

# POLICY AND RESOURCES COMMITTEE MEETING

Date: Wednesday 10 February 2021

Time: 6.30 pm

Venue: Remote Meeting - The public proceedings of the meeting will be broadcast live and recorded for playback on the Maidstone Borough Council website.

Membership:

Councillors Brice, M Burton, Chappell-Tay, Clark, Cox (Chairman), English, Mrs Gooch, Harvey, McKay, Mortimer, Newton, Perry (Vice-Chairman), Round, Springett and de Wiggondene-Sheppard

*The Chairman will assume that all Members will read the reports before attending the meeting. Officers are asked to assume the same when introducing reports.*

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## **AMENDED AGENDA**

Page No.

1. Apologies for Absence
2. Notification of Substitute Members
3. Urgent Items
4. Notification of Visiting Members
5. Disclosures by Members and Officers
6. Disclosures of Lobbying
7. To consider whether any items should be taken in private because of the possible disclosure of exempt information.
8. Minutes of the Meeting Held on 20 January 2021
9. Presentation of Petitions (if any)
10. Questions and answer session for members of the public (if any)
11. Questions from Members to the Chairman (if any)
12. Committee Work Programme
13. Reference from the Strategic Planning and Infrastructure Committee - Biodiversity and Climate Change Action Funding

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**Issued on Friday 5 February 2021**

**Continued Over/:**

*Alison Broom*

**Alison Broom, Chief Executive**

14. Council-Led Garden Community Update
15. Strategic Plan Refresh
16. Further Development of the Lockmeadow Leisure Complex
17. 3rd Quarter Finance, Performance & Risk Monitoring Report 2020/21
18. MTFS and Budget Proposals

a) **Urgent Update to Item 18 - MTFS and Budget Proposals - Appendices A and C**

275 - 303

**PART II**

**To move that the public be excluded for the items set out in Part II of the Agenda because of the likely disclosure of exempt information for the reasons specified having applied the Public Interest Test.**

**Head of Schedule 12 A and Brief Description**

19. Sub-lease of premises	Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)	
20. Heather House & Pavilion Building	Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)	
21. Granada House	Paragraph 3 – Information relating to the financial or business affairs of any particular person (including the authority holding that information)	
22. <b>Management of Residential Assets</b>	Paragraph 1 – Information relating to any individual	<b>304 - 313</b>

## **INFORMATION FOR THE PUBLIC**

In order to ask a question at this remote meeting, please call **01622 602899** or email [committee@maidstone.gov.uk](mailto:committee@maidstone.gov.uk) by 5 p.m. one clear working day before the meeting (i.e. by 5 p.m. on Monday 8 February 2021). You will need to provide the full text in writing.

If your question is accepted, you will be provided with instructions as to how you can access the meeting.

In order to make a statement in relation to an item on the agenda, please call **01622 602899** or email [committee@maidstone.gov.uk](mailto:committee@maidstone.gov.uk) by 5 p.m. one clear working day before the meeting (i.e. by 5 p.m. on Monday 8 February 2021). You will need to tell us which agenda item you wish to speak on.

If you require this information in an alternative format please contact us, call **01622 602899** or email [committee@maidstone.gov.uk](mailto:committee@maidstone.gov.uk).

To find out more about the work of the Committee, please visit [www.maidstone.gov.uk](http://www.maidstone.gov.uk).

