



Corporate Revenue & Capital Budgets 2011/12

THE MAIDSTONE BOROUGH COUNCIL

BUDGET ESTIMATES 2011/12

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MAIDSTONE BOROUGH COUNCIL

CORPORATE REVENUE AND CAPITAL BUDGETS 2011/12

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 2011/12 Budget Setting Process for Maidstone Borough Council. I acknowledge my responsibility for ensuring the robustness of the estimates and the adequacy of the reserves as part of this process.
- 1.3 The Council has adopted a Medium Term Financial Strategy covering both Capital and Revenue budgets and including a 5 year Strategic Revenue projection for the period 2011/12 to 2015/16. 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 incorporates a single year freeze and avoids the threat from excessive increase in future years; maintaining balances at £2.3m which is greater than 10% of net revenue spend due to the current financial climate; accommodating government grant reductions and budget growth; and identifying efficiencies throughout the four year period of the spending review. The Strategy also sets out, based on current financial information, the budgets for the period and the levels of savings that are projected to be required to maintain the Council's spending plans within budget.

2 Robustness of Estimates

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

future demand level and pressures from the economic climate.

2.3 Factors taken into account for the 2011/12 Budget Setting Process and in developing the Strategy are:

The Council's Aims and Priorities	The estimates reflect the level of resources required to achieve the key outcomes from the Council's priorities within the strategic plan. The estimates also include resources to deliver the outcomes of other key strategies including partnership working.
Consultation with Council Taxpayers	The results of the budget consultation undertaken in October and November 2010 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 2010.
The level of funding likely from Central Government towards the costs of local services	The level of Government Grant reduced significantly between 2010/11 and 2011/12. The level of revenue support grant reduced by 16.17% after accounting for the reductions made to reflect services no longer provided by this Council. The level of reduction for 2012/13 has been provided by Central Government on a provisional basis and will be a further 12.09% reduction. At this time the Government is intending to complete and implement a funding review in time for the 2013/14 settlement.
Council Tax Base	The recommended Council Tax Base for 2011/12 is 60,303.1 Band D equivalents with an expectation that this will rise by ½% year on year over the medium term.
Capping powers of the Secretary of State in respect of rising Council Tax levels	Due regard has been taken of the Government's intentions for the capping of tax levels. A recent announcement suggests that the Government considers 2011/12 increases of 3.5% to be excessive however the strategy proposes no increase for 2011/12 and uses 2.5% for future years. At this time the Government's proposals for a local referendum on excessive increase for future years is being monitored.
The Prudential Code and its impact on Capital Planning	The Council became a debt-free authority in 2004 and has used capital receipts to fund the Capital Programme. Projections suggest that over the capital programme period this is likely to change. Borrowing to fund capital expenditure may therefore be likely in the foreseeable future. A key objective of the Prudential Code is to ensure, within a clear framework, the capital investment plans of local authorities are affordable, prudent and

	<p>sustainable. The funding of the Capital Programme through the period of the Medium Term Financial Strategy is monitored through the Budget Monitoring process. The delivery of the asset disposals programme to achieve Capital Receipts has been identified as a major risk to the Budget Strategy for the last three years and will continue to be carefully managed.</p>
The Council's Capital Programme	<p>The Council has a wide-ranging Capital Programme which is based on a scored assessment applying 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 risk to delivery of capital receipts, contains no assumptions about expenditure slippage. The majority of the programme will be delivered directly by the Council and the profile of expenditure is directly under its control.</p>
Interest Rates	<p>Interest returns have been assumed at a range of 1% to 1.25% in 2011/12 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>
Adequacy of Balances	<p>At the start of 2011/12 it is anticipated that the uncommitted General Fund Balance will be £3.2m with a plan to reduce to £2.7m by 31st March 2012. The Adequacy of Reserves is discussed in more detail in Section 3 below.</p>
Pay and Price Inflation	<p>Estimates reflect a pay increase of 0% for 2011/12 and assumes contractual increases in other price inflation over the period.</p>
Fees and Charges	<p>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. Market conditions have been identified as a major risk to the Council's budget and the maximisation of income has been carefully assessed with many services maintaining 2010/11 prices.</p>
Growth Pressures	<p>The Budget for 2011/12 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. The major areas of increased spend are the resourcing of the major programme of works at the Leisure Centre and the loss of interest on investments. This is in accordance with the strategy and these issues will be robustly risk managed. New priorities and growth pressures are anticipated to emerge over the period and in</p>

	<p>consequence, the Strategy will be updated at least annually. There is an expectation that expenditure on expanding and improving services should be accommodated by reductions elsewhere within the Council's budget from efficiencies and low priority services through a prioritisation process.</p>
Financial Management	<p>The Council's financial information, management and reporting arrangements are sound and its procedures in relation to budget under / overspends clear. Collection rates for council tax and NNDR remain high despite the recession. The Audit Commission have found the Council's budgetary control procedures to be sound; are satisfied with the overall internal financial control arrangements; are satisfied with the Council's arrangements for ensuring the legality of transactions; and have given an unqualified opinion on the 2009/10 Accounts. It is anticipated that a similar position will be reported for future years.</p>
Insurance Arrangements and Business Continuity	<p>Risks identified via the preparation of Service/Section Risk Registers have wherever possible been mitigated to an acceptable level. Any remaining risk has been transferred to an external insurance provider. In addition, specific arrangements are in place to ensure the continuity of business in the event of both major and minor disruptions to services. As insurance premiums are reactive to the external perception of the risks faced by local authorities and to market pressures, both risks and excess levels are kept under constant review. The Council has a well established Business Continuity Plan for Key Services.</p>
Corporate Governance and Risk Management	<p>The Council has adopted a local Code of Corporate Governance based upon the requirements of the CIPFA/SOLACE Corporate Governance framework. This incorporates Risk Management and the Council has committed itself to a Risk Management Strategy involving the preparation of Risk Registers for each Service area at operational and strategic levels. The Corporate Risk Register was first agreed in 2004 and updated annually, the last update being in December 2010.</p> <p>Council established an Audit Committee in May 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 at the 2010/11 level of £2.3m which is 11.6% 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
- Further change to Government Grant
- Emergencies/Business Continuity
- Economic and world recession
- Future potential pension costs
- Bankruptcy / liquidation of a major service partner
- Problems with computer systems causing shortfall or halt in collection performance
- Government Legislation
- Ability to take advantage of opportunities
- Uninsured risks
- Unplanned additional costs

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

3.3 During 2010/11 the use of balances to address problems arising from the impact of the recession has reduced. This is a direct consequence of effective financial planning in 2008/09 and 2009/10. The uncommitted General Fund balance as at 31 March 2011 is estimated to be £3.2m with a further £2m from the successful VAT reclaim being unallocated. Other earmarked balances total £0.6m. At the 31 March 2012 the General Fund balance is estimated to be £2.7m with earmarked balances remaining around £0.6m. The proposed uses of balances in 2011/12 all relate to identified one-off changes to services that create long term efficiencies, further investment in the LDF and support to the capital programme.

4 **Opinion**

- 4.1 I am of the opinion that the approach taken in developing the 2011/12 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: 2 March 2011

THE MAIDSTONE BOROUGH COUNCIL

STATEMENT OF COUNCIL TAX - 2011/12

	£	£	BAND D £
MAIDSTONE BOROUGH COUNCIL NET SPEND	19,907,510		330.12
Parish Precepts	<u>1,044,136</u>		17.31
TOTAL BUDGET REQUIREMENT		20,951,646	<u>347.44</u>
LESS:			
Revenue Support Grant	1,530,322		25.38
NNDR Redistribution	4,950,849		82.10
Council Tax Prior Year Adjustment	<u>15,528</u>		<u>0.26</u>
Total Deductions		6,496,699	<u>107.73</u>
MAIDSTONE BOROUGH COUNCIL NET REQUIREMENT		<u>14,454,947</u>	<u>239.70</u>
ADD PRECEPTS			
Kent County Council Precept		63,184,382	1,047.78
Kent Police Authority Precept		8,362,834	138.68
Kent and Medway Towns Fire Authority Precept		<u>4,097,596</u>	<u>67.95</u>
TOTAL COUNCIL TAX REQUIREMENT		<u>90,099,759</u>	<u>1,494.11</u>
MAIDSTONE BOROUGH COUNCIL(EXCLUDING PARISH PRECEPTS)			222.39
TOTAL COUNCIL TAX (EXCLUDING PARISH PRECEPTS)			1,476.80
TAX BASE			60,303.1

MAIDSTONE BOROUGH COUNCIL

COUNCIL TAX 2011/2012

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	752.40	14,929.00	19.84
Bearsted	3652.90	95,000.00	26.01
Boughton Malherbe	226.90	1,900.00	8.37
Boughton Monchelsea	1282.70	37,865.00	29.52
Boxley	3892.70	81,916.00	21.04
Bredhurst	180.00	8,500.00	47.22
Broomfield & Kingswood	715.00	33,000.00	46.15
Chart Sutton	421.40	16,000.00	37.97
Collier Street	357.00	9,814.00	27.49
Coxheath	1604.60	50,955.00	31.76
Detling	385.30	18,519.00	48.06
Downswood	865.30	22,000.00	25.42
East Sutton	142.90	5,000.00	34.99
Farleigh East	685.40	24,415.00	35.62
Farleigh West	225.80	10,500.00	46.50
Harrietsham	905.10	25,000.00	27.62
Headcorn	1482.60	71,321.00	48.11
Hollingbourne	453.70	16,000.00	35.27
Hunton	320.80	15,000.00	46.76
Langley	512.70	18,406.00	35.90
Leeds	358.90	19,794.00	55.15
Lenham	1427.10	57,050.00	39.98
Linton	267.10	6,945.00	26.00
Loose	1062.50	48,028.00	45.20
Marden	1622.00	65,000.00	40.07
Nettlestead	352.00	6,720.00	19.09
Otham	226.10	6,900.00	30.52
Staplehurst	2348.60	82,500.00	35.13
Stockbury	331.10	9,000.00	27.18
Sutton Valence	659.50	25,000.00	37.91
Teston	322.30	10,000.00	31.03
Thurnham	542.40	13,020.00	24.00
Tovil	1262.00	62,940.00	49.87
Ulcombe	399.50	9,199.00	23.03
Yalding	1038.10	46,000.00	44.31
	<u>31,284.40</u>	<u>1,044,136.00</u>	

MAIDSTONE BOROUGH COUNCIL

GENERAL FUND BALANCES 2010 TO 2012

	PROVISIONALLY ALLOCATED					Overall Total £000	
	Total General Fund £000	Trading Accounts £000	Asset Replacement £000	VAT Reclaim £,000	Invest to Save £000		LDF Fund £000
Balance 31 March 2010	5,222	30	7	2,227	551	352	8,389
Proposed Use 2010/11	-255		40	-250	-12	-352	-829
Use of 2009/10 carry Forward in 2010/11	-1,747						-1,747
Projected Balance 31/03/2011	3,220	30	47	1,977	539	0	5,813
Uses Proposed in Report							
Concessionary Fares Transition	-150						-150
Local Development Framework	-400						-400
Shared Service Set-up Cost				-336			-336
Carbon Reduction Plans					-55		-55
Localism Related Activity				-100			-100
Contribution to Capital Financing				-1,541			-1,541
Projected Future Balance	2,670	30	47	0	484	0	3,231

BUDGET STRATEGY 2011/12 ONWARDS

DRAFT MEDIUM TERM FINANCIAL STRATEGY 2011 ONWARDS

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1. **INTRODUCTION**

- 1.1 This financial strategy aims to support the council's corporate objectives as identified in the strategic plan 2011 to 2015. Whilst achieving this, major issues relating to resources and facing the council in the medium term will also be highlighted.
- 1.2 The intention is to set out the revenue and capital spending plans of the council at a high level. The success of these plans will depend upon the resources available to the council, the approach taken to ensure that these resources are aligned over the medium term to reflect corporate objectives and these resources being controlled in a way that ensures long-term stability.
- 1.3 The government announced details of its spending review in October 2010 and has since announced the formula grant settlement for 2011/12 along with a provisional settlement for 2012/13. This settlement means significant reductions in revenue support grant for the Council. The approach of this strategy is to develop a four year plan with consideration of the impact of material issues on a fifth year. The two year settlement has required a number of assumptions about further years of the strategy and these have been based around the Spending Review 2010 data.
- 1.4 Although this document is developed for the medium term with an outlook from four to five years, the council will review the strategy on an annual basis for the following period in order to reflect changes in circumstances which impact upon the strategy. This review will be completed to coincide with the annual review of the strategic plan. This will 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 has consulted with a wide range of stakeholders and partners during the development period and give serious consideration to their views and responses.

2. REVENUE

2.1 Expenditure

2.1.1 The portfolio budgets in the full revenue estimates include detailed proposals for dealing with financial pressures and service demand, 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 financial projection assumes that the level of balances will be maintained, over the five year period, at or above the working level set annually by Cabinet.

2.1.2 Pay and price inflation:

The financial projection makes an allocation for pay increases on an annual basis. This increase must allow for a staff pay award, any incremental increases earned through competence appraisal and any increase in employer contributions such as national insurance.

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

Table 1 below details the factors used for each year.

Strategic Issue	2011/12	2012/13	2013/14	2014/15	2015/16
	%	%	%	%	%
Pay Inflation	0.0	0.0	1.0	1.5	2.0
Other Costs Inflation	0.0	0.0	2.0	2.0	2.0
Contractual Commitments	2.0	2.0	2.0	2.0	2.0

[Table 1: Pay & price Indices]

2.1.3 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.

SP KO	Strategic Issue	2011/12 £,000	2012/13 £,000	2013/14 £,000	2014/15 £,000	2015/16 £,000
	Capital Resourcing	50	150	150		
	Leisure Centre	160				
	Set-up cost provision	250				

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

2.2 Funding

2.2.1 Resources available for the revenue budget are heavily constrained making the issue key to the financial planning process. The financial projection assumes that resources are maximised. The strategy identifies three separate categories of resource government grant, council tax and locally derived income from fees and charges. Where the financial projection includes the use of fixed term grant or other time limited income sources each portfolio is responsible for preparing and acting on suitable exit strategies at the end of the fixed term.

2.2.2 Government Grant:

The current revenue support grant settlement is a two year settlement with the second year notified to Councils as provisional. The Government has reported that during that two year period they will adopt a new method for the distribution of revenue support. The strategy responds to this by utilising the figures from the two year settlement and projecting forward on the basis of the **Government's intentions as outlined in the Spending Review of 2010.**

Other grants received from the government are similarly under threat from the effects of the national economy and the efficiency agenda as it affects government departments. The strategy will assume future grant aid is likely to be at risk but only freezes such grants at their 2010/11 cash values unless further data is available. Table 4 identifies expected variances from this assumption.

2.2.3 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 the strategic plan or service plans are drivers of changes in price. This means that any increases in this **funding source will be identified through each portfolio's detailed** budget preparation work. At the level of this strategy the assumption is that in overall terms the increase will be

commensurate with general inflation. Due to the final effects of the recession, for 2011/12 the financial projection will assume total cash income is frozen at 2010/11 values but will increase slowly in response to the predicted end of the recession.

2.2.4 Council Tax

The Council has a responsive approach to the level of Council tax and will set this at an appropriate level commensurate with the needs of the strategic plan. It has set a policy in recent years of an increase that avoids the threat of council tax capping but remains flexible on the level of that increase, thus focusing the strategy on its ability to set a balanced budget.

The Government's objective of a national Council Tax freeze has been formulated into the strategic projection and the Council has modelled the future financial risk inherent in accepting the Government grant. The fifth year of this strategy identifies the loss of grant and the resulting additional savings required. The purpose of this strategy is to identify such risk and provide the Council with opportunity to prepare for future events in a considered and timely manner.

Table 3 below details the factors used for each resource type and Table 4 details the links between the financial projection and the major risk factors.

Strategic Issue	2011/12 %	2012/13 %	2013/14 %	2014/15 %	2015/16 %
Revenue Support Grant decrease	-16.2	-12.9	-1.2	-7.6	-7.6
Fees & Charges increase	0.0	1.0	2.0	2.0	2.0
Council Tax increase	0.0	2.5	2.5	2.5	2.5

[Table 3: Resource and income indices]

SP KO	Strategic Issue	2011/12 £,000	2012/13 £,000	2013/14 £,000	2014/15 £,000	2015/16 £,000
	Housing Benefit Admin Grant	36	40	40	40	40
	Parking Income	50	50	50	50	50
	Regeneration Income			200		
	Interest on Investments	150	100	100		
	Income Generation	50				
	Cobtree Charity	80	20			

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

3. CAPITAL

3.1 Programme

3.1.1 The strategy for the capital programme requires consideration of two issues, the scheme specifics and the overall programme.

3.1.2 The overall programme is considered in terms of the prudential borrowing principles of sustainability, affordability and prudence. The overall programme assessment also considers the relative priority of schemes as they enhance the provision of corporate or service based objectives.

3.1.3 The inclusion of specific capital schemes within the overall programme requires an assessment based on affordability in revenue and capital terms, deliverability in terms of ability to complete, whole life cost and risk assessment.

3.1.4 Prioritisation of schemes will occur in the following order:

- a) For statutory reasons;
- b) Fully or partly self funding schemes with focus on corporate objectives;
- c) Other schemes with focus on corporate objectives;
- d) Maintenance / Improvement of property portfolio not linked to corporate objectives;
- e) Other non priority schemes with a significant funding gearing.

3.1.5 The programme for the period 2010/11 to 2014/15 focuses on a series of key projects reflecting the strategic plan and a series of projects providing investment in the property assets. The detailed Capital Programme provides the link between the strategic plan key objectives and the current programme.

3.1.6 The capital programme is a four year programme and Table 5 below summarises the programme by portfolio and includes revised figures for the current year.

Portfolio	2010/11 £,000	2011/12 £,000	2012/13 £,000	2013/14 £,000	2014/15 £,000
Leader	0	0	0	0	0
Community Services	27	250	0	0	0
Corporate Services	335	330	330	280	280
Environment	31	26	0	0	0
Leisure & Culture	3,158	3,290	50	50	50
Regeneration	4,090	3,815	3,563	1,687	1,490
	7,641	7,711	3,943	2,017	1,820

[Table 5: Capital programme]

3.2 Funding

3.2.1 Since 2004 the Council has been debt free and the major funding for capital expenditure has come from capital receipts and government grant. The medium term financial strategy has, in the past, identified the time when such resources would reduce to the point where alternative funding would be required to support a continued programme of capital expenditure. The most recent strategy identifies that the most likely need for alternative funding will occur in 2014/15.

3.2.2 Although commitment to a scheme is given by its inclusion in the programme, the strategy requires that funding is identified in advance of formal commencement of work. This assumption can **be maintained up to the level of the Council's prudential borrowing** limit as set in the Prudential Indicators. 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 and the minimum risk of prudential borrowing need.

Funding Source	2010/11 £,000	2011/12 £,000	2012/13 £,000	2013/14 £,000	2014/15 £,000
Confirmed:					
Capital receipts	2,011	2,002	1,361	0	0
Capital grant	3,987	2,686	450	450	450
Revenue	1,643	2,423	200	350	323
External funding		600	300		
Assumed:					
Capital receipts	0	0	1,632	1,217	701
Prudential borrowing or other source.	0	0	0	0	346
	7,641	7,711	3,943	2,017	1,820

[Table 6: Capital financing, confirmed and assumed]

4. **RESERVES**

- 4.1 The Council holds a series of balances and reserves in order to provide financial stability and protection from unforeseen circumstances or events. In setting the level of these balances and reserves an assessment is made of the potential risks and opportunities that could reduce or enhance those balances.
- 4.2 All revenue balances at 1st April 2010 total £8.3m and it is estimated that this balance will be £5.8m by 1st April 2011. The major items reducing the balance are approved budget carry forwards of £1.7m from 2009/10 resources into 2010/11 for prior agreed purposes and support for the Local Development Framework and minor initiatives.
- 4.3 The balances comprise a general balance and a series of specific allocations the breakdown of these is given in Table 7 below.

Balances	01/04/2010 £,000	01/04/2011 £,000	01/04/2012 £,000
General balance	5,222	3,220	2,670
Trading account surpluses	30	30	30
Asset replacement	7	47	47
Invest to save initiatives	551	539	484
Local development Framework	352	0	0
VAT Reclaim	2,227	1,977	0
Total	8,389	5,813	3,231

[Table 7: Revenue balances]

- 4.4 In addition to revenue reserves a small number of capital reserves exist due to the timing of expenditure in the Capital Programme.
- 4.5 Available capital receipts at 1st April 2010 total £2m and it is estimated that this balance will be used up during 2010/11.
- 4.6 Other capital balances include grants and contributions unapplied which total £1.5m at 1st April 2010. These balances are, in most cases, received for specific schemes and applied only to finance those schemes.

