

MAIDSTONE BOROUGH COUNCIL REVENUE ESTIMATES**REVISED ESTIMATE 2019/20 AND ESTIMATE 2020/21****COMMITTEE SUMMARY**

| Cost Centre/Service | Original Estimate 2019/20 £ | Revised Estimate 2019/20 £ | Estimate 2020/21 £ |
|-------------------------------------|--|---|-----------------------------------|
| Policy & Resources | 6,399,330 | 6,983,680 | 6,344,300 |
| Strategic Planning & Infrastructure | -1,499,240 | -1,235,770 | -1,325,730 |
| Communities, Housing & Environment | 8,511,490 | 8,436,980 | 8,505,380 |
| Economic Regeneration & Leisure | 1,023,380 | 1,219,770 | 938,690 |
| | 14,434,960 | 15,404,660 | 14,462,640 |
| Invest to Save Contributions | 10,000 | 10,000 | 10,000 |
| Transfers to Earmarked Reserves | 6,030,180 | 5,146,980 | 6,727,590 |
| Net Revenue Expenditure | 20,475,140 | 20,561,640 | 21,200,230 |

SUMMARY ESTIMATE 2020/21 - BY COMMITTEE

| Cost Centre/Service | Original Approved Estimate 2019/20 £ | Revised Estimate 2019/20 £ | Estimate 2020/21 (Expenditure) £ | Estimate 2020/21 (Income) £ | Estimate 2020/21 £ |
|--|---|---|---|--|-----------------------------------|
| Policy & Resources | | | | | |
| Contingency | 183,420 | 63,970 | 250,000 | | 250,000 |
| Unapportionable Central Overheads | 1,783,370 | 1,783,370 | 1,419,050 | | 1,419,050 |
| Non Service Related Government Grants | -3,880,840 | -3,729,760 | 0 | -4,472,240 | -4,472,240 |
| Appropriation Account | 978,880 | 1,275,060 | 1,030,360 | | 1,030,360 |
| Balances, Pensions & Appropriations Total | -935,170 | -607,360 | 2,699,410 | -4,472,240 | -1,772,830 |
| Council Tax Collection | -370,600 | 52,740 | 91,020 | -37,170 | 53,850 |
| Council Tax Collection - Non Pooled | 57,780 | -365,560 | 58,940 | -423,340 | -364,400 |
| Council Tax Benefits Administration | -152,120 | -152,120 | | -152,120 | -152,120 |
| NNDR Collection | -244,910 | -880 | 2,650 | -1,170 | 1,480 |
| NNDR Collection - Non Pooled | -72,160 | -149,200 | 15,020 | -249,230 | -234,210 |
| MBC- BID | 0 | 0 | 17,250 | -16,920 | 330 |
| Registration Of Electors | 47,790 | 47,790 | 51,340 | -2,340 | 49,000 |
| Elections | 163,910 | 162,890 | 168,910 | -430 | 168,480 |
| External Interest Payable | 310,310 | 310,310 | 2,061,790 | | 2,061,790 |
| Interest & Investment Income | -100,000 | -100,000 | | -100,000 | -100,000 |
| Central Services to the Public Total | -360,000 | -194,030 | 2,466,920 | -982,720 | 1,484,200 |
| Palace Gatehouse | -5,300 | -8,300 | 2,000 | -10,300 | -8,300 |
| Archbishops Palace | -98,390 | -97,740 | 44,300 | -141,280 | -96,980 |
| Parkwood Industrial Estate | -309,850 | -311,250 | 11,970 | -323,050 | -311,080 |
| Industrial Starter Units | -28,950 | -29,540 | 23,570 | -52,710 | -29,140 |
| Parkwood Equilibrium Units | -72,050 | -76,560 | 43,390 | -262,250 | -218,860 |
| Sundry Corporate Properties | -344,860 | -362,180 | 36,480 | -422,340 | -385,860 |
| Parks Dwellings | -43,420 | 22,090 | 22,230 | 0 | 22,230 |
| Chillington House | -25,200 | 0 | 0 | 0 | 0 |
| Phoenix Park Units | -234,320 | -216,560 | 37,590 | -253,480 | -215,890 |
| Granada House - Commercial | -107,770 | -109,540 | 11,280 | -120,530 | -109,250 |
| MPH Residential Properties | -187,700 | -161,590 | 4,150 | -284,240 | -280,090 |
| Heronnden Road Units | -153,170 | -151,570 | 13,960 | -165,120 | -151,160 |
| Boxmend Industrial Estate | -102,830 | -101,100 | 17,410 | -118,090 | -100,680 |
| Lockmeadow | -67,850 | -75,950 | 76,570 | -148,870 | -72,300 |
| Lockmeadow Complex | 0 | 0 | 57,430 | -1,153,430 | -1,096,000 |
| Lenworth House | 3,770 | 0 | 0 | | 0 |
| Commercial Investments Total | -1,777,890 | -1,679,790 | 402,330 | -3,455,690 | -3,053,360 |
| Performance & Development | 7,480 | 7,480 | 7,630 | | 7,630 |
| Corporate Projects | 40,450 | 89,450 | 6,820 | | 6,820 |
| Press & Public Relations | 35,450 | 30,530 | 31,130 | 0 | 31,130 |
| Corporate Management | 92,380 | 92,380 | 94,230 | | 94,230 |
| Corporate Management Total | 175,760 | 219,840 | 139,810 | 0 | 139,810 |
| Democratic Services Section | 165,270 | 180,220 | 190,430 | -1,800 | 188,630 |
| Mayoral & Civic Services Section | 109,550 | 109,960 | 114,550 | | 114,550 |
| Chief Executive | 176,790 | 176,680 | 184,960 | | 184,960 |
| Communications Section | 199,870 | 204,240 | 186,650 | -370 | 186,280 |
| Policy & Information Section | 222,100 | 249,150 | 270,550 | 0 | 270,550 |
| Head of Policy and Communications | 109,290 | 111,250 | 114,310 | | 114,310 |
| Registration Services Section | 137,300 | 134,530 | 141,570 | | 141,570 |
| Director of Finance & Business Improvement | 139,180 | 139,260 | 145,850 | | 145,850 |
| Accountancy Section | 716,060 | 704,430 | 757,560 | -21,720 | 735,840 |
| Director of Regeneration & Place | 137,630 | 138,240 | 145,910 | -1,090 | 144,820 |
| Procurement Section | 134,310 | 129,810 | 153,980 | -13,100 | 140,880 |
| Property & Projects Section | 400,480 | 399,680 | 426,170 | -6,030 | 420,140 |
| Facilities & Corporate Support Section | 266,140 | 232,300 | 244,230 | | 244,230 |
| Improvement Section | 322,470 | 335,180 | 369,980 | -25,000 | 344,980 |
| Executive Support Section | 164,330 | 144,760 | 172,710 | | 172,710 |
| Head of Commissioning and Business Improvement | 101,470 | 98,970 | 103,230 | | 103,230 |
| Customer Services Section | 638,860 | 643,020 | 667,710 | 0 | 667,710 |
| Salary Slippage | -247,100 | -200,910 | -261,000 | | -261,000 |
| Corporate Support Services Total | 3,894,000 | 3,930,770 | 4,129,350 | -69,110 | 4,060,240 |
| Civic Occasions | 42,310 | 41,330 | 42,060 | | 42,060 |
| Members Allowances | 379,970 | 379,970 | 389,300 | | 389,300 |
| Members Facilities | 40,520 | 28,520 | 29,060 | | 29,060 |
| Democratic Representation Total | 462,800 | 449,820 | 460,420 | 0 | 460,420 |
| Emergency Centre | 33,140 | 25,090 | 25,590 | | 25,590 |
| Emergency Planning Total | 33,140 | 25,090 | 25,590 | 0 | 25,590 |
| Housing Benefits Administration | -389,520 | -357,890 | 14,280 | -371,890 | -357,610 |
| Housing Benefit Administration Total | -389,520 | -357,890 | 14,280 | -371,890 | -357,610 |
| Upper Medway Internal Drainage Board | 115,400 | 115,400 | 120,070 | | 120,070 |
| Levies Total | 115,400 | 115,400 | 120,070 | 0 | 120,070 |
| Town Hall | 98,630 | 98,090 | 101,500 | -1,500 | 100,000 |
| South Maidstone Depot | 140,600 | 164,940 | 152,800 | | 152,800 |

SUMMARY ESTIMATE 2020/21 - BY COMMITTEE

| Cost Centre/Service | Original Approved Estimate 2019/20 £ | Revised Estimate 2019/20 £ | Estimate 2020/21 (Expenditure) £ | Estimate 2020/21 (Income) £ | Estimate 2020/21 £ |
|--------------------------------------|---|---|---|--|-----------------------------------|
| The Link | 101,660 | 91,410 | 345,400 | -243,890 | 101,510 |
| Maidstone House | 1,146,970 | 1,140,440 | 1,285,950 | -225,440 | 1,060,510 |
| Museum Buildings | 298,160 | 267,490 | 274,190 | -1,110 | 273,080 |
| Office Accommodation Total | 1,786,020 | 1,762,370 | 2,159,840 | -471,940 | 1,687,900 |
| Rent Allowances | -161,160 | -146,790 | 37,400,740 | -37,547,530 | -146,790 |
| Non HRA Rent Rebates | -6,710 | -8,490 | 840,370 | -848,860 | -8,490 |
| Discretionary Housing Payments | 1,680 | 1,450 | 300,700 | -299,250 | 1,450 |
| Rent Rebates Total | -166,190 | -153,830 | 38,541,810 | -38,695,640 | -153,830 |
| Mid Kent Improvement Partnership | 750 | 80 | 0 | 0 | 0 |
| Revenues Section | 475,240 | 471,940 | 833,940 | -331,820 | 502,120 |
| Benefits Section | 448,340 | 457,340 | 761,930 | -278,980 | 482,950 |
| Fraud Section | 42,330 | 45,790 | 239,170 | -209,240 | 29,930 |
| Mid Kent Audit Partnership | 211,440 | 211,710 | 723,440 | -510,750 | 212,690 |
| Legal Services Section | 511,140 | 503,140 | 571,250 | -69,000 | 502,250 |
| Mid Kent ICT Services | 535,890 | 535,790 | 1,580,240 | -964,520 | 615,720 |
| GIS Section | 108,890 | 109,150 | 192,610 | -77,080 | 115,530 |
| Director of Mid Kent Services | 42,770 | 42,770 | 139,210 | -92,800 | 46,410 |
| Mid Kent HR Services Section | 386,970 | 380,410 | 664,530 | -263,640 | 400,890 |
| MBC HR Services Section | 178,080 | 94,010 | 182,180 | -2,060 | 180,120 |
| Head of Revenues & Benefits | 65,070 | 67,600 | 111,780 | -39,280 | 72,500 |
| Revenues & Benefits Business Support | 153,920 | 109,060 | 357,560 | -246,740 | 110,820 |
| Dartford HR Services Section | -17,600 | -19,130 | 51,970 | -71,700 | -19,730 |
| IT Support for Revenues and Benefits | 0 | 31,030 | 65,720 | -26,610 | 39,110 |
| I.T. Operational Services | 326,900 | 531,920 | 532,560 | | 532,560 |
| Central Telephones | 14,620 | 14,620 | 14,910 | | 14,910 |
| Mid Kent ICT Software | 197,860 | 0 | 0 | 0 | 0 |
| Shared Services Total | 3,682,610 | 3,587,230 | 7,023,000 | -3,184,220 | 3,838,780 |
| Apprentices Programme | 48,460 | 48,500 | 49,910 | 0 | 49,910 |
| Internal Printing | -32,820 | -6,070 | 51,680 | -56,920 | -5,240 |
| Debt Recovery Service | -10,170 | -13,090 | 1,112,310 | -1,147,960 | -35,650 |
| Debt Recovery MBC Profit Share | -127,100 | -143,280 | | -144,100 | -144,100 |
| Trading Accounts Total | -121,630 | -113,940 | 1,213,900 | -1,348,980 | -135,080 |
| Policy & Resources | 6,399,330 | 6,983,680 | 59,396,730 | -53,052,430 | 6,344,300 |

POLICY & RESOURCES COMMITTEE

| Subjective Analysis | Original Approved Estimate 2019/20 £ | Revised Estimate 2019/20 £ | Estimate 2020/21 £ |
|---------------------------------|---|---|-----------------------------------|
| Agency & Contractor | 1,028,180 | 1,152,170 | 1,057,870 |
| Allowances | 369,920 | 369,920 | 379,050 |
| Benefits | 44,030,190 | 38,541,810 | 38,541,810 |
| Employee Direct | 8,991,410 | 9,158,730 | 9,476,000 |
| Employee Other | 1,948,390 | 2,259,100 | 1,517,600 |
| Equipment & Furniture | 1,156,300 | 891,640 | 897,700 |
| Fees & Charges | -1,049,300 | -1,167,810 | -1,209,370 |
| General Insurances | 15,820 | 17,810 | 18,020 |
| Grants & Contributions Paid | 425,210 | 424,400 | 2,178,100 |
| Grants & Contributions Received | -52,198,610 | -46,923,500 | -47,047,500 |
| Income Other | -1,182,970 | -1,146,580 | -1,142,160 |
| Information & Communications | 4,310 | 4,310 | 4,390 |
| Leasing & Capital Charges | 978,880 | 1,275,060 | 1,030,360 |
| Premises Other | 1,499,940 | 1,595,650 | 1,627,760 |
| Printing & Stationery | 149,210 | 153,430 | 137,920 |
| Professional Services | 381,680 | 504,850 | 416,420 |
| Rent | -2,292,090 | -2,170,670 | -3,653,400 |
| Repairs & Maintenance | 593,630 | 536,150 | 534,170 |
| Security & Protection | 38,590 | 39,630 | 39,350 |
| Subsistence & Training | 172,930 | 120,450 | 175,370 |
| Supplies & Services Other | 690,350 | 745,010 | 754,010 |
| Utilities | 467,850 | 436,130 | 447,210 |
| Vehicle & Transport | 179,510 | 165,990 | 163,620 |
| Policy & Resources | 6,399,330 | 6,983,680 | 6,344,300 |

SUMMARY ESTIMATE 2020/21 - BY COMMITTEE

| Cost Centre/Service | Original Approved Estimate 2019/20 | Revised Estimate 2019/20 | Estimate 2020/21 (Expenditure) | Estimate 2020/21 (Income) | Estimate 2020/21 |
|--|---|---------------------------------|---------------------------------------|----------------------------------|-------------------------|
| | £ | £ | £ | £ | £ |
| Strategic Planning & Infrastructure | | | | | |
| Building Regulations Chargeable | -324,890 | -324,890 | 7,100 | -391,850 | -384,750 |
| Building Control | -1,030 | -1,030 | 2,090 | -3,080 | -990 |
| Street Naming & Numbering | -69,000 | -69,000 | | -81,500 | -81,500 |
| Building Control Total | -394,920 | -394,920 | 9,190 | -476,430 | -467,240 |
| Land Charges | -297,460 | -297,010 | 39,160 | -335,550 | -296,390 |
| Central Services to the Public Total | -297,460 | -297,010 | 39,160 | -335,550 | -296,390 |
| Development Management Section | 912,110 | 1,045,370 | 937,330 | | 937,330 |
| Spatial Policy Planning Section | 499,020 | 550,690 | 557,970 | -20,000 | 537,970 |
| Head of Planning and Development | 106,420 | 106,360 | 111,380 | | 111,380 |
| Development Management Enforcement Sec | 174,220 | 201,360 | 185,030 | | 185,030 |
| Building Surveying Section | 374,880 | 375,590 | 443,720 | | 443,720 |
| Heritage Landscape and Design Section | 184,000 | 212,130 | 207,560 | | 207,560 |
| Parking Services Section | 333,970 | 326,720 | 470,670 | -127,220 | 343,450 |
| Salary Slippage | -81,570 | -70,750 | -90,200 | | -90,200 |
| Corporate Support Services Total | 2,503,050 | 2,747,470 | 2,823,460 | -147,220 | 2,676,240 |
| Development Management Advice | -67,380 | -210,970 | 85,600 | -251,160 | -165,560 |
| Development Management Appeals | 124,240 | 124,240 | 86,730 | | 86,730 |
| Development Management Majors | -695,610 | -684,620 | 20,940 | -590,960 | -570,020 |
| Development Management - Other | -836,820 | -836,820 | 6,210 | -717,720 | -711,510 |
| Development Management Enforcement | 67,130 | 67,130 | 68,470 | | 68,470 |
| Development Control Total | -1,408,440 | -1,541,040 | 267,950 | -1,559,840 | -1,291,890 |
| Environment Improvements | 17,460 | 24,880 | 24,880 | 0 | 24,880 |
| Name Plates & Notices | 18,310 | 18,310 | 18,680 | | 18,680 |
| Network & Traffic Management Total | 35,770 | 43,190 | 43,560 | 0 | 43,560 |
| On Street Parking | -350,820 | -361,020 | 410,600 | -813,540 | -402,940 |
| Residents Parking | -259,240 | -253,190 | 96,460 | -347,750 | -251,290 |
| Pay & Display Car Parks | -1,913,310 | -1,895,960 | 555,880 | -2,418,380 | -1,862,500 |
| Non Paying Car Parks | 10,910 | 11,210 | 11,450 | -10 | 11,440 |
| Off Street Parking - Enforcement | -69,600 | -82,610 | 109,750 | -190,220 | -80,470 |
| Mote Park Pay & Display | -174,270 | -189,260 | 32,770 | -221,380 | -188,610 |
| Sandling Road Car Park | 2,870 | 3,140 | 156,090 | -152,530 | 3,560 |
| Parking Services Total | -2,753,460 | -2,767,690 | 1,373,000 | -4,143,810 | -2,770,810 |
| Planning Policy | 196,320 | 305,810 | 200,250 | 0 | 200,250 |
| Neighbourhood Planning | 0 | 25,000 | 0 | | 0 |
| Conservation | -11,470 | -11,470 | 4,210 | -15,600 | -11,390 |
| Planning Policy Total | 184,850 | 319,340 | 204,460 | -15,600 | 188,860 |
| Park & Ride | 179,980 | 189,600 | 165,920 | 0 | 165,920 |
| Socially Desirable Buses | 32,590 | 32,590 | | | 0 |
| Other Transport Services | -10,260 | -10,260 | 26,370 | -36,110 | -9,740 |
| Public Transport Total | 202,310 | 211,930 | 192,290 | -36,110 | 156,180 |
| Mid Kent Planning Support Service | 397,320 | 397,690 | 618,470 | -223,900 | 394,570 |
| Mid Kent Local Land Charges Section | 31,740 | 45,270 | 145,970 | -104,780 | 41,190 |
| Shared Services Total | 429,060 | 442,960 | 764,440 | -328,680 | 435,760 |
| Strategic Planning & Infrastructure | -1,499,240 | -1,235,770 | 5,717,510 | -7,043,240 | -1,325,730 |

STRATEGIC PLANNING & INFRASTRUCTURE COMMITTEE

| Subjective Analysis | Original Approved Estimate 2019/20 £ | Revised Estimate 2019/20 £ | Estimate 2020/21 £ |
|--|---|---|-----------------------------------|
| Agency & Contractor | 602,330 | 579,330 | 587,980 |
| Employee Direct | 3,094,820 | 3,223,670 | 3,285,220 |
| Employee Other | 121,280 | 204,000 | 97,100 |
| Equipment & Furniture | 78,160 | 88,290 | 90,070 |
| Fees & Charges | -6,464,740 | -6,639,240 | -6,427,580 |
| General Insurances | 11,470 | 12,190 | 12,210 |
| Grants & Contributions Paid | 50,030 | 64,870 | 40,270 |
| Grants & Contributions Received | -455,420 | -491,200 | -465,690 |
| Income Other | -83,880 | -142,390 | -142,800 |
| Information & Communications | 190 | 190 | 190 |
| Premises Other | 293,170 | 314,510 | 320,810 |
| Printing & Stationery | 29,930 | 29,930 | 30,510 |
| Professional Services | 547,540 | 716,750 | 566,350 |
| Rent | -7,170 | -7,170 | -7,170 |
| Repairs & Maintenance | 201,780 | 227,960 | 218,860 |
| Security & Protection | 73,870 | 54,140 | 35,350 |
| Subsistence & Training | 2,630 | 13,000 | 2,670 |
| Supplies & Services Other | 301,940 | 297,390 | 325,250 |
| Utilities | 15,790 | 15,790 | 16,120 |
| Vehicle & Transport | 87,040 | 202,220 | 88,550 |
| Strategic Planning & Infrastructure | -1,499,240 | -1,235,770 | -1,325,730 |

SUMMARY ESTIMATE 2020/21 - BY COMMITTEE

| Cost Centre/Service | Original Approved Estimate 2019/20 | Revised Estimate 2019/20 | Estimate 2020/21 (Expenditure) | Estimate 2020/21 (Income) | Estimate 2020/21 |
|---|---|---|---|--|-------------------------|
| | £ | £ | £ | £ | £ |
| Communities, Housing & Environment | | | | | |
| Cemetery | 43,430 | 49,540 | 193,750 | -139,380 | 54,370 |
| National Assistance Act | -480 | -480 | 2,120 | -2,560 | -440 |
| Crematorium | -786,430 | -810,400 | 498,120 | -1,317,780 | -819,660 |
| Bereavement Services Total | -743,480 | -761,340 | 693,990 | -1,459,720 | -765,730 |
| Grants | 184,270 | 184,270 | 176,950 | | 176,950 |
| Delegated Grants | 2,100 | 2,100 | 2,140 | | 2,140 |
| Parish Services | 127,320 | 127,320 | 129,880 | | 129,880 |
| Member's Community Grant | 60,000 | 60,000 | 0 | | 0 |
| Central Services to the Public Total | 373,690 | 373,690 | 308,970 | 0 | 308,970 |
| Community Environmental Engagement | 0 | 420 | 440 | | 440 |
| Social Inclusion | 0 | 3,570 | 0 | | 0 |
| Community Development Total | 0 | 3,990 | 440 | 0 | 440 |
| Community Safety | 44,150 | 45,190 | 46,140 | 0 | 46,140 |
| PCC Grant - Building Safer Communities | 0 | 0 | 31,250 | -31,250 | 0 |
| C C T V | 208,130 | 207,300 | 57,020 | 0 | 57,020 |
| Community Safety Total | 252,280 | 252,490 | 134,410 | -31,250 | 103,160 |
| Head of Environment and Public Realm | 97,660 | 97,770 | 106,950 | | 106,950 |
| Bereavement Services Section | 180,630 | 205,520 | 217,070 | 0 | 217,070 |
| Community Partnerships & Resilience Section | 502,430 | 478,930 | 450,120 | | 450,120 |
| Licensing Section | 108,490 | 110,080 | 113,430 | | 113,430 |
| Environmental Protection Section | 246,420 | 260,640 | 267,160 | | 267,160 |
| Food and Safety Section | 255,370 | 255,370 | 261,750 | | 261,750 |
| Depot Services Section | 691,140 | 750,050 | 833,620 | -42,040 | 791,580 |
| Head of Housing & Community Services | 106,750 | 107,290 | 111,720 | | 111,720 |
| Homechoice Section | 206,140 | 204,190 | 263,560 | -49,740 | 213,820 |
| Housing & Inclusion Section | 517,530 | 515,590 | 757,280 | -206,330 | 550,950 |
| Housing & Health Section | 252,770 | 254,760 | 492,050 | -225,890 | 266,160 |
| Housing Management | 246,800 | 252,950 | 298,950 | 0 | 298,950 |
| Homelessness Outreach | 0 | 6,370 | 4,020 | 0 | 4,020 |
| Salary Slippage | -98,820 | -121,350 | -150,200 | | -150,200 |
| Corporate Support Services Total | 3,313,310 | 3,378,160 | 4,027,480 | -524,000 | 3,503,480 |
| Drainage | 31,740 | 31,740 | 32,380 | | 32,380 |
| Flood Defences & Land Drainage Total | 31,740 | 31,740 | 32,380 | 0 | 32,380 |
| Homeless Temporary Accommodation | 576,830 | 532,130 | 869,500 | -320,470 | 549,030 |
| Predictive Analysis & Preventing Homelessness | | | 510 | | 510 |
| Homelessness Prevention | 261,760 | 261,760 | 267,000 | 0 | 267,000 |
| Aylesbury House | 2,540 | 7,830 | 53,150 | -69,140 | -15,990 |
| Magnolia House | -18,280 | -26,700 | 23,520 | -49,760 | -26,240 |
| St Martins House | 0 | 0 | 17,280 | -17,280 | 0 |
| Marsham Street | 34,950 | 32,640 | 138,830 | -104,220 | 34,610 |
| Sundry Temporary Accommodation (TA) Properties | -34,370 | -37,830 | 13,510 | -50,930 | -37,420 |
| Pelican Court (Leased TA Property) | 0 | 0 | 0 | 0 | 0 |
| 2 Bed Property - Temporary Accommodation | -66,160 | -52,870 | 48,930 | -104,960 | -56,030 |
| 3 Bed Property - Temporary Accommodation | -65,590 | -52,780 | 53,440 | -100,100 | -46,660 |
| 4 bed Property - Temporary Accommodation | -17,640 | -5,010 | 13,130 | -19,400 | -6,270 |
| 1 Bed Property- Temporary Accommodation | 140 | -2,250 | 3,750 | -5,920 | -2,170 |
| Melville Road Supported Accommodation | 0 | -8,500 | 53,810 | -61,250 | -7,440 |
| Homelessness Total | 674,180 | 648,420 | 1,556,360 | -903,430 | 652,930 |
| Housing Register & Allocations | 10,400 | 10,400 | 10,610 | | 10,610 |
| Housing Advice Total | 10,400 | 10,400 | 10,610 | 0 | 10,610 |
| General Fund Residential Properties | 0 | -102,760 | 19,340 | -121,460 | -102,120 |
| Strategic Housing Role | 14,040 | 14,040 | 14,320 | 0 | 14,320 |
| Housing Strategy Total | 14,040 | -88,720 | 33,660 | -121,460 | -87,800 |
| Parks & Open Spaces | 889,480 | 958,530 | 1,040,370 | -48,600 | 991,770 |
| Playground Maintenance & Improvements | 144,080 | 144,160 | 148,870 | | 148,870 |
| Parks Pavilions | 25,000 | 39,490 | 39,730 | -10 | 39,720 |
| Mote Park | 208,440 | 259,920 | 286,450 | -15,970 | 270,480 |
| Parks & Open Spaces Leisure Activities | 0 | -5,830 | | -5,830 | -5,830 |
| Mote Park Leisure Activities | 0 | -38,310 | | -38,310 | -38,310 |
| Allotments | 11,990 | 12,090 | 12,900 | | 12,900 |
| Leisure Services Other Activities | 5,420 | 10,420 | 0 | | 0 |
| Open Spaces Total | 1,284,410 | 1,380,470 | 1,528,320 | -108,720 | 1,419,600 |
| Marden Caravan Site (Stilebridge Lane) | 19,100 | 19,070 | 49,570 | -30,340 | 19,230 |
| Ulcombe Caravan Site (Water Lane) | 6,980 | 6,940 | 46,560 | -40,000 | 6,560 |
| Other Council Properties Total | 26,080 | 26,010 | 96,130 | -70,340 | 25,790 |
| Private Sector Renewal | -47,270 | -47,270 | 2,780 | -50,000 | -47,220 |
| HMO Licensing | -20,380 | -20,380 | | -20,380 | -20,380 |
| Private Sector Housing Renewal Total | -67,650 | -67,650 | 2,780 | -70,380 | -67,600 |
| Public Health - Misc Services | 0 | 2,380 | 0 | 0 | 0 |
| Public Health Total | 0 | 2,380 | 0 | 0 | 0 |
| Recycling Collection | 712,570 | 712,570 | 2,125,630 | -1,315,680 | 809,950 |
| Recycling Total | 712,570 | 712,570 | 2,125,630 | -1,315,680 | 809,950 |
| Licences | -5,260 | -6,300 | 23,150 | -28,890 | -5,740 |
| Licensing Statutory | -66,000 | -66,000 | 77,200 | -141,320 | -64,120 |
| Licensing Non Chargeable | 7,530 | 7,530 | 7,720 | | 7,720 |
| Dog Control | 28,565 | 28,600 | 32,970 | -3,900 | 29,070 |
| Health Improvement Programme | 9,160 | 9,160 | 9,340 | | 9,340 |
| Pollution Control - General | 26,160 | 45,060 | 21,390 | -9,360 | 12,030 |

SUMMARY ESTIMATE 2020/21 - BY COMMITTEE

| Cost Centre/Service | Original Approved Estimate 2019/20 | Revised Estimate 2019/20 | Estimate 2020/21 (Expenditure) | Estimate 2020/21 (Income) | Estimate 2020/21 |
|---|---|---|---|--|-------------------------|
| | £ | £ | £ | £ | £ |
| Contaminated Land | 40 | 40 | 1,060 | -1,000 | 60 |
| Waste Crime | 8,900 | 280 | 104,350 | -98,080 | 6,270 |
| Food Hygiene | 9,280 | 2,280 | 12,140 | -3,350 | 8,790 |
| Sampling | 3,440 | 3,440 | 3,510 | | 3,510 |
| Occupational Health & Safety | 24,760 | 24,760 | 16,750 | -6,370 | 10,380 |
| Infectious Disease Control | 1,030 | 1,070 | 1,070 | | 1,070 |
| Noise Control | 1,200 | 1,200 | 1,210 | | 1,210 |
| Pest Control | -12,200 | -11,840 | 160 | -12,000 | -11,840 |
| Public Conveniences | 160,470 | 203,280 | 199,710 | | 199,710 |
| Licensing - Hackney & Private Hire | -64,380 | -64,380 | 76,360 | -139,020 | -62,660 |
| Regulatory Services Total | 132,695 | 178,180 | 588,090 | -443,290 | 144,800 |
| Street Cleansing | 1,186,410 | 1,130,670 | 1,185,680 | -20,390 | 1,165,290 |
| Street Cleansing Total | 1,186,410 | 1,130,670 | 1,185,680 | -20,390 | 1,165,290 |
| Commercial Waste Services | -64,230 | -64,040 | 167,030 | -228,170 | -61,140 |
| Trade Waste Total | -64,230 | -64,040 | 167,030 | -228,170 | -61,140 |
| Fleet Workshop & Management | 274,955 | 257,900 | 259,670 | | 259,670 |
| MBS Support Crew | -61,200 | -65,220 | 112,280 | -175,250 | -62,970 |
| Grounds Maintenance - Commercial | -21,790 | -86,200 | 155,940 | -290,970 | -135,030 |
| Trading Accounts Total | 191,965 | 106,480 | 527,890 | -466,220 | 61,670 |
| Household Waste Collection | 1,183,080 | 1,183,080 | 1,403,260 | -154,680 | 1,248,580 |
| Waste Collection Total | 1,183,080 | 1,183,080 | 1,403,260 | -154,680 | 1,248,580 |
| Communities, Housing & Environment | 8,511,490 | 8,436,980 | 14,423,110 | -5,917,730 | 8,505,380 |

COMMUNITIES, HOUSING & ENVIRONMENT COMMITTEE

| Subjective Analysis | Original Approved Estimate 2019/20 £ | Revised Estimate 2019/20 £ | Estimate 2020/21 £ |
|---|---|---|-----------------------------------|
| Agency & Contractor | 4,244,030 | 4,392,740 | 4,358,510 |
| Employee Direct | 5,142,720 | 5,614,580 | 5,531,150 |
| Employee Other | 60,300 | 243,610 | 145,590 |
| Equipment & Furniture | 391,960 | 426,020 | 382,190 |
| Fees & Charges | -2,839,190 | -2,909,400 | -2,913,810 |
| General Insurances | 13,670 | 12,500 | 11,640 |
| Grants & Contributions Paid | 349,480 | 401,900 | 345,100 |
| Grants & Contributions Received | -304,990 | -1,627,710 | -563,210 |
| Income Other | -1,292,570 | -1,431,460 | -1,396,540 |
| Information & Communications | 46,020 | 47,560 | 48,510 |
| Premises Other | 387,800 | 475,020 | 409,360 |
| Printing & Stationery | 13,050 | 15,560 | 15,850 |
| Professional Services | 1,161,980 | 1,235,700 | 1,127,410 |
| Rent | -796,260 | -1,103,070 | -1,044,170 |
| Repairs & Maintenance | 430,400 | 660,270 | 673,820 |
| Security & Protection | 46,680 | 90,920 | 87,790 |
| Subsistence & Training | 200 | 43,170 | 200 |
| Supplies & Services Other | 794,050 | 1,199,850 | 667,980 |
| Utilities | 162,180 | 176,370 | 156,280 |
| Vehicle & Transport | 499,980 | 472,850 | 461,730 |
| Communities, Housing & Environment | 8,511,490 | 8,436,980 | 8,505,380 |

SUMMARY ESTIMATE 2020/21 - BY COMMITTEE

| Cost Centre/Service | Original Approved Estimate 2019/20 £ | Revised Estimate 2019/20 £ | Estimate 2020/21 (Expenditure) £ | Estimate 2020/21 (Income) £ | Estimate 2020/21 £ |
|---|---|---|---|--|-----------------------------------|
| Economic Regeneration & Leisure | | | | | |
| Sandling Road Site | 17,220 | 22,920 | 23,810 | | 23,810 |
| Business Support & Enterprise | 0 | 3,970 | 0 | | 0 |
| Town Centre Management Sponsorship | 0 | 6,750 | 0 | | 0 |
| Business Terrace | 76,730 | 73,790 | 172,370 | -95,010 | 77,360 |
| Business Terrace Expansion (Phase 3) | 900 | 28,500 | 203,370 | -216,830 | -13,460 |
| Business Support Total | 94,850 | 135,930 | 399,550 | -311,840 | 87,710 |
| Leisure Services Section | 30,800 | 63,550 | 96,260 | -44,520 | 51,740 |
| Cultural Services Section | 522,170 | 506,610 | 501,040 | | 501,040 |
| Visitor Economy Section | 111,240 | 113,080 | 116,710 | | 116,710 |
| Economic Development Section | 279,170 | 271,350 | 293,420 | -13,630 | 279,790 |
| Market Section | 79,290 | 77,210 | 81,570 | | 81,570 |
| Head of Regeneration & Economic Development | 80,220 | 86,110 | 95,260 | -1,310 | 93,950 |
| Salary Slippage | -54,010 | -26,050 | -31,510 | | -31,510 |
| Corporate Support Services Total | 1,048,880 | 1,091,860 | 1,152,750 | -59,460 | 1,093,290 |
| Cultural Development Arts | 13,720 | 15,250 | 12,020 | | 12,020 |
| Museum | -35,580 | 13,020 | 109,330 | -97,840 | 11,490 |
| Carriage Museum | 3,690 | 3,410 | 5,310 | -1,600 | 3,710 |
| Museum-Grant Funded Activities | 0 | 2,180 | 30 | 0 | 30 |
| Museum Cafe | -2,760 | -3,540 | 0 | 0 | 0 |
| Hazlitt Arts Centre | 279,460 | 277,400 | 283,860 | | 283,860 |
| Festivals and Events | -20,980 | -25,980 | 19,430 | -50,030 | -30,600 |
| Culture & Heritage Total | 237,550 | 281,740 | 429,980 | -149,470 | 280,510 |
| Market | -68,060 | -56,440 | 109,640 | -168,090 | -58,450 |
| Economic Dev - Promotion & Marketing | 1,510 | 25,070 | 4,600 | -177,500 | -172,900 |
| Economic Development Total | -66,550 | -31,370 | 114,240 | -345,590 | -231,350 |
| Mote Park Adventure Zone | -112,550 | -106,660 | 7,340 | -114,000 | -106,660 |
| Mote Park Cafe | -49,570 | -52,260 | 8,310 | -60,490 | -52,180 |
| Maintenance of Closed Churchyards | 5,700 | 2,700 | 2,700 | | 2,700 |
| Open Spaces Total | -156,420 | -156,220 | 18,350 | -174,490 | -156,140 |
| Lettable Halls | -3,070 | -3,700 | 7,350 | -10,900 | -3,550 |
| Community Halls | 76,030 | 72,620 | 91,950 | -16,710 | 75,240 |
| Leisure Centre | -180,050 | -148,050 | 19,480 | -200,000 | -180,520 |
| Cobtree Golf Course | -35,000 | -35,000 | | -35,000 | -35,000 |
| Recreation & Sport Total | -142,090 | -114,130 | 118,780 | -262,610 | -143,830 |
| Tourism | 26,270 | 31,070 | 42,540 | -15,450 | 27,090 |
| Museum Shop | -19,110 | -19,110 | 26,940 | -45,530 | -18,590 |
| Tourism Total | 7,160 | 11,960 | 69,480 | -60,980 | 8,500 |
| Economic Regeneration & Leisure | 1,023,380 | 1,219,770 | 2,303,130 | -1,364,440 | 938,690 |

ECONOMIC REGENERATION & LESIURE COMMITTEE

| Subjective Analysis | Original Approved Estimate 2019/20 £ | Revised Estimate 2019/20 £ | Estimate 2020/21 £ |
|--|---|---|-----------------------------------|
| Agency & Contractor | 261,970 | 264,360 | 270,620 |
| Employee Direct | 1,112,080 | 1,176,160 | 1,134,160 |
| Employee Other | 20,460 | 20,610 | 20,540 |
| Equipment & Furniture | 36,370 | 27,250 | 29,810 |
| Fees & Charges | -357,600 | -477,140 | -502,250 |
| General Insurances | 31,710 | 37,390 | 37,680 |
| Grants & Contributions Paid | 15,910 | 21,100 | 17,490 |
| Grants & Contributions Received | 0 | -111,220 | 0 |
| Income Other | -705,330 | -640,380 | -797,280 |
| Information & Communications | 38,510 | 52,530 | 39,270 |
| Premises Other | 254,830 | 321,810 | 329,580 |
| Printing & Stationery | 6,090 | 6,690 | 6,610 |
| Professional Services | 62,830 | 64,680 | 25,290 |
| Rent | -64,910 | -64,910 | -64,910 |
| Repairs & Maintenance | 112,770 | 134,430 | 131,050 |
| Subsistence & Training | 800 | 12,650 | 810 |
| Supplies & Services Other | 116,580 | 292,860 | 180,100 |
| Utilities | 61,420 | 59,180 | 60,400 |
| Vehicle & Transport | 18,890 | 21,720 | 19,720 |
| Economic Regeneration & Leisure | 1,023,380 | 1,219,770 | 938,690 |

MAIDSTONE BOROUGH COUNCIL REVENUE ESTIMATES**REVISED ESTIMATE 2019/20 AND ESTIMATE 2020/21****PRIORITY SUMMARY**

| Cost Centre/Service | Original Estimate 2019/20 £ | Revised Estimate 2019/20 £ | Estimate 2020/21 £ |
|--|--|---------------------------------------|-------------------------------|
| Safe, Clean and Green | 6,203,140 | 6,257,420 | 6,330,550 |
| Homes and Communities | 1,997,660 | 2,002,460 | 1,918,940 |
| Thriving Place | 1,239,230 | 1,412,460 | 1,126,340 |
| Embracing Growth and Enabling Infrastructure | -1,417,670 | -1,164,600 | -1,235,090 |
| Central and Democratic | 6,412,600 | 6,896,920 | 6,321,900 |
| | 14,434,960 | 15,404,660 | 14,462,640 |
| Invest to Save Contributions | 10,000 | 10,000 | 10,000 |
| Transfers to Earmarked Reserves | 6,030,180 | 5,146,980 | 6,727,590 |
| Net Revenue Expenditure | 20,475,140 | 20,561,640 | 21,200,230 |

SUMMARY ESTIMATE 2020/21 - BY PRIORITY

| Cost Centre/Service | Original Approved Estimate 2019/20 | Revised Estimate 2019/20 | Estimate 2020/21 (Expenditure) | Estimate 2020/21 (Income) | Estimate 2020/21 |
|---|---|---|---|--|-----------------------------|
| | £ | £ | £ | £ | £ |
| Safe, Clean and Green | | | | | |
| Mote Park Adventure Zone | -112,550 | -106,660 | 7,340 | -114,000 | -106,660 |
| Parks & Open Spaces | 889,480 | 958,530 | 1,040,370 | -48,600 | 991,770 |
| Playground Maintenance & Improvements | 144,080 | 144,160 | 148,870 | | 148,870 |
| Parks Pavilions | 25,000 | 39,490 | 39,730 | -10 | 39,720 |
| Mote Park | 208,440 | 259,920 | 286,450 | -15,970 | 270,480 |
| Mote Park Cafe | -49,570 | -52,260 | 8,310 | -60,490 | -52,180 |
| Parks & Open Spaces Leisure Activities | 0 | -5,830 | | -5,830 | -5,830 |
| Mote Park Leisure Activities | 0 | -38,310 | | -38,310 | -38,310 |
| Allotments | 11,990 | 12,090 | 12,900 | 0 | 12,900 |
| Cemetery | 43,430 | 49,540 | 193,750 | -139,380 | 54,370 |
| National Assistance Act | -480 | -480 | 2,120 | -2,560 | -440 |
| Crematorium | -786,430 | -810,400 | 498,120 | -1,317,780 | -819,660 |
| Maintenance of Closed Churchyards | 5,700 | 2,700 | 2,700 | | 2,700 |
| Community Safety | 44,150 | 45,190 | 46,140 | 0 | 46,140 |
| PCC Grant - Building Safer Communities | 0 | 0 | 31,250 | -31,250 | 0 |
| C C T V | 208,130 | 207,300 | 57,020 | 0 | 57,020 |
| Drainage | 31,740 | 31,740 | 32,380 | | 32,380 |
| Licences | -5,260 | -6,300 | 23,150 | -28,890 | -5,740 |
| Licensing Statutory | -66,000 | -66,000 | 77,200 | -141,320 | -64,120 |
| Licensing Non Chargeable | 7,530 | 7,530 | 7,720 | | 7,720 |
| Dog Control | 28,565 | 28,600 | 32,970 | -3,900 | 29,070 |
| Health Improvement Programme | 9,160 | 9,160 | 9,340 | | 9,340 |
| Pollution Control - General | 26,160 | 45,060 | 21,390 | -9,360 | 12,030 |
| Contaminated Land | 40 | 40 | 1,060 | -1,000 | 60 |
| Waste Crime | 8,900 | 280 | 104,350 | -98,080 | 6,270 |
| Food Hygiene | 9,280 | 2,280 | 12,140 | -3,350 | 8,790 |
| Sampling | 3,440 | 3,440 | 3,510 | | 3,510 |
| Occupational Health & Safety | 24,760 | 24,760 | 16,750 | -6,370 | 10,380 |
| Infectious Disease Control | 1,030 | 1,070 | 1,070 | | 1,070 |
| Noise Control | 1,200 | 1,200 | 1,210 | | 1,210 |
| Pest Control | -12,200 | -11,840 | 160 | -12,000 | -11,840 |
| Public Conveniences | 160,470 | 203,280 | 199,710 | | 199,710 |
| Licensing - Hackney & Private Hire | -64,380 | -64,380 | 76,360 | -139,020 | -62,660 |
| Street Cleansing | 1,186,410 | 1,130,670 | 1,185,680 | -20,390 | 1,165,290 |
| Household Waste Collection | 1,183,080 | 1,183,080 | 1,403,260 | -154,680 | 1,248,580 |
| Commercial Waste Services | -64,230 | -64,040 | 167,030 | -228,170 | -61,140 |
| Recycling Collection | 712,570 | 712,570 | 2,125,630 | -1,315,680 | 809,950 |
| Medway Conservancy | 115,400 | 115,400 | 120,070 | | 120,070 |
| Head of Environment and Public Realm | 97,660 | 97,770 | 106,950 | | 106,950 |
| Bereavement Services Section | 180,630 | 205,520 | 217,070 | | 217,070 |
| Community Partnerships & Resilience Section | 502,430 | 478,930 | 450,120 | | 450,120 |
| Licensing Section | 108,490 | 110,080 | 113,430 | | 113,430 |
| Environmental Protection Section | 246,420 | 260,640 | 267,160 | | 267,160 |
| Food and Safety Section | 255,370 | 255,370 | 261,750 | | 261,750 |
| Depot Services Section | 691,140 | 750,050 | 833,620 | -42,040 | 791,580 |
| Fleet Workshop & Management | 274,955 | 257,900 | 259,670 | | 259,670 |
| MBS Support Crew | -61,200 | -65,220 | 112,280 | -175,250 | -62,970 |
| Grounds Maintenance - Commercial | -21,790 | -86,200 | 155,940 | -290,970 | -135,030 |
| Safe, Clean and Green | 6,203,140 | 6,257,420 | 10,775,200 | -4,444,650 | 6,330,550 |

SUMMARY ESTIMATE 2020/21 - BY PRIORITY

| Subjective Analysis | Original Approved Estimate 2019/20 £ | Revised Estimate 2019/20 £ | Estimate 2020/21 £ |
|---------------------------------|---|---|-----------------------------------|
| Agency & Contractor | 4,212,180 | 4,348,670 | 4,341,570 |
| Employee Direct | 3,844,790 | 3,688,980 | 3,856,050 |
| Employee Other | 34,650 | 171,720 | 110,750 |
| Equipment & Furniture | 387,110 | 410,130 | 369,210 |
| Fees & Charges | -2,750,610 | -2,820,820 | -2,823,090 |
| General Insurances | 14,550 | 18,540 | 17,170 |
| Grants & Contributions Paid | 26,060 | 77,720 | 26,210 |
| Grants & Contributions Received | -30,640 | -64,260 | -31,250 |
| Income Other | -1,531,990 | -1,541,840 | -1,537,370 |
| Information & Communications | 29,880 | 31,420 | 32,050 |
| Premises Other | 268,090 | 257,110 | 261,030 |
| Printing & Stationery | 12,900 | 15,410 | 15,700 |
| Professional Services | 224,680 | 228,010 | 233,030 |
| Rent | -57,660 | -52,940 | -52,940 |
| Repairs & Maintenance | 270,030 | 416,650 | 421,360 |
| Security & Protection | 46,680 | 32,150 | 32,790 |
| Subsistence & Training | 200 | 26,320 | 200 |
| Supplies & Services Other | 484,470 | 349,190 | 397,240 |
| Utilities | 242,730 | 236,820 | 234,110 |
| Vehicle & Transport | 475,040 | 428,440 | 426,730 |
| Safe, Clean & Green | 6,203,140 | 6,257,420 | 6,330,550 |

SUMMARY ESTIMATE 2020/21 - BY PRIORITY

| Cost Centre/Service | Original Approved Estimate 2019/20 | Revised Estimate 2019/20 | Estimate 2020/21 (Expenditure) | Estimate 2020/21 (Income) | Estimate 2020/21 |
|--|---|---|---|--|-----------------------------|
| | £ | £ | £ | £ | £ |
| Homes & Communities | | | | | |
| Social Inclusion | 0 | 3,570 | 0 | | 0 |
| Public Health - Misc Services | 0 | 2,380 | 0 | 0 | 0 |
| Grants | 184,270 | 184,270 | 176,950 | | 176,950 |
| Delegated Grants | 2,100 | 2,100 | 2,140 | | 2,140 |
| Parish Services | 127,320 | 127,320 | 129,880 | | 129,880 |
| Member's Community Grant | 60,000 | 60,000 | 0 | | 0 |
| Parks Dwellings | -43,420 | 22,090 | 22,230 | 0 | 22,230 |
| Chillington House | -25,200 | 0 | 0 | 0 | 0 |
| MPH Residential Properties | -187,700 | -161,590 | 4,150 | -284,240 | -280,090 |
| General Fund Residential Properties | 0 | -102,760 | 19,340 | -121,460 | -102,120 |
| Strategic Housing Role | 14,040 | 14,040 | 14,320 | 0 | 14,320 |
| Housing Register & Allocations | 10,400 | 10,400 | 10,610 | | 10,610 |
| Private Sector Renewal | -47,270 | -47,270 | 2,780 | -50,000 | -47,220 |
| HMO Licensing | -20,380 | -20,380 | | -20,380 | -20,380 |
| Homeless Temporary Accommodation | 576,830 | 532,130 | 869,500 | -320,470 | 549,030 |
| Homelessness Prevention | 261,760 | 261,760 | 267,000 | 0 | 267,000 |
| Predictive Analysis & Preventing Homelessness | | | 510 | | 510 |
| Aylesbury House | 2,540 | 7,830 | 53,150 | -69,140 | -15,990 |
| Magnolia House | -18,280 | -26,700 | 23,520 | -49,760 | -26,240 |
| St Martins House | 0 | 0 | 17,280 | -17,280 | 0 |
| Marsham Street | 34,950 | 32,640 | 138,830 | -104,220 | 34,610 |
| Sundry Temporary Accommodation (TA) Properties | -34,370 | -37,830 | 13,510 | -50,930 | -37,420 |
| 2 Bed Property - Temporary Accommodation | -66,160 | -52,870 | 48,930 | -104,960 | -56,030 |
| 3 Bed Property - Temporary Accommodation | -65,590 | -52,780 | 53,440 | -100,100 | -46,660 |
| 4 bed Property - Temporary Accommodation | -17,640 | -5,010 | 13,130 | -19,400 | -6,270 |
| 1 Bed Property- Temporary Accommodation | 140 | -2,250 | 3,750 | -5,920 | -2,170 |
| Melville Road Supported Accommodation | 0 | -8,500 | 53,810 | -61,250 | -7,440 |
| Marden Caravan Site (Stilebridge Lane) | 19,100 | 19,070 | 49,570 | -30,340 | 19,230 |
| Ulcombe Caravan Site (Water Lane) | 6,980 | 6,940 | 46,560 | -40,000 | 6,560 |
| Homechoice Section | 206,140 | 204,190 | 263,560 | -49,740 | 213,820 |
| Housing & Inclusion Section | 517,530 | 515,590 | 757,280 | -206,330 | 550,950 |
| Housing & Health Section | 252,770 | 254,760 | 492,050 | -225,890 | 266,160 |
| Housing Management | 246,800 | 252,950 | 298,950 | 0 | 298,950 |
| Homelessness Outreach | 0 | 6,370 | 4,020 | 0 | 4,020 |
| Homes & Communities | 1,997,660 | 2,002,460 | 3,850,750 | -1,931,810 | 1,918,940 |

SUMMARY ESTIMATE 2020/21 - BY PRIORITY

| Subjective Analysis | Original Approved Estimate 2019/20 £ | Revised Estimate 2019/20 £ | Estimate 2020/21 £ |
|---------------------------------|---|---|-----------------------------------|
| Agency & Contractor | 31,850 | 44,070 | 16,940 |
| Employee Direct | 1,370,020 | 1,945,840 | 1,719,310 |
| Employee Other | 24,880 | 70,220 | 33,080 |
| Equipment & Furniture | 8,440 | 15,790 | 12,880 |
| Fees & Charges | -88,580 | -88,580 | -90,720 |
| General Insurances | 120 | 150 | 660 |
| Grants & Contributions Paid | 323,000 | 323,760 | 318,460 |
| Grants & Contributions Received | -274,350 | -1,563,450 | -531,960 |
| Income Other | -26,700 | -33,510 | -3,060 |
| Information & Communications | 16,140 | 16,140 | 16,460 |
| Premises Other | 129,010 | 224,690 | 155,420 |
| Printing & Stationery | 150 | 150 | 150 |
| Professional Services | 937,300 | 1,007,690 | 894,380 |
| Rent | -1,046,410 | -1,246,240 | -1,306,070 |
| Repairs & Maintenance | 211,880 | 273,770 | 282,730 |
| Security & Protection | 0 | 58,770 | 55,000 |
| Subsistence & Training | 0 | 16,250 | 0 |
| Supplies & Services Other | 318,770 | 840,710 | 270,210 |
| Utilities | 40,430 | 55,060 | 43,360 |
| Vehicle & Transport | 21,710 | 41,180 | 31,710 |
| Homes & Communities | 1,997,660 | 2,002,460 | 1,918,940 |

SUMMARY ESTIMATE 2020/21 - BY PRIORITY

| Cost Centre/Service | Original Approved Estimate 2019/20 £ | Revised Estimate 2019/20 £ | Estimate 2020/21 (Expenditure) £ | Estimate 2020/21 (Income) £ | Estimate 2020/21 £ |
|---|---|---|---|--|-----------------------------------|
| Thriving Place | | | | | |
| Cultural Development Arts | 13,720 | 15,250 | 12,020 | | 12,020 |
| Museum | -35,580 | 13,020 | 109,330 | -97,840 | 11,490 |
| Carriage Museum | 3,690 | 3,410 | 5,310 | -1,600 | 3,710 |
| Museum-Grant Funded Activities | 0 | 2,180 | 30 | 0 | 30 |
| Museum Cafe | -2,760 | -3,540 | 0 | 0 | 0 |
| Hazlitt Arts Centre | 279,460 | 277,400 | 283,860 | | 283,860 |
| Festivals and Events | -20,980 | -25,980 | 19,430 | -50,030 | -30,600 |
| Lettable Halls | -3,070 | -3,700 | 7,350 | -10,900 | -3,550 |
| Community Halls | 76,030 | 72,620 | 91,950 | -16,710 | 75,240 |
| Leisure Centre | -180,050 | -148,050 | 19,480 | -200,000 | -180,520 |
| Cobtree Golf Course | -35,000 | -35,000 | | -35,000 | -35,000 |
| Tourism | 26,270 | 31,070 | 42,540 | -15,450 | 27,090 |
| Museum Shop | -19,110 | -19,110 | 26,940 | -45,530 | -18,590 |
| Leisure Services Other Activities | 5,420 | 10,420 | 0 | | 0 |
| Sandling Road Site | 17,220 | 22,920 | 23,810 | | 23,810 |
| Business Support & Enterprise | 0 | 3,970 | 0 | | 0 |
| Town Centre Management Sponsorship | 0 | 6,750 | 0 | | 0 |
| Business Terrace | 76,730 | 73,790 | 172,370 | -95,010 | 77,360 |
| Business Terrace Expansion (Phase 3) | 900 | 28,500 | 203,370 | -216,830 | -13,460 |
| Market | -68,060 | -56,440 | 109,640 | -168,090 | -58,450 |
| Economic Dev - Promotion & Marketing | 1,510 | 25,070 | 4,600 | -177,500 | -172,900 |
| Leisure Services Section | 30,800 | 63,550 | 96,260 | -44,520 | 51,740 |
| Cultural Services Section | 522,170 | 506,610 | 501,040 | | 501,040 |
| Visitor Economy Section | 111,240 | 113,080 | 116,710 | | 116,710 |
| Economic Development Section | 279,170 | 271,350 | 293,420 | -13,630 | 279,790 |
| Market Section | 79,290 | 77,210 | 81,570 | | 81,570 |
| Head of Regeneration and Economic Development | 80,220 | 86,110 | 95,260 | -1,310 | 93,950 |
| Thriving Places | 1,239,230 | 1,412,460 | 2,316,290 | -1,189,950 | 1,126,340 |

SUMMARY ESTIMATE 2020/21 - BY PRIORITY

| Subjective Analysis | Original Approved Estimate 2019/20 £ | Revised Estimate 2019/20 £ | Estimate 2020/21 £ |
|---------------------------------|---|---|-----------------------------------|
| Agency & Contractor | 261,970 | 264,360 | 270,620 |
| Employee Direct | 1,091,700 | 1,202,210 | 1,165,670 |
| Employee Other | 19,900 | 20,610 | 20,540 |
| Equipment & Furniture | 32,680 | 27,250 | 29,810 |
| Fees & Charges | -357,600 | -477,140 | -502,250 |
| General Insurances | 30,680 | 31,140 | 31,430 |
| Grants & Contributions Paid | 15,910 | 21,100 | 17,490 |
| Grants & Contributions Received | 0 | -111,220 | 0 |
| Income Other | -462,850 | -496,490 | -653,390 |
| Information & Communications | 38,510 | 52,530 | 39,270 |
| Premises Other | 249,670 | 318,610 | 326,300 |
| Printing & Stationery | 6,090 | 6,690 | 6,610 |
| Professional Services | 62,830 | 64,680 | 25,290 |
| Rent | -34,310 | -34,310 | -34,310 |
| Repairs & Maintenance | 98,550 | 125,610 | 122,230 |
| Subsistence & Training | 800 | 12,650 | 810 |
| Supplies & Services Other | 106,870 | 302,290 | 180,100 |
| Utilities | 58,940 | 60,170 | 60,400 |
| Vehicle & Transport | 18,890 | 21,720 | 19,720 |
| Thriving Place | 1,239,230 | 1,412,460 | 1,126,340 |

SUMMARY ESTIMATE 2020/21 - BY PRIORITY

| Cost Centre/Service | Original Approved Estimate 2019/20 | Revised Estimate 2019/20 | Estimate 2020/21 (Expenditure) | Estimate 2020/21 (Income) | Estimate 2020/21 |
|---|---|---|--|--|-----------------------------|
| | £ | £ | £ | £ | £ |
| Embracing Growth & Enabling Infrastructure | | | | | |
| Building Regulations Chargeable | -324,890 | -324,890 | 7,100 | -391,850 | -384,750 |
| Building Control | -1,030 | -1,030 | 2,090 | -3,080 | -990 |
| Street Naming & Numbering | -69,000 | -69,000 | | -81,500 | -81,500 |
| Development Management Advice | -67,380 | -210,970 | 85,600 | -251,160 | -165,560 |
| Development Management Appeals | 124,240 | 124,240 | 86,730 | | 86,730 |
| Development Management Majors | -695,610 | -684,620 | 20,940 | -590,960 | -570,020 |
| Development Management - Other | -836,820 | -836,820 | 6,210 | -717,720 | -711,510 |
| Development Management Enforcement | 67,130 | 67,130 | 68,470 | | 68,470 |
| Planning Policy | 196,320 | 305,810 | 200,250 | 0 | 200,250 |
| Neighbourhood Planning | 0 | 25,000 | 0 | | 0 |
| Conservation | -11,470 | -11,470 | 4,210 | -15,600 | -11,390 |
| Town Centre Opportunity Area Project | 0 | 0 | 0 | | 0 |
| Community Environmental Engagement | 0 | 420 | 440 | | 440 |
| Land Charges | -297,460 | -297,010 | 39,160 | -335,550 | -296,390 |
| Environment Improvements | 17,460 | 24,880 | 24,880 | 0 | 24,880 |
| Name Plates & Notices | 18,310 | 18,310 | 18,680 | | 18,680 |
| Arterial Route Improvements | 0 | 0 | 0 | | 0 |
| On Street Parking | -350,820 | -361,020 | 410,600 | -813,540 | -402,940 |
| Residents Parking | -259,240 | -253,190 | 96,460 | -347,750 | -251,290 |
| Pay & Display Car Parks | -1,913,310 | -1,895,960 | 555,880 | -2,418,380 | -1,862,500 |
| Non Paying Car Parks | 10,910 | 11,210 | 11,450 | -10 | 11,440 |
| Off Street Parking - Enforcement | -69,600 | -82,610 | 109,750 | -190,220 | -80,470 |
| Mote Park Pay & Display | -174,270 | -189,260 | 32,770 | -221,380 | -188,610 |
| Sandling Road Car Park | 2,870 | 3,140 | 156,090 | -152,530 | 3,560 |
| Park & Ride | 179,980 | 189,600 | 165,920 | 0 | 165,920 |
| Socially Desirable Buses | 32,590 | 32,590 | 0 | | 0 |
| Other Transport Services | -10,260 | -10,260 | 26,370 | -36,110 | -9,740 |
| Development Management Section | 912,110 | 1,045,370 | 937,330 | | 937,330 |
| Spatial Policy Planning Section | 499,020 | 550,690 | 557,970 | -20,000 | 537,970 |
| Head of Planning and Development | 106,420 | 106,360 | 111,380 | | 111,380 |
| Development Management Enforcement Section | 174,220 | 201,360 | 185,030 | | 185,030 |
| Building Surveying Section | 374,880 | 375,590 | 443,720 | | 443,720 |
| Mid Kent Planning Support Service | 397,320 | 397,690 | 618,470 | -223,900 | 394,570 |
| Heritage Landscape and Design Section | 184,000 | 212,130 | 207,560 | | 207,560 |
| Mid Kent Local Land Charges Section | 31,740 | 45,270 | 145,970 | -104,780 | 41,190 |
| Parking Services Section | 333,970 | 326,720 | 470,670 | -127,220 | 343,450 |
| Embracing Growth & Enabling Infrastructure | -1,417,670 | -1,164,600 | 5,808,150 | -7,043,240 | -1,235,090 |

SUMMARY ESTIMATE 2020/21 - BY PRIORITY

| Subjective Analysis | Original Approved Estimate 2019/20 £ | Revised Estimate 2019/20 £ | Estimate 2020/21 £ |
|---------------------------------|---|---|-----------------------------------|
| Agency & Contractor | 602,330 | 579,330 | 587,980 |
| Employee Direct | 3,176,390 | 3,294,420 | 3,375,420 |
| Employee Other | 121,280 | 204,390 | 97,510 |
| Equipment & Furniture | 78,160 | 88,290 | 90,070 |
| Fees & Charges | -6,464,740 | -6,639,240 | -6,427,580 |
| General Insurances | 11,470 | 12,220 | 12,240 |
| Grants & Contributions Paid | 50,030 | 64,870 | 40,270 |
| Grants & Contributions Received | -455,420 | -491,200 | -465,690 |
| Income Other | -83,880 | -142,390 | -142,800 |
| Information & Communications | 190 | 190 | 190 |
| Premises Other | 293,170 | 314,510 | 320,810 |
| Printing & Stationery | 29,930 | 29,930 | 30,510 |
| Professional Services | 547,540 | 716,750 | 566,350 |
| Rent | -7,170 | -7,170 | -7,170 |
| Repairs & Maintenance | 201,780 | 227,960 | 218,860 |
| Security & Protection | 73,870 | 54,140 | 35,350 |
| Subsistence & Training | 2,630 | 13,000 | 2,670 |
| Supplies & Services Other | 301,940 | 297,390 | 325,250 |
| Utilities | 15,790 | 15,790 | 16,120 |
| Vehicle & Transport | 87,040 | 202,220 | 88,550 |
| Embracing Growth | -1,417,670 | -1,164,600 | -1,235,090 |

SUMMARY ESTIMATE 2020/21 - BY PRIORITY

| Cost Centre/Service | Original Approved Estimate 2019/20 | Revised Estimate 2019/20 | Estimate 2020/21 (Expenditure) | Estimate 2020/21 (Income) | Estimate 2020/21 |
|--|---|---------------------------------|---------------------------------------|----------------------------------|-------------------------|
| | £ | £ | £ | £ | £ |
| Central & Democratic | | | | | |
| Civic Occasions | 42,310 | 41,330 | 42,060 | | 42,060 |
| Members Allowances | 379,970 | 379,970 | 389,300 | | 389,300 |
| Members Facilities | 40,520 | 28,520 | 29,060 | | 29,060 |
| Contingency | 183,420 | 63,970 | 250,000 | | 250,000 |
| Performance & Development | 7,480 | 7,480 | 7,630 | | 7,630 |
| Corporate Projects | 40,450 | 89,450 | 6,820 | | 6,820 |
| Press & Public Relations | 35,450 | 30,530 | 31,130 | 0 | 31,130 |
| Corporate Management | 92,380 | 92,380 | 94,230 | | 94,230 |
| Mid Kent Improvement Partnership | 750 | 80 | 0 | 0 | 0 |
| Unapportionable Central Overheads | 1,783,370 | 1,783,370 | 1,419,050 | | 1,419,050 |
| Council Tax Collection | -370,600 | 52,740 | 91,020 | -37,170 | 53,850 |
| Council Tax Collection - Non Pooled | 57,780 | -365,560 | 58,940 | -423,340 | -364,400 |
| Council Tax Benefits Administration | -152,120 | -152,120 | | -152,120 | -152,120 |
| NNDR Collection | -244,910 | -880 | 2,650 | -1,170 | 1,480 |
| NNDR Collection - Non Pooled | -72,160 | -149,200 | 15,020 | -249,230 | -234,210 |
| MBC- BID | 0 | 0 | 17,250 | -16,920 | 330 |
| Registration Of Electors | 47,790 | 47,790 | 51,340 | -2,340 | 49,000 |
| Elections | 163,910 | 162,890 | 168,910 | -430 | 168,480 |
| European Elections | 0 | 0 | 0 | 0 | 0 |
| Emergency Centre | 33,140 | 25,090 | 25,590 | | 25,590 |
| External Interest Payable | 310,310 | 310,310 | 2,061,790 | | 2,061,790 |
| Interest & Investment Income | -100,000 | -100,000 | | -100,000 | -100,000 |
| Palace Gatehouse | -5,300 | -8,300 | 2,000 | -10,300 | -8,300 |
| Archbishops Palace | -98,390 | -97,740 | 44,300 | -141,280 | -96,980 |
| Parkwood Industrial Estate | -309,850 | -311,250 | 11,970 | -323,050 | -311,080 |
| Industrial Starter Units | -28,950 | -29,540 | 23,570 | -52,710 | -29,140 |
| Parkwood Equilibrium Units | -72,050 | -76,560 | 43,390 | -262,250 | -218,860 |
| Sundry Corporate Properties | -344,860 | -362,180 | 36,480 | -422,340 | -385,860 |
| Phoenix Park Units | -234,320 | -216,560 | 37,590 | -253,480 | -215,890 |
| Granada House - Commercial | -107,770 | -109,540 | 11,280 | -120,530 | -109,250 |
| Heronden Road Units | -153,170 | -151,570 | 13,960 | -165,120 | -151,160 |
| Boxmend Industrial Estate | -102,830 | -101,100 | 17,410 | -118,090 | -100,680 |
| Lockmeadow | -67,850 | -75,950 | 76,570 | -148,870 | -72,300 |
| NEW Lockmeadow Complex | 0 | 0 | 57,430 | -1,153,430 | -1,096,000 |
| Lenworth House | 3,770 | 0 | 0 | | 0 |
| Non Service Related Government Grants | -3,880,840 | -3,729,760 | 0 | -4,472,240 | -4,472,240 |
| Rent Allowances | -161,160 | -146,790 | 37,400,740 | -37,547,530 | -146,790 |
| Non HRA Rent Rebates | -6,710 | -8,490 | 840,370 | -848,860 | -8,490 |
| Discretionary Housing Payments | 1,680 | 1,450 | 300,700 | -299,250 | 1,450 |
| Housing Benefits Administration | -389,520 | -357,890 | 14,280 | -371,890 | -357,610 |
| Democratic Services Section | 165,270 | 180,220 | 190,430 | -1,800 | 188,630 |
| Mayoral & Civic Services Section | 109,550 | 109,960 | 114,550 | | 114,550 |
| Chief Executive | 176,790 | 176,680 | 184,960 | | 184,960 |
| Communications Section | 199,870 | 204,240 | 186,650 | -370 | 186,280 |
| Policy & Information Section | 222,100 | 249,150 | 270,550 | 0 | 270,550 |
| Head of Policy and Communications | 109,290 | 111,250 | 114,310 | | 114,310 |
| Revenues Section | 475,240 | 471,940 | 833,940 | -331,820 | 502,120 |
| Registration Services Section | 137,300 | 134,530 | 141,570 | | 141,570 |
| Head of Housing & Community Services | 106,750 | 107,290 | 111,720 | | 111,720 |
| Benefits Section | 448,340 | 457,340 | 761,930 | -278,980 | 482,950 |
| Fraud Section | 42,330 | 45,790 | 239,170 | -209,240 | 29,930 |
| Mid Kent Audit Partnership | 211,440 | 211,710 | 723,440 | -510,750 | 212,690 |
| Director of Finance & Business Improvement | 139,180 | 139,260 | 145,850 | | 145,850 |
| Accountancy Section | 716,060 | 704,430 | 757,560 | -21,720 | 735,840 |
| Legal Services Section | 511,140 | 503,140 | 571,250 | -69,000 | 502,250 |
| Director of Regeneration & Place | 137,630 | 138,240 | 145,910 | -1,090 | 144,820 |
| Procurement Section | 134,310 | 129,810 | 153,980 | -13,100 | 140,880 |
| Property & Projects Section | 400,480 | 399,680 | 426,170 | -6,030 | 420,140 |
| Facilities & Corporate Support Section | 266,140 | 232,300 | 244,230 | | 244,230 |
| Improvement Section | 322,470 | 335,180 | 369,980 | -25,000 | 344,980 |
| Executive Support Section | 164,330 | 144,760 | 172,710 | | 172,710 |
| Head of Commissioning and Business Improvement | 101,470 | 98,970 | 103,230 | | 103,230 |
| Mid Kent ICT Services | 535,890 | 535,790 | 1,580,240 | -964,520 | 615,720 |
| GIS Section | 108,890 | 109,150 | 192,610 | -77,080 | 115,530 |
| Customer Services Section | 638,860 | 643,020 | 667,710 | 0 | 667,710 |
| Director of Mid Kent Services | 42,770 | 42,770 | 139,210 | -92,800 | 46,410 |
| Mid Kent HR Services Section | 386,970 | 380,410 | 664,530 | -263,640 | 400,890 |
| MBC HR Services Section | 178,080 | 94,010 | 182,180 | -2,060 | 180,120 |
| Head of Revenues & Benefits | 65,070 | 67,600 | 111,780 | -39,280 | 72,500 |
| Revenues & Benefits Business Support | 153,920 | 109,060 | 357,560 | -246,740 | 110,820 |
| Dartford HR Services Section | -17,600 | -19,130 | 51,970 | -71,700 | -19,730 |
| IT Support for Revenues and Benefits | 0 | 31,030 | 65,720 | -26,610 | 39,110 |
| Salary Slippage 1PR | -247,100 | -200,910 | -261,000 | | -261,000 |

SUMMARY ESTIMATE 2020/21 - BY PRIORITY

| Cost Centre/Service | Original Approved Estimate 2019/20 | Revised Estimate 2019/20 | Estimate 2020/21 (Expenditure) | Estimate 2020/21 (Income) | Estimate 2020/21 |
|---------------------------------|---|---|--|--|-----------------------------|
| Salary Slippage 2SPI | -81,570 | -70,750 | -90,200 | | -90,200 |
| Salary Slippage 3CHE | -98,820 | -121,350 | -150,200 | | -150,200 |
| Salary Slippage 4ERL | -54,010 | -26,050 | -31,510 | | -31,510 |
| Town Hall | 98,630 | 98,090 | 101,500 | -1,500 | 100,000 |
| South Maidstone Depot | 140,600 | 164,940 | 152,800 | | 152,800 |
| The Link | 101,660 | 91,410 | 345,400 | -243,890 | 101,510 |
| Maidstone House | 1,146,970 | 1,140,440 | 1,285,950 | -225,440 | 1,060,510 |
| Museum Buildings | 298,160 | 267,490 | 274,190 | -1,110 | 273,080 |
| I.T. Operational Services | 326,900 | 531,920 | 532,560 | | 532,560 |
| Central Telephones | 14,620 | 14,620 | 14,910 | | 14,910 |
| Mid Kent ICT Software | 197,860 | 0 | 0 | 0 | 0 |
| Apprentices Programme | 48,460 | 48,500 | 49,910 | 0 | 49,910 |
| Internal Printing | -32,820 | -6,070 | 51,680 | -56,920 | -5,240 |
| Debt Recovery Service | -10,170 | -13,090 | 1,112,310 | -1,147,960 | -35,650 |
| Debt Recovery MBC Profit Share | -127,100 | -143,280 | | -144,100 | -144,100 |
| Appropriation Account | 978,880 | 1,275,060 | 1,030,360 | | 1,030,360 |
| Pensions Fund Appropriation | 0 | 0 | 0 | | 0 |
| Central & Democratic | 6,412,600 | 6,896,920 | 59,090,090 | -52,768,190 | 6,321,900 |

SUMMARY ESTIMATE 2020/21 - BY PRIORITY

| Subjective Analysis | Original Approved Estimate 2019/20 £ | Revised Estimate 2019/20 £ | Estimate 2020/21 £ |
|---------------------------------|---|---|-----------------------------------|
| Agency & Contractor | 1,028,180 | 1,152,170 | 1,057,870 |
| Allowances | 369,920 | 369,920 | 379,050 |
| Benefits | 44,030,190 | 38,541,810 | 38,541,810 |
| Employee Direct | 8,858,130 | 9,041,690 | 9,310,080 |
| Employee Other | 1,949,720 | 2,260,380 | 1,518,950 |
| Equipment & Furniture | 1,156,400 | 891,740 | 897,800 |
| Fees & Charges | -1,049,300 | -1,167,810 | -1,209,370 |
| General Insurances | 15,850 | 17,840 | 18,050 |
| Grants & Contributions Paid | 425,630 | 424,820 | 2,178,530 |
| Grants & Contributions Received | -52,198,610 | -46,923,500 | -47,047,500 |
| Income Other | -1,159,330 | -1,146,580 | -1,142,160 |
| Information & Communications | 4,310 | 4,310 | 4,390 |
| Leasing & Capital Charges | 978,880 | 1,275,060 | 1,030,360 |
| Premises Other | 1,495,800 | 1,592,070 | 1,623,950 |
| Printing & Stationery | 149,210 | 153,430 | 137,920 |
| Professional Services | 381,680 | 504,850 | 416,420 |
| Rent | -2,014,880 | -2,005,160 | -3,369,160 |
| Repairs & Maintenance | 556,340 | 514,820 | 512,720 |
| Security & Protection | 38,590 | 39,630 | 39,350 |
| Subsistence & Training | 172,930 | 121,050 | 175,370 |
| Supplies & Services Other | 690,870 | 745,530 | 754,540 |
| Utilities | 349,350 | 319,630 | 326,020 |
| Vehicle & Transport | 182,740 | 169,220 | 166,910 |
| Central & Democratic | 6,412,600 | 6,896,920 | 6,321,900 |