**REVENUE ESTIMATE 2021/22 to 2025/26  
STRATEGIC REVENUE PROJECTION**

2020/21 £000		2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
16,817	COUNCIL TAX	17,216	17,823	18,453	19,104	19,778
3,260	RETAINED BUSINESS RATES	3,430	3,498	3,568	3,640	3,713
1,210	BUSINESS RATES GROWTH	620	0	180	362	546
	COLLECTION FUND ADJUSTMENT (COUNCIL TAX)	-114	-164	-164		
	COLLECTION FUND ADJUSTMENT (BUSINESS RATES)	-13,243	-585	-585		
	SECTION 31 GRANT	11,786				
<b>21,287</b>	<b>PROJECTED NET BUDGET</b>	<b>19,695</b>	<b>20,572</b>	<b>21,452</b>	<b>23,106</b>	<b>24,037</b>
21,709	OTHER INCOME	21,924	18,738	20,991	22,226	23,801
	FORECAST CHANGE IN INCOME	-3,186	2,253	1,235	1,575	1,271
	SALES FEES & CHARGES COMPENSATION	84				
<b>42,996</b>	<b>TOTAL RESOURCES AVAILABLE</b>	<b>38,517</b>	<b>41,563</b>	<b>43,677</b>	<b>46,907</b>	<b>49,109</b>
41,314	CURRENT SPEND	42,996	41,058	42,162	43,537	45,533
	<b>INFLATION &amp; CONTRACT INCREASES</b>					
1,013	PAY, NI & INFLATION INCREASES	850	1,004	1,035	1,066	1,099
	<b>EXTERNAL BUDGET PRESSURES</b>					
150	PENSION DEFICIT FUNDING	40	40	150	150	150
	<b>LOCAL PRIORITIES</b>					
24	GROWTH TO MEET STRATEGIC PRIORITIES					
10	ADDITIONAL GROWTH AGREED BY P&R	-10				
	REPROFILE LOCAL PLAN REVIEW		100	-280	60	120
	<b>OTHER SERVICE PRESSURES</b>					
	PROVISION FOR MAJOR CONTRACTS			500		
1,870	REVENUE COSTS OF CAPITAL PROGRAMME	221	837	630	834	453
	CONTINGENCY FOR FUTURE PRESSURES	-1,589				
50	GENERAL GROWTH PROVISION	50	50	50	50	50
<b>44,431</b>	<b>TOTAL PREDICTED REQUIREMENT</b>	<b>42,559</b>	<b>43,089</b>	<b>44,247</b>	<b>45,698</b>	<b>47,404</b>
<b>-1,435</b>	<b>SAVINGS REQUIRED</b>	<b>-4,042</b>	<b>-1,526</b>	<b>-570</b>	<b>1,209</b>	<b>1,704</b>
<b>1,611</b>	<b>EXISTING SAVINGS</b>	<b>860</b>	<b>603</b>	<b>200</b>	<b>0</b>	<b>0</b>
<b>-89</b>	<b>NEW AND AMENDED SAVINGS / (GROWTH)</b>	<b>641</b>	<b>324</b>	<b>510</b>	<b>165</b>	<b>0</b>
<b>87</b>	<b>SURPLUS / (DEFICIT)</b>	<b>-2,541</b>	<b>-599</b>	<b>140</b>	<b>1,374</b>	<b>1,704</b>
<b>87</b>	<b>CUMULATIVE SURPLUS / (DEFICIT)</b>	<b>-2,454</b>	<b>-1,483</b>	<b>-593</b>	<b>1,530</b>	<b>3,234</b>
	NEW SAVINGS		641			
	COLLECTION FUND ADJUSTMENTS		-1,571			
	<b>2021/22 BUDGET GAP EXCLUDING COLLECTION FUND ADJUSTMENTS</b>		<b>-1,611</b>			

**REVENUE ESTIMATE 2021/22 to 2025/26  
STRATEGIC REVENUE PROJECTION**

2020/21 £000		2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
16,817	COUNCIL TAX	16,878	17,131	17,388	17,649	17,914
3,260	RETAINED BUSINESS RATES	3,430	3,498	3,568	3,640	3,713
1,210	BUSINESS RATES GROWTH	620	0	180	362	546
	COLLECTION FUND ADJUSTMENT (COUNCIL TAX)	-114	-164	-164		
	COLLECTION FUND ADJUSTMENT (BUSINESS RATES)	-13,243	-585	-585		
	SECTION 31 GRANT	11,786				
<b>21,287</b>	<b>PROJECTED NET BUDGET</b>	<b>19,357</b>	<b>19,880</b>	<b>20,387</b>	<b>21,651</b>	<b>22,172</b>
21,709	OTHER INCOME	21,924	18,738	20,991	22,226	23,801
	FORECAST CHANGE IN INCOME	-3,186	2,253	1,235	1,575	1,271
	SALES FEES & CHARGES COMPENSATION	84				
<b>42,996</b>	<b>TOTAL RESOURCES AVAILABLE</b>	<b>38,180</b>	<b>40,871</b>	<b>42,613</b>	<b>45,452</b>	<b>47,244</b>
41,314	CURRENT SPEND	42,996	41,058	42,162	43,537	45,533
1,013	<b>INFLATION &amp; CONTRACT INCREASES</b> PAY, NI & INFLATION INCREASES	850	1,004	1,035	1,066	1,099
150	<b>EXTERNAL BUDGET PRESSURES</b> PENSION DEFICIT FUNDING	40	40	150	150	150
24	<b>LOCAL PRIORITIES</b> GROWTH TO MEET STRATEGIC PRIORITIES					
10	ADDITIONAL GROWTH AGREED BY P&R	-10	100	-280	60	120
	REPROFILE LOCAL PLAN REVIEW					
1,870	<b>OTHER SERVICE PRESSURES</b> PROVISION FOR MAJOR CONTRACTS	221	837	500	834	453
	REVENUE COSTS OF CAPITAL PROGRAMME	-1,589		630		
50	CONTINGENCY FOR FUTURE PRESSURES	50	50	50	50	50
	GENERAL GROWTH PROVISION					
<b>44,431</b>	<b>TOTAL PREDICTED REQUIREMENT</b>	<b>42,559</b>	<b>43,089</b>	<b>44,247</b>	<b>45,698</b>	<b>47,404</b>
<b>-1,435</b>	<b>SAVINGS REQUIRED</b>	<b>-4,379</b>	<b>-2,218</b>	<b>-1,634</b>	<b>-246</b>	<b>-160</b>
1,611	EXISTING SAVINGS	860	603	200	0	0
<b>-89</b>	<b>NEW AND AMENDED SAVINGS / (GROWTH)</b>	<b>641</b>	<b>324</b>	<b>510</b>	<b>165</b>	<b>0</b>
<b>87</b>	<b>SURPLUS / (DEFICIT)</b>	<b>-2,878</b>	<b>-1,291</b>	<b>-924</b>	<b>-81</b>	<b>-160</b>
<b>87</b>	<b>CUMULATIVE SURPLUS / (DEFICIT)</b>	<b>-2,791</b>	<b>-2,512</b>	<b>-2,687</b>	<b>-2,018</b>	<b>-2,179</b>
	NEW SAVINGS	641				
	COLLECTION FUND ADJUSTMENTS	-1,571				
	<b>2021/22 BUDGET GAP EXCLUDING COLLECTION FUND ADJUSTMENTS</b>	<b>-1,949</b>				

**REVENUE ESTIMATE 2021/22 to 2025/26  
STRATEGIC REVENUE PROJECTION**

2020/21 £000		2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
16,817	COUNCIL TAX	17,216	17,911	18,635	19,388	20,369
3,260	RETAINED BUSINESS RATES	3,430	3,533	3,639	3,748	3,860
1,210	BUSINESS RATES GROWTH	1,240	0	180	362	546
	COLLECTION FUND ADJUSTMENT	-1,571	-749	-749		
<b>21,287</b>	<b>PROJECTED NET BUDGET</b>	<b>20,315</b>	<b>20,695</b>	<b>21,704</b>	<b>23,498</b>	<b>24,775</b>
21,709	OTHER INCOME - EXISTING	21,924	21,493	22,661	23,266	24,758
	FORECAST CHANGE IN INCOME	-431	1,168	605	1,492	1,392
	SALES FEES & CHARGES COMPENSATION	84				
<b>42,996</b>	<b>TOTAL RESOURCES AVAILABLE</b>	<b>41,893</b>	<b>43,356</b>	<b>44,971</b>	<b>48,256</b>	<b>50,925</b>
41,314	<b>CURRENT SPEND</b>	42,996	40,742	41,376	42,261	43,747
	<b>INFLATION &amp; CONTRACT INCREASES</b>					
1,013	PAY, NI & INFLATION INCREASES	534	534	545	557	568
	<b>EXTERNAL BUDGET PRESSURES</b>					
150	PENSION DEFICIT FUNDING	40	40	150	150	150
	<b>LOCAL PRIORITIES</b>					
24	GROWTH TO MEET STRATEGIC PRIORITIES					
10	ADDITIONAL GROWTH AGREED BY P&R	-10				
	REPROFILE LOCAL PLAN REVIEW		100	-280	60	120
	<b>OTHER SERVICE PRESSURES</b>					
	PROVISION FOR MAJOR CONTRACTS			500		
1,870	REVENUE COSTS OF CAPITAL PROGRAMME	221	837	630	834	453
	CONTINGENCY FOR FUTURE PRESSURES	-1,589				
50	GENERAL GROWTH PROVISION	50	50	50	50	50
<b>44,431</b>	<b>TOTAL PREDICTED REQUIREMENT</b>	<b>42,243</b>	<b>42,303</b>	<b>42,971</b>	<b>43,912</b>	<b>45,088</b>
<b>-1,435</b>	<b>SAVINGS REQUIRED</b>	<b>-350</b>	<b>1,053</b>	<b>1,999</b>	<b>4,344</b>	<b>5,837</b>
<b>1,611</b>	<b>EXISTING SAVINGS</b>	<b>860</b>	<b>603</b>	<b>200</b>	<b>0</b>	<b>0</b>
<b>-89</b>	<b>NEW AND AMENDED SAVINGS / (GROWTH)</b>	<b>641</b>	<b>324</b>	<b>510</b>	<b>165</b>	<b>0</b>
<b>87</b>	<b>SURPLUS / (DEFICIT)</b>	<b>1,151</b>	<b>1,980</b>	<b>2,709</b>	<b>4,509</b>	<b>5,837</b>
<b>87</b>	<b>CUMULATIVE SURPLUS / (DEFICIT)</b>	<b>1,238</b>	<b>4,789</b>	<b>8,247</b>	<b>13,506</b>	<b>19,343</b>

**REVENUE ESTIMATE 2021/22 to 2025/26  
STRATEGIC REVENUE PROJECTION**

2020/21 £000		2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
16,817	COUNCIL TAX	16,878	17,216	17,560	17,911	18,449
3,260	RETAINED BUSINESS RATES	3,430	3,533	3,639	3,748	3,860
1,210	BUSINESS RATES GROWTH	1,240	0	180	362	546
	COLLECTION FUND ADJUSTMENT	-1,571	-749	-749		
<b>21,287</b>	<b>PROJECTED NET BUDGET</b>	<b>19,977</b>	<b>19,999</b>	<b>20,630</b>	<b>22,021</b>	<b>22,855</b>
21,709	OTHER INCOME - EXISTING	21,924	21,493	22,661	23,266	24,758
	FORECAST CHANGE IN INCOME	-431	1,168	605	1,492	1,392
	SALES FEES & CHARGES COMPENSATION	84				
<b>42,996</b>	<b>TOTAL RESOURCES AVAILABLE</b>	<b>41,555</b>	<b>42,660</b>	<b>43,896</b>	<b>46,780</b>	<b>49,005</b>
41,314	<b>CURRENT SPEND</b>	42,996	40,742	41,376	42,261	43,747
	<b>INFLATION &amp; CONTRACT INCREASES</b>					
1,013	PAY, NI & INFLATION INCREASES	534	534	545	557	568
	<b>EXTERNAL BUDGET PRESSURES</b>					
150	PENSION DEFICIT FUNDING	40	40	150	150	150
	<b>LOCAL PRIORITIES</b>					
24	GROWTH TO MEET STRATEGIC PRIORITIES					
10	ADDITIONAL GROWTH AGREED BY P&R	-10				
	REPROFILE LOCAL PLAN REVIEW		100	-280	60	120
	<b>OTHER SERVICE PRESSURES</b>					
	PROVISION FOR MAJOR CONTRACTS			500		
1,870	REVENUE COSTS OF CAPITAL PROGRAMME	221	837	630	834	453
	CONTINGENCY FOR FUTURE PRESSURES	-1,589				
50	GENERAL GROWTH PROVISION	50	50	50	50	50
<b>44,431</b>	<b>TOTAL PREDICTED REQUIREMENT</b>	<b>42,243</b>	<b>42,303</b>	<b>42,971</b>	<b>43,912</b>	<b>45,088</b>
<b>-1,435</b>	<b>SAVINGS REQUIRED</b>	<b>-688</b>	<b>358</b>	<b>925</b>	<b>2,868</b>	<b>3,917</b>
<b>1,611</b>	<b>EXISTING SAVINGS</b>	<b>860</b>	<b>603</b>	<b>200</b>	<b>0</b>	<b>0</b>
<b>-89</b>	<b>NEW AND AMENDED SAVINGS / (GROWTH)</b>	<b>641</b>	<b>324</b>	<b>510</b>	<b>165</b>	<b>0</b>
<b>87</b>	<b>SURPLUS / (DEFICIT)</b>	<b>813</b>	<b>1,285</b>	<b>1,635</b>	<b>3,033</b>	<b>3,917</b>
<b>87</b>	<b>CUMULATIVE SURPLUS / (DEFICIT)</b>	<b>900</b>	<b>3,756</b>	<b>6,139</b>	<b>9,921</b>	<b>13,838</b>

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STRATEGIC REVENUE PROJECTION**

2020/21 £000		2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
16,817	COUNCIL TAX	17,216	17,560	18,090	18,637	19,200
3,260	RETAINED BUSINESS RATES	3,430	3,430	3,430	3,430	3,430
1,210	BUSINESS RATