110
Director of Regeneration and Communities Sections	1,935,883	1,980,990	2,001,160	1,945,100
Net Expenditure Transferred to Summary	6,942,304	11,097,300	14,185,445	9,348,740

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. The Revised Budget 2013/14 includes a Carry Forward of £40,000 for the repair and maintenance of War Memorials.

Budget Holder: Mayor's P.A.

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 2013/14 includes a Carry Forward of £7,800 for the purchase of new tablet p.c's for Members.

Budget Holder: Committee Services Officer

Subscriptions

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

Budget Holder: Customer Services Manager

Overview & Scrutiny

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

Budget Holder: Head of Policy and Communications

MAIDSTONE BOROUGH COUNCIL
CORPORATE SERVICES

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Civic Occasions</u>				
Running Expenses	28,256	30,400	75,400	35,490
Total Expenditure	28,256	30,400	75,400	35,490
Net Expenditure Transferred to Summary	28,256	30,400	75,400	35,490
<u>Members' Allowances and Facilities etc.</u>				
Employees	10,904	17,440	17,440	17,440
Running Expenses	430,865	433,600	464,300	458,850
Total Expenditure	441,770	451,040	481,740	476,290
Net Expenditure Transferred to Summary	441,770	451,040	481,740	476,290
<u>Subscriptions</u>				
Running Expenses	10,725	13,100	18,100	18,100
Total Expenditure	10,725	13,100	18,100	18,100
Net Expenditure Transferred to Summary	10,725	13,100	18,100	18,100
<u>Overview & Scrutiny</u>				
Employees	1,300	0	0	0
Running Expenses	8,365	10,000	10,000	9,350
Total Expenditure	9,665	10,000	10,000	9,350
Net Expenditure Transferred to Summary	9,665	10,000	10,000	9,350

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. The Cost Centre originally included the cost of Council Tax Benefit which is now provided by Local Council Tax Support.

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.

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	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>The Cost of Council Tax</u>				
Running Expenses	10,353,966	108,560	108,560	108,560
Total Expenditure	10,353,966	108,560	108,560	108,560
Income	-11,135,379	-775,510	-775,500	-574,850
Total Income	-11,135,379	-775,510	-775,500	-574,850
Net Income Transferred to Summary	-781,412	-666,950	-666,940	-466,290
<u>The Cost of National Non-Domestic Rates</u>				
Running Expenses	122,188	74,560	6,600	6,600
Total Expenditure	122,188	74,560	6,600	6,600
Income	-268,914	-247,480	-247,480	-247,480
Total Income	-268,914	-247,480	-247,480	-247,480
Net Income Transferred to Summary	-146,726	-172,920	-240,880	-240,880
<u>Registration Of Electors</u>				
Employees	20,690	7,850	27,250	27,360
Running Expenses	75,880	71,470	54,650	51,880
Total Expenditure	96,570	79,320	81,900	79,240
Income	-2,195	-2,270	-4,950	-2,270
Total Income	-2,195	-2,270	-4,950	-2,270
Net Expenditure Transferred to Summary	94,375	77,050	76,950	76,970

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 suggests should not be charged to service budgets or cannot be identified to a user or service.

This Budget also 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 Estimate 2014/15 includes a growth item of £50,000 to fund an anticipated increase in the pension fund deficit. The Revised Estimate 2013/14 includes a Carry Forward of £196,775 from 2012/13 in respect of funding for redundancies.

Budget Holder: Head of Finance and Resources

Medway Conservancy

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

Budget Holder: Head of Finance and Resources

MAIDSTONE BOROUGH COUNCIL
CORPORATE SERVICES

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Elections</u>				
Employees	77,693	44,350	34,350	34,400
Running Expenses	78,074	0	0	80,000
Total Expenditure	155,767	44,350	34,350	114,400
Income	-22,315	-420	-420	-420
Total Income	-22,315	-420	-420	-420
Net Expenditure Transferred to Summary	133,453	43,930	33,930	113,980
<u>Emergency Centre</u>				
Employees	100	0	0	0
Running Expenses	17,477	34,000	34,000	33,980
Total Expenditure	17,577	34,000	34,000	33,980
Net Expenditure Transferred to Summary	17,577	34,000	34,000	33,980
<u>Unapportionable Central Overheads</u>				
Employees	1,462,347	211,375	1,812,470	1,586,375
Running Expenses	30,000	0	0	0
Total Expenditure	1,492,347	211,375	1,812,470	1,586,375
Income	-3,544	0	0	0
Total Income	-3,544	0	0	0
Net Expenditure Transferred to Summary	1,488,803	211,375	1,812,470	1,586,375
<u>Medway Conservancy</u>				
Running Expenses	105,063	121,540	105,070	107,170
Total Expenditure	105,063	121,540	105,070	107,170
Net Expenditure Transferred to Summary	105,063	121,540	105,070	107,170

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 Resources

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 Resources

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	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>External Interest Payable</u>				
Running Expenses	226,921	202,100	202,100	176,700
Total Expenditure	226,921	202,100	202,100	176,700
Net Expenditure Transferred to Summary	226,921	202,100	202,100	176,700
<u>Interest & Investment Income</u>				
Income	-401,445	-250,000	-250,000	-250,000
Total Income	-401,445	-250,000	-250,000	-250,000
Net Income Transferred to Summary	-401,445	-250,000	-250,000	-250,000
<u>Sundry Corporate Property</u>				
Running Expenses	208,638	119,870	142,770	135,970
Total Expenditure	208,638	119,870	142,770	135,970
Income	-307,668	-300,430	-342,970	-350,470
Total Income	-307,668	-300,430	-342,970	-350,470
Net Income Transferred to Summary	-99,030	-180,560	-200,200	-214,500
<u>Parkwood Industrial Estate</u>				
Running Expenses	50,638	81,700	45,795	69,385
Total Expenditure	50,638	81,700	45,795	69,385
Income	-487,238	-467,665	-479,340	-479,340
Total Income	-487,238	-467,665	-479,340	-479,340
Net Income Transferred to Summary	-436,601	-385,965	-433,545	-409,955

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

EXPLANATORY NOTES

Non Service Related Government Grants

This Budget is for Government Grants received that are not attributable to a specific service area.

The only grant shown here is the New Homes Bonus Grant.

Budget Holder: Head of Finance and Resources

Housing Benefits

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

Budget Holder: Benefits Manager

Town Hall

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

Budget Holder: Property and Procurement Manager

South Maidstone Depot

This Budget relates to the cost of the Depot, which is occupied by internal sections and external contractors. The budgeted income for the Original and Revised Estimate 2013/2014 related to income received from the refuse contractor - under the terms of the new refuse contract, this charge is no longer levied.

Budget Holder: Property & Procurement Manager

MAIDSTONE BOROUGH COUNCIL
CORPORATE SERVICES

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Non Service Related Government Grants</u>				
Income	-1,644,322	0	-2,948,370	-3,740,411
Total Income	-1,644,322	0	-2,948,370	-3,740,411
Net Income Transferred to Summary	-1,644,322	0	-2,948,370	-3,740,411
<u>Housing Benefits</u>				
Running Expenses	44,350,480	43,278,260	45,923,060	45,923,060
Total Expenditure	44,350,480	43,278,260	45,923,060	45,923,060
Income	-45,183,922	-44,010,070	-46,688,070	-46,863,720
Total Income	-45,183,922	-44,010,070	-46,688,070	-46,863,720
Net Income Transferred to Summary	-833,442	-731,810	-765,010	-940,660
<u>Town Hall</u>				
Running Expenses	72,462	88,890	74,560	76,020
Total Expenditure	72,462	88,890	74,560	76,020
Income	-2,194	-2,150	-2,150	-2,150
Total Income	-2,194	-2,150	-2,150	-2,150
Net Expenditure Transferred to Summary	70,268	86,740	72,410	73,870
<u>South Maidstone Depot</u>				
Running Expenses	115,123	121,500	133,990	127,290
Total Expenditure	115,123	121,500	133,990	127,290
Income	-20,530	-18,980	-7,080	0
Total Income	-20,530	-18,980	-7,080	0
Net Expenditure Transferred to Summary	94,593	102,520	126,910	127,290

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: Head of ICT Shared Service

Central Telephones

This Budget covers the Council's Central Telephone System.

Budget Holder: Head of ICT Shared Service

Internal Printing

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

Budget Holder: Facilities & Corporate Support Manager

MAIDSTONE BOROUGH COUNCIL
CORPORATE SERVICES

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Offices</u>				
Running Expenses	1,664,054	1,693,330	1,736,380	1,710,830
Total Expenditure	1,664,054	1,693,330	1,736,380	1,710,830
Income	-214,124	-175,600	-184,600	-175,600
Total Income	-214,124	-175,600	-184,600	-175,600
Net Expenditure Transferred to Summary	1,449,929	1,517,730	1,551,780	1,535,230
<u>Information Technology</u>				
Running Expenses	588,376	545,580	359,060	413,060
Total Expenditure	588,376	545,580	359,060	413,060
Income	-139,022	-87,800	0	0
Total Income	-139,022	-87,800	0	0
Net Expenditure Transferred to Summary	449,354	457,780	359,060	413,060
<u>Central Telephones</u>				
Running Expenses	62,399	72,070	72,070	72,070
Total Expenditure	62,399	72,070	72,070	72,070
Net Expenditure Transferred to Summary	62,399	72,070	72,070	72,070
<u>Internal Printing</u>				
Running Expenses	36,510	61,390	61,390	50,890
Total Expenditure	36,510	61,390	61,390	50,890
Income	-176,726	-165,320	-145,780	-136,130
Total Income	-176,726	-165,320	-145,780	-136,130
Net Income Transferred to Summary	-140,215	-103,930	-84,390	-85,240

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

EXPLANATORY NOTES

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.

The Revised Estimate 2013/14 includes £4,523,760 Revenue support for the Capital programme that was not spent during 2012/13. The major contribution to this Budget comes from the New Homes Bonus that has accumulated from prior years.

Budget Holder: Head of Finance and Resources

Pensions Fund Appropriation

This Budget is now shown against Unapportionable Central Overheads.

Budget Holder: Head of Finance and Resources

Chief Executive Sections

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

Budget Holder: Chief Executive

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Youth Development Programme</u>				
Employees	30,491	24,250	40,090	40,150
Running Expenses	2,111	560	17,260	17,260
Total Expenditure	32,602	24,810	57,350	57,410
Income	0	0	-16,700	-16,700
Total Income	0	0	-16,700	-16,700
Net Expenditure Transferred to Summary	32,602	24,810	40,650	40,710
<u>Appropriation Account</u>				
Running Expenses	2,989	0	0	0
Capital Charges	403,300	2,377,900	8,211,330	4,502,711
Total Expenditure	406,289	2,377,900	8,211,330	4,502,711
Net Expenditure Transferred to Summary	406,289	2,377,900	8,211,330	4,502,711
<u>Pensions Fund Appropriation</u>				
Employees	347,655	1,513,620	0	0
Total Expenditure	347,655	1,513,620	0	0
Net Expenditure Transferred to Summary	347,655	1,513,620	0	0
<u>Chief Executive Sections</u>				
Employees	1,249,820	1,323,910	1,363,200	1,251,790
Running Expenses	71,049	72,870	109,080	62,130
Total Expenditure	1,320,869	1,396,780	1,472,280	1,313,920
Income	-43,509	-39,800	-69,800	-64,800
Total Income	-43,509	-39,800	-69,800	-64,800
Net Expenditure Transferred to Summary	1,277,360	1,356,980	1,402,480	1,249,120

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

EXPLANATORY NOTES

Director of Environment and Shared Services Sections

This Budget represents the cost of the Director of Environment Sections included in this Portfolio.

The Revised Estimate 13/14 includes a Carry Forward of £84,400.

The Original Estimate 14/15 includes a Budget Strategy saving of £14,640

Budget Holder: Director of Environment and Shared Services

Director of Regeneration and Communities Sections

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

The Revised Estimate 2013/2014 includes a Carry Forward of £12,500 and the Original Estimate 2014/2015 includes Budget Strategy savings of £55,690.

Budget Holder: Director of Regeneration and Communities

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Director of Environment and Shared Services Sections</u>				
Employees	2,893,742	3,005,500	3,880,300	3,966,720
Running Expenses	406,903	393,380	729,250	605,600
Total Expenditure	3,300,645	3,398,880	4,609,550	4,572,320
Income	-558,088	-495,120	-1,522,380	-1,469,210
Total Income	-558,088	-495,120	-1,522,380	-1,469,210
Net Expenditure Transferred to Summary	2,742,557	2,903,760	3,087,170	3,103,110
<u>Director of Regeneration and Communities Sections</u>				
Employees	1,696,786	1,738,300	1,797,560	1,780,550
Running Expenses	326,884	339,950	300,860	261,810
Capital Charges	4,029	4,850	4,850	4,850
Total Expenditure	2,027,699	2,083,100	2,103,270	2,047,210
Income	-91,816	-102,110	-102,110	-102,110
Total Income	-91,816	-102,110	-102,110	-102,110
Net Expenditure Transferred to Summary	1,935,883	1,980,990	2,001,160	1,945,100

CORPORATE SERVICES PORTFOLIO

Revenue Savings 2014/15

Scheme

	£
Print- MFD savings & Changes	50,000
Cleaning Contract Savings	19,000
Audit Days Sold	10,000
Democracy & Scrutiny- Structural Change	20,000
Finance- Structural Change	22,960
Energy Use- Low Energy Bulbs	10,000
Energy Use- Energy Saving Actions	7,000
Rent Commercial Conversions	12,000
Capital Support	41,000
	<u>191,960</u>

Revenue Growth Items 2014/15

Scheme

	£
Reduction in Benefit Grant	25,000
Pension Deficit Funding	50,000
	<u>75,000</u>

MAIDSTONE BOROUGH COUNCIL

ECONOMIC & COMMERCIAL DEVELOPMENT

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
Museum	375,186	226,440	220,445	216,920
Carriage Museum	24,759	21,790	25,155	20,180
Hazlitt Arts Centre	21,295	-110,040	-73,500	295,040
Whatman's Arena	24,073	22,280	31,060	19,400
Heritage Millennium Amphitheatre	0	-360	-360	0
Tourism	57,965	33,600	69,310	33,600
Conference Bureau.	-41,870	-42,170	-42,170	-42,170
Museum Shop	-4,201	-11,030	-23,430	-23,470
Economic Development	100,184	94,900	262,575	55,000
Town Centre Management Sponsorship	15,000	15,000	15,000	15,000
Market	-121,015	-172,850	-190,600	-155,250
Director of Regeneration & Communities Sections	1,074,493	1,060,090	1,227,370	887,480
Director of Environment and Shared Services Sections	64,754	72,420	72,840	73,920
Net Expenditure Transferred to Summary	1,590,622	1,210,070	1,593,695	1,395,650

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 Revised Estimate 2013/14 includes a Carry Forward of £5,000.

Budget Holder: Cultural Services Manager

Carriage Museum

This Budget covers the cost of the Carriage Museum.

Budget Holder: Cultural Services Manager

Hazlitt Arts Centre

The operation of the Hazlitt Arts Centre, from 1 October 2013, is managed by an external contractor who invoice Maidstone Borough Council for their services, quarterly, throughout the contract at an agreed value.
Due to the service being externally managed the staff costs of the Contractor are reflected here for the Original Budget 2014/2015 but are shown elsewhere in this Portfolio in prior years.

Budget Holder: Cultural Services Manager

MAIDSTONE BOROUGH COUNCIL
ECONOMIC & COMMERCIAL DEVELOPMENT

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Museum</u>				
Employees	39,052	15,640	91,710	22,760
Running Expenses	562,213	308,550	409,608	330,500
Total Expenditure	601,265	324,190	501,318	353,260
Income	-226,080	-97,750	-280,873	-136,340
Total Income	-226,080	-97,750	-280,873	-136,340
Net Expenditure Transferred to Summary	375,186	226,440	220,445	216,920
<u>Carriage Museum</u>				
Running Expenses	25,934	25,790	29,155	24,180
Total Expenditure	25,934	25,790	29,155	24,180
Income	-1,175	-4,000	-4,000	-4,000
Total Income	-1,175	-4,000	-4,000	-4,000
Net Expenditure Transferred to Summary	24,759	21,790	25,155	20,180
<u>Hazlitt Arts Centre</u>				
Employees	147,177	171,310	171,300	0
Running Expenses	539,403	454,550	491,100	295,040
Total Expenditure	686,580	625,860	662,400	295,040
Income	-665,285	-735,900	-735,900	0
Total Income	-665,285	-735,900	-735,900	0
Net Income / Expenditure Transferred to Summary	21,295	-110,040	-73,500	295,040

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: Cultural Services Manager

Heritage Millennium Amphitheatre

This Budget covers the cost of the Amphitheatre.

Budget Holder: Cultural Services Manager

Tourism

The costs of promoting Tourism are included within this Budget.

The Revised Estimate for 2013/14 includes a Carry Forward of £37,900 for Grants to Outside Bodies.

Budget Holder: Local Economy Marketing Manager

Conference Bureau.

This Budget covers the cost of conferences, seminars, exhibitions and corporate events set against membership income.

Budget Holder: Economic Development and Regeneration Manager

MAIDSTONE BOROUGH COUNCIL
ECONOMIC & COMMERCIAL DEVELOPMENT

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Whatman's Arena</u>				
Employees	1,526	0	0	0
Running Expenses	61,850	66,520	75,300	19,700
Total Expenditure	63,376	66,520	75,300	19,700
Income	-39,303	-44,240	-44,240	-300
Total Income	-39,303	-44,240	-44,240	-300
Net Expenditure Transferred to Summary	24,073	22,280	31,060	19,400
<u>Heritage Millennium Amphitheatre</u>				
Income	0	-360	-360	0
Total Income	0	-360	-360	0
Net Income Transferred to Summary	0	-360	-360	0
<u>Tourism</u>				
Running Expenses	68,929	33,600	69,310	33,600
Total Expenditure	68,929	33,600	69,310	33,600
Income	-10,964	0	0	0
Total Income	-10,964	0	0	0
Net Expenditure Transferred to Summary	57,965	33,600	69,310	33,600
<u>Conference Bureau.</u>				
Running Expenses	10,447	25,200	25,200	25,200
Total Expenditure	10,447	25,200	25,200	25,200
Income	-52,317	-67,370	-67,370	-67,370
Total Income	-52,317	-67,370	-67,370	-67,370
Net Income Transferred to Summary	-41,870	-42,170	-42,170	-42,170

MAIDSTONE BOROUGH COUNCIL
ECONOMIC & COMMERCIAL DEVELOPMENT
EXPLANATORY NOTES

Museum Shop

This Budget accounts for the Museum's retail trading activity.

Budget Holder: Local Economy Marketing Manager

Economic Development

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

The Revised Estimate 2013/2014 includes Carry Forwards of £248,465 across a number of cost centres.

Budget Holder: Economic Development and Regeneration Manager

Town Centre Management Sponsorship

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

Budget Holder: Economic Development and Regeneration Manager

Market

This Budget includes the cost of running the Tuesday and Saturday markets and the Agricultural Hall within the Lockmeadow complex.

The Original Estimate 2014/2015, includes Budget Strategy growth of £30,000.

Budget Holder: Market Manager

MAIDSTONE BOROUGH COUNCIL
ECONOMIC & COMMERCIAL DEVELOPMENT

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Museum Shop</u>				
Running Expenses	49,622	22,120	22,220	22,180
Total Expenditure	49,622	22,120	22,220	22,180
Income	-53,823	-33,150	-45,650	-45,650
Total Income	-53,823	-33,150	-45,650	-45,650
Net Income Transferred to Summary	-4,201	-11,030	-23,430	-23,470
<u>Economic Development</u>				
Running Expenses	113,402	94,900	262,575	55,000
Total Expenditure	113,402	94,900	262,575	55,000
Income	-13,218	0	0	0
Total Income	-13,218	0	0	0
Net Expenditure Transferred to Summary	100,184	94,900	262,575	55,000
<u>Town Centre Management Sponsorship</u>				
Running Expenses	15,000	15,000	15,000	15,000
Total Expenditure	15,000	15,000	15,000	15,000
Net Expenditure Transferred to Summary	15,000	15,000	15,000	15,000
<u>Market</u>				
Running Expenses	201,853	204,110	189,770	195,120
Capital Charges	0	3,410	0	0
Total Expenditure	201,853	207,520	189,770	195,120
Income	-322,868	-380,370	-380,370	-350,370
Total Income	-322,868	-380,370	-380,370	-350,370
Net Income Transferred to Summary	-121,015	-172,850	-190,600	-155,250

MAIDSTONE BOROUGH COUNCIL
ECONOMIC & COMMERCIAL DEVELOPMENT
EXPLANATORY NOTES

Director of Regeneration & Communities Sections

This Budget represents the cost for the Director of Regeneration & Communities Sections in this Portfolio.
The reduction in budget for the Original Estimate 2014/2015 reflects staff transfers to the new operator of the Hazlitt Theatre.

Budget Holder: Director of Regeneration and Communities

Director of Environment and Shared Services Sections

This Budget represents the cost for the Director of Environment and Shared Services Sections in this Portfolio.

Budget Holder: Director of Environment and Shared Services

MAIDSTONE BOROUGH COUNCIL
ECONOMIC & COMMERCIAL DEVELOPMENT

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Director of Regeneration & Communities Sections</u>				
Employees	1,023,674	998,210	1,169,120	844,010
Running Expenses	68,121	65,630	58,250	43,470
Total Expenditure	1,091,794	1,063,840	1,227,370	887,480
Income	-17,301	-3,750	0	0
Total Income	-17,301	-3,750	0	0
Net Expenditure Transferred to Summary	1,074,493	1,060,090	1,227,370	887,480
<u>Director of Environment and Shared Services Sections</u>				
Employees	64,216	70,790	71,210	72,310
Running Expenses	538	1,630	1,630	1,610
Total Expenditure	64,754	72,420	72,840	73,920
Net Expenditure Transferred to Summary	64,754	72,420	72,840	73,920

ECONOMIC AND COMMERCIAL DEVELOPMENT

Revenue Savings 2014/15

Scheme

£

0

Revenue Growth Items 2014/15

Scheme

£

Market Income

30,000

Economic Development

30,000

60,000

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
Cobtree Golf Course	-80,400	-94,110	-81,530	-73,220
Cemetery	-91,830	-81,000	-41,170	-79,920
National Assistance Act	1,270	-490	-490	-490
Crematorium	-664,546	-748,550	-747,500	-771,710
Maintenance of Closed Churchyards	0	5,000	1,000	5,000
Drainage	12,746	31,700	31,700	31,700
Licensing	-111,526	-97,280	-97,280	-129,780
Dog Control	38,675	23,600	23,600	24,130
Pollution Control - General	26,066	24,940	57,580	25,340
Contaminated Land	-726	0	0	0
Environmental Enforcement	22,927	13,580	-4,570	13,580
Food Hygiene	16,993	8,890	8,890	8,840
Sampling	-114	3,300	3,300	3,300
Occupational Health & Safety	-11,890	4,000	20,000	4,000
Infectious Disease Control	770	1,000	1,040	1,080
Noise Control	1,490	1,260	1,190	1,190
Pest Control	-6,357	-12,000	-12,000	-12,000
Public Conveniences	126,353	113,260	117,380	116,410
Street Cleansing	814,212	872,960	947,970	951,120
Household Waste Collection	1,359,403	1,155,490	1,195,820	1,062,050
Trade Waste Services	4,031	-51,650	-61,720	-61,720
Recycling Collection	1,650,428	1,460,230	1,308,110	801,670
Maidstone Borough Services	1,649,981	1,841,830	1,888,790	1,859,100
Director of Environment and Shared Services Sections	1,093,474	1,176,320	1,147,710	1,117,880
Director of Regeneration & Communities Sections	588,420	635,310	636,130	633,230
Net Expenditure Transferred to Summary	6,439,851	6,287,590	6,343,950	5,530,780

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.

The Original Estimate 2014/2015 has been established with a lower income expectation resulting from negotiations for a contract extension with the current operator.

Budget Holder: Parks & Leisure Manager

Cemetery

This Budget covers the operation of the Sutton Road Cemetery.

The Revised Estimate 2013/2014 includes budgets funded from the revenue underspends of £30,000 for repairs to roads and paths and £9,000 for perpetuity grave maintenance.

Budget Holder: Bereavement Services Development 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: Bereavement Services Development Manager

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Cobtree Golf Course</u>				
Running Expenses	207,029	199,040	206,420	166,730
Total Expenditure	207,029	199,040	206,420	166,730
Income	-287,429	-293,150	-287,950	-239,950
Total Income	-287,429	-293,150	-287,950	-239,950
Net Income Transferred to Summary	-80,400	-94,110	-81,530	-73,220
<u>Cemetery</u>				
Running Expenses	31,936	42,530	82,360	43,610
Total Expenditure	31,936	42,530	82,360	43,610
Income	-123,766	-123,530	-123,530	-123,530
Total Income	-123,766	-123,530	-123,530	-123,530
Net Income Transferred to Summary	-91,830	-81,000	-41,170	-79,920
<u>National Assistance Act</u>				
Running Expenses	1,270	500	500	500
Total Expenditure	1,270	500	500	500
Income	0	-990	-990	-990
Total Income	0	-990	-990	-990
Net Income / Expenditure Transferred to Summary	1,270	-490	-490	-490

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

EXPLANATORY NOTES

Crematorium

This Budget covers the operation of Vinters Park Crematorium. The 2012/2013 Actual includes expenditure funded from a carry forward of £43,700 for 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 £23,650 increase in income anticipated from sales of memorials and revisions to fees and charges as part of Budget Strategy and the 2013/2014 Revised Estimate includes temporary funding for staffing to undertake a memorial audit. The 2014/2015 Original Estimate includes a £29,470 increase in income from Budget Strategy fees and charges adjustments.

Budget Holder: Bereavement Services Development 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.

The Original Budget 2014/2015 includes Budget Strategy Savings of £32,500 due to a reduction in the Licensing Partnership charge and additional income for the Scrap Metal Dealer's Licence.

Budget Holder: Senior Licensing Officer

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Crematorium</u>				
Employees	88,296	90,460	107,350	92,440
Running Expenses	349,821	223,690	225,440	228,020
Total Expenditure	438,116	314,150	332,790	320,460
Income	-1,102,662	-1,062,700	-1,080,290	-1,092,170
Total Income	-1,102,662	-1,062,700	-1,080,290	-1,092,170
Net Income Transferred to Summary	-664,546	-748,550	-747,500	-771,710
<u>Maintenance of Closed Churchyards</u>				
Running Expenses	0	5,000	1,000	5,000
Total Expenditure	0	5,000	1,000	5,000
Net Expenditure Transferred to Summary	0	5,000	1,000	5,000
<u>Drainage</u>				
Running Expenses	12,746	31,700	31,700	31,700
Total Expenditure	12,746	31,700	31,700	31,700
Net Expenditure Transferred to Summary	12,746	31,700	31,700	31,700
<u>Licensing</u>				
Running Expenses	198,430	201,370	197,370	169,870
Total Expenditure	198,430	201,370	197,370	169,870
Income	-309,955	-298,650	-294,650	-299,650
Total Income	-309,955	-298,650	-294,650	-299,650
Net Income Transferred to Summary	-111,526	-97,280	-97,280	-129,780

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 2013/2014 includes a carry forward of £32,487 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	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Dog Control</u>				
Running Expenses	43,545	27,500	27,500	28,030
Total Expenditure	43,545	27,500	27,500	28,030
Income	-4,870	-3,900	-3,900	-3,900
Total Income	-4,870	-3,900	-3,900	-3,900
Net Expenditure Transferred to Summary	38,675	23,600	23,600	24,130
<u>Pollution Control - General</u>				
Running Expenses	36,401	36,510	69,150	36,910
Total Expenditure	36,401	36,510	69,150	36,910
Income	-10,335	-11,570	-11,570	-11,570
Total Income	-10,335	-11,570	-11,570	-11,570
Net Expenditure Transferred to Summary	26,066	24,940	57,580	25,340
<u>Contaminated Land</u>				
Running Expenses	665	1,000	1,000	1,000
Total Expenditure	665	1,000	1,000	1,000
Income	-1,391	-1,000	-1,000	-1,000
Total Income	-1,391	-1,000	-1,000	-1,000
Net Income Transferred to Summary	-726	0	0	0

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

EXPLANATORY NOTES

Environmental Enforcement

This Budget contains the costs of Environmental Enforcement throughout the Borough. The Actual 2012/2013 includes expenditure funded from 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.

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

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Environmental Enforcement</u>				
Running Expenses	284,331	203,600	209,550	209,200
Total Expenditure	284,331	203,600	209,550	209,200
Income	-261,404	-190,020	-214,120	-195,620
Total Income	-261,404	-190,020	-214,120	-195,620
Net Income / Expenditure Transferred to Summary	22,927	13,580	-4,570	13,580
<u>Food Hygiene</u>				
Employees	8,988	0	0	0
Running Expenses	19,394	13,500	13,500	13,450
Total Expenditure	28,382	13,500	13,500	13,450
Income	-11,389	-4,610	-4,610	-4,610
Total Income	-11,389	-4,610	-4,610	-4,610
Net Expenditure Transferred to Summary	16,993	8,890	8,890	8,840
<u>Sampling</u>				
Running Expenses	386	3,300	3,300	3,300
Total Expenditure	386	3,300	3,300	3,300
Income	-500	0	0	0
Total Income	-500	0	0	0
Net Income / Expenditure Transferred to Summary	-114	3,300	3,300	3,300

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

EXPLANATORY NOTES

Occupational Health & Safety

This fulfils the Council's statutory responsibilities.

The Revised Estimate 2013/2014 includes a Carry Forward of £16,000 to meet legal costs in respect of Health and Safety prosecutions.

Budget Holder: Environmental Health Manager

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.

Budget Holder: Enforcement Operations Manager

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Occupational Health & Safety</u>				
Running Expenses	5,125	4,000	20,000	4,000
Total Expenditure	5,125	4,000	20,000	4,000
Income	-17,015	0	0	0
Total Income	-17,015	0	0	0
Net Income / Expenditure Transferred to Summary	-11,890	4,000	20,000	4,000
<u>Infectious Disease Control</u>				
Running Expenses	770	1,000	1,040	1,080
Total Expenditure	770	1,000	1,040	1,080
Net Expenditure Transferred to Summary	770	1,000	1,040	1,080
<u>Noise Control</u>				
Running Expenses	1,490	1,260	1,190	1,190
Total Expenditure	1,490	1,260	1,190	1,190
Net Expenditure Transferred to Summary	1,490	1,260	1,190	1,190
<u>Pest Control</u>				
Income	-6,357	-12,000	-12,000	-12,000
Total Income	-6,357	-12,000	-12,000	-12,000
Net Income Transferred to Summary	-6,357	-12,000	-12,000	-12,000

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

EXPLANATORY NOTES

Public Conveniences

This Budget covers the cost of maintaining Public Conveniences in the Borough and operation of the Community Based Scheme.

Budget Holder: Depot Operations Manager

Street Cleansing

This Budget covers the cost of Street Cleaning within the Borough.
The Revised Estimate 2013/2014 includes a Carry Forward of £20,000 for improvements to the waste transfer facilities at the Depot.

Budget Holder: Depot Operations Manager

Household Waste Collection

This Budget covers the cost of Refuse Collection throughout the Borough.
The 2013/2014 Original Budget includes Budget Strategy savings of £156,470 largely to be met from the financial savings realised from the new Waste and Recycling contract implemented from August 2013. Further savings arising from the new contract have been included within the Original Estimate for 2014/2015.

Budget Holder: Waste and Street Scene Manager

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Public Conveniences</u>				
Employees	66,151	61,420	63,530	64,180
Running Expenses	60,336	51,840	53,850	52,230
Total Expenditure	126,487	113,260	117,380	116,410
Income	-133	0	0	0
Total Income	-133	0	0	0
Net Expenditure Transferred to Summary	126,353	113,260	117,380	116,410
<u>Street Cleansing</u>				
Employees	760,983	778,810	790,520	780,140
Running Expenses	118,129	127,170	190,470	204,000
Total Expenditure	879,112	905,980	980,990	984,140
Income	-64,900	-33,020	-33,020	-33,020
Total Income	-64,900	-33,020	-33,020	-33,020
Net Expenditure Transferred to Summary	814,212	872,960	947,970	951,120
<u>Household Waste Collection</u>				
Employees	3,150	0	0	0
Running Expenses	1,426,831	1,379,960	1,261,250	1,130,200
Total Expenditure	1,429,981	1,379,960	1,261,250	1,130,200
Income	-70,578	-224,470	-65,430	-68,150
Total Income	-70,578	-224,470	-65,430	-68,150
Net Expenditure Transferred to Summary	1,359,403	1,155,490	1,195,820	1,062,050

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

EXPLANATORY NOTES

Trade Waste Services

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

Budget Holder: Waste and Street Scene Manager

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. The Original Estimate 2014 /2015 includes further savings of £608,010 from the contract costs and £40,970 from green bin income.

Budget Holder: Waste and Street Scene Manager

Maidstone Borough Services

This Budget summarises the costs from those of the operational areas of the Council's Direct Services that recharge to service cost centres e.g: Grounds Maintenance, Support Crew and the Vehicle Workshop.

The direct costs for the other services eg: Street Cleansing and Public Convenience Cleaning are shown within service cost centres elsewhere within this Portfolio.

Budget Holder: Waste and Street Scene Manager

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Trade Waste Services</u>				
Employees	500	0	10,000	10,000
Running Expenses	10,383	90,000	39,000	39,000
Total Expenditure	10,883	90,000	49,000	49,000
Income	-6,852	-141,650	-110,720	-110,720
Total Income	-6,852	-141,650	-110,720	-110,720
Net Income / Expenditure Transferred to Summary	4,031	-51,650	-61,720	-61,720
<u>Recycling Collection</u>				
Running Expenses	2,609,450	2,511,530	2,139,150	1,683,220
Total Expenditure	2,609,450	2,511,530	2,139,150	1,683,220
Income	-959,022	-1,051,300	-831,040	-881,550
Total Income	-959,022	-1,051,300	-831,040	-881,550
Net Expenditure Transferred to Summary	1,650,428	1,460,230	1,308,110	801,670
<u>Maidstone Borough Services</u>				
Employees	1,088,083	1,188,040	1,172,180	1,185,280
Running Expenses	622,075	634,450	681,040	652,760
Capital Charges	144,221	205,330	210,330	221,500
Total Expenditure	1,854,378	2,027,820	2,063,550	2,059,540
Income	-204,398	-185,990	-174,760	-200,440
Total Income	-204,398	-185,990	-174,760	-200,440
Net Expenditure Transferred to Summary	1,649,981	1,841,830	1,888,790	1,859,100

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

EXPLANATORY NOTES

Director of Environment and Shared Services Sections

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

Budget Holder: Director of Environment and Shared Services

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	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Director of Environment and Shared Services Sections</u>				
Employees	1,012,555	1,069,620	1,075,360	1,021,840
Running Expenses	81,436	106,700	99,870	96,040
Total Expenditure	1,093,991	1,176,320	1,175,230	1,117,880
Income	-516	0	-27,520	0
Total Income	-516	0	-27,520	0
Net Expenditure Transferred to Summary	1,093,474	1,176,320	1,147,710	1,117,880
<u>Director of Regeneration & Communities Sections</u>				
Employees	550,241	564,500	565,600	563,060
Running Expenses	38,180	70,810	70,530	70,170
Total Expenditure	588,420	635,310	636,130	633,230
Net Expenditure Transferred to Summary	588,420	635,310	636,130	633,230

ENVIRONMENT PORTFOLIO

Revenue Savings 2014/15

Scheme

	£
Fees and Charges Increase-Crematorium	29,470
Fees and Charges Increase-Recycling & Refuse	20,970
New Waste Contract	608,010
Green Bins (Volume Increase)	20,000
Licensing Increased Income	5,000
Licensing Partnership Charge	27,500
	<u>710,950</u>

MAIDSTONE BOROUGH COUNCIL

PLANNING, TRANSPORT & DEVELOPMENT

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
Building Control Summary	-347,011	-343,750	-333,620	-338,510
Street Naming & Numbering	-12,989	-29,000	-29,000	-29,000
Development Control	-752,039	-699,580	-543,530	-812,550
Planning Policy	109,856	166,660	686,860	216,530
Conservation	59,204	-11,670	-11,670	-11,670
Land Charges	-199,086	-238,500	-209,250	-239,250
Environment Improvements	8,143	14,340	14,770	14,280
Name Plates & Notices	15,561	17,600	17,600	17,600
On Street Parking	-344,999	-224,010	-265,510	-259,950
Off Street Parking - Enforcement	-151,554	0	-162,030	-159,470
Residents Parking	-208,380	-264,670	-224,670	-224,030
Pay & Display Car Parks	-1,187,996	-1,425,590	-1,175,450	-1,224,100
Non Paying Car Parks	9,554	8,930	8,930	9,170
Park & Ride	504,844	431,520	449,650	449,430
Socially Desirable Buses	58,524	63,780	63,780	63,780
Other Transport Services	-137	15,700	35,700	15,700
Director of Environment and Shared Services Sections	251,584	255,790	253,750	261,050
Chief Executive Sections	1,713,009	1,847,830	1,947,330	1,861,560
Net Income / Expenditure Transferred to Summary	-473,912	-414,620	523,640	-389,430

MAIDSTONE BOROUGH COUNCIL
PLANNING, TRANSPORT & DEVELOPMENT
EXPLANATORY NOTES

Building Control Summary

This Budget reflects some of the costs 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.

The Budget Book is presented to show direct costs only. Employee and Central Support costs are shown at the end of each portfolio of services.

Budget Holder: Building Surveying Manager

Street Naming & Numbering

This Cost Centre is for Street Naming and Numbering service which commenced in August 2012.

The Budget Book is presented to show direct costs only. Employee and Central Support costs are shown at the end of each portfolio of services.

Budget Holder: Head of ICT Shared Service

Development Control

This Budget reflects the cost of providing the Development Control function and income from Planning Application Fees. The Revised Estimate 2013/2014 contains a £254k Carry Forward from 2012/2013 for various Legal and Appeal Costs.

Budget Holder: Head of Planning

Planning Policy

This Budget reflects the cost of providing Planning Policy including the process of the Local Development Framework. The Revised Estimate 2013/2014 contains £523k of Carried Forward Budget from 2012/2013 balances.

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: Team Leader Planning Policy

MAIDSTONE BOROUGH COUNCIL
PLANNING, TRANSPORT & DEVELOPMENT

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Building Control Summary</u>				
Running Expenses	8,036	8,690	8,690	8,690
Total Expenditure	8,036	8,690	8,690	8,690
Income	-355,048	-352,440	-342,310	-347,200
Total Income	-355,048	-352,440	-342,310	-347,200
Net Income Transferred to Summary	-347,011	-343,750	-333,620	-338,510
<u>Street Naming & Numbering</u>				
Income	-12,989	-29,000	-29,000	-29,000
Total Income	-12,989	-29,000	-29,000	-29,000
Net Income Transferred to Summary	-12,989	-29,000	-29,000	-29,000
<u>Development Control</u>				
Running Expenses	67,978	137,160	388,260	134,240
Total Expenditure	67,978	137,160	388,260	134,240
Income	-820,017	-836,740	-931,790	-946,790
Total Income	-820,017	-836,740	-931,790	-946,790
Net Income Transferred to Summary	-752,039	-699,580	-543,530	-812,550
<u>Planning Policy</u>				
Running Expenses	170,482	170,000	690,200	219,870
Total Expenditure	170,482	170,000	690,200	219,870
Income	-60,626	-3,340	-3,340	-3,340
Total Income	-60,626	-3,340	-3,340	-3,340
Net Expenditure Transferred to Summary	109,856	166,660	686,860	216,530

MAIDSTONE BOROUGH COUNCIL
PLANNING, TRANSPORT & DEVELOPMENT
EXPLANATORY NOTES

Conservation

This Budget reflects the cost of the Conservation function.

Budget Holder: Head of Planning

Land Charges

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

Budget Holder: Head of Planning

Environment Improvements

This Budget covers the costs relating to Environmental Improvements.

Budget Holder: Street Scene Officer

Name Plates & Notices

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

Budget Holder: Street Scene Officer

MAIDSTONE BOROUGH COUNCIL
PLANNING, TRANSPORT & DEVELOPMENT

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Conservation</u>				
Running Expenses	68,255	9,800	9,800	9,800
Total Expenditure	68,255	9,800	9,800	9,800
Income	-9,051	-21,470	-21,470	-21,470
Total Income	-9,051	-21,470	-21,470	-21,470
Net Income / Expenditure Transferred to Summary	59,204	-11,670	-11,670	-11,670
<u>Land Charges</u>				
Employees	1,003	0	0	0
Running Expenses	14,690	15,250	14,500	14,500
Total Expenditure	15,693	15,250	14,500	14,500
Income	-214,780	-253,750	-223,750	-253,750
Total Income	-214,780	-253,750	-223,750	-253,750
Net Income Transferred to Summary	-199,086	-238,500	-209,250	-239,250
<u>Environment Improvements</u>				
Running Expenses	21,958	14,340	14,770	14,280
Total Expenditure	21,958	14,340	14,770	14,280
Income	-13,815	0	0	0
Total Income	-13,815	0	0	0
Net Expenditure Transferred to Summary	8,143	14,340	14,770	14,280
<u>Name Plates & Notices</u>				
Running Expenses	15,561	17,600	17,600	17,600
Total Expenditure	15,561	17,600	17,600	17,600
Net Expenditure Transferred to Summary	15,561	17,600	17,600	17,600

MAIDSTONE BOROUGH COUNCIL
PLANNING, TRANSPORT & DEVELOPMENT
EXPLANATORY NOTES

On Street Parking

This Budget represents the expenditure and income related to On-Street Parking Enforcement and parking meters.

Budget Holder: Parking Services Manager

Off Street Parking - Enforcement

This Budget represents the expenditure and income relating to Off Street Parking Enforcement.

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.

Budget Holder: Parking Services Manager

MAIDSTONE BOROUGH COUNCIL
PLANNING, TRANSPORT & DEVELOPMENT

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>On Street Parking</u>				
Running Expenses	358,121	387,250	385,750	391,310
Total Expenditure	358,121	387,250	385,750	391,310
Income	-703,120	-611,260	-651,260	-651,260
Total Income	-703,120	-611,260	-651,260	-651,260
Net Income Transferred to Summary	-344,999	-224,010	-265,510	-259,950
<u>Off Street Parking - Enforcement</u>				
Running Expenses	129,309	0	143,510	146,070
Total Expenditure	129,309	0	143,510	146,070
Income	-280,862	0	-305,540	-305,540
Total Income	-280,862	0	-305,540	-305,540
Net Income Transferred to Summary	-151,554	0	-162,030	-159,470
<u>Residents Parking</u>				
Running Expenses	40,952	42,900	42,900	43,540
Total Expenditure	40,952	42,900	42,900	43,540
Income	-249,332	-307,570	-267,570	-267,570
Total Income	-249,332	-307,570	-267,570	-267,570
Net Income Transferred to Summary	-208,380	-264,670	-224,670	-224,030

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 pay and display. The Original Estimate 2013/2014 included reduction of income and expenditure to reflect the planned demolition of Kings Street Multi-Storey Car Park. It also included the income and expenditure relating to Off Street Parking Enforcement. From the Revised Estimate 2013/2014 these are shown in a separate cost centre.

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. The Revised Estimate 2013/2014 includes a Carry Forward of £20,000. This was funded from the surplus from On Street Parking.

Budget Holder: Parking Services Manager

Socially Desirable Buses

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

Budget Holder: Parking Services Manager

MAIDSTONE BOROUGH COUNCIL
PLANNING, TRANSPORT & DEVELOPMENT

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Pay & Display Car Parks</u>				
Running Expenses	350,865	453,760	313,160	320,270
Total Expenditure	350,865	453,760	313,160	320,270
Income	-1,538,861	-1,879,350	-1,488,610	-1,544,370
Total Income	-1,538,861	-1,879,350	-1,488,610	-1,544,370
Net Income Transferred to Summary	-1,187,996	-1,425,590	-1,175,450	-1,224,100
<u>Non Paying Car Parks</u>				
Running Expenses	9,740	8,940	8,940	9,180
Total Expenditure	9,740	8,940	8,940	9,180
Income	-186	-10	-10	-10
Total Income	-186	-10	-10	-10
Net Expenditure Transferred to Summary	9,554	8,930	8,930	9,170
<u>Park & Ride</u>				
Employees	32,518	38,490	36,620	37,100
Running Expenses	1,070,354	1,003,330	1,023,330	1,022,630
Total Expenditure	1,102,872	1,041,820	1,059,950	1,059,730
Income	-598,028	-610,300	-610,300	-610,300
Total Income	-598,028	-610,300	-610,300	-610,300
Net Expenditure Transferred to Summary	504,844	431,520	449,650	449,430
<u>Socially Desirable Buses</u>				
Running Expenses	58,524	63,780	63,780	63,780
Total Expenditure	58,524	63,780	63,780	63,780
Net Expenditure Transferred to Summary	58,524	63,780	63,780	63,780

MAIDSTONE BOROUGH COUNCIL
PLANNING, TRANSPORT & DEVELOPMENT
EXPLANATORY NOTES

Other Transport Services

The Budget covers a number of transport related items such as traffic management measures, bus shelters and street tree maintenance. The Revised Estimate 2013/2014 includes Carry Forward of resources of £20,000

Budget Holder: Street Scene Officer

Director of Environment and Shared Services Sections

This Budget represents the costs of the Director of Environment and Shared Services sections in this portfolio.

Budget Holder: Director of Environment and Shared Services

Chief Executive Sections

This Budget represents the cost of the Chief Executive's Sections in this Portfolio.
The Revised Estimate 2013/2014 includes a Carry Forward of £25,500 and the Original Estimate 2014/2015 includes Budget Strategy savings of £75,440.

Budget Holder: Chief Executive

MAIDSTONE BOROUGH COUNCIL
PLANNING, TRANSPORT & DEVELOPMENT

SERVICES	2012/2013	2013/2014		2014/2015
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Other Transport Services</u>				
Running Expenses	9,910	15,700	35,700	15,700
Total Expenditure	9,910	15,700	35,700	15,700
Income	-10,047	0	0	0
Total Income	-10,047	0	0	0
Net Income / Expenditure Transferred to Summary	-137	15,700	35,700	15,700
<u>Director of Environment and Shared Services Sections</u>				
Employees	261,953	270,550	268,510	275,840
Running Expenses	27,538	21,630	21,630	21,600
Total Expenditure	289,491	292,180	290,140	297,440
Income	-37,907	-36,390	-36,390	-36,390
Total Income	-37,907	-36,390	-36,390	-36,390
Net Expenditure Transferred to Summary	251,584	255,790	253,750	261,050
<u>Chief Executive Sections</u>				
Employees	1,544,406	1,689,270	1,800,350	1,719,230
Running Expenses	188,100	186,400	169,390	164,740
Total Expenditure	1,732,505	1,875,670	1,969,740	1,883,970
Income	-19,496	-27,840	-22,410	-22,410
Total Income	-19,496	-27,840	-22,410	-22,410
Net Expenditure Transferred to Summary	1,713,009	1,847,830	1,947,330	1,861,560

PLANNING TRANSPORT AND DEVELOPMENT PORTFOLIO

Revenue Savings 2014/15

Scheme

	£
National Planning Fee Increase	35,000
Development Control-Pre-Application Income	10,000
Planning Review	28,500
Planning Administration Shared Service	46,500
	<u>120,000</u>

Revenue Growth Items 2014/15

Scheme

	£
Local Development Framework	50,000
	<u>50,000</u>

MEDIUM TERM FINANCIAL STRATEGY - CAPITAL 2014/15 ONWARDS

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1. INTRODUCTION

- 1.1 This financial strategy forms one of two financial strategies that aim to support the Council's corporate objectives as identified in the strategic plan 2010 - 2015. Whilst achieving this, major issues relating to resources and facing the Council in the medium term are considered where they relate to the capital programme. For issues relating to the Council's day to day activities see the strategy regarding revenue.
- 1.2 Set out in this document is an overview of the capital plans of the Council and the criteria by which such plans are developed and approved. The success of the programme is dependent upon the Council's ability to generate the resources required and
- 1.3 Although this document is developed for the medium term with an outlook of five years, the Council reviews the programme on an ongoing basis and consider its effectiveness formally each quarter. Changes are linked to the priorities of the strategic plan through the process of scheme approval as set out in this document.

2. PROGRAMME

- 2.1 The strategy for the capital programme requires consideration at two levels, the overall programme and the scheme specifics.
- 2.2 The overall programme is considered in terms of the prudential borrowing principles of sustainability, affordability and prudence. At the overall programme level the relative priority of schemes, as they enhance the provision of corporate or service based objectives is also considered.
- 2.3 The inclusion of specific capital schemes within the overall programme requires an assessment, at the scheme specifics level, that is based on affordability in revenue and capital terms, including the whole life cost, project timeline and risk assessment.
- 2.4 Schemes will be assessed using three approaches:
- a) Where schemes fit within a specific strategy and resources are available for that strategy within the capital programme the scheme would be subject to appraisal and prioritisation against the objectives of that strategy and approved by the relevant cabinet Member;
 - b) Where schemes can be demonstrated to be commercial in nature and require the use of prudential borrowing, a business case must be presented to the Property Investment Advisory Panel. These proposals will receive final approval from the Property Investment Cabinet Committee;
 - c) Where schemes do not fit within the criteria above but an appropriate option appraisal has been completed a cross party sounding board considers schemes against the priorities below.
- 2.5 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.
- 2.6 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 viability assessments of expected development suggests that there will be a funding gap. The Council must prepare itself to support that infrastructure need in order to deliver its strategic priorities.

- 2.7 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 ensuring the principles set out in 3.1.2 to 3.1.4 are met.
- 2.8 The programme for the period 2014/15 to 2018/19 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 is included in the capital programme at the level of scheme type.
- 2.9 The capital programme is a five year programme and Table 1 below summarises the programme by portfolio.

Estimate 2013/14 £	PORTFOLIO	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £
3,286	COMMUNITY & LEISURE	3,925	1,350	1,350	1,350	1,350
1,208	CORPORATE SERVICES	350	350	350	350	350
3,214	ECONOMIC & COMMERCIAL DEVELOPMENT	5,187	1,500	1,000		
154	ENVIRONMENT					
23	PLANNING, TRANSPORT & DEVELOPMENT	2,211	1,970	2,828	3,611	3,386
7,885	GRAND TOTAL - ALL PORTFOLIOS	11,673	5,170	5,528	5,311	5,086

[Table 1: Capital programme]

3. **FUNDING**

- 3.1 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.
- 3.2 The Council's main source of funding for the capital programme over recent years has been from 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 deferral of financial savings required in the revenue budget.
- 3.3 In the past the programme benefited from major receipts from the sale of assets. The Council no longer holds many surplus assets of significant value that are surplus to operational need. As a result, the funding from capital receipts has reduced to the sale of small assets that can be identified as surplus.
- 3.4 In 2012/13 the Council approved the use of prudential borrowing for prescribed range of commercial activities. Use of prudential borrowing is subject to an approved business case that evidences a benefit above that required to repay any debt over the life of the commercial activity.
- 3.5 The programme now includes an assessment of likely receipts from developer contributions. These may arise in future from the community infrastructure levy or at present from section 106 agreements with developers.
- 3.6 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.

Estimate 2013/14 £	RESOURCE	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £
5,114	REVENUE CONTRIBUTION	359				
2,948	NEW HOMES BONUS	3,740	2,752	3,115	2,898	2,673
472	CAPITAL GRANTS	450	450	450	450	450
2,442	CAPITAL RECEIPTS					
1,850	PRUDENTIAL BORROWING	4,150				
	DEVELOPER CONTRIBUTION			1,963	1,963	1,963
12,827	GRAND TOTAL - ALL RESOURCES	8,699	3,202	5,528	5,311	5,086

[Table 6: Capital financing, confirmed and assumed]

BUDGET STRATEGY 2014/15 ONWARDS

CAPITAL SUMMARY 2014/15 ONWARDS

SUMMARY

Estimate 2013/14 £	CAPITAL PROGRAMME SUMMARY	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £
EXPENDITURE						
3,285,650	COMMUNITY & LEISURE	3,925,160	1,350,000	1,350,000	1,350,000	1,350,000
1,208,270	CORPORATE SERVICES	350,000	350,000	350,000	350,000	350,000
3,214,290	ECONOMIC & COMMERCIAL DEVELOPMENT	5,187,050	1,500,000	1,000,000	0	0
153,600	ENVIRONMENT	0	0	0	0	0
23,200	PLANNING, TRANSPORT & DEVELOPMENT	2,210,971	1,970,400	2,828,170	3,610,800	3,386,400
7,885,010	GRAND TOTAL - ALL PORTFOLIOS	11,673,181	5,170,400	5,528,170	5,310,800	5,086,400
RESOURCES						
8,062,530	REVENUE CONTRIBUTION	4,099,411	2,752,400	3,115,170	2,897,800	2,673,400
472,250	CAPITAL GRANTS	450,000	450,000	450,000	450,000	450,000
2,442,000	CAPITAL RECEIPTS	0	0	0	0	0
1,850,000	PRUDENTIAL BORROWING	4,150,000	0	0	0	0
0	DEVELOPER CONTRIBUTIONS	0	0	1,963,000	1,963,000	1,963,000
12,826,780	GRAND TOTAL - ALL RESOURCES	8,699,411	3,202,400	5,528,170	5,310,800	5,086,400

Estimate 2013/14 £	NET FUNDING	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £
12,826,780	RESOURCES AVAILABLE (CUMMULATIVE)	13,641,181	5,170,400	5,528,170	5,310,800	5,086,400
7,885,010	RESOURCES REQUIRED	11,673,181	5,170,400	5,528,170	5,310,800	5,086,400
4,941,770	BALANCE CARRIED FORWARD	1,968,000	0	0	0	0

CAPITAL PROGRAMME 2014/15 ONWARDS

Estimate 2013/14 £	COMMUNITY & LEISURE	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £
34,890	CCTV Control Room					
6,950	Cobtree Golf Course					
275,000	Continued Improvements to Play Areas	1,750,000				
12,000	Green Space Strategy					
25,780	Mote Park Regeneration					
40,000	Museum Carbon Management Scheme					
121,000	HAC Contract Capital Works					
12,540	Small Scale Capital Works Programme					
1,170,490	Housing Grants	1,385,160	750,000	750,000	750,000	750,000
562,000	Support for Social Housing	790,000	600,000	600,000	600,000	600,000
750,000	Vacant Property Acquisition					
80,000	Stilebridge Lane Sewage Treatment Works					
195,000	Gypsy Site Improvements					
3,285,650	COMMUNITY & LEISURE TOTAL	3,925,160	1,350,000	1,350,000	1,350,000	1,350,000

Estimate 2013/14 £	CORPORATE SERVICES	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £
3,100	Upgrade Amenity lighting					
679,850	King Street Multi-storey Car Park					
50,000	Park Wood Industrial Estate Environmental Imps					
295,320	Asset Management / Corporate Property	175,000	175,000	175,000	175,000	175,000
180,000	Software / PC Replacement	175,000	175,000	175,000	175,000	175,000
1,208,270	CORPORATE SERVICES TOTAL	350,000	350,000	350,000	350,000	350,000

Estimate 2013/14 £	ECONOMIC & COMMERCIAL DEVELOPMENT	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £
26,040	High Street Regeneration Ph 1a & 1b					
1,263,990	High Street Regeneration Ph 2	337,050				
	Enterprise Hub	700,000				
74,260	Christmas Lights					
1,850,000	Acquisition of Commercial Assets	4,150,000	1,500,000	1,000,000		
3,214,290	ECONOMIC & COMMERCIAL DEVELOPMENT TOTAL	5,187,050	1,500,000	1,000,000	0	0

Estimate 2013/14 £	ENVIRONMENT	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £
14,800	Improvements to the Council's Car Parks					
8,800	Land Drainage/Improvement to Ditches & Watercourses					
30,000	Crematorium Access					
100,000	Purchase of Cleaning Vehicle					
153,600	ENVIRONMENT TOTAL	0	0	0	0	0

Estimate 2013/14 £	PLANNING, TRANSPORT & DEVELOPMENT	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £
9,350	Planning Delivery					
13,850	Regeneration Schemes					
	Transport & Highways	2,210,971	1,970,400	2,369,320	2,763,070	2,606,400
	Green & Blue Infrastructure				250,000	280,000
	Public Realm			458,850	597,730	500,000
23,200	PLANNING, TRANSPORT & DEVELOPMENT TOTAL	2,210,971	1,970,400	2,828,170	3,610,800	3,386,400

CAPITAL FUNDING 2014/15 ONWARDS

Estimate 2013/14 REVENUE CONTRIBUTION £	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £
4,409,900 Balance brought forward					
454,260 Revenue support	309,000				
50,000 From balances for Play Areas	50,000				
200,000 From underspend					
2,948,370 New Homes Bonus	3,740,411	2,752,400	3,115,170	2,897,800	2,673,400
8,062,530 Total	4,099,411	2,752,400	3,115,170	2,897,800	2,673,400

Estimate 2013/14 CAPITAL GRANTS £	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £
Balance brought forward					
22,250 HLF - Mote Park					
450,000 DFGs	450,000	450,000	450,000	450,000	450,000
472,250	450,000	450,000	450,000	450,000	450,000

Estimate 2013/14 CAPITAL RECEIPTS £	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £
1,044,000 Balance brought forward					
575,000 26 Tonbridge Road					
165,000 Turkey Mill (Balance)					
658,000 Miscellaneous					
2,442,000	0	0	0	0	0

Estimate 2013/14 PRUDENTIAL BORROWING £	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £
1,850,000 Commercialisation Programme	4,150,000				
1,850,000	4,150,000	0	0	0	0

Estimate 2013/14 DEVELOPER CONTRIBUTIONS £	Estimate 2014/15 £	Estimate 2015/16 £	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £
Community Infrastructure Levy			1,963,000	1,963,000	1,963,000
0	0	0	1,963,000	1,963,000	1,963,000

PRUDENTIAL INDICATORS

Ratio of Financing Costs to Net Revenue Stream

2012/13 %	2013/14 %	2014/15 %	2015/16 %	2016/17 %
-2.0	-0.9	-0.1	-0.1	-0.1

This indicator shows the proportion of the net revenue stream (revenue budget) that is attributable to financing costs of capital expenditure. As estimated investment income is higher than interest costs, this results in a negative total.

Incremental Impact of Capital Investment Decisions on the Council Tax

	2012/13 £,000	2013/14 £,000	2014/15 £,000	2015/16 £,000	2016/17 £,000
i) Forecast of total budgetary requirement no changes to capital programme	5,383	5,612	1,970	450	450
ii) Forecast of total budgetary requirement after changes to capital programme	5,009	7,885	11,948	5,223	5,878
iii) Additional Council Tax Required	-0.06	1.75	4.77	3.83	3.93

Demonstrates the affordability of the capital programme. It demonstrates the impact of the proposed capital programme upon the Council Tax.

Current Financial Plan

2012/13 £,000	2013/14 £,000	2014/15 £,000	2015/16 £,000	2016/17 £,000
5,009	7,885	11,948	5,223	5,878

This is the estimate of capital expenditure taken from the Corporate Budget Strategy 2013/14 Onwards. Assumption that Capital Programme may increase

Capital Financing Requirement

2012/13 £,000	2013/14 £,000	2014/15 £,000	2015/16 £,000	2016/17 £,000
1,901	-3,553	-12,099	-13,705	-14,003

This is a measure of the capital expenditure incurred historically by the council that has yet to be financed. Having a negative CF

TREASURY MANAGEMENT INDICATORS

Authorised Limit for External Debt

	2012/13 £,000	2013/14 £,000	2014/15 £,000	2015/16 £,000	2016/17 £,000
Borrowing	10,000	10,000	10,000	10,000	10,000
Other Long Term Liabilities	6,294	5,856	5,426	4,971	4,514
Total	16,294	15,856	15,426	14,971	14,514

This limit is the main limit set as a maximum for external borrowing. It fulfils the requirements under section 3 of the Local Government Act 2003.

Operational Boundary

	2012/13 £,000	2013/14 £,000	2014/15 £,000	2015/16 £,000	2016/17 £,000
Borrowing	6,000	6,000	6,000	6,000	6,000
Other Long Term Liabilities	6,261	5,856	5,426	4,971	4,514
Total	12,261	11,856	11,426	10,971	10,514

This limit should be the focus of day to day treasury management. It is similar to the Authorised Limit but excludes the allowance for temporary cash flow borrowing as perceived as not necessary on a day to day basis.

Upper Limit for Fixed Interest Rate Exposure

2012/13 %	2013/14 %	2014/15 %	2015/16 %	2016/17 %
100	100	100	100	100

This is the maximum amount of net borrowing and investment that can be at a fixed rate. Variable rate call accounts may be cleared during periods of high payments eg Precept so fixed rate can peak during these periods.

Upper Limit for Variable Interest Rate Exposure

2012/13 %	2013/14 %	2014/15 %	2015/16 %	2016/17 %
80	80	80	80	80

This is the maximum amount of net borrowing and investment that can be at a variable rate. The limit set reflects the fact that during the year there can be excess surplus funds available for short term investment. These arise from timing differences between receipts received and payments made.

Maturity Structure of New Fixed Rate Borrowing during 2012/13

	Upper Limit %	Lower Limit %
Under 12 months	100	0
12 months to under 24 months	100	0
24 months to under 5 years	100	0
5 years to under 10 years	100	0
10 years and over	100	0

It may be necessary to borrow at fixed term rates during 2013/14. This will be monitored as the year progresses and a decision will then be made.

Principal Invested for more than 364 Days

2012/13 £,000	2013/14 £,000	2014/15 £,000	2015/16 £,000	2016/17 £,000
2,000	3,000	3,000	3,000	3,000

This indicator is set to reflect current advice from our Treasury Management Advisors.

External Debt as at 31st March

	2012/13 £,000	2013/14 £,000	2014/15 £,000	2015/16 £,000	2016/17 £,000
Actual Borrowing	0	0	0	0	0
Other Long Term Liabilities	5,856	5,426	4,971	4,514	4,033
Total	5,856	5,426	4,971	4,514	4,033

Actual point in time of external borrowing