5. Efficiency

- 5.1.1 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.
- 5.1.2 The Council has successfully achieved all its government set efficiency targets and will not cease to monitor and improve upon levels of efficiency both through improved service levels and reduced costs.
- 5.1.3 The Council uses a number of measures to identify locations to achieve efficiency and gauge success. These include:
- Annual best value reviews performed by officers and by members.
 - Kent wide benchmarking to measure unit cost and performance levels and compare these over time and across Kent.
 - 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.
- 5.1.4 Efficiency proposals are carefully measured for effect upon capacity, acceptable levels of service, quality standards, and the potential of shared service provision. All efficiency proposals consider the effect of fixed costs and the effect on the base financial standing of the Council and the opportunity for reinvestment of gains into priority services or toward achievement of corporate objectives.
- 5.1.5 The adoption of efficiency and VFM as part of this strategy helps to ensure that the financial projection will remain within available resources.
- 5.1.6 The financial projection identifies the need for savings to make a balanced budget, which must be considered in line with the development of efficiency savings. Table 8 below details the required saving for each year, based on the factors used in the financial projection, and the percentage of net revenue spend the given saving represents.

Strategic Projection	2011/12 £,000	2012/13 £,000	2013/14 £,000	2014/15 £,000	2015/16 £,000
Annual Savings Requirement	1,982	1,167	607	768	963
Percentage Saving	9.6%	5.86%	3.12%	3.88%	4.86%

[Table 8: Annual savings requirement]

5.1.7 The Council has required the savings target to be met in the medium term and at this time proposals are in place to provide efficiency and savings to meet the requirement through to 2013/14. 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) The national deficit;
 - d) External grants and contributions;
 - e) Limitations on Council Tax increases;
 - f) Fees and charges;
 - g) Capital financing;
 - h) Horizon scanning;
 - i) Delivery of efficiency;
 - j) Pension fund valuations;
 - k) Savings targets;
 - l) Treasury Management.

MAIDSTONE BOROUGH COUNCIL
FIVE YEAR STRATEGIC PROJECTION

2010/11 £,000		2011/12 £,000	2012/13 £,000	2013/14 £,000	2014/15 £,000	2015/16 £,000
	FINANCED BY					
9,510	RSG	7,731	6,481	5,648	5,580	5,156
	RSG LOSS	-1,250	-833	-68	-424	-392
11	COLLECTION FUND ADJUSTMENT	15				
13,290	COUNCIL TAX	13,411	13,813	14,227	14,654	15,094
22,811	TOTAL RESOURCES AVAILABLE	19,907	19,461	19,807	19,810	19,858
22,295	CURRENT SERVICE SPEND	20,655	19,907	19,461	19,807	19,810
	INFLATION INCREASES					
320	PAY AND CONTRACTUAL COMMITMENTS	354	211	263	351	436
	ADJUSTMENTS FOR CONTRACTUAL COMMITMENTS					
80	ELECTIONS			-80	180	
80	REDUCTION IN BENEFIT GRANT	36	40	40	40	40
50	CAR PARK INCOME LOSS	50	50	50	50	50
130	COBTREE FINAL PAYMENT	80	20			
	LOST INCOME FROM REGENERATION			200		
	ADJUSTMENT FOR NATIONAL INITIATIVES					
200	CONCESSIONARY FARES					
115	RECYCLING					
	COUNCIL TAX BENEFIT			80		
	LOSS OF COUNCIL TAX FREEZE GRANT					335
	LOCAL PRIORITIES					
25	ASSET MANAGEMENT					
25	CIVIC WARDEN SERVICE					
370	LOSS OF INTEREST	150	100	100		
	CAPITAL RESOURCING	50	150	150		
275	LEISURE CENTRE REFURBISHMENT	160				
250	LOSS OF INCOME	50				
200	PARK & RIDE					
	MINOR INITIATIVES					
	GROWTH PROVISION	250	150	150	150	150
24,415	TOTAL PREDICTED REQUIREMENT	21,835	20,628	20,414	20,578	20,821
1,604	ANNUAL SAVINGS TARGET	1,928	1,167	607	768	963

MAIDSTONE BOROUGH COUNCIL

BUDGET 2011 / 12

SUMMARY

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
Leader of the Council	-1,656,819	1,497,960	1,864,070	1,540,850
Community Services	1,440,242	1,487,370	1,664,540	1,386,280
Corporate Services	-845,923	-427,200	-1,154,270	-2,579,820
Environment	9,661,907	8,820,580	8,556,130	6,706,170
Leisure and Culture	5,083,054	4,489,470	4,842,410	4,457,440
Regeneration	7,642,665	7,841,630	9,747,060	9,545,930
TOTAL SERVICE SPENDING	21,325,126	23,709,810	25,519,940	21,056,850
General Underspend	0	-317,290	-131,700	-250,000
NET SERVICE SPENDING	21,325,126	23,392,520	25,388,240	20,806,850
Contribution to (from) Balances				
- Planned - General	-114,000	-255,000	-255,000	-886,000
- Planned - In Year General	-905,132	0	0	0
- Carry Forward	2,733,303	0	-1,995,700	0
- Asset Replacement	-178,500	40,000	40,000	40,000
- Invest to Save	-15,040	-11,640	-11,640	-53,340
- LDF Earmarked Reserves	-550,427	-352,960	-352,960	0
TOTAL CONTRIBUTION TO (FROM) BALANCES	970,204	-579,600	-2,575,300	-899,340
BUDGET REQUIREMENT	22,295,330	22,812,920	22,812,940	19,907,510

MAIDSTONE BOROUGH COUNCIL

LEADER OF THE COUNCIL

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
Performance and Development	130,352	174,200	134,840	136,060
Business Transformation	0	0	0	0
Emergency Centre	52,421	65,540	63,420	63,690
Corporate Projects	191,678	192,900	85,210	91,940
Charities	8,492	9,610	8,460	8,300
Corporate Management	728,164	779,470	668,600	654,640
Press & Public Relations	99,175	105,360	101,080	101,220
Contingency	-2,858,662	173,920	769,410	463,300
Chief Executives Sections	-8,440	20	33,050	21,700
Director of Regeneration & Communities Sections	0	-3,060	0	0
Net Income / Expenditure Transferred to Summary	-1,656,819	1,497,960	1,864,070	1,540,850

MAIDSTONE BOROUGH COUNCIL

LEADER OF THE COUNCIL

EXPLANATORY NOTES

Performance and Development

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

Reductions in internal recharges in the Revised Estimate 2010/11 onwards are a result of a restructure in 2010.

Budget Holder: Head of Change and Scrutiny

Business Transformation

This cost centre wasn't established until later in 2010/11 hence the reason there is a Revised 2010/11 Estimate but not Original 2010/11 Estimate.

Budget Holder: MKIP Programme Manager

Emergency Centre

This budget covers the cost of the Emergency Planning service

Budget Holder: Building Surveying Manager

MAIDSTONE BOROUGH COUNCIL

LEADER OF THE COUNCIL

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Performance and Development</u>				
Employees	0	2,000	2,000	2,000
Running Expenses	7,169	14,400	12,800	12,800
Central Charges	108,539	142,060	120,040	121,260
Internal Recharges	14,645	15,740	0	0
Total Expenditure	130,352	174,200	134,840	136,060
Net Expenditure Transferred to Summary	130,352	174,200	134,840	136,060
<u>Business Transformation</u>				
Running Expenses	74,349	0	71,090	71,090
Central Charges	235,286	0	239,010	241,790
Total Expenditure	309,635	0	310,100	312,880
Income	-309,635	0	-310,100	-312,880
Total Income	-309,635	0	-310,100	-312,880
Net Income Transferred to Summary	0	0	0	0
<u>Emergency Centre</u>				
Employees	12,119	12,730	12,150	14,710
Running Expenses	22,482	38,820	38,470	37,460
Central Charges	8,473	3,640	1,120	1,040
Internal Recharges	9,347	10,350	11,680	10,480
Total Expenditure	52,421	65,540	63,420	63,690
Net Expenditure Transferred to Summary	52,421	65,540	63,420	63,690

MAIDSTONE BOROUGH COUNCIL

LEADER OF THE COUNCIL

EXPLANATORY NOTES

Corporate Projects

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

The Running Expenses and Income represent grants funded through the Local Strategic Partnership Board.

The reduction in recharges is a result of the senior management restructure that took place in 2010/11.

The Capital charges for 2009/10 relate to the All Saints Link Road, which is not in the Capital Programme from 2010/11.

Budget Holder: Head of Finance and Customer Services

Charities

This Budget covers the costs of administering charities e.g. Maidstone Relief in Need.

Budget Holder: Head of Finance and Customer Services

Corporate Management

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

The reduction in recharges is a result of the senior management restructure that took place in 2010/11.

Budget Holder: Head of Finance and Customer Services

Press & Public Relations

This Budget covers communication with the public and other stakeholders.

Budget Holder: Head of Communications

MAIDSTONE BOROUGH COUNCIL

LEADER OF THE COUNCIL

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Corporate Projects</u>				
Running Expenses	-1,231	0	140,000	0
Central Charges	157,872	188,980	82,290	89,050
Internal Recharges	1,875	3,920	2,920	2,890
Capital Charges	33,162	0	0	0
Total Expenditure	191,678	192,900	225,210	91,940
Income	0	0	-140,000	0
Total Income	0	0	-140,000	0
Net Expenditure Transferred to Summary	191,678	192,900	85,210	91,940
<u>Charities</u>				
Central Charges	8,492	9,610	8,460	8,300
Total Expenditure	8,492	9,610	8,460	8,300
Net Expenditure Transferred to Summary	8,492	9,610	8,460	8,300
<u>Corporate Management</u>				
Employees	31,515	40,810	15,690	15,640
Running Expenses	152,592	146,220	146,220	146,220
Central Charges	358,233	390,510	418,720	412,970
Internal Recharges	185,824	201,930	87,970	79,810
Total Expenditure	728,164	779,470	668,600	654,640
Net Expenditure Transferred to Summary	728,164	779,470	668,600	654,640
<u>Press & Public Relations</u>				
Running Expenses	46,452	43,470	41,270	41,270
Central Charges	52,723	61,890	59,810	59,950
Total Expenditure	99,175	105,360	101,080	101,220
Net Expenditure Transferred to Summary	99,175	105,360	101,080	101,220

MAIDSTONE BOROUGH COUNCIL

LEADER OF THE COUNCIL

EXPLANATORY NOTES

Contingency

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Budget Holder: Head of Finance and Customer Services

Chief Executives Sections

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

The Estimates between the Original and Revised 2010/11 have greatly reduced due to the senior management restructure.

MAIDSTONE BOROUGH COUNCIL

LEADER OF THE COUNCIL

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Contingency</u>				
Concessionary Fares Contingency	0	200,000	200,000	350,000
Consultancy Services	0	0	25,000	0
Contingency for new Legislation	0	34,420	25,420	25,420
Contribution towards Mid-Kent Improvement Partnership	42,840	42,840	42,840	42,840
Energy Costs	0	0	1,100	1,100
External Legal Advice Savings	0	-5,000	-5,000	0
Extra Cost Pressures	0	333,600	122,180	239,570
Housing & Planning Delivery Grant	-584,634	0	143,700	0
KCC Gateway Service	0	0	36,000	36,000
Performance Reward Grant	76,584	0	0	0
Procurement Savings	0	-46,500	-21,000	0
Procurement-Temp Staff Savings	-34,800	-60,000	-60,000	-30,000
Restructure Savings	0	7,230	240,020	-238,730
Shared Services Savings	0	-98,000	-37,100	0
Small Budgets	0	33,170	74,090	54,940
Total Expenditure	86,540	441,760	787,250	481,140
Total Income	-2,945,201	-267,840	-17,840	-17,840
Contingency for new Legislation	-10,546	0	0	0
Contribution towards Local Strategic Partnership	-2,500	0	0	0
KCC Re: Second Homes	-19,000	-17,840	-17,840	-17,840
Local Authority Business Growth Initiative	-94,452	0	0	0
VAT Refund Income	-2,232,154	-250,000	0	0
Net Income / Expenditure Transferred to Summary	-2,858,662	173,920	769,410	463,300
<u>Chief Executives Sections</u>				
Employees	740,875	878,680	659,110	670,160
Running Expenses	193,414	232,280	174,690	173,940
Central Charges	212,935	234,130	133,780	103,910
Internal Recharges	68,444	84,730	17,110	15,370
Total Expenditure	1,215,667	1,429,820	984,690	963,380
Income	-1,224,107	-1,429,800	-951,640	-941,680
Total Income	-1,224,107	-1,429,800	-951,640	-941,680
Net Income / Expenditure Transferred to Summary	-8,440	20	33,050	21,700

MAIDSTONE BOROUGH COUNCIL

LEADER OF THE COUNCIL

EXPLANATORY NOTES

Director of Regeneration & Communities Sections

This Budget represents the cost of the Director of Change and Environmental Sections in this Portfolio.

This section is not longer used and has been closed

MAIDSTONE BOROUGH COUNCIL

LEADER OF THE COUNCIL

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Director of Regeneration & Communities Sections</u>				
Employees	0	101,500	0	0
Running Expenses	0	500	0	0

Total Expenditure	0	102,000	0	0
Income	0	-105,060	0	0

Total Income	0	-105,060	0	0
Net Income Transferred to Summary	0	-3,060	0	0

LEADER OF THE COUNCIL PORTFOLIO

Revenue Savings 2011/12

Scheme

	£
Contingency- Stage One Chief Executive Review	243,410
Contingency- Stage Two Chief Executive Review	286,140
Contingency-Mileage Allowance	7,700
Training	1,700
	<u>538,950</u>

Revenue Growth Items 2011/12

Scheme

	£
Contingency- Loss of income	105,990
	<u>105,990</u>

MAIDSTONE BOROUGH COUNCIL

COMMUNITY SERVICES

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
Director of Public Health Medicine	9,981	10,910	5,780	5,970
Grants to Outside Bodies	234,136	232,710	237,410	221,080
Delegated Grants	23,141	35,020	30,550	780
Switch Cafe Project	15,397	15,100	24,870	24,410
Youth Forum	47,752	58,610	57,670	49,550
C C T V	374,314	417,400	412,180	363,260
Community Safety - Joint Partnership	-1	0	0	0
Concurrent Functions	433,677	437,790	486,710	347,920
Community Safety	210,812	220,430	204,340	159,650
Social Inclusion	86,989	50,730	194,370	212,700
Building Safer Communities (BSC)	4,060	5,480	4,170	3,900
Director of Regeneration & Communities Sections.	-16	3,190	6,490	-2,940
Net Expenditure Transferred to Summary	1,440,242	1,487,370	1,664,540	1,386,280

MAIDSTONE BOROUGH COUNCIL

COMMUNITY SERVICES

EXPLANATORY NOTES

Director of Public Health Medicine

This service is provided jointly for this Authority and Tonbridge & Malling Borough Council.

The income relates to Tonbridge & Malling Borough Council's contribution.

Budget Holder: Environmental Health Manager

Grants to Outside Bodies

Grants are awarded to further the objectives of the Portfolio.

The Estimate 2011/12 includes a Budget Strategy saving of £30,000.

In 2010/11 the areas of Community Development undertook a restructuring. Posts and workloads changed, which resulted in an increase to the Direct Salaries & Departmental Overhead recharges in this area.

Budget Holder: Community Funding Officer

Delegated Grants

This Budget covers Grants made available to Village Halls and Parochial Church Councils along with other minor Grants, on an application basis.

The 2011/12 Estimate includes a Budget Strategy Saving of £3,300.

There are no capital charges as a result of the deletion of the Support for Grant Applications budget in the capital programme for 2011/12.

Budget Holder: Head of Finance and Customer Services

MAIDSTONE BOROUGH COUNCIL

COMMUNITY SERVICES

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Director of Public Health Medicine</u>				
Employees	6,249	7,020	5,680	6,480
Running Expenses	1,219	1,090	1,130	1,110
Central Charges	4,063	4,270	280	270
Internal Recharges	2,331	2,410	2,570	1,990
Total Expenditure	13,861	14,790	9,660	9,850
Income	-3,880	-3,880	-3,880	-3,880
Total Income	-3,880	-3,880	-3,880	-3,880
Net Expenditure Transferred to Summary	9,981	10,910	5,780	5,970
<u>Grants to Outside Bodies</u>				
Employees	0	0	5,660	15,100
Running Expenses	228,538	227,250	227,250	197,250
Central Charges	5,598	5,460	1,050	1,000
Internal Recharges	0	0	3,450	7,730
Total Expenditure	234,136	232,710	237,410	221,080
Net Expenditure Transferred to Summary	234,136	232,710	237,410	221,080
<u>Delegated Grants</u>				
Running Expenses	8,907	3,350	3,350	50
Central Charges	1,714	670	740	730
Capital Charges	12,520	31,000	26,460	0
Total Expenditure	23,141	35,020	30,550	780
Net Expenditure Transferred to Summary	23,141	35,020	30,550	780

MAIDSTONE BOROUGH COUNCIL

COMMUNITY SERVICES

EXPLANATORY NOTES

Switch Cafe Project

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

The Council contributes £15,000 towards the Youth Café Manager post annually. The Council pays for the utility bills, and then invoices the cost out to the Youth Forum.

The Recharges for Direct Salaries & Departmental Overheads have increased due to the charges previously being coded to the Youth Forum, rather than here.

Budget Holder: Community Development Manager

Youth Forum

This Budget covers the provision of the Maidstone Youth Forum enabling youth to be given a voice in the community.

The Recharges have decreased due to the time spent on the Switch Youth Café previously being charged here, which now has its own Cost Centre. There has also been a restructure within the areas of Community Development which has affected some of the charges.

Budget Holder: Community Development Manager

MAIDSTONE BOROUGH COUNCIL

COMMUNITY SERVICES

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Switch Cafe Project</u>				
Employees	568	0	3,260	4,550
Running Expenses	3,998	15,000	17,700	17,770
Central Charges	12,212	100	4,630	2,460
Internal Recharges	0	0	1,980	2,330
Total Expenditure	16,778	15,100	27,570	27,110
Income	-1,381	0	-2,700	-2,700
Total Income	-1,381	0	-2,700	-2,700
Net Expenditure Transferred to Summary	15,397	15,100	24,870	24,410
<u>Youth Forum</u>				
Employees	28,881	31,760	32,320	28,740
Running Expenses	8,087	4,400	4,400	4,400
Central Charges	7,216	8,230	1,740	2,100
Internal Recharges	12,870	14,220	19,210	14,310
Total Expenditure	57,053	58,610	57,670	49,550
Income	-9,302	0	0	0
Total Income	-9,302	0	0	0
Net Expenditure Transferred to Summary	47,752	58,610	57,670	49,550

MAIDSTONE BOROUGH COUNCIL

COMMUNITY SERVICES

EXPLANATORY NOTES

CCTV

This Budget shows the running costs relating to Closed Circuit Television. The Capital costs relate to Capital Charges. Income relates to contributions and charges from the private sector and internal users towards the revenue costs of the scheme.

The Estimate 2011/12 includes a Budget Strategy Saving of £22,400.

Budget Holder: Community Safety Co-ordinator

Community Safety - Joint Partnership

This Budget covers the contribution to the Safer Maidstone Partnership with Kent Police and Kent County Council. This jointly funds Community Safety initiatives.

In 2010/11 additional funding of £15,000 was received for Tackling Violent Crime and £20,000 for BCU Initiatives

Budget Holder: Community Safety Co-ordinator

Concurrent Functions

Provision is made within this Budget for the Grant Aid to Parish Councils to fund expenditure on concurrent services which are provided by this Authority in the urban area.

The Estimate 2011/12 has been reduced by £120,000 as a Budget Strategy Saving.

The reduction in the Capital Charges budget reflects a reduced level of Village Hall Grant Aid funding in the capital programme.

Budget Holder: Head of Finance and Customer Services

MAIDSTONE BOROUGH COUNCIL

COMMUNITY SERVICES

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>C C T V</u>				
Employees	56,076	45,970	37,400	37,400
Running Expenses	320,060	299,260	299,060	280,460
Central Charges	21,573	22,190	26,440	21,150
Internal Recharges	22,137	23,130	30,080	9,920
Capital Charges	33,148	81,870	74,220	69,350
Total Expenditure	452,994	472,420	467,200	418,280
Income	-78,680	-55,020	-55,020	-55,020
Total Income	-78,680	-55,020	-55,020	-55,020
Net Expenditure Transferred to Summary	374,314	417,400	412,180	363,260
<u>Community Safety - Joint Partnership</u>				
Running Expenses	64,778	42,000	78,300	42,000
Total Expenditure	64,778	42,000	78,300	42,000
Income	-64,779	-42,000	-78,300	-42,000
Total Income	-64,779	-42,000	-78,300	-42,000
Net Income Transferred to Summary	-1	0	0	0
<u>Concurrent Functions</u>				
Running Expenses	420,887	423,780	423,780	303,780
Central Charges	12,790	14,010	13,450	13,140
Capital Charges	0	0	49,480	31,000
Total Expenditure	433,677	437,790	486,710	347,920
Net Expenditure Transferred to Summary	433,677	437,790	486,710	347,920

MAIDSTONE BOROUGH COUNCIL

COMMUNITY SERVICES

EXPLANATORY NOTES

Community Safety

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

Budget Holder: Community Safety Co-ordinator

Social Inclusion

This Budget covers the cost of positive actions to reduce dependency and support independence for disadvantaged groups. The Revised Estimate 2010/11 includes £170,540 worth of income created against the running costs to reflect the Healthy Lifestyles Projects which are externally funded by the Primary Care Trust.

In 2010/11 the areas of Community Development undertook a restructure. Posts and workloads changed, which resulted in an increase to the recharges to this Cost Centre.

Budget Holder: Community Partnerships Manager

Building Safer Communities (BSC)

This Budget covers the funding received from the Government Office for the South East and covers a number of Community Safety initiatives including Anti-Social Behaviour officers.

Budget Holder: Community Safety Co-ordinator

MAIDSTONE BOROUGH COUNCIL

COMMUNITY SERVICES

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Community Safety</u>				
Employees	89,989	96,900	78,080	78,080
Running Expenses	51,624	46,800	47,200	47,200
Central Charges	24,492	26,820	14,150	12,230
Internal Recharges	47,192	49,910	64,910	22,140
Total Expenditure	213,297	220,430	204,340	159,650
Income	-2,485	0	0	0
Total Income	-2,485	0	0	0
Net Expenditure Transferred to Summary	210,812	220,430	204,340	159,650
<u>Social Inclusion</u>				
Employees	2,501	1,210	104,310	123,280
Running Expenses	125,988	43,000	196,000	40,200
Central Charges	71,603	22,210	1,290	1,270
Internal Recharges	882	910	64,970	64,550
Total Expenditure	200,974	67,330	366,570	229,300
Income	-113,985	-16,600	-172,200	-16,600
Total Income	-113,985	-16,600	-172,200	-16,600
Net Expenditure Transferred to Summary	86,989	50,730	194,370	212,700
<u>Building Safer Communities (BSC)</u>				
Employees	55,476	60,450	57,830	58,120
Running Expenses	106,139	124,010	124,920	124,920
Central Charges	3,159	3,600	5,080	4,680
Internal Recharges	1,641	1,780	700	540
Total Expenditure	166,416	189,840	188,530	188,260
Income	-162,356	-184,360	-184,360	-184,360
Total Income	-162,356	-184,360	-184,360	-184,360
Net Expenditure Transferred to Summary	4,060	5,480	4,170	3,900

MAIDSTONE BOROUGH COUNCIL

COMMUNITY SERVICES

EXPLANATORY NOTES

Director of Regeneration & Communities Sections.

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

The costs & income have increased in the Revised Estimate 2010/11 due to an organisational restruture which combined three Directorates into two. There were also various posts deleted which has resulted in a decrease to the Estimate 2011/12.

The Original Estimate 2011/12 includes Budget Strategy Savings of £78,410.

MAIDSTONE BOROUGH COUNCIL

COMMUNITY SERVICES

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Director of Regeneration & Communities Sections.</u>				
Employees	271,952	215,350	498,390	385,330
Running Expenses	94,991	83,580	202,570	198,530
Central Charges	38,641	41,350	75,400	67,550
Internal Recharges	6,790	7,390	38,380	35,510
Total Expenditure	412,374	347,670	814,740	686,920
Income	-412,390	-344,480	-808,250	-689,860
Total Income	-412,390	-344,480	-808,250	-689,860
Net Income / Expenditure Transferred to Summary	-16	3,190	6,490	-2,940

COMMUNITY SERVICES PORTFOLIO

Revenue Savings 2011/12

Scheme

	£
CCTV	50,000
Community Development	43,010
Concurrent Functions	120,000
Grants	33,300
Training	800
	<u>247,110</u>

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
Rent Allowances	98,302	401,160	236,780	215,250
Council Tenant Rent Rebates	8,626	1,070	920	530
Pensions Fund Management	2,796,000	2,790,000	2,668,000	2,668,000
Pensions Fund Appropriation	-614,895	-1,485,670	-921,890	-1,142,810
Interest & Investment Income	-742,171	-405,420	-400,330	-250,400
Interest Paid	16,698	0	204,000	204,000
Gains/Losses on Asset Disposals	-637,466	-400,000	-500,000	-500,000
Appropriation Account	-9,402,944	-3,868,320	-134,490	-4,504,990
Capital Grants & Contributions	0	0	-5,113,000	-2,032,000
Civic Occasions	145,631	165,850	147,450	141,380
Elections	147,516	237,540	243,730	243,380
Members' Allowances etc.	436,708	447,410	443,980	442,910
Portfolio Allocations	482,701	562,360	352,130	347,990
Town Hall	160,296	185,860	161,330	164,420
Members Facilities	182,724	183,370	188,540	184,500
Subscriptions	13,573	18,200	18,190	18,190
Overview & Scrutiny	160,692	185,010	141,860	146,500
Devolved Budgets	144,235	79,690	72,260	14,690
Registration Of Electors	155,348	158,400	192,010	192,220
Licensing	99,716	80,760	119,940	116,690
Parkwood Industrial Estate	-385,648	-408,600	-344,800	-340,670
Industrial Starter Units	-13,375	-7,280	-5,140	-4,080
Armstrong Road Depot Industrial Estate	39,626	13,670	52,290	8,910
South Maidstone Depot	3,886,831	2,750	7,890	13,100
Sundry Corporate Property	692,083	-14,980	31,880	55,280
Medway Conservancy	109,604	116,010	116,000	118,320
Land Charges	-92,567	-78,030	-112,240	-113,900
Internal Printing	28,276	-5,330	-5,330	-5,230
Information Technology	-43,941	-135,160	10,140	-75,150
Central Telephones	-22,895	5,450	-15,950	-17,190

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
Offices	-2,632	66,990	89,750	55,600
The Gateway King Street	-15,932	-3,740	56,390	53,410
Unapportionable Central Overheads	833,859	125,810	108,530	587,630
General	36,284	-55,680	6,360	-331,300
The Cost of Council Tax Collection	525,972	636,000	652,980	601,570
The Cost of National Non-Domestic Rates Collection	26,705	12,890	-6,710	-14,550
Council Tax Benefits	-135,727	23,430	82,320	82,130
Youth Development Programme	35,671	48,040	48,030	25,010
Chief Executive Sections.	904	-28,950	-6,910	12,450
Director of Change, Planning and the Environment Sections.	-237	2,070	-16,850	43,350
Director of Regeneration and Communities Sections..	-74	-79,830	-24,310	-4,960
Net Income Transferred to Summary	-845,923	-427,200	-1,154,270	-2,579,820

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

EXPLANATORY NOTES

Rent Allowances

Rent Allowances are paid to private sector tenants who have income less than the amount set down by Central Government. The allowances paid to recipients are fully reimbursed by Government Grant.

The Budget also covers the cost of a local scheme for discounting War Widow pensions and Discretionary Housing Payments.

The 2010/11 Estimate includes Budget Strategy growth of £80,000 and there is further growth of £18,500 in the 2011/12 Estimates to meet reductions in the administration subsidy grant.

Budget Holder: Benefits Manager

Council Tenant Rent Rebates

This budget covers the cost and related Government Grant, of Rent Rebates for tenants of the Local Authority.

Budget Holder: Benefits Manager

Pensions Fund Management

This Budget represents the expected interest to be incurred by the Council's Pension Fund deficit, offset by the expected return on the Pension Fund assets invested.

Budget Holder: Head of Finance and Customer Services

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Rent Allowances</u>				
Employees	57,947	62,990	28,660	36,770
Running Expenses	34,730,091	36,428,560	38,580,640	42,447,110
Central Charges	5,886	6,430	5,610	5,900
Internal Recharges	907,368	1,012,270	996,600	981,280
Total Expenditure	35,701,292	37,510,250	39,611,510	43,471,060
Income	-35,602,990	-37,109,090	-39,374,730	-43,255,810
Total Income	-35,602,990	-37,109,090	-39,374,730	-43,255,810
Net Expenditure Transferred to Summary	98,302	401,160	236,780	215,250
<u>Council Tenant Rent Rebates</u>				
Running Expenses	230,594	297,890	213,590	234,950
Central Charges	87	190	90	90
Internal Recharges	3,287	3,500	3,390	3,260
Total Expenditure	233,968	301,580	217,070	238,300
Income	-225,342	-300,510	-216,150	-237,770
Total Income	-225,342	-300,510	-216,150	-237,770
Net Expenditure Transferred to Summary	8,626	1,070	920	530
<u>Pensions Fund Management</u>				
Running Expenses	5,712,000	5,710,000	6,939,000	6,939,000
Total Expenditure	5,712,000	5,710,000	6,939,000	6,939,000
Income	-2,916,000	-2,920,000	-4,271,000	-4,271,000
Total Income	-2,916,000	-2,920,000	-4,271,000	-4,271,000
Net Expenditure Transferred to Summary	2,796,000	2,790,000	2,668,000	2,668,000

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

EXPLANATORY NOTES

Pensions Fund Appropriation

This Budget represents the value of movements in the Pension Fund reserve. The budgets effectively ensure that the cost to the Council equals the cash paid in to the Pension Fund during the year by employees and the Council, whilst maintaining budgets that comply with financial reporting standards. The Estimate 2011/12 includes a Budget Strategy Saving to reflect a reduction in employers contributions.

Budget Holder: Head of Finance and Customer Services

Interest & Investment Income

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

The Estimate 2011/12 includes a Budget Strategy Growth item of £150,000, which is a consequence of the uncertainty over interest rates and future capital receipts in the current economic climate.

Budget Holder: Head of Finance and Customer Services

Interest Paid

This Budget covers the cost of borrowing by the Council, although the Treasury Management Policy does not anticipate this, other than for short term cash management purposes.

Budget Holder: Head of Finance and Customer Services

Gains/Losses on Asset Disposals

This Budget covers the requirement to account for any gains and losses on asset disposals.

There is no actual gain or loss reflected in the net cost of services as the sums shown here are offset by a corresponding entry in the Appropriation Account.

Budget Holder: Head of Finance and Customer Services

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Pensions Fund Appropriation</u>				
Employees	-614,895	-1,485,670	-921,890	-1,142,810
Total Expenditure	-614,895	-1,485,670	-921,890	-1,142,810
Net Income Transferred to Summary	-614,895	-1,485,670	-921,890	-1,142,810
<u>Interest & Investment Income</u>				
Income	-742,171	-405,420	-400,330	-250,400
Total Income	-742,171	-405,420	-400,330	-250,400
Net Income Transferred to Summary	-742,171	-405,420	-400,330	-250,400
<u>Interest Paid</u>				
Running Expenses	16,698	0	204,000	204,000
Total Expenditure	16,698	0	204,000	204,000
Net Expenditure Transferred to Summary	16,698	0	204,000	204,000
<u>Gains/Losses on Asset Disposals</u>				
Capital Charges	224,479	0	0	0
Total Expenditure	224,479	0	0	0
Income	-861,946	-400,000	-500,000	-500,000
Total Income	-861,946	-400,000	-500,000	-500,000
Net Income Transferred to Summary	-637,466	-400,000	-500,000	-500,000

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

EXPLANATORY NOTES

Appropriation Account

This Budget represents movements in Reserves that are not reflected in the cost of services, where this would otherwise affect the net cost to the Council.

Included here is the corresponding entry for the write off of Renovation Grants, Social Housing Grants and the related Government Grants, any revenue support for the Capital Programme and the contra entries to the gains and losses on asset disposal shown in Gains/Losses on the Asset Disposals Account.

The Estimate for 2011/12 includes a Budget Strategy Growth item of £160,000 in respect of additional funding for the Capital Programme.

Budget Holder: Head of Finance and Customer Services

Capital Grants & Contributions

Due to a change in accounting practice grants and contributions applied to the funding of the Capital Programme are now required to be shown as Corporate Income. Previously these grants were applied to the Net Cost of Services.

The sums shown here are offset by a corresponding entry in the Appropriation Account.

The grants shown represent funding for Social Housing and Renovation Grants, the Museum and the Mote Park project.

Budget Holder: Head of Finance and Customer Services

Civic Occasions

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

The central recharges have reduced between the Original and Revised 2010/11 Estimates due to the senior management restructure.

Budget Holder: Democratic Services Manager

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Appropriation Account</u>				
Running Expenses	32,780	40,000	10,000	10,000
Capital Charges	5,303,034	3,068,730	7,682,400	3,008,000
Total Expenditure	5,335,814	3,108,730	7,692,400	3,018,000
Income	-14,738,758	-6,977,050	-7,826,890	-7,522,990
Total Income	-14,738,758	-6,977,050	-7,826,890	-7,522,990
Net Income Transferred to Summary	-9,402,944	-3,868,320	-134,490	-4,504,990
<u>Capital Grants & Contributions</u>				
Income	0	0	-5,113,000	-2,032,000
Total Income	0	0	-5,113,000	-2,032,000
Net Income Transferred to Summary	0	0	-5,113,000	-2,032,000
<u>Civic Occasions</u>				
Running Expenses	28,803	34,480	37,980	31,590
Central Charges	28,374	31,300	17,610	17,110
Internal Recharges	89,269	100,070	91,860	92,680
Total Expenditure	146,446	165,850	147,450	141,380
Income	-815	0	0	0
Total Income	-815	0	0	0
Net Expenditure Transferred to Summary	145,631	165,850	147,450	141,380

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

EXPLANATORY NOTES

Elections

This Budget covers the cost of Local Government elections only and does not include the cost of national elections.

The 2009/10 Estimates were reduced temporarily as there were no Borough Elections held in 2009/10.

Budget Holder: Registration Services Manager

Members' Allowances etc.

This Budget covers the payment of Allowances and other costs to Members.

Budget Holder: Committee Services Officer

Portfolio Allocations

This Budget covers the time allocations of attending and servicing Cabinet Members, Committees, Council and

The reduction in recharges is as a result of the Senior Management restructure that took place in 2010/11.

Budget Holder: Head of Finance and Customer Services

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Elections</u>				
Employees	53,230	87,260	85,890	86,110
Running Expenses	33,228	83,220	82,020	81,970
Central Charges	31,876	35,270	30,380	30,270
Internal Recharges	29,640	32,210	45,860	45,450
Total Expenditure	147,974	237,960	244,150	243,800
Income	-458	-420	-420	-420
Total Income	-458	-420	-420	-420
Net Expenditure Transferred to Summary	147,516	237,540	243,730	243,380
<u>Members' Allowances etc.</u>				
Employees	15,658	19,050	18,800	18,810
Running Expenses	395,362	400,370	407,470	407,470
Central Charges	17,499	19,280	15,360	15,540
Internal Recharges	8,190	8,710	2,350	1,090
Total Expenditure	436,708	447,410	443,980	442,910
Net Expenditure Transferred to Summary	436,708	447,410	443,980	442,910
<u>Portfolio Allocations</u>				
Employees	17,025	14,900	8,170	8,450
Central Charges	263,055	314,540	179,510	178,300
Internal Recharges	202,621	232,920	164,450	161,240
Total Expenditure	482,701	562,360	352,130	347,990
Net Expenditure Transferred to Summary	482,701	562,360	352,130	347,990

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

EXPLANATORY NOTES

Town Hall

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

Budget Holder: Democratic Services Manager

Members Facilities

This Budget shows the cost of facilities available to Members.

Budget Holder: Committee Services Officer

Subscriptions

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

Budget Holder: Democratic Services Manager

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Town Hall</u>				
Employees	396	420	0	0
Running Expenses	104,599	116,630	96,300	97,940
Central Charges	13,604	16,490	14,710	18,890
Internal Recharges	54,774	61,440	56,860	57,340
Capital Charges	87,400	87,400	90,580	90,580
Total Expenditure	260,774	282,380	258,450	264,750
Income	-100,478	-96,520	-97,120	-100,330
Total Income	-100,478	-96,520	-97,120	-100,330
Net Expenditure Transferred to Summary	160,296	185,860	161,330	164,420
<u>Members Facilities</u>				
Employees	471	520	0	0
Running Expenses	141,573	139,290	138,540	135,970
Central Charges	30,036	32,230	42,460	41,200
Internal Recharges	10,644	11,330	7,540	7,330
Total Expenditure	182,724	183,370	188,540	184,500
Net Expenditure Transferred to Summary	182,724	183,370	188,540	184,500
<u>Subscriptions</u>				
Running Expenses	13,486	18,100	18,100	18,100
Central Charges	87	100	90	90
Total Expenditure	13,573	18,200	18,190	18,190
Net Expenditure Transferred to Summary	13,573	18,200	18,190	18,190

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

EXPLANATORY NOTES

Overview & Scrutiny

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

Budget Holder: Head of Change and Scrutiny

Devolved Budgets

This Budget covers an allowance available for each Member to recommend expenditure based on local priorities.

The scheme is being discontinued in 2011/12, which has resulted in a Budget Strategy saving of £56,100.

Budget Holder: Head of Finance and Customer Services

Registration Of Electors

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

The increase in internal recharges between the Original and the Revised 2010/11 Estimates is due to increased charges from the Contact Centre and Corporate Support due to a new method of calculating recharges.

Budget Holder: Registration Services Manager

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Overview & Scrutiny</u>				
Employees	898	1,060	1,580	1,960
Running Expenses	8,710	10,000	10,000	10,000
Central Charges	137,364	163,990	125,420	129,630
Internal Recharges	13,720	9,960	4,860	4,910
Total Expenditure	160,692	185,010	141,860	146,500
Net Expenditure Transferred to Summary	160,692	185,010	141,860	146,500
<u>Devolved Budgets</u>				
Running Expenses	123,001	56,100	56,100	0
Central Charges	21,234	23,590	16,160	14,690
Total Expenditure	144,235	79,690	72,260	14,690
Net Expenditure Transferred to Summary	144,235	79,690	72,260	14,690
<u>Registration Of Electors</u>				
Employees	45,271	41,150	52,660	50,590
Running Expenses	86,273	84,030	82,210	84,000
Central Charges	2,687	2,900	4,420	4,910
Internal Recharges	30,014	32,590	54,990	54,990
Total Expenditure	164,245	160,670	194,280	194,490
Income	-8,896	-2,270	-2,270	-2,270
Total Income	-8,896	-2,270	-2,270	-2,270
Net Expenditure Transferred to Summary	155,348	158,400	192,010	192,220

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

EXPLANATORY NOTES

Licensing

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

The greatly reduced Employee costs between the Original and Revised 2010/11 Estimates is due to the Statutory Licensing now being dealt with by the Licensing Partnership.

The increased Internal recharges between the Original and the Revised 2010/11 Estimates is due to the Licensing section running costs greatly increasing because of the the Licensing Partnership cost.

Budget Holder: Senior Licensing Officer

Parkwood Industrial Estate

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

Rental income reflects Occupational Rents Income.

During 2010/11 a review of all rental income budgets was undertaken and budgets were reduced in line with expectation. This was funded from Budget Strategy Growth and is shown in the Revised Estimate 2010/2011.

Budget Holder: Corporate Property Manager

Industrial Starter Units

This Budget covers the income and administration of the Industrial Starter Units.

Budget Holder: Corporate Property Manager

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Licensing</u>				
Employees	174,280	150,480	69,280	69,390
Running Expenses	33,150	31,700	29,500	29,500
Central Charges	65,923	65,170	63,950	62,490
Internal Recharges	107,788	90,390	217,080	215,180
Total Expenditure	381,141	337,740	379,810	376,560
Income	-281,424	-256,980	-259,870	-259,870
Total Income	-281,424	-256,980	-259,870	-259,870
Net Expenditure Transferred to Summary	99,716	80,760	119,940	116,690
<u>Parkwood Industrial Estate</u>				
Running Expenses	921	3,200	400	3,200
Central Charges	23,712	34,710	38,740	40,070
Internal Recharges	2,541	5,330	1,510	1,510
Total Expenditure	27,174	43,240	40,650	44,780
Income	-412,822	-451,840	-385,450	-385,450
Total Income	-412,822	-451,840	-385,450	-385,450
Net Income Transferred to Summary	-385,648	-408,600	-344,800	-340,670
<u>Industrial Starter Units</u>				
Running Expenses	19,574	26,690	24,590	24,380
Central Charges	15,289	24,740	24,880	26,150
Total Expenditure	34,863	51,430	49,470	50,530
Income	-48,238	-58,710	-54,610	-54,610
Total Income	-48,238	-58,710	-54,610	-54,610
Net Income Transferred to Summary	-13,375	-7,280	-5,140	-4,080

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

EXPLANATORY NOTES

Armstrong Road Depot Industrial Estate

This Budget relates to the occupation of the Depot by external contractors and internal sections.

The Depot was closed in December 2009 and the Original Estimate for 2010/11 related only to recharges for the disposal of the site.

However the sale of the site was delayed and therefore running costs were incurred. These were funded during 2010/11 and are shown the Revised Estimate 2010/11.

The Estimate 2011/12 relates to residual recharge costs and includes Budget Strategy Savings of £37,920.

Budget Holder: Corporate Property Manager

South Maidstone Depot

This Budget relates to the occupation of the new South Maidstone Depot by external contractors and internal sections, The Depot opened in December 2009.

The £3,857,765 charge in 2009/10 relates to a charge after a downward revaluation of the Depot. This represents the Capital written off to the Revenue accounts.

The depreciation charge has therefore decreased from Revised Estimate 2010/11.

Budget Holder: Corporate Property Manager

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Armstrong Road Depot Industrial Estate</u>				
Running Expenses	93,936	3,320	39,090	40
Central Charges	15,805	8,100	12,660	8,320
Internal Recharges	9,505	2,250	540	550
Capital Charges	51,738	0	0	0
Total Expenditure	170,984	13,670	52,290	8,910
Income	-131,358	0	0	0
Total Income	-131,358	0	0	0
Net Expenditure Transferred to Summary	39,626	13,670	52,290	8,910
<u>South Maidstone Depot</u>				
Employees	2,641	0	0	0
Running Expenses	55,670	128,620	149,390	164,220
Central Charges	24,162	19,420	29,840	24,340
Internal Recharges	3,713	9,520	2,590	2,670
Capital Charges	3,857,765	57,520	17,550	17,550
Total Expenditure	3,943,951	215,080	199,370	208,780
Income	-57,120	-212,330	-191,480	-195,680
Total Income	-57,120	-212,330	-191,480	-195,680
Net Expenditure Transferred to Summary	3,886,831	2,750	7,890	13,100

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

EXPLANATORY NOTES

Sundry Corporate Property

Repair, maintenance and administration of a number and variety of miscellaneous properties are covered by this Budget. These properties are regularly reviewed through the Asset Management Plan. During 2010/11 a review of all rental income budgets was undertaken and budgets were reduced in line with expectation. This was funded from Budget Strategy Growth and is shown in the Revised Estimate 2010/2011. Impairment adjustments are reflected in the actual charges for 2009/10.

Budget Holder: Corporate Property Manager

Medway Conservancy

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

Budget Holder: Head of Finance and Customer Services

Land Charges

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

All direct costs and recharges have decreased in the Revised Estimate 2010/11 and 2011/12 Estimate due to the decrease in the number of Land Charge applications resulting from the downturn in the property market.

Budget Holder: Registration Services Manager

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Sundry Corporate Property</u>				
Employees	1,467	1,580	1,510	1,510
Running Expenses	33,852	35,930	41,540	45,080
Central Charges	101,258	101,870	104,500	121,910
Internal Recharges	875	890	3,380	5,830
Capital Charges	692,877	1,100	1,100	1,100
Total Expenditure	830,329	141,370	152,030	175,430
Income	-138,247	-156,350	-120,150	-120,150
Total Income	-138,247	-156,350	-120,150	-120,150
Net Income / Expenditure Transferred to Summary	692,083	-14,980	31,880	55,280
<u>Medway Conservancy</u>				
Running Expenses	109,517	115,910	115,910	118,230
Central Charges	87	100	90	90
Total Expenditure	109,604	116,010	116,000	118,320
Net Expenditure Transferred to Summary	109,604	116,010	116,000	118,320
<u>Land Charges</u>				
Employees	44,208	47,420	10,100	10,260
Running Expenses	68,868	71,410	68,470	68,140
Central Charges	21,085	23,050	19,800	19,310
Internal Recharges	31,213	33,840	43,140	42,140
Total Expenditure	165,375	175,720	141,510	139,850
Income	-257,942	-253,750	-253,750	-253,750
Total Income	-257,942	-253,750	-253,750	-253,750
Net Income Transferred to Summary	-92,567	-78,030	-112,240	-113,900

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

EXPLANATORY NOTES

Internal Printing

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

Budget Holder: Corporate Support Team Manager

Information Technology

This Budget represents the cost of Central IT Services within the Authority. The IT Manager recharges these costs to the relevant service budgets on either a project or per capita basis.

The Revised Estimate 2010/11 includes a Budget Strategy Saving of £15,000 which increases to £29,000 in 2011/12 in respect of software costs, and a further £20,000 in respect of the Voice Over Internet Protocol Invest to Save Scheme. The reduction in internal recharges between the Revised 2010/11 Estimate and the Original 2011/12 Estimate is due to reduced recharges from the IT section.

The increase in Capital recharges between the Original 2010/11 Estimate and the Revised 2010/11 Estimate is due to a full year depreciation for a new server. The reduction between the Revised 2010/11 Estimate and the 2011/12 Estimate is because some of the IT equipment will become fully amortised.

The increase in Employee costs reflects a more accurate proportion of IT costs allocated for recharging to service areas.

Budget Holder: I.T. Manager

Central Telephones

This Budget covers the Council's Central Telephone System, recharged on a per capita basis across all sections.

The decrease between the Original 2010/11 running expenses Estimate and the Revised 2010/11 Estimate is due to £20,000 offset against Budget Strategy savings for the Voice Over IP System.

The Depreciation charge in the Revised 2010/11 Estimate and Original 2011/12 Estimate is for the Voice Over Internet Protocol System.

Budget Holder: I.T. Manager

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Internal Printing</u>				
Running Expenses	68,597	84,380	85,480	85,690
Central Charges	4,177	4,350	1,920	1,850
Internal Recharges	63,426	68,300	57,540	57,810
Total Expenditure	136,200	157,030	144,940	145,350
Income	-107,924	-162,360	-150,270	-150,580
Total Income	-107,924	-162,360	-150,270	-150,580
Net Income / Expenditure Transferred to Summary	28,276	-5,330	-5,330	-5,230
<u>Information Technology</u>				
Employees	685,079	766,610	733,280	740,070
Running Expenses	620,946	527,180	548,210	534,950
Central Charges	47,953	51,150	56,510	54,920
Internal Recharges	203,880	225,120	231,270	177,510
Capital Charges	277,866	172,920	325,710	244,980
Total Expenditure	1,835,724	1,742,980	1,894,980	1,752,430
Income	-1,879,665	-1,878,140	-1,884,840	-1,827,580
Total Income	-1,879,665	-1,878,140	-1,884,840	-1,827,580
Net Income / Expenditure Transferred to Summary	-43,941	-135,160	10,140	-75,150
<u>Central Telephones</u>				
Running Expenses	73,563	93,010	73,010	73,010
Central Charges	4,602	2,580	4,550	4,680
Internal Recharges	66,383	76,640	69,140	68,580
Capital Charges	57,451	57,450	57,450	57,450
Total Expenditure	201,999	229,680	204,150	203,720
Income	-224,894	-224,230	-220,100	-220,910
Total Income	-224,894	-224,230	-220,100	-220,910
Net Income / Expenditure Transferred to Summary	-22,895	5,450	-15,950	-17,190

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

EXPLANATORY NOTES

Offices

The office accommodation facilities of the Authority are covered by this Budget.
The Original Estimate for 2010/11 included Budget Strategy Growth of £25,000.

Depreciation has increased for the Revised Estimate 2010/11 to reflect the final capital spend and deferred government grants that are no longer amortised.

Budget Holder: Property & Procurement Manager

The Gateway King Street

This Budget represents the cost of the Gateway offices which are shared with other partners
The income relates to internal charges and external income from partners in the Gateway.

Budget Holder: Property & Procurement Manager

Unapportionable Central Overheads

This Budget covers the central costs that CIPFA guidance suggest should not be charged to service heads or cannot be identified to a current user or service head. The Employee Costs Budget for 2010/11 represents redundancy costs as a result of the senior management restructure that took place in 2010/11.
The Capital Charges Budgets have been reduced as a consequence of changes in accounting practice. There is no longer a requirement to make a depreciation charge for non-operational and surplus assets. The Running Expenses Budget for 2011/12 represents set-up and redundancy costs for the proposed Revenues and Benefits partnership.

Budget Holder: Head of Finance and Customer Services

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Offices</u>				
Running Expenses	1,321,669	1,377,620	1,375,250	1,377,370
Central Charges	48,371	52,970	139,430	105,590
Internal Recharges	15,615	11,540	8,820	8,800
Capital Charges	109,338	109,330	234,810	234,810
Total Expenditure	1,494,993	1,551,460	1,758,310	1,726,570
Income	-1,497,624	-1,484,470	-1,668,560	-1,670,970
Total Income	-1,497,624	-1,484,470	-1,668,560	-1,670,970
Net Income / Expenditure Transferred to Summary	-2,632	66,990	89,750	55,600
<u>The Gateway King Street</u>				
Running Expenses	367,999	395,740	334,220	336,050
Central Charges	12,152	15,720	33,240	29,150
Total Expenditure	380,150	411,460	367,460	365,200
Income	-396,083	-415,200	-311,070	-311,790
Total Income	-396,083	-415,200	-311,070	-311,790
Net Income / Expenditure Transferred to Summary	-15,932	-3,740	56,390	53,410
<u>Unapportionable Central Overheads</u>				
Employees	0	0	96,500	250,000
Running Expenses	0	0	10,400	336,000
Capital Charges	833,859	125,810	1,630	1,630
Total Expenditure	833,859	125,810	108,530	587,630
Net Expenditure Transferred to Summary	833,859	125,810	108,530	587,630

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

EXPLANATORY NOTES

General

The Employee Costs represent one-off redundancy payments incurred as a result of a management restructure in 2009/10.

The Estimate 2011/12 includes a Budget Strategy Saving of £75,070 in respect of the Cobtree Trust loan, which is scheduled to be repaid early in 2011/12. The loan was to repay a historic debt to the Council.

Budget Holder: Head of Finance and Customer Services

The Cost of Council Tax Collection

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.

Income relates to the recovery of Summons' costs.

The Estimate 2010/11 includes a Budget Strategy Saving of £5,000 for an anticipated increase in income from court costs.

Budget Holder: Revenues Manager

The Cost of National Non-Domestic Rates Collection

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.

The Estimate 2010/11 includes a Budget Strategy Saving of £5,000 due to an anticipated increase in income from court costs.

Budget Holder: Revenues Manager

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>General</u>				
Employees	175,717	0	0	0
Running Expenses	99,783	77,010	198,890	0
Central Charges	2,770	2,800	3,980	3,980
Total Expenditure	278,271	79,810	202,870	3,980
Income	-241,986	-135,490	-196,510	-335,280
Total Income	-241,986	-135,490	-196,510	-335,280
Net Income / Expenditure Transferred to Summary	36,284	-55,680	6,360	-331,300
<u>The Cost of Council Tax Collection</u>				
Employees	350,661	386,980	388,760	385,970
Running Expenses	167,192	175,200	165,980	154,370
Central Charges	14,727	15,790	19,840	18,610
Internal Recharges	404,915	451,790	472,160	436,380
Total Expenditure	937,495	1,029,760	1,046,740	995,330
Income	-411,523	-393,760	-393,760	-393,760
Total Income	-411,523	-393,760	-393,760	-393,760
Net Expenditure Transferred to Summary	525,972	636,000	652,980	601,570
<u>The Cost of National Non-Domestic Rates Collection</u>				
Employees	93,319	101,110	76,440	76,980
Running Expenses	101,001	80,690	88,120	87,690
Central Charges	9,551	10,440	16,770	15,560
Internal Recharges	62,800	68,130	59,440	52,700
Total Expenditure	266,671	260,370	240,770	232,930
Income	-239,966	-247,480	-247,480	-247,480
Total Income	-239,966	-247,480	-247,480	-247,480
Net Income / Expenditure Transferred to Summary	26,705	12,890	-6,710	-14,550

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

EXPLANATORY NOTES

Council Tax Benefits

The cost of Council Tax Benefits is covered by this Budget.

Costs are covered by Government Grants for both administration and the costs of Benefits.

The increase in Central recharges from the Original to the Revised 2010/11 Estimate is due to an increased recharge from Audit.

The income Estimate for 2011/12 has included a Budget Strategy Growth item of £17,500.

Budget Holder: Benefits Manager

Youth Development Programme

The costs included in this Budget relate to trainees employed in the Directorates. The Estimate 2011/12 includes a Budget Strategy Saving of £23,000.

Budget Holder: Learning and Development Manager

Chief Executive Sections.

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

The 2011/12 Estimates include Budget Strategy savings of £118,600.

The reduced Estimates from the Original to the Revised 2010/11 is due to the restructure within these sections.

Budget Holder: Chief Executive

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Council Tax Benefits</u>				
Employees	18,981	20,560	30,790	32,340
Running Expenses	9,259,693	10,128,530	11,012,020	12,113,220
Central Charges	2,704	2,870	16,850	15,600
Internal Recharges	472,549	527,560	536,940	526,400
Total Expenditure	9,753,927	10,679,520	11,596,600	12,687,560
Income	-9,889,654	-10,656,090	-11,514,280	-12,605,430
Total Income	-9,889,654	-10,656,090	-11,514,280	-12,605,430
Net Income / Expenditure Transferred to Summary	-135,727	23,430	82,320	82,130
<u>Youth Development Programme</u>				
Employees	34,964	47,720	47,810	24,790
Running Expenses	620	130	130	130
Central Charges	87	190	90	90
Total Expenditure	35,671	48,040	48,030	25,010
Net Expenditure Transferred to Summary	35,671	48,040	48,030	25,010
<u>Chief Executive Sections.</u>				
Employees	1,132,430	1,173,140	1,066,260	1,001,480
Running Expenses	508,023	495,350	552,550	480,870
Central Charges	152,638	168,890	136,010	136,260
Internal Recharges	47,206	51,000	30,870	28,690
Total Expenditure	1,840,297	1,888,380	1,785,690	1,647,300
Income	-1,839,393	-1,917,330	-1,792,600	-1,634,850
Total Income	-1,839,393	-1,917,330	-1,792,600	-1,634,850
Net Income / Expenditure Transferred to Summary	904	-28,950	-6,910	12,450

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

EXPLANATORY NOTES

Director of Change, Planning and the Environment Sections.

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

The 2010/11 Estimate includes Budget Strategy savings of £15,000 and the 2011/12 Estimate includes further Budget Strategy savings of £52,500 to be met from service economies.

Budget Holder: Director of Change, Planning and the Environment

Director of Regeneration and Communities Sections..

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

The Original Estimate 2010/11 included Budget Strategy Savings of £180,600 and the Estimate 2011/12 includes further savings, through service efficiencies, of £111,420.

Budget Holder: Director of Regeneration and Communities

MAIDSTONE BOROUGH COUNCIL

CORPORATE SERVICES

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Director of Change, Planning and the Environment Sections.</u>				
Employees	1,580,035	1,745,580	1,708,940	1,671,390
Running Expenses	466,584	399,850	447,460	450,610
Central Charges	303,425	332,810	243,860	226,910
Internal Recharges	81,711	94,770	35,590	34,460
Total Expenditure	2,431,755	2,573,010	2,435,850	2,383,370
Income	-2,431,992	-2,570,940	-2,452,700	-2,340,020
Total Income	-2,431,992	-2,570,940	-2,452,700	-2,340,020
Net Income / Expenditure Transferred to Summary	-237	2,070	-16,850	43,350
<u>Director of Regeneration and Communities Sections..</u>				
Employees	3,440,145	3,849,420	3,529,330	3,401,070
Running Expenses	1,738,799	1,615,930	1,789,920	1,758,760
Central Charges	667,393	704,440	572,300	527,750
Internal Recharges	709,626	774,280	785,400	800,100
Capital Charges	0	33,820	5,510	30,010
Total Expenditure	6,555,962	6,977,890	6,682,460	6,517,690
Income	-6,556,036	-7,057,720	-6,706,770	-6,522,650
Total Income	-6,556,036	-7,057,720	-6,706,770	-6,522,650
Net Income Transferred to Summary	-74	-79,830	-24,310	-4,960

CORPORATE SERVICES PORTFOLIO

Revenue Savings 2011/12

Scheme

	£
Audit - Shared Service	41,000
Devolved Budget	56,100
Property Section	50,000
Property	37,920
Human Resources	45,750
Youth Development Programme	23,000
Executive Support	22,750
IT Strategy	14,000
Training	23,230
Revenues and Benefits	80,000
Backfunding Reduction	217,270
	<u>611,020</u>

Revenue Growth Items 2011/12

Scheme

	£
Reduction in Benefit Grant	36,000
Loss of Interest	150,000
Revenue contribution to Capital	50,000
Redundancy Provision	250,000
	<u>486,000</u>

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
Pest Control	23,520	31,070	28,280	27,320
Public Conveniences	461,068	353,900	175,080	146,790
Recycling Services & Refuse Collection	3,922,305	3,836,230	3,692,030	3,790,680
Food Hygiene	246,518	271,740	252,830	244,750
Sampling	16,198	19,340	17,850	16,710
Health Promotion	7,028	7,720	11,670	13,020
Occupational Health & Safety	177,621	169,590	164,280	156,730
Pollution Control - General	260,637	287,100	260,430	256,230
Noise Control	96,746	103,800	128,580	122,510
Contaminated Land	46,598	48,520	43,810	39,950
Landfill Gas	174	190	0	0
Drainage	82,939	93,450	99,150	98,500
Civic Wardens And Environmental Enforcement	236,269	249,850	266,930	236,430
Health Improvement Programme	18,367	12,760	12,710	11,710
Licensing of Caravan Sites - 1960 Act	21,468	23,500	27,840	21,690
Maintenance of Closed Churchyards	37,822	36,910	37,170	36,230
National Assistance Act	5,867	4,190	3,130	3,050
Licences	35,744	22,710	36,840	36,080
Street Cleansing	1,593,146	1,572,020	1,538,080	1,536,130
Pay & Display Car Parks	-4,701	-909,700	-872,580	-870,080
Parking Decriminalisation	108,773	44,430	88,290	84,160
Non Paying Car Parks	25,273	24,140	55,340	54,840
Park & Ride	445,775	419,750	411,220	434,000
Residents Parking	-43,919	-86,720	-56,550	-67,750
Environment Improvements	19,265	31,650	42,520	27,890
Other Transport Services	57,910	67,310	36,560	34,070
Name Plates & Notices	18,410	23,970	34,020	30,780
Concessionary Fares	1,674,186	1,947,440	1,933,950	103,320
Socially Desirable Buses	70,891	84,280	83,640	28,610
Maidstone Borough Services	0	0	0	0

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
Director of Change, Planning and the Environment Sections..	10	29,440	3,030	51,820
Net Expenditure Transferred to Summary	9,661,907	8,820,580	8,556,130	6,706,170

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

EXPLANATORY NOTES

Pest Control

This Budget covers the cost of Pest Control throughout the Borough.

Budget Holder: Environmental Manager

Public Conveniences

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

The 2010/11 Original Estimate included a Budget Strategy Saving of £98,000, with a further £38,000 saving in 2011/12, which reflects the decision to close several conveniences and move to the Community Scheme.

Costs of operating and maintaining those Conveniences situated within the Boroughs Parks are shown within the Leisure and Culture Portfolio from the Revised Estimate 2010/11 onward, central charges being adjusted accordingly within the estimates to reflect these changes.

Budget Holder: Environmental Manager

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Pest Control</u>				
Employees	18,331	24,280	18,200	18,060
Running Expenses	-233	0	0	0
Central Charges	174	290	3,740	3,510
Internal Recharges	14,984	18,500	18,340	17,750
Total Expenditure	33,256	43,070	40,280	39,320
Income	-9,736	-12,000	-12,000	-12,000
Total Income	-9,736	-12,000	-12,000	-12,000
Net Expenditure Transferred to Summary	23,520	31,070	28,280	27,320
<u>Public Conveniences</u>				
Running Expenses	304,513	212,900	86,220	64,440
Central Charges	25,214	27,470	16,030	11,900
Internal Recharges	49,786	32,110	25,380	23,000
Capital Charges	81,992	82,020	47,450	47,450
Total Expenditure	461,505	354,500	175,080	146,790
Income	-437	-600	0	0
Total Income	-437	-600	0	0
Net Expenditure Transferred to Summary	461,068	353,900	175,080	146,790

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

EXPLANATORY NOTES

Recycling Services & Refuse Collection

This Budget covers the cost of Refuse Collection and Recycling throughout the Borough.
The 2010/11 Estimate includes Budget Strategy savings of £100,000, whilst the 2011/12 Estimate includes £76,480 to cover contract annual uplift commitments.

Budget Holder: Waste 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	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Recycling Services & Refuse Collection</u>				
Employees	3,302	3,280	145,730	150,450
Running Expenses	4,012,582	3,990,000	3,912,250	3,969,410
Central Charges	356,409	372,290	108,260	126,380
Internal Recharges	165,409	174,490	181,220	183,270
Capital Charges	213,881	179,970	197,790	197,790
Total Expenditure	4,751,583	4,720,030	4,545,250	4,627,300
Income	-829,277	-883,800	-853,220	-836,620
Total Income	-829,277	-883,800	-853,220	-836,620
Net Expenditure Transferred to Summary	3,922,305	3,836,230	3,692,030	3,790,680
<u>Food Hygiene</u>				
Employees	163,968	185,490	160,820	173,270
Running Expenses	15,811	17,060	16,830	16,780
Central Charges	3,121	3,440	640	640
Internal Recharges	67,142	70,360	79,150	58,670
Total Expenditure	250,042	276,350	257,440	249,360
Income	-3,524	-4,610	-4,610	-4,610
Total Income	-3,524	-4,610	-4,610	-4,610
Net Expenditure Transferred to Summary	246,518	271,740	252,830	244,750
<u>Sampling</u>				
Employees	10,508	11,910	9,970	10,190
Running Expenses	1,728	3,300	3,300	3,300
Central Charges	174	190	180	180
Internal Recharges	3,788	3,940	4,400	3,040
Total Expenditure	16,198	19,340	17,850	16,710
Net Expenditure Transferred to Summary	16,198	19,340	17,850	16,710

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

EXPLANATORY NOTES

Health Promotion

This Budget covers the area of activity primarily concentrating on major promotion activity as well as supporting continuing initiatives.

Budget Holder: Environmental Health Manager

Occupational Health & Safety

This fulfils the Council's statutory responsibilities and includes a high level of advisory work.

Budget Holder: Environmental Health Manager

Pollution Control - General

This Budget covers the cost of controlling pollution in the Borough.

Budget Holder: Environmental Health Manager

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Health Promotion</u>				
Employees	5,041	5,660	6,720	8,240
Central Charges	174	190	180	180
Internal Recharges	1,813	1,870	4,770	4,600
Total Expenditure	7,028	7,720	11,670	13,020
Net Expenditure Transferred to Summary	7,028	7,720	11,670	13,020
<u>Occupational Health & Safety</u>				
Employees	104,262	117,830	105,250	111,040
Running Expenses	14,628	4,000	4,000	4,000
Central Charges	13,516	1,880	1,850	1,800
Internal Recharges	45,215	45,880	53,180	39,890
Total Expenditure	177,621	169,590	164,280	156,730
Net Expenditure Transferred to Summary	177,621	169,590	164,280	156,730
<u>Pollution Control - General</u>				
Employees	152,596	180,970	149,490	156,100
Running Expenses	53,137	30,090	71,390	29,700
Central Charges	8,038	7,920	6,580	5,630
Internal Recharges	70,581	77,690	84,240	74,370
Capital Charges	1,600	0	0	0
Total Expenditure	285,952	296,670	311,700	265,800
Income	-25,316	-9,570	-51,270	-9,570
Total Income	-25,316	-9,570	-51,270	-9,570
Net Expenditure Transferred to Summary	260,637	287,100	260,430	256,230

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

EXPLANATORY NOTES

Noise Control

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

Budget Holder: Environmental Health Manager

Contaminated Land

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

Budget Holder: Environmental Health Manager

Landfill Gas

This cost centre has closed from Revised Estimate 2010/11, all cost are now shown in Contaminated Land.

Budget Holder: Environmental Health Manager

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Noise Control</u>				
Employees	60,867	66,840	75,920	74,680
Running Expenses	130	130	1,230	1,240
Central Charges	174	290	790	270
Internal Recharges	35,575	36,540	50,640	46,320
Total Expenditure	96,746	103,800	128,580	122,510
Net Expenditure Transferred to Summary	96,746	103,800	128,580	122,510
<u>Contaminated Land</u>				
Employees	27,710	32,280	27,230	27,250
Running Expenses	6,320	1,880	1,690	1,710
Central Charges	261	380	370	360
Internal Recharges	13,048	13,980	14,520	10,630
Total Expenditure	47,339	48,520	43,810	39,950
Income	-741	0	0	0
Total Income	-741	0	0	0
Net Expenditure Transferred to Summary	46,598	48,520	43,810	39,950
<u>Landfill Gas</u>				
Central Charges	174	190	0	0
Total Expenditure	174	190	0	0
Net Expenditure Transferred to Summary	174	190	0	0

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

EXPLANATORY NOTES

Drainage

The resolution of problems relating to land drainage is covered by this Budget.
The Original Estimate 2010/2011 included a Budget Strategy Saving of £5,000.

Budget Holder: Property Services Manager

Civic Wardens And Environmental Enforcement

This Budget covers the cost of the Civic Wardens and Enforcement Action within the Borough.

The Original Estimate 2010/11 includes Budget Strategy growth of £25,000 required to fund costs of kennelling stray dogs whilst the Revised Estimate 2010/11 includes both the expenditure and income for the issue and recovery of Fixed Penalty Notice fines by an external contractor, established for a trial period within that year.

The Estimate 2011/12 includes Budget Strategy Savings of £33,000.

Budget Holder: Enforcement Operations Manager

Health Improvement Programme

This Budget covers the cost of providing a Health Improvement Programme.
The Original Estimate 2010/11 included a Budget Strategy Saving of £6,070.

Budget Holder: Environmental Health Manager

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Drainage</u>				
Employees	1,395	1,590	1,570	1,570
Running Expenses	25,266	31,700	31,700	31,700
Central Charges	17,756	20,290	25,580	25,150
Internal Recharges	498	530	690	470
Capital Charges	38,024	39,340	39,610	39,610
Total Expenditure	82,939	93,450	99,150	98,500
Net Expenditure Transferred to Summary	82,939	93,450	99,150	98,500
<u>Civic Wardens And Environmental Enforcement</u>				
Employees	88,428	105,240	87,020	88,110
Running Expenses	97,927	93,990	178,940	68,630
Central Charges	3,374	3,650	7,000	7,070
Internal Recharges	54,898	64,390	80,390	79,040
Total Expenditure	244,627	267,270	353,350	242,850
Income	-8,358	-17,420	-86,420	-6,420
Total Income	-8,358	-17,420	-86,420	-6,420
Net Expenditure Transferred to Summary	236,269	249,850	266,930	236,430
<u>Health Improvement Programme</u>				
Employees	7,655	8,620	7,930	8,040
Running Expenses	12,788	9,500	9,500	9,500
Central Charges	174	290	280	270
Internal Recharges	2,756	2,850	3,500	2,400
Total Expenditure	23,373	21,260	21,210	20,210
Income	-5,006	-8,500	-8,500	-8,500
Total Income	-5,006	-8,500	-8,500	-8,500
Net Expenditure Transferred to Summary	18,367	12,760	12,710	11,710

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

EXPLANATORY NOTES

Licensing of Caravan Sites - 1960 Act

This budget head represents the cost of licensing private caravan sites within the borough

Budget Holder: Environmental Health 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

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: Technical Facilities Manager

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Licensing of Caravan Sites - 1960 Act</u>				
Employees	15,718	17,580	19,010	16,640
Central Charges	87	100	90	90
Internal Recharges	5,663	5,820	8,740	4,960
Total Expenditure	21,468	23,500	27,840	21,690
Net Expenditure Transferred to Summary	21,468	23,500	27,840	21,690
<u>Maintenance of Closed Churchyards</u>				
Employees	0	0	470	500
Running Expenses	30,776	29,090	28,380	28,480
Central Charges	4,410	4,420	4,170	3,290
Internal Recharges	2,705	3,400	4,150	3,960
Total Expenditure	37,891	36,910	37,170	36,230
Income	-69	0	0	0
Total Income	-69	0	0	0
Net Expenditure Transferred to Summary	37,822	36,910	37,170	36,230
<u>National Assistance Act</u>				
Employees	516	580	1,100	1,130
Running Expenses	1,794	500	500	500
Central Charges	1,030	1,060	90	90
Internal Recharges	2,527	3,040	2,430	2,320
Total Expenditure	5,867	5,180	4,120	4,040
Income	0	-990	-990	-990
Total Income	0	-990	-990	-990
Net Expenditure Transferred to Summary	5,867	4,190	3,130	3,050

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

EXPLANATORY NOTES

Licences

This Budget covers the cost of Animal and Street Trading licences within the Borough .

Budget Holder: Senior Licensing Officer

Street Cleansing

This Budget covers the cost of Street Cleaning within the Borough.

The Original Estimate 2010/11 included Budget Strategy savings of £120,000 to be met from service economies and an adjustment to both costs and income to reflect the cessation of the joint working arrangement for the Clean Kent Neighbourhood Response Team.

The £26,680 income figure shown in the Original Estimate for 2010/11 was for an internal recharge which is included in the main service cost for the Revised 2010/11 Estimate.

Budget Holder: Environmental Manager

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Licences</u>				
Employees	33,373	27,850	33,870	34,430
Running Expenses	865	1,000	1,000	1,000
Central Charges	6,384	6,970	4,970	4,830
Internal Recharges	18,080	13,240	20,460	19,280
Total Expenditure	58,702	49,060	60,300	59,540
Income	-22,958	-26,350	-23,460	-23,460
Total Income	-22,958	-26,350	-23,460	-23,460
Net Expenditure Transferred to Summary	35,744	22,710	36,840	36,080
<u>Street Cleansing</u>				
Employees	0	0	6,580	6,710
Running Expenses	1,531,596	1,417,310	1,389,770	1,388,510
Central Charges	44,848	42,250	20,480	21,880
Internal Recharges	110,977	135,140	117,250	115,030
Capital Charges	4,000	4,000	4,000	4,000
Total Expenditure	1,691,421	1,598,700	1,538,080	1,536,130
Income	-98,275	-26,680	0	0
Total Income	-98,275	-26,680	0	0
Net Expenditure Transferred to Summary	1,593,146	1,572,020	1,538,080	1,536,130

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

EXPLANATORY NOTES

Pay & Display Car Parks

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

The increased capital charge at 2009/10 reflects the impairment adjustment, following the downward revaluation of King Street Multi-Storey Car Park.

The Original Estimate 2010/11 included Budget Strategy Growth of £50,000.

The Estimate 2011/12 includes Budget Strategy Growth of £50,000 for reduced income. It also includes Budget Strategy Saving of £37,000.

Budget Holder: Parking Services Manager

Parking Decriminalisation

This budget represents the expenses and income generated from On-Street Parking Decriminalisation and parking meters income.

Budget Holder: Parking Services Manager

Non Paving Car Parks

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

The Revised Estimate 2010/11 and the Estimate 2011/12 include an increased depreciation charge, following the upwards revaluation of car parks.

Budget Holder: Parking Services Manager

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Pav & Display Car Parks</u>				
Employees	40,648	44,310	43,980	7,580
Running Expenses	472,143	550,590	560,520	572,110
Central Charges	179,341	177,800	185,940	170,670
Internal Recharges	66,803	78,970	75,370	77,550
Capital Charges	985,557	116,160	106,010	106,010
Total Expenditure	1,744,492	967,830	971,820	933,920
Income	-1,749,192	-1,877,530	-1,844,400	-1,804,000
Total Income	-1,749,192	-1,877,530	-1,844,400	-1,804,000
Net Income Transferred to Summary	-4,701	-909,700	-872,580	-870,080
<u>Parking Decriminalisation</u>				
Running Expenses	407,293	418,820	422,350	433,170
Central Charges	133,648	127,850	138,420	121,160
Internal Recharges	47,058	53,220	78,780	81,090
Capital Charges	4,589	5,010	0	0
Total Expenditure	592,588	604,900	639,550	635,420
Income	-483,815	-560,470	-551,260	-551,260
Total Income	-483,815	-560,470	-551,260	-551,260
Net Expenditure Transferred to Summary	108,773	44,430	88,290	84,160
<u>Non Paving Car Parks</u>				
Running Expenses	9,688	8,320	8,320	8,450
Central Charges	5,025	5,260	4,610	3,980
Capital Charges	10,570	10,570	42,420	42,420
Total Expenditure	25,283	24,150	55,350	54,850
Income	-10	-10	-10	-10
Total Income	-10	-10	-10	-10
Net Expenditure Transferred to Summary	25,273	24,140	55,340	54,840

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

EXPLANATORY NOTES

Park & Ride

This Budget is for the Park and Ride sites and the Park and Sail service.

The Original Estimate for 2010/11 included Budget Strategy Growth of £200,000 to fund the reduction in income and Section 106 contribution.

The Park and Sail Service was ceased in 2010 and all budgets removed. Savings made were used for the Park and Ride service.

Budget Holder: Public Transport Officer

Residents Parking

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

Internal recharges increased following increased recharges from the Customer Services Section.

Budget Holder: Parking Services Manager

Environment Improvements

This Budget covers the costs relating to Environmental Improvements.

The Estimate 2011/12 includes Budget Strategy Saving of £13,000

Budget Holder: Assistant Director of Environment and Regulatory Services

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Park & Ride</u>				
Employees	67,207	41,450	40,400	40,910
Running Expenses	1,067,292	1,125,349	1,064,059	1,083,309
Central Charges	69,006	70,990	60,970	65,930
Internal Recharges	15,593	18,850	14,380	12,440
Capital Charges	1	260	4,120	4,120
Total Expenditure	1,219,098	1,256,899	1,183,929	1,206,709
Income	-773,324	-837,149	-772,709	-772,709
Total Income	-773,324	-837,149	-772,709	-772,709
Net Expenditure Transferred to Summary	445,775	419,750	411,220	434,000
<u>Residents Parking</u>				
Running Expenses	57,010	68,400	53,930	55,340
Central Charges	97,790	93,470	93,890	82,490
Internal Recharges	42,612	47,240	80,760	81,990
Capital Charges	2,440	2,440	2,440	0
Total Expenditure	199,853	211,550	231,020	219,820
Income	-243,772	-298,270	-287,570	-287,570
Total Income	-243,772	-298,270	-287,570	-287,570
Net Income Transferred to Summary	-43,919	-86,720	-56,550	-67,750
<u>Environment Improvements</u>				
Running Expenses	8,225	21,760	25,760	12,770
Central Charges	2,975	3,210	10,510	10,120
Internal Recharges	3,065	1,650	1,250	0
Capital Charges	5,000	5,030	5,000	5,000
Total Expenditure	19,265	31,650	42,520	27,890
Net Expenditure Transferred to Summary	19,265	31,650	42,520	27,890

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

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 reduction in running expenses at the Revised Estimate 2010/11, is due to the charge from Street Cleaning being removed. This cost is now shown in Street Cleaning.

Budget Holder: Public Transport Officer

Name Plates & Notices

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

Budget Holder: Property Services Manager

Concessionary Fares

This Budget shows the cost of supporting Concessionary Fares for the elderly, which, from April 2006, covered bus passes for the National Free Travel scheme.

The Original Estimate 2010/11 included budget strategy savings of £10,300 relating to internal efficiencies and a growth item for further anticipated usage and increased transport cost.

The Estimate for 2011/12 reflects that from the 1st April 2011, the responsibility for Concessionary Fares will transfer to Kent County Council. The remaining recharge reflects expected staff time attributable to this activity.

Budget Holder: Public Transport Officer

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Other Transport Services</u>				
Employees	2,066	8,590	6,920	6,670
Running Expenses	40,244	42,380	15,700	15,700
Central Charges	9,162	6,850	5,970	5,060
Internal Recharges	3,938	6,990	5,470	4,140
Capital Charges	2,500	2,500	2,500	2,500
Total Expenditure	57,910	67,310	36,560	34,070
Net Expenditure Transferred to Summary	57,910	67,310	36,560	34,070
<u>Name Plates & Notices</u>				
Running Expenses	13,775	18,300	17,600	17,600
Central Charges	2,966	2,980	14,420	11,310
Internal Recharges	1,669	2,690	2,000	1,870
Total Expenditure	18,410	23,970	34,020	30,780
Net Expenditure Transferred to Summary	18,410	23,970	34,020	30,780
<u>Concessionary Fares</u>				
Running Expenses	2,024,240	2,293,310	2,292,580	3,040
Central Charges	29,080	34,430	27,350	15,610
Internal Recharges	77,014	87,700	82,020	84,670
Total Expenditure	2,130,334	2,415,440	2,401,950	103,320
Income	-456,148	-468,000	-468,000	0
Total Income	-456,148	-468,000	-468,000	0
Net Expenditure Transferred to Summary	1,674,186	1,947,440	1,933,950	103,320

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

EXPLANATORY NOTES

Socially Desirable Buses

This Budget is for the Council to support bus services which would not be undertaken on a commercial basis.

From 2008/09 a grant of £55,000 for the New Disabled Voucher Scheme was included.

This was funded for three years from investment income and has been removed for the Estimate 2011/12.

This scheme is administered by Help The Aged.

Budget Holder: Public Transport Officer

Maidstone Borough Services

This Budget summarises the net balances from the operational areas of the Council's Direct Services e.g:

Street Cleansing, Public Convenience Cleaning and Grounds Maintenance.

All operational costs are netted to zero with the actual costs reflected via recharges, in the individual service budgets.

Budget Holder: Environmental Manager

Director of Change, Planning and the Environment Sections..

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

The Original Estimate 2010/11 included Budget Strategy savings of £20,000 for Environmental Health shared services, £20,000 for Parking shared services and £35,000 savings used to part-fund kennelling costs. The 2011/12 Estimate includes further Budget Strategy efficiency savings of £90,960.

Budget Holder: Director of Change, Planning and the Environmen

MAIDSTONE BOROUGH COUNCIL

ENVIRONMENT

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Socially Desirable Buses</u>				
Running Expenses	65,856	78,780	78,780	23,780
Central Charges	3,160	3,540	3,400	3,380
Internal Recharges	1,875	1,960	1,460	1,450
Total Expenditure	70,891	84,280	83,640	28,610
Net Expenditure Transferred to Summary	70,891	84,280	83,640	28,610
<u>Maidstone Borough Services</u>				
Employees	2,369,668	2,491,750	2,133,970	2,166,060
Running Expenses	2,221,727	2,317,540	2,213,210	2,211,490
Central Charges	136,989	159,010	151,240	144,000
Internal Recharges	205,007	217,640	216,400	201,060
Capital Charges	195,050	215,950	227,210	224,000
Total Expenditure	5,128,441	5,401,890	4,942,030	4,946,610
Income	-5,128,441	-5,401,890	-4,942,030	-4,946,610
Total Income	-5,128,441	-5,401,890	-4,942,030	-4,946,610
Net Expenditure Transferred to Summary	0	0	0	0
<u>Director of Change, Planning and the Environment Sections..</u>				
Employees	1,747,468	1,909,980	1,796,490	1,746,880
Running Expenses	571,491	591,910	553,710	546,250
Central Charges	241,990	264,280	195,510	182,150
Internal Recharges	93,239	108,230	30,650	26,960
Total Expenditure	2,654,187	2,874,400	2,576,360	2,502,240
Income	-2,654,178	-2,844,960	-2,573,330	-2,450,420
Total Income	-2,654,178	-2,844,960	-2,573,330	-2,450,420
Net Expenditure Transferred to Summary	10	29,440	3,030	51,820

ENVIRONMENTAL PORTFOLIO

Revenue Savings 2011/12

Scheme

	£
Public Conveniences	38,000
Street Cleansing	29,060
Removal of Dog Bins	33,000
Parking Services	37,000
Environmental Improvements	13,000
Environmental Health Services	60,000
Training	2,000
	<u>212,060</u>

Revenue Growth Items 2011/12

Scheme

	£
Pay and Display Car Parks -Loss of Income	50,000
	<u>50,000</u>

MAIDSTONE BOROUGH COUNCIL

LEISURE AND CULTURE

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
Museum	966,759	859,700	901,590	851,190
Carriage Museum	304,827	76,350	69,510	71,190
Parks & Open Spaces	1,401,359	1,507,000	1,575,710	1,476,030
River Park	369,558	390,950	471,160	470,180
Leisure Centre	95,003	252,100	264,390	245,480
Parks Dwellings	-19,087	-7,840	-5,140	-7,880
Cobtree Golf Course	-42,219	-34,570	-40,030	-39,410
Cobtree Manor Park	0	230	-820	-710
Playground Improvements	283,827	142,410	244,830	256,280
Lettable Halls	40,861	22,980	20,360	12,340
Parks Pavilions	39,807	41,830	35,690	35,690
Allotments	26,899	13,990	13,160	13,120
Hazlitt Arts Centre	538,980	553,820	476,980	442,450
Hazlitt Arts Bar & Catering	-16,846	-12,090	-2,790	-2,200
Hazlitt Youth & Education	67,348	65,600	64,320	64,190
Whatman's Arena	95,112	39,080	58,190	56,820
Heritage Millenium Amphitheatre	12,690	11,800	10,850	11,400
Community Halls	152,073	132,140	199,200	174,030
Cultural Development Arts	89,718	100,280	85,840	69,080
Cultural Development Sports	197,525	219,310	223,650	212,400
Archbishops Palace	-59,164	-46,450	-73,400	-72,290
Leisure Services Other Activities	356,349	55,070	63,790	53,690
Grants To Outside Bodies	46,618	37,000	56,830	49,600
Olympic- Paralympic Games	12,583	10,140	47,380	15,660
Market	-148,032	-126,210	-119,980	-118,750
Tourism	143,307	156,460	134,720	119,460
Tourist Information Centre	172,977	180,800	173,350	174,400
Twinning	3,868	4,160	4,060	2,180
Conference Bureau.	20,844	35,000	27,660	21,930
Cemetery	176,994	203,640	196,050	164,990

MAIDSTONE BOROUGH COUNCIL

LEISURE AND CULTURE

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
Crematorium	-247,456	-398,080	-339,060	-369,510
Director of Change, Planning and the Environment Sections...	-7	10	100	-100
Director of Regeneration and Communities Sections....	-21	2,860	4,260	4,510
Net Expenditure Transferred to Summary	5,083,054	4,489,470	4,842,410	4,457,440

MAIDSTONE BOROUGH COUNCIL

LEISURE AND CULTURE

EXPLANATORY NOTES

Museum

This Budget covers the cost of running and maintaining the Maidstone Museum including curatorial services.

The reduction in Employee Costs in the Estimate 2011/12 is due to two fixed term contract posts finishing within the charging Museums Section.

The Controlled Running Costs have increased in the Revised Estimate 2010/11, due to externally funded projects (corresponds with increased income). The cost increases again in the Estimate 2011/12 due to £40,000 budget from the Invest to Save Scheme in relation to the Carbon Management Scheme to improve insulation.

The Central Recharges have increased in the Revised Estimate 2010/11 due to additional charges from Property Services in relation to the Museum's East Wing Extension Project.

The Internal charges have increased due to the Community Funding Officer taking on the role of fundraising for the Museum's East Wing Extension Project.

The Capital Charges have increased due to a revaluation of the Museum premises.

Budget Holder: Museums and Heritage Manager

Carriage Museum

This Budget covers the cost of the Carriage Museum.

The Charges have all reduced from the Revised Estimate 2010/11 as the Carriage Museum's opening days and times have been reduced, therefore less staff are charging their time here.

Budget Holder: Museums and Heritage Manager

MAIDSTONE BOROUGH COUNCIL

LEISURE AND CULTURE

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Museum</u>				
Employees	428,515	417,050	422,640	364,080
Running Expenses	237,825	231,290	251,800	255,400
Central Charges	81,774	89,400	100,320	84,280
Internal Recharges	100,182	105,890	115,840	110,440
Capital Charges	210,075	83,710	102,230	102,230
Total Expenditure	1,058,371	927,340	992,830	916,430
Income	-91,612	-67,640	-91,240	-65,240
Total Income	-91,612	-67,640	-91,240	-65,240
Net Expenditure Transferred to Summary	966,759	859,700	901,590	851,190
<u>Carriage Museum</u>				
Employees	15,441	15,410	9,480	9,380
Running Expenses	24,176	24,300	25,640	26,390
Central Charges	20,265	20,850	18,720	19,430
Internal Recharges	4,716	5,110	4,990	5,310
Capital Charges	240,652	11,480	11,480	11,480
Total Expenditure	305,250	77,150	70,310	71,990
Income	-423	-800	-800	-800
Total Income	-423	-800	-800	-800
Net Expenditure Transferred to Summary	304,827	76,350	69,510	71,190

MAIDSTONE BOROUGH COUNCIL

LEISURE AND CULTURE

EXPLANATORY NOTES

Parks & Open Spaces

This Budget covers the cost of maintaining public parks and open spaces.

The Original Estimate 2010/11 included Budget Strategy Savings of £60,000, with the 2011/12 Estimate including a further £15,000 income generation.

The Revised Estimate 2010/11 and Estimate 2011/12 now includes the costs of operating and maintaining Public Conveniences located within the Borough's Parks previously shown in the Environment Portfolio, but transferred as part of the closure and rationalisation of Conveniences.

Capital Charges have varied substantially between years to reflect changes in Green Space Strategy capital expenditure.

Budget Holder: Parks & Leisure Manager

River Park

This Budget principally reflects the costs relating to the maintenance of grounds and the facilities within the River Park.

The Revised Estimate 2010/11 and Estimate 2011/12 now include the costs of operating and maintaining Public Conveniences located within the River Park previously shown in the Environment Portfolio, but transferred as part of the closure and rationalisation of Conveniences.

The Capital Charges in the Revised 2010/11 Estimate and the 2011/12 Estimate have increased to reflect the transfer of Conveniences to this area and the amortisation of assets.

Budget Holder: Parks & Leisure Manager

MAIDSTONE BOROUGH COUNCIL

LEISURE AND CULTURE

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Parks & Open Spaces</u>				
Employees	15,308	17,640	108,760	112,610
Running Expenses	1,260,402	1,274,260	1,319,760	1,323,130
Central Charges	235,064	278,110	80,730	73,690
Internal Recharges	91,857	94,110	126,270	114,940
Capital Charges	30,407	9,230	106,340	32,510
Total Expenditure	1,633,038	1,673,350	1,741,860	1,656,880
Income	-231,679	-166,350	-166,150	-180,850
Total Income	-231,679	-166,350	-166,150	-180,850
Net Expenditure Transferred to Summary	1,401,359	1,507,000	1,575,710	1,476,030
<u>River Park</u>				
Employees	0	0	5,510	5,740
Running Expenses	261,883	278,930	286,090	285,450
Central Charges	21,263	25,020	6,310	7,130
Internal Recharges	5,467	5,940	6,160	4,770
Capital Charges	81,067	81,060	167,090	167,090
Total Expenditure	369,680	390,950	471,160	470,180
Income	-122	0	0	0
Total Income	-122	0	0	0
Net Expenditure Transferred to Summary	369,558	390,950	471,160	470,180

MAIDSTONE BOROUGH COUNCIL

LEISURE AND CULTURE

EXPLANATORY NOTES

Leisure Centre

This Budget shows the cost of the management of the facility, monitoring and other costs and also the Capital depreciation cost. From September 2009 the operation of the Centre was fully transferred to the Maidstone Leisure Trust and the Estimates (and actual 2009/10), reflect the revised financial arrangements.

The Original Estimate 2010/11 included Budget Strategy savings of £20,000, with a further £15,000 in 2011/12.

Capital charges have increased in 2010/11 Revised Estimate, reflecting depreciation on equipment following refurbishment works (£40,000) and Serco Paisa funding moved from Capital to Revenue (£630,000 Revised Estimate 2010/11 and £470,000 Estimate 2011/12)

Budget Holder: Parks & Leisure Manager

Parks Dwellings

These assets are reviewed whenever a vacancy occurs.

Budget Holder: Corporate Property Manager

Cobtree Golf Course

Seven ninths of the net income is due to Cobtree Manor Estate Trust, but this sum is due back to the Council as reimbursement of historic debt until such debt is extinguished.

In January 2009 the operation of the Golf Course, including arrangements for Grounds Maintenance, was transferred to a new contractor. The delayed acceptance of the contractors employees in to the KCC pension scheme resulted in employee costs being incurred in 2009/2010, with a corresponding recharge made back to the Contractor.

It was anticipated that the final transfer would occur early in 2010/11, hence the omission of an Original Estimate 2010/11, but this transfer was further delayed until January 2011 reflected by the fluctuations in employee costs and income in the 2010/11 Revised Estimate.

Budget Holder: Parks & Leisure Manager

MAIDSTONE BOROUGH COUNCIL

LEISURE AND CULTURE

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Leisure Centre</u>				
Employees	0	0	16,650	17,270
Running Expenses	166,466	31,320	36,230	33,380
Central Charges	75,445	67,900	21,510	18,710
Internal Recharges	21,033	20,730	20,170	17,290
Capital Charges	323,554	332,150	1,003,830	988,830
Total Expenditure	586,499	452,100	1,098,390	1,075,480
Income	-491,496	-200,000	-834,000	-830,000
Total Income	-491,496	-200,000	-834,000	-830,000
Net Expenditure Transferred to Summary	95,003	252,100	264,390	245,480
<u>Parks Dwellings</u>				
Running Expenses	26,273	37,310	37,310	34,650
Central Charges	6,991	7,830	9,930	9,850
Total Expenditure	33,264	45,140	47,240	44,500
Income	-52,351	-52,980	-52,380	-52,380
Total Income	-52,351	-52,980	-52,380	-52,380
Net Income Transferred to Summary	-19,087	-7,840	-5,140	-7,880
<u>Cobtree Golf Course</u>				
Employees	72,362	0	67,410	12,640
Running Expenses	184,607	193,270	196,470	195,450
Central Charges	44,797	49,580	21,990	23,240
Internal Recharges	4,681	1,240	7,960	7,920
Capital Charges	1,787	1,790	1,790	1,790
Total Expenditure	308,234	245,880	295,620	241,040
Income	-350,453	-280,450	-335,650	-280,450
Total Income	-350,453	-280,450	-335,650	-280,450
Net Income Transferred to Summary	-42,219	-34,570	-40,030	-39,410

MAIDSTONE BOROUGH COUNCIL

LEISURE AND CULTURE

EXPLANATORY NOTES

Cobtree Manor Park

The income and expenditure of this Budget is specifically the responsibility of Cobtree Manor Estate Trust. Any surplus is to be used to reimburse historic debt. If the facility is provided at a cost, this is offset against the net Golf Course Income due to the Trust prior to historic debt reimbursement.

Estimates vary between years as a result of the Trusts decisions to commission various projects and also from the transfer of responsibility for the Cobtree Conveniences.

Budget Holder: Parks & Leisure Manager

Playground Improvements

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

Depreciation charges have changed between years to reflect actual expenditure on Capital schemes.

The 2009/10 Actual includes £14,100 expenditure for the Youth Involvement Project, fully funded by Play Area Improvement Grants, with a further £20,000 included in the Revised Estimate 2010/11 for similar purposes.

Budget Holder: Parks & Leisure Manager

MAIDSTONE BOROUGH COUNCIL

LEISURE AND CULTURE

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Cobtree Manor Park</u>				
Employees	18,918	23,680	30,300	31,870
Running Expenses	133,640	90,740	199,500	96,190
Central Charges	14,359	16,310	16,270	16,050
Internal Recharges	3,247	3,250	8,920	7,070
Capital Charges	0	1,900	1,220	1,220
Total Expenditure	170,164	135,880	256,210	152,400
Income	-170,164	-135,650	-257,030	-153,110
Total Income	-170,164	-135,650	-257,030	-153,110
Net Income / Expenditure Transferred to Summary	0	230	-820	-710
<u>Playground Improvements</u>				
Employees	0	0	13,170	13,380
Running Expenses	31,288	33,190	53,050	33,050
Central Charges	15,125	16,810	1,200	1,270
Internal Recharges	3,972	1,730	9,810	8,480
Capital Charges	247,583	90,680	187,600	200,100
Total Expenditure	297,968	142,410	264,830	256,280
Income	-14,141	0	-20,000	0
Total Income	-14,141	0	-20,000	0
Net Expenditure Transferred to Summary	283,827	142,410	244,830	256,280

MAIDSTONE BOROUGH COUNCIL

LEISURE AND CULTURE

EXPLANATORY NOTES

Lettable Halls

The increase in the Revised Estimate 2010/11 is due to revised schedule of repairs on the Halls.

The Central Charges have reduced as Senacre Hall was transferred to KCC in 2010/11 to be used as a Skills Studio.

Budget Holder: Community Partnerships Manager

Parks Pavilions

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

Budget Holder: Parks & Leisure Manager

Allotments

The management of Allotments is facilitated by a Grant to the Maidstone Allotments Management Committee.

The Actual 2009/10 includes one-off expenditure of £12,800 for the clearance of the Fant Lane Allotment site.

Budget Holder: Parks & Leisure Manager

MAIDSTONE BOROUGH COUNCIL

LEISURE AND CULTURE

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Lettable Halls</u>				
Running Expenses	32,965	33,040	39,080	33,630
Central Charges	18,522	19,500	9,380	6,820
Internal Recharges	0	0	1,460	1,450
Total Expenditure	51,487	52,540	49,920	41,900
Income	-10,626	-29,560	-29,560	-29,560
Total Income	-10,626	-29,560	-29,560	-29,560
Net Expenditure Transferred to Summary	40,861	22,980	20,360	12,340
<u>Parks Pavilions</u>				
Employees	0	0	1,240	1,270
Running Expenses	27,418	26,700	29,020	28,760
Central Charges	14,995	17,840	7,410	7,800
Internal Recharges	527	550	1,280	1,120
Total Expenditure	42,940	45,090	38,950	38,950
Income	-3,133	-3,260	-3,260	-3,260
Total Income	-3,133	-3,260	-3,260	-3,260
Net Expenditure Transferred to Summary	39,807	41,830	35,690	35,690
<u>Allotments</u>				
Employees	0	0	1,100	1,150
Running Expenses	23,740	11,080	11,080	11,080
Central Charges	3,159	2,950	360	350
Internal Recharges	0	0	660	580
Total Expenditure	26,899	14,030	13,200	13,160
Income	0	-40	-40	-40
Total Income	0	-40	-40	-40
Net Expenditure Transferred to Summary	26,899	13,990	13,160	13,120

MAIDSTONE BOROUGH COUNCIL

LEISURE AND CULTURE

EXPLANATORY NOTES

Hazlitt Arts Centre

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

The Employee Costs have reduced due to £9,700 being transferred to help fund the Proms in the Park event at Whatman's Arena. The Direct Salaries have reduced due to staff turnover, and £22,000 has been transferred to reduce the income targets at the Hazlitt Arts Centre (corresponds with reduced income).

The Running Costs have reduced in the Revised Estimate 2010/11. £9,700 was transferred to Contingency for Print Savings, and £8,090 was transferred to Whatman's Arena to delete unrealistic income targets. The increase in the Estimate 2011/12 is part of the Carbon Management Invest to Save Scheme for Energy Savings and Magnets for Gas Pipes.

The Original Estimate 2010/11 for the Central Recharges was higher due to increased charges from Property Services for additional works, this has now reduced back down.

The Capital Recharges have reduced due to the Asset being revalued downwards.

Budget Holder: Theatre and Events Manager

Hazlitt Arts Bar & Catering

This is a trading Cost Centre for the Hazlitt Arts Centre's Bar which has been run in house since April 2009.

The Central Charges have increased from the Revised Estimate 2010/11 to reflect additional charges from Property Services in relation to procurement of the Bar Contract.

Budget Holder: Theatre and Events Manager

MAIDSTONE BOROUGH COUNCIL

LEISURE AND CULTURE

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Hazlitt Arts Centre</u>				
Employees	309,292	352,710	312,060	294,540
Running Expenses	501,112	457,530	440,130	426,750
Central Charges	96,562	106,730	78,480	76,160
Internal Recharges	67,942	75,680	80,260	78,950
Capital Charges	48,737	48,730	36,370	36,370
Total Expenditure	1,023,645	1,041,380	947,300	912,770
Income	-484,665	-487,560	-470,320	-470,320
Total Income	-484,665	-487,560	-470,320	-470,320
Net Expenditure Transferred to Summary	538,980	553,820	476,980	442,450
<u>Hazlitt Arts Bar & Catering</u>				
Employees	54,133	61,990	62,110	63,590
Running Expenses	57,052	43,100	43,100	43,100
Central Charges	1,909	2,130	12,290	11,550
Internal Recharges	4,231	4,670	3,690	3,540
Total Expenditure	117,325	111,890	121,190	121,780
Income	-134,170	-123,980	-123,980	-123,980
Total Income	-134,170	-123,980	-123,980	-123,980
Net Income Transferred to Summary	-16,846	-12,090	-2,790	-2,200

MAIDSTONE BOROUGH COUNCIL

LEISURE AND CULTURE

EXPLANATORY NOTES

Hazlitt Youth & Education

This budget is created from Invest to Save funding and external income, enhancing the Education Programmes provided by the Hazlitt Arts Centre.

The Running Costs and Income have both increased in the Revised Estimate 2010/11 to reflect newly funded projects.

Budget Holder: Theatre and Events Manager

Whatman's Arena

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

The running costs have increased due to permanent funding being received towards the Proms in the Park event from the Hazlitt Arts Centre.

The Income has been reduced permanently by £8,090 from the Pantomime profits within the Hazlitt Arts Centre to delete unrealistic Income Targets.

Budget Holder: Theatre and Events Manager

Heritage Millenium Amphitheatre

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

Budget Holder: Theatre and Events Manager

MAIDSTONE BOROUGH COUNCIL

LEISURE AND CULTURE

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Hazlitt Youth & Education</u>				
Employees	64,368	70,060	68,100	68,440
Running Expenses	4,511	3,000	8,000	3,000
Central Charges	426	480	640	640
Internal Recharges	21,673	24,560	25,480	24,610
Total Expenditure	90,979	98,100	102,220	96,690
Income	-23,631	-32,500	-37,900	-32,500
Total Income	-23,631	-32,500	-37,900	-32,500
Net Expenditure Transferred to Summary	67,348	65,600	64,320	64,190
<u>Whatman's Arena</u>				
Employees	22,605	23,780	25,040	25,430
Running Expenses	106,501	55,730	65,600	65,610
Central Charges	3,760	4,290	3,510	2,000
Internal Recharges	6,668	7,310	8,280	8,020
Total Expenditure	139,534	91,110	102,430	101,060
Income	-44,422	-52,030	-44,240	-44,240
Total Income	-44,422	-52,030	-44,240	-44,240
Net Expenditure Transferred to Summary	95,112	39,080	58,190	56,820
<u>Heritage Millenium Amphitheatre</u>				
Employees	6,668	7,090	6,880	7,000
Running Expenses	1,697	2,700	2,670	2,670
Central Charges	2,070	1,580	770	1,270
Internal Recharges	2,255	2,490	2,590	2,520
Total Expenditure	12,690	13,860	12,910	13,460
Income	0	-2,060	-2,060	-2,060
Total Income	0	-2,060	-2,060	-2,060
Net Expenditure Transferred to Summary	12,690	11,800	10,850	11,400

MAIDSTONE BOROUGH COUNCIL

LEISURE AND CULTURE

EXPLANATORY NOTES

Community Halls

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

The Revised Estimate 2010/11 includes a Carry Forward of £21,900 within the Running Costs to fit out Beechwood Hall. There is also an additional contribution of £6,100 towards the new flooring at Beechwood Hall (corresponds to income).

In 2010/11 the areas of Community Development undertook a restructure. Posts and workloads changed, which resulted in an increase to the Charges in this Cost Centre.

The Capital Charges have increased as the Revised Estimate 2010/11 & Estimate 2011/12 now include the costs of Beechwood Hall as well as Heather House.

Budget Holder: Community Partnerships Manager

Cultural Development Arts

This Budget covers initiatives in the Arts.

Many externally funded Arts Projects have now finished reducing the charges to this Cost Centre.

The Estimate 2011/12 includes a Budget Strategy Saving in the Running Costs of £10,000.

Budget Holder: Community Partnerships Manager

MAIDSTONE BOROUGH COUNCIL

LEISURE AND CULTURE

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Community Halls</u>				
Employees	15,278	16,560	18,290	18,180
Running Expenses	64,913	78,930	109,770	82,620
Central Charges	40,720	35,670	24,470	20,770
Internal Recharges	0	0	3,110	2,800
Capital Charges	41,112	30,440	79,120	79,120
Total Expenditure	162,023	161,600	234,760	203,490
Income	-9,949	-29,460	-35,560	-29,460
Total Income	-9,949	-29,460	-35,560	-29,460
Net Expenditure Transferred to Summary	152,073	132,140	199,200	174,030
<u>Cultural Development Arts</u>				
Employees	27,562	36,060	27,490	24,850
Running Expenses	62,391	39,120	39,630	29,650
Central Charges	9,680	10,360	3,890	3,630
Internal Recharges	13,733	17,230	17,320	13,440
Total Expenditure	113,366	102,770	88,330	71,570
Income	-23,648	-2,490	-2,490	-2,490
Total Income	-23,648	-2,490	-2,490	-2,490
Net Expenditure Transferred to Summary	89,718	100,280	85,840	69,080

MAIDSTONE BOROUGH COUNCIL

LEISURE AND CULTURE

EXPLANATORY NOTES

Cultural Development Sports

This Budget covers Sports Development activities including Summer Hotfoot Schemes.
The Estimate 2011/12 includes a Budget Strategy Saving in the Running Costs of £11,000.

In 2010/11 the areas of Community Development undertook a restructure. Posts and workloads changed, which resulted in increased charges to this Cost Centre.

Budget Holder: Community Partnerships Manager

Archbishops Palace

This historic building is leased to KCC Registration Services.

Budget Holder: Corporate Property Manager

Leisure Services Other Activities

This Budget covers such activities as forward planning for provision of new facilities and services and liaison with external organisations.

The Revised Estimate 2010/11 includes £10,000 of funding for the River Festival within the Running Costs. This is the last year of a 3 year funding scheme, and therefore there is not a budget in the Estimate 2011/12 for this event.

Budget Holder: Tourism Manager

MAIDSTONE BOROUGH COUNCIL

LEISURE AND CULTURE

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Cultural Development Sports</u>				
Employees	143,757	160,080	160,160	167,890
Running Expenses	59,121	66,460	67,110	50,910
Central Charges	13,337	14,460	4,350	3,590
Internal Recharges	46,886	51,900	67,350	60,130
Total Expenditure	263,101	292,900	298,970	282,520
Income	-65,576	-73,590	-75,320	-70,120
Total Income	-65,576	-73,590	-75,320	-70,120
Net Expenditure Transferred to Summary	197,525	219,310	223,650	212,400
<u>Archbishops Palace</u>				
Employees	0	0	2,480	2,600
Running Expenses	43,189	32,380	42,000	42,140
Central Charges	14,422	19,300	10,410	11,440
Internal Recharges	0	0	1,490	1,310
Capital Charges	11,150	11,150	0	0
Total Expenditure	68,761	62,830	56,380	57,490
Income	-127,925	-109,280	-129,780	-129,780
Total Income	-127,925	-109,280	-129,780	-129,780
Net Income Transferred to Summary	-59,164	-46,450	-73,400	-72,290
<u>Leisure Services Other Activities</u>				
Employees	1,856	2,240	2,140	2,140
Running Expenses	58,139	50,980	59,720	49,780
Central Charges	687	770	910	1,070
Internal Recharges	1,052	1,080	1,020	700
Capital Charges	294,615	0	0	0
Total Expenditure	356,349	55,070	63,790	53,690
Net Expenditure Transferred to Summary	356,349	55,070	63,790	53,690

MAIDSTONE BOROUGH COUNCIL

LEISURE AND CULTURE

EXPLANATORY NOTES

Grants To Outside Bodies

Grants are awarded to further the objectives of the Portfolio in Sports and Arts development.

There has been a restructure within all the areas of Community Development which has in turn increased the Charges to this Cost Centre.

The Running Costs in the Revised Estimate 2010/11 are £10,000 less due to the River Festival funding being transferred to Leisure Services Other Activities.

Budget Holder: Community Funding Officer

Olympic- Paralympic Games

The Revised Estimate 2010/11 includes a Carry Forward of £35,100 which is a one-off fund to maximise the benefit of the 2012 Olympic and Paralympic Games.

As this event draws closer, more work is being done in this area which explains the increase to the charges in the Revised Estimate 2010/11 & Estimate 2011/12.

Budget Holder: Assistant Director of Regeneration and Cultural Services

MAIDSTONE BOROUGH COUNCIL

LEISURE AND CULTURE

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Grants To Outside Bodies</u>				
Employees	0	430	24,330	21,500
Running Expenses	32,638	21,020	11,020	11,020
Central Charges	14,490	15,340	5,200	4,620
Internal Recharges	0	210	16,280	12,460
Total Expenditure	47,128	37,000	56,830	49,600
Income	-510	0	0	0
Total Income	-510	0	0	0
Net Expenditure Transferred to Summary	46,618	37,000	56,830	49,600
<u>Olympic- Paralympic Games</u>				
Employees	369	430	4,730	6,310
Running Expenses	6,972	0	35,100	0
Central Charges	3,678	3,620	3,210	3,230
Internal Recharges	2,064	6,090	4,340	6,120
Total Expenditure	13,083	10,140	47,380	15,660
Income	-500	0	0	0
Total Income	-500	0	0	0
Net Expenditure Transferred to Summary	12,583	10,140	47,380	15,660

MAIDSTONE BOROUGH COUNCIL

LEISURE AND CULTURE

EXPLANATORY NOTES

Market

This Budget includes the cost of running the Tuesday and Saturday markets including the Agricultural Hall and the Lockmeadow Car Park.

Budget Holder: Technical Facilities Manager

Tourism

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

There has been a reduction in the Employee Costs and Internal Charges due to Staff spending less time on work in this area.

Print Savings of £4,100 have been transferred out of the Running Costs in the Revised Estimate 2010/11 into Contingency.

The Estimate 2011/12 includes a £15,000 Budget Strategy Saving within the Running Costs.

Budget Holder: Tourism Manager

MAIDSTONE BOROUGH COUNCIL

LEISURE AND CULTURE

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Market</u>				
Employees	0	0	62,180	63,460
Running Expenses	335,931	351,650	349,440	353,690
Central Charges	56,120	57,270	59,960	54,620
Internal Recharges	113,909	128,990	63,410	66,250
Capital Charges	27,710	28,130	35,480	35,480
Total Expenditure	533,670	566,040	570,470	573,500
Income	-681,702	-692,250	-690,450	-692,250
Total Income	-681,702	-692,250	-690,450	-692,250
Net Income Transferred to Summary	-148,032	-126,210	-119,980	-118,750
<u>Tourism</u>				
Employees	43,967	53,440	44,030	48,740
Running Expenses	67,329	68,800	64,700	49,700
Central Charges	4,148	4,540	640	640
Internal Recharges	28,715	29,680	25,350	20,380
Total Expenditure	144,159	156,460	134,720	119,460
Income	-852	0	0	0
Total Income	-852	0	0	0
Net Expenditure Transferred to Summary	143,307	156,460	134,720	119,460

MAIDSTONE BOROUGH COUNCIL

LEISURE AND CULTURE

EXPLANATORY NOTES

Tourist Information Centre

The TIC has been established at the Town Hall since May 2003.

Budget Holder: Tourism Manager

Twinning

This Budget allows for the Grant to the Twinning Association.

Budget Holder: Tourism Manager

Conference Bureau.

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

Budget Holder: Economic Development Manager

MAIDSTONE BOROUGH COUNCIL

LEISURE AND CULTURE

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Tourist Information Centre</u>				
Employees	70,889	80,640	74,460	75,710
Running Expenses	94,914	90,700	91,140	93,400
Central Charges	4,679	5,430	5,950	5,730
Internal Recharges	33,509	39,210	36,980	34,740
Total Expenditure	203,991	215,980	208,530	209,580
Income	-31,014	-35,180	-35,180	-35,180
Total Income	-31,014	-35,180	-35,180	-35,180
Net Expenditure Transferred to Summary	172,977	180,800	173,350	174,400
<u>Twining</u>				
Employees	1,078	1,330	1,270	0
Running Expenses	2,000	2,000	2,000	2,000
Central Charges	174	190	180	180
Internal Recharges	616	640	610	0
Total Expenditure	3,868	4,160	4,060	2,180
Net Expenditure Transferred to Summary	3,868	4,160	4,060	2,180
<u>Conference Bureau.</u>				
Employees	39,929	48,470	45,760	46,520
Running Expenses	21,513	26,100	25,200	25,200
Central Charges	2,068	2,290	830	820
Internal Recharges	24,705	25,510	23,240	16,760
Total Expenditure	88,215	102,370	95,030	89,300
Income	-67,370	-67,370	-67,370	-67,370
Total Income	-67,370	-67,370	-67,370	-67,370
Net Expenditure Transferred to Summary	20,844	35,000	27,660	21,930

MAIDSTONE BOROUGH COUNCIL

LEISURE AND CULTURE

EXPLANATORY NOTES

Cemetery

This budget covers the operation of the Sutton Road Cemetery.

Budget Strategy savings of £20,000 - reduced headstone expenditure - were included in the Original estimate 2010/2011, with an additional £30,100 in the 2011/12 Estimate.

Budget Holder: Technical Facilities Manager

Crematorium

This budget covers the operation of Vinters Park Crematorium.

Budget Strategy savings of £30,000 by means of increased income were included in the 2010/2011 Original Estimate and a further £10,000 in the 2011/12 Estimate.

Upgrading of the Cremators/ installation of Mercury Abatement Plant occurred in 2009/10 requiring the facility to be closed for a period of time, which seriously affected income which was reflected in the actual 2009/10 income figure.

The Revised Estimate 2010/11 recharges reflect increased staff time charged to the Crematorium for marketing activities.

Budget Holder: Technical Facilities Manager

MAIDSTONE BOROUGH COUNCIL

LEISURE AND CULTURE

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Cemetery</u>				
Employees	5,689	6,590	28,240	28,250
Running Expenses	193,242	208,790	208,590	178,390
Central Charges	48,240	50,130	10,730	11,500
Internal Recharges	16,236	17,500	27,860	26,220
Capital Charges	31,676	31,660	31,660	31,660
Total Expenditure	295,084	314,670	307,080	276,020
Income	-118,090	-111,030	-111,030	-111,030
Total Income	-118,090	-111,030	-111,030	-111,030
Net Expenditure Transferred to Summary	176,994	203,640	196,050	164,990
<u>Crematorium</u>				
Employees	108,232	115,710	156,530	130,730
Running Expenses	234,397	238,910	252,400	285,070
Central Charges	120,019	120,030	48,130	42,180
Internal Recharges	42,446	35,210	111,400	90,030
Capital Charges	80,731	38,360	38,360	38,360
Total Expenditure	585,825	548,220	606,820	586,370
Income	-833,281	-946,300	-945,880	-955,880
Total Income	-833,281	-946,300	-945,880	-955,880
Net Income Transferred to Summary	-247,456	-398,080	-339,060	-369,510

MAIDSTONE BOROUGH COUNCIL

LEISURE AND CULTURE

EXPLANATORY NOTES

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

This Budget represents the cost of the Director of Change, Planning & the Environment sections included in this Portfolio. The 2010/2011 Original Estimate included Budget Strategy efficiency savings of £27,400, whilst the 2011/12 Estimate includes a further £10,790.

Budget Holder: Director of Change, Planning and the Environment

Director of Regeneration and Communities Sections....

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

During 2010/11 all of the areas of Community Development underwent a restructure. As a result, two of the sections which previously came under this Portfolio, now come under Community Services.

The Revised Estimate 2010/11 is higher than the Estimate 2011/12, as it includes two posts which were on fixed term contracts which expired in 2010/11.

Budget Holder: Director of Regeneration and Communities

MAIDSTONE BOROUGH COUNCIL

LEISURE AND CULTURE

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Director of Change, Planning and the Environment Sections...</u>				
Employees	289,545	329,260	311,100	310,460
Running Expenses	113,304	88,630	91,480	91,090
Central Charges	43,767	48,710	50,410	47,730
Internal Recharges	11,534	12,530	4,440	3,480
Total Expenditure	458,150	479,130	457,430	452,760
Income	-458,156	-479,120	-457,330	-452,860
Total Income	-458,156	-479,120	-457,330	-452,860
Net Income / Expenditure Transferred to Summary	-7	10	100	-100
<u>Director of Regeneration and Communities Sections....</u>				
Employees	836,222	887,930	657,770	635,130
Running Expenses	177,247	170,800	115,440	113,590
Central Charges	85,435	97,700	84,800	80,080
Internal Recharges	40,685	52,260	40,020	41,430
Total Expenditure	1,139,589	1,208,690	898,030	870,230
Income	-1,139,610	-1,205,830	-893,770	-865,720
Total Income	-1,139,610	-1,205,830	-893,770	-865,720
Net Income / Expenditure Transferred to Summary	-21	2,860	4,260	4,510

LEISURE AND CULTURE PORTFOLIO

Revenue Savings 2011/12

Scheme

	£
Hazlitt Arts Centre	50,000
Museum	36,500
Cemetery Headstone Repair	30,100
Crematorium- Increased fees	10,000
Community Development-Arts	10,000
Community Development-Sports	11,000
Parks and Open Spaces- Mote Park Parking	15,000
Parks and Open Spaces	10,590
Tourism	15,000
Leisure Centre	15,000
Training	500
	<u>203,690</u>

Revenue Growth Items 2011/12

Scheme

	£
Leisure Centre Refurbishment	160,000
	<u>160,000</u>

MAIDSTONE BOROUGH COUNCIL

REGENERATION

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
Housing Advances	2,485	2,880	3,320	3,280
Homeless Temporary Accomodation	137,508	112,310	138,840	139,940
Strategic Housing Role	3,270,062	1,903,700	2,824,580	1,161,820
Private Sector Renewal	-722,967	2,020,780	2,233,290	2,225,690
HMO Licensing	18,488	19,660	20,300	30,370
Housing Register & Allocations	237,191	248,420	243,020	246,100
Housing Advice & Homelessness Prevention	281,036	304,690	297,340	298,240
Gypsy Sites.	85,888	73,130	39,830	39,430
Planning Policy	2,056,500	1,013,780	1,014,300	1,051,980
Development Control	510,350	533,560	559,490	438,090
Conservation	285,960	201,530	275,060	214,550
Building Control Summary	241,896	249,720	211,440	176,400
Dev.Control Enforcement	779,162	679,910	534,350	547,200
Dev.Control Appeals	125,250	146,250	122,940	111,570
Town Centre Management Sponsorship	25,980	25,430	26,490	24,890
Business Development	203,168	165,050	1,130,270	2,825,180
Sustainable Development	101,833	109,870	62,440	50,780
Director of Change, Planning and the Environment Sections	2,873	41,810	-6,200	-2,180
Director of Regeneration and Communities Sections.....	-1	-10,850	15,960	-37,400
Net Expenditure Transferred to Summary	7,642,665	7,841,630	9,747,060	9,545,930

MAIDSTONE BOROUGH COUNCIL

REGENERATION

EXPLANATORY NOTES

Housing Advances

This Budget covers the cost of administering the Right to Buy mortgages that were not transferred to Maidstone Housing Trust.

Budget Holder: Head of Finance and Customer Services

Homeless Temporary Accommodation

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

- * Bed & Breakfast/Emergency Accommodation
- * Private Sector Leasing

Budget Holder: Housing Options Manager

Strategic Housing Role

This budget relates to the work carried out to support the Council's strategic housing role including the identification of housing needs and trends; working with external partners in joint ventures to tackle housing and community issues; working with housing partners to bring forward new affordable housing; and to provide support to the housing association sector.

- * Surveys to determine housing need/market
- * Subscription to external data software (Home-Track) and Membership of sub-regional organisations
- * Delivery of new affordable housing

The Capital Charges relate to the level of write offs for Strategic Housing Grants.

Budget Holder: Chief Housing Officer

MAIDSTONE BOROUGH COUNCIL

REGENERATION

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Housing Advances</u>				
Running Expenses	5	0	0	0
Central Charges	2,480	2,880	3,320	3,280
Total Expenditure	2,485	2,880	3,320	3,280
Net Expenditure Transferred to Summary	2,485	2,880	3,320	3,280
<u>Homeless Temporary Accommodation</u>				
Employees	26,464	33,500	27,490	28,100
Running Expenses	231,555	300,200	305,200	305,200
Central Charges	5,951	6,000	5,400	6,190
Internal Recharges	18,196	18,490	46,630	46,330
Total Expenditure	282,166	358,190	384,720	385,820
Income	-144,658	-245,880	-245,880	-245,880
Total Income	-144,658	-245,880	-245,880	-245,880
Net Expenditure Transferred to Summary	137,508	112,310	138,840	139,940
<u>Strategic Housing Role</u>				
Employees	34,626	31,750	33,470	34,170
Running Expenses	74,461	13,500	34,600	13,500
Central Charges	11,247	12,480	11,700	11,370
Internal Recharges	152,347	167,970	138,020	134,780
Capital Charges	2,997,381	1,678,000	2,606,790	968,000
Total Expenditure	3,270,062	1,903,700	2,824,580	1,161,820
Net Expenditure Transferred to Summary	3,270,062	1,903,700	2,824,580	1,161,820

MAIDSTONE BOROUGH COUNCIL

REGENERATION

EXPLANATORY NOTES

Private Sector Renewal

This Budget reflects the cost of administering the Capital Budget for Private Sector Housing Renewal including advice to external agents, home-owners, landlords and private tenants; the cost of delivering Government and Council initiatives through external agencies; the delivery of the mandatory grant for adapting property for people with disabilities. This budget includes the cost related to enforcing housing legislation related to the Housing, Health & Safety Rating System and the Housing Act 2004 Pt I & II.

- * Energy efficiency
- * Disabled Facility Grant
- * Home Improvement Agency support
- * Administration costs related to the delivery of the capital private sector renewal programme

The credit for Capital Grants are now held elsewhere to comply with the requirements of IFRS

Budget Holder: Private Sector Housing Manager

HMO Licensing

This budget contains the Central Recharges relating to the inspection of landlords properties for HMO Licensing. This is a new Cost Centre based on CIPFA guidelines to show this activity separately.

Budget Holder: Private Sector Housing Manager

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. This budget includes activity related to making and recording nominations to housing partners for both temporary and permanent accommodation. This activity is covered within Pt VI Housing Act 1996 (as amended).

Budget Holder: Private Sector Housing Manager

MAIDSTONE BOROUGH COUNCIL

REGENERATION

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Private Sector Renewal</u>				
Employees	186,992	200,250	198,760	193,390
Running Expenses	21,944	18,630	18,630	18,630
Central Charges	3,895	4,300	5,760	5,350
Internal Recharges	155,361	166,600	169,140	167,320
Capital Charges	1,893,291	1,844,000	1,844,000	1,844,000
Total Expenditure	2,261,482	2,233,780	2,236,290	2,228,690
Income	-2,984,449	-213,000	-3,000	-3,000
Total Income	-2,984,449	-213,000	-3,000	-3,000
Net Income / Expenditure Transferred to Summary	-722,967	2,020,780	2,233,290	2,225,690
<u>HMO Licensing</u>				
Employees	14,098	14,550	13,960	20,170
Central Charges	87	100	90	90
Internal Recharges	7,303	7,390	8,630	12,490
Total Expenditure	21,488	22,040	22,680	32,750
Income	-3,000	-2,380	-2,380	-2,380
Total Income	-3,000	-2,380	-2,380	-2,380
Net Expenditure Transferred to Summary	18,488	19,660	20,300	30,370
<u>Housing Register & Allocations</u>				
Employees	89,331	96,630	88,820	91,740
Running Expenses	35,300	31,580	31,580	31,580
Central Charges	2,808	3,090	1,450	1,840
Internal Recharges	109,752	117,120	121,170	120,940
Total Expenditure	237,191	248,420	243,020	246,100
Net Expenditure Transferred to Summary	237,191	248,420	243,020	246,100

MAIDSTONE BOROUGH COUNCIL

REGENERATION

EXPLANATORY NOTES

Housing Advice & Homelessness Prevention

This Budget reflects the Council's statutory duty to provide housing advice, prevent homelessness, and fulfil its duties to homeless persons. This role covers all activity in the prevention of homelessness including liaising with external agencies and the arrangement to deliver housing advice through the Citizens Advice Bureau. This budget includes work undertaken in determining homeless applications in accordance with Part VII Housing Act 1996 (as amended).

A one off CLG Prevention Fund Grant of £69,000 was received in 2009/10.

Budget Holder: Housing Options Manager

Gypsy Sites.

In April 2004, responsibility for Gypsy Sites was transferred from KCC.
The net cost covers management costs as income covers the direct costs of the sites.

Budget Holder: Private Sector Housing Manager

Planning Policy

This Budget reflects the cost of providing Planning Policy including the process of the Local Development Framework.
The Local Development Framework is funded from allocated balances and the budget fluctuates each year in accordance with the expected level of spend.
This service head also incurs the costs in relation to work on the Kent International Gateway. Costs incurred to the completion of the public enquiry are included in the 2010/11 Revised Estimate. These costs are funded from balances and the redirection of resources available to the Council under the Housing and Planning Delivery Grant scheme.

Budget Holder: Spatial Policy Planning Manager

MAIDSTONE BOROUGH COUNCIL

REGENERATION

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Housing Advice & Homelessness Prevention</u>				
Employees	158,366	171,490	163,340	166,230
Running Expenses	79,936	30,400	30,400	30,400
Central Charges	3,916	2,680	3,800	4,140
Internal Recharges	156,713	165,120	164,800	162,470
Total Expenditure	398,930	369,690	362,340	363,240
Income	-117,894	-65,000	-65,000	-65,000
Total Income	-117,894	-65,000	-65,000	-65,000
Net Expenditure Transferred to Summary	281,036	304,690	297,340	298,240
<u>Gypsy Sites.</u>				
Employees	48,733	40,380	2,240	2,240
Running Expenses	125,607	77,620	117,480	118,630
Central Charges	20,849	21,350	16,470	15,240
Internal Recharges	35,521	35,720	5,580	5,260
Total Expenditure	230,710	175,070	141,770	141,370
Income	-144,822	-101,940	-101,940	-101,940
Total Income	-144,822	-101,940	-101,940	-101,940
Net Expenditure Transferred to Summary	85,888	73,130	39,830	39,430
<u>Planning Policy</u>				
Employees	400,246	369,390	336,750	331,050
Running Expenses	1,294,545	367,210	396,200	413,140
Central Charges	93,722	73,980	60,340	61,790
Internal Recharges	285,207	206,540	241,190	249,340
Total Expenditure	2,073,720	1,017,120	1,034,480	1,055,320
Income	-17,220	-3,340	-20,180	-3,340
Total Income	-17,220	-3,340	-20,180	-3,340
Net Expenditure Transferred to Summary	2,056,500	1,013,780	1,014,300	1,051,980

MAIDSTONE BOROUGH COUNCIL

REGENERATION

EXPLANATORY NOTES

Development Control

This Budget reflects the cost of providing the Development Control function and income from Planning Application Fees. The running expenses for 2011/12 Estimates includes a Budget Strategy saving of £10,000. The reduction in Employee Costs and Internal Recharges for the Revised Estimate 2010/11 and the Estimate 2011/12 reflects the consequences of a further restructure in the Development Control section.

The income between the Original 2010/11 and the Revised 2010/11 Estimates has been reduced due to the continuing economic downturn.

Budget Holder: Development Control Manager

Conservation

This Budget reflects the cost of the Conservation function.

The increased Revised 2010/11 Estimate for the Internal Recharges is due to increased charges from Spatial Policy Planning Section and Development Control Business Support Section.

Income Budgets for Pre-application charges of £35,500 were transferred from the Policy Section in 2009/10. The reduction at the Revised 2010/11 estimate is due to the economic downturn so income levels were not being reached.

Budget Holder: Spatial Policy Planning Manager

MAIDSTONE BOROUGH COUNCIL

REGENERATION

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Development Control</u>				
Employees	526,765	562,640	591,250	556,310
Running Expenses	116,004	105,630	110,460	94,620
Central Charges	105,956	102,920	105,160	101,300
Internal Recharges	539,369	588,970	555,920	489,160
Total Expenditure	1,288,094	1,360,160	1,362,790	1,241,390
Income	-777,743	-826,600	-803,300	-803,300
Total Income	-777,743	-826,600	-803,300	-803,300
Net Expenditure Transferred to Summary	510,350	533,560	559,490	438,090
<u>Conservation</u>				
Employees	162,788	134,690	150,810	109,430
Running Expenses	21,476	14,800	9,800	9,800
Central Charges	19,092	17,250	9,990	9,560
Internal Recharges	86,912	83,590	132,360	113,660
Capital Charges	1,842	570	570	570
Total Expenditure	292,110	250,900	303,530	243,020
Income	-6,150	-49,370	-28,470	-28,470
Total Income	-6,150	-49,370	-28,470	-28,470
Net Expenditure Transferred to Summary	285,960	201,530	275,060	214,550

MAIDSTONE BOROUGH COUNCIL

REGENERATION

EXPLANATORY NOTES

Building Control Summary

This Budget reflects the cost of the Building Control function and income from Building Control fees.

It is a requirement that chargeable services break even over a 3 year period.

It is currently estimated that this requirement will be met by the current level of charges.

If the Chargeable Building Control function shows a deficit then this will be funded from previous surpluses that have been set aside in Balances.

Budget Holder: Building Surveying Manager

Dev.Control Enforcement

This Budget reflects the cost of investigating breaches of development control within the Borough.

The reduction in Employee Costs for the Revised Estimate 2010/11 and the Estimate 2011/12 reflects the consequences of reduced recharges from the Development Control Section.

The reduction in the internal recharges from Original 2010/11 and the Revised 2010/11 Estimates is due to reduced recharges from Development Control and Development Control Enforcement.

Budget Holder: Development Control Manager

Dev.Control Appeals

This Budget reflects the cost of Appeals held against the Development Control decisions.

Budget Holder: Development Control Manager

MAIDSTONE BOROUGH COUNCIL

REGENERATION

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Building Control Summary</u>				
Employees	423,585	451,190	341,280	374,410
Running Expenses	39,199	43,100	40,340	39,410
Central Charges	18,099	17,460	15,360	14,990
Internal Recharges	168,476	187,740	190,260	158,810
Total Expenditure	649,360	699,490	587,240	587,620
Income	-407,463	-449,770	-375,800	-411,220
Total Income	-407,463	-449,770	-375,800	-411,220
Net Expenditure Transferred to Summary	241,896	249,720	211,440	176,400
<u>Dev.Control Enforcement</u>				
Employees	237,558	260,770	200,290	213,270
Running Expenses	129,356	94,500	89,950	89,750
Central Charges	99,302	83,810	85,230	83,890
Internal Recharges	316,052	243,410	163,460	164,870
Total Expenditure	782,267	682,490	538,930	551,780
Income	-3,105	-2,580	-4,580	-4,580
Total Income	-3,105	-2,580	-4,580	-4,580
Net Expenditure Transferred to Summary	779,162	679,910	534,350	547,200
<u>Dev.Control Appeals</u>				
Employees	36,966	42,290	35,870	33,670
Running Expenses	8,810	26,500	19,410	19,410
Central Charges	28,440	27,100	26,120	25,460
Internal Recharges	51,034	50,360	41,540	33,030
Total Expenditure	125,250	146,250	122,940	111,570
Net Expenditure Transferred to Summary	125,250	146,250	122,940	111,570

MAIDSTONE BOROUGH COUNCIL

REGENERATION

EXPLANATORY NOTES

Town Centre Management Sponsorship

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

Budget Holder: Economic Development Manager

Business Development

This Budget covers the cost of delivering the Council's priority for the achievement of Economic Prosperity.

The variations in expenditure between years relate to projects funded by Growth Point Resources and is matched within the Cost Centre by corresponding income budgets.

Budgets for 2010/11 covered a variety of projects which included the following:

Integrated Water Strategy, Arts Development Strategy, Recession Project, Promotion of Town for Business & Developers, Media Tree Maidstone, Riverside Development Plan & Project Management.

A temporary Economic Development Officer was also funded.

Budget Holder: Economic Development Manager

Sustainable Development

This Budget covers the cost of promoting Sustainable Development.

In 2010/11 the areas of Community Development undertook a restructure. Posts and workloads changed, which resulted in increased charges to this Cost Centre.

The Revised Estimate 2010/11 includes £54,400 of income to fund the Neighbourhood Action Plan Project. £42,200 is shown in the Running Costs and £12,200 was transferred to the Section code to temporarily fund the Neighbourhood Action Plan Project Officer .

Budget Holder: Community Planning Co-Ordinator

MAIDSTONE BOROUGH COUNCIL

REGENERATION

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Town Centre Management Sponsorship</u>				
Employees	5,170	5,770	6,520	6,420
Running Expenses	15,000	15,000	15,000	15,000
Central Charges	3,245	2,000	1,740	890
Internal Recharges	2,565	2,660	3,230	2,580
Total Expenditure	25,980	25,430	26,490	24,890
Net Expenditure Transferred to Summary	25,980	25,430	26,490	24,890
<u>Business Development</u>				
Employees	58,810	93,760	112,540	113,180
Running Expenses	130,527	205,020	505,920	203,820
Central Charges	14,062	15,050	20,610	25,940
Internal Recharges	33,147	45,120	53,570	37,240
Capital Charges	344,373	1,250,000	920,630	2,445,000
Total Expenditure	580,918	1,608,950	1,613,270	2,825,180
Income	-377,750	-1,443,900	-483,000	0
Total Income	-377,750	-1,443,900	-483,000	0
Net Expenditure Transferred to Summary	203,168	165,050	1,130,270	2,825,180
<u>Sustainable Development</u>				
Employees	54,733	62,140	30,590	15,440
Running Expenses	27,721	12,400	54,600	12,100
Central Charges	8,684	9,230	11,500	12,550
Internal Recharges	17,695	26,100	20,150	10,690
Total Expenditure	108,833	109,870	116,840	50,780
Income	-7,000	0	-54,400	0
Total Income	-7,000	0	-54,400	0
Net Expenditure Transferred to Summary	101,833	109,870	62,440	50,780

MAIDSTONE BOROUGH COUNCIL

REGENERATION

EXPLANATORY NOTES

Director of Change, Planning and the Environment Sections

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

The figures incorporates 2010/11 Budget Strategy savings of £103,290 and a further saving of £105,890 in 2011/12 in respect of reduced demand, Business Support rationalisation and other efficiency savings.

Budget Holder: Director of Change, Planning and the Environment

Director of Regeneration and Communities Sections.....

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

The Estimate for 2011/12 includes Budget Strategy Savings of £30,430.

Budget Holder: Director of Regeneration and Communities

MAIDSTONE BOROUGH COUNCIL

REGENERATION

SERVICES	2009/2010	2010/2011		2011/2012
	ACTUAL	ESTIMATE	REVISED	ESTIMATE
	£	£	£	£
<u>Director of Change, Planning and the Environment Sections</u>				
Employees	2,007,152	2,022,810	1,936,650	1,831,520
Running Expenses	670,745	669,210	693,770	691,230
Central Charges	200,758	222,110	192,220	177,560
Internal Recharges	193,506	227,110	109,810	95,300
Total Expenditure	3,072,161	3,141,240	2,932,450	2,795,610
Income	-3,069,288	-3,099,430	-2,938,650	-2,797,790
Total Income	-3,069,288	-3,099,430	-2,938,650	-2,797,790
Net Income / Expenditure Transferred to Summary	2,873	41,810	-6,200	-2,180
<u>Director of Regeneration and Communities Sections.....</u>				
Employees	1,066,413	1,159,600	1,048,170	973,190
Running Expenses	312,641	337,180	331,420	326,630
Central Charges	144,187	151,430	106,160	99,980
Internal Recharges	188,292	208,060	160,730	156,510
Total Expenditure	1,711,532	1,856,270	1,646,480	1,556,310
Income	-1,711,534	-1,867,120	-1,630,520	-1,593,710
Total Income	-1,711,534	-1,867,120	-1,630,520	-1,593,710
Net Income / Expenditure Transferred to Summary	-1	-10,850	15,960	-37,400

REGENERATION PORTFOLIO

Revenue Savings 2011/12

Scheme

	£
Building Control	30,000
Development Control-Agricultural Advice	10,000
Economic Development	28,430
Planning Enforcement	44,990
Training	3,300
	<u>116,720</u>

CAPITAL PROGRAMME 2011/12 TO 2014/15

SUMMARY

	Actual 2009/10	Adjusted Estimate 2010/11	Estimate 2011/12	Estimate 2012/13	Estimate 2013/14	Estimate 2014/15
CAPITAL PROGRAMME SUMMARY	£	£	£	£	£	£
EXPENDITURE						
Leader of the Council	399,449	0	0	0	0	0
Community Services	54,707	27,296	250,000	0	0	0
Corporate Services	463,028	334,840	330,000	330,000	280,000	280,000
Environment	930,027	30,714	26,336	0	0	0
Leisure & Culture	2,523,036	3,158,519	3,289,745	50,000	50,000	50,000
Regeneration	8,184,090	4,089,770	3,814,500	3,563,000	1,687,500	1,490,000
GRAND TOTAL - ALL PORTFOLIOS	12,554,337	7,641,139	7,710,581	3,943,000	2,017,500	1,820,000

FUNDING						
Revenue Support	-301,379	-1,643,350	-2,422,926	-200,000	-350,000	-323,000
Use of Capital Receipts	-6,479,626	-2,011,211	-2,001,455	-2,993,000	-1,217,500	-701,080
Capital Grants and Contributions	-5,773,332	-3,986,578	-3,286,200	-750,000	-450,000	-450,000
Additional Funding Need / Prudential Borrowing	0	0	0	0	0	-345,920
GRAND TOTAL - ALL PORTFOLIOS	-12,554,337	-7,641,139	-7,710,581	-3,943,000	-2,017,500	-1,820,000

CAPITAL PROGRAMME 2011/12 TO 2014/15

LEADER OF THE COUNCIL	Actual 2009/10	Adjusted Estimate 2010/11	Estimate 2011/12	Estimate 2012/13	Estimate 2013/14	Estimate 2014/15
	£	£	£	£	£	£
Office Accommodation	399,449					
LEADER OF THE COUNCIL TOTAL	399,449	0	0	0	0	0

CAPITAL PROGRAMME 2011/12 TO 2014/15

	Actual 2009/10	Adjusted Estimate 2010/11	Estimate 2011/12	Estimate 2012/13	Estimate 2013/14	Estimate 2014/15
	£	£	£	£	£	£
COMMUNITY SERVICES						
CCTV	42,187	8,816	250,000			
Village Hall Grants	12,520	18,480				
COMMUNITY SERVICES TOTAL	54,707	27,296	250,000	0	0	0

CAPITAL PROGRAMME 2011/12 TO 2014/15

CORPORATE SERVICES	Actual 2009/10	Adjusted Estimate 2010/11	Estimate 2011/12	Estimate 2012/13	Estimate 2013/14	Estimate 2014/15
	£	£	£	£	£	£
Asset Management / Corporate Property	228,406	151,590	150,000	150,000	100,000	100,000
Software / PC Upgrade and Replacement	234,622	180,000	180,000	180,000	180,000	180,000
Upgrade Amenity lighting		3,250				
CORPORATE SERVICES TOTAL	463,028	334,840	330,000	330,000	280,000	280,000

CAPITAL PROGRAMME 2011/12 TO 2014/15

ENVIRONMENT	Actual 2009/10	Adjusted Estimate 2010/11	Estimate 2011/12	Estimate 2012/13	Estimate 2013/14	Estimate 2014/15
	£	£	£	£	£	£
All Saints Link Road	33,162					
CCTV - Park & Ride Sites	54,800	5,200				
Improvements to the Council's Car Parks	21,648	814	26,336			
Land Drainage/Improvement to Ditches & Watercourses	25,980	24,700				
Recycling	792,600					
Replacement Litter Bins	1,837					
ENVIRONMENT TOTAL	930,027	30,714	26,336	0	0	0

CAPITAL PROGRAMME 2011/12 TO 2014/15

LEISURE & CULTURE	Actual 2009/10	Adjusted Estimate 2010/11	Estimate 2011/12	Estimate 2012/13	Estimate 2013/14	Estimate 2014/15
	£	£	£	£	£	£
Athletics Track	294,615					
Brenchley Gardens - Upgrading & Improvements	81,278	8,650				
Cobtree Golf Course	808	6,950				
Continued Improvements to Play Areas	573,828	121,200	75,000	50,000	50,000	50,000
Green Space Strategy	19,132	20,000				
Improvements to the Crematorium	601					
Leisure Centre Repairs & Improvements	324,052					
Leisure Centre Roof		570,830				
Mercury Abatement Works and Cremator Replacement	845,719	112,200				
Mote Park Regeneration	87,318	278,150	2,213,654			
Museum Improvements (Access / Toilets)	238,458	1,975,339	966,091			
Small Scale Capital Works Programme	57,227	65,200	35,000			
LEISURE & CULTURE TOTAL	2,523,036	3,158,519	3,289,745	50,000	50,000	50,000

CAPITAL PROGRAMME 2011/12 TO 2014/15

REGENERATION	Actual 2009/10	Adjusted Estimate 2010/11	Estimate 2011/12	Estimate 2012/13	Estimate 2013/14	Estimate 2014/15
	£	£	£	£	£	£
Gypsy Site Improvements		50,000	50,000			
High Street Regeneration	344,373	198,630	1,250,000	1,000,000		
Planning Delivery	13,175	9,350				
South Maidstone Project	2,916,562					
Housing Grants	1,893,291	1,893,000	1,473,000	1,432,000	1,305,000	1,300,000
Support for Social Housing Regeneration Schemes	2,997,382	1,853,790	931,500	1,131,000	382,500	190,000
Youth Café Refurbishment	19,307	85,000	110,000			
REGENERATION TOTAL	8,184,090	4,089,770	3,814,500	3,563,000	1,687,500	1,490,000

PRUDENTIAL INDICATORS

Ratio of Financing Costs to Net Revenue Stream

2010/11 %	2011/12 %	2012/13 %	2013/14 %	2014/15 %
-1.6	-1.9	-3.7	-5.4	-5.8

This indicator shows the proportion of the net revenue stream (revenue budget) that is attributable to financing costs of capital expenditure.

Incremental Impact of Capital Investment Decisions on the Council Tax

	2010/11 £,000	2011/12 £,000	2012/13 £,000	2013/14 £,000	2014/15 £,000
i) Forecast of total budgetary requirement no changes to capital programme	7,271	7,561	3,783	1,918	1,720
ii) Forecast of total budgetary requirement after changes to capital programme	7,641	7,711	3,943	2,018	1,820
iii) Additional Council Tax Required in £.p.	6.14	2.48	2.63	1.63	1.63

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

Current Financial Plan

2010/11 £,000	2011/12 £,000	2012/13 £,000	2013/14 £,000	2014/15 £,000
7,641	7,711	3,943	2,018	1,820

This is the estimate of capital expenditure taken from the Corporate Revenue and Capital Budget 2011/12 Onwards .

Capital Financing Requirement

2010/11 £,000	2011/12 £,000	2012/13 £,000	2013/14 £,000	2014/15 £,000
0	0	0	0	350

This indicator measures the underlying need to borrow for capital purposes.

TREASURY MANAGEMENT INDICATORS

Authorised Limit for External Debt

	2010/11 £,000	2011/12 £,000	2012/13 £,000	2013/14 £,000	2014/15 £,000
Borrowing	8,000	8,000	8,000	8,000	8,000
Other Long Term Liabilities	7,074	6,684	6,294	5,891	5,010
Total	15,074	14,684	14,294	13,891	13,010

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

	2010/11 £,000	2011/12 £,000	2012/13 £,000	2013/14 £,000	2014/15 £,000
Borrowing	4,000	4,000	4,000	4,000	4,000
Other Long Term Liabilities	6,694	6,294	5,891	5,463	5,010
Total	10,694	10,294	9,891	9,463	9,010

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.

Upper Limit for Fixed Interest Rate Exposure

2010/11 %	2011/12 %	2012/13 %	2013/14 %	2014/15 %
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 e.g. Precept so fixed rate, as a percentage of total lending, can peak during these periods.

Upper Limit for Variable Interest Rate Exposure

2010/11 %	2011/12 %	2012/13 %	2013/14 %	2014/15 %
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 2010/11

	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 during 2012/13, if necessary the most appropriate term will be selected.

Principal Invested for more than 364 Days

2010/11 %	2011/12 %	2012/13 %	2013/14 %	2014/15 %
0	20	20	20	20

This indicator is set to reflect current advice from our Treasury Management Advisors to keep long term investment levels low at

Actual External Debt for 2010/11

	2010/11 £,000
Actual Borrowing	0
Other Long Term Liabilities	6,694
Total	6,694

External borrowing at this point in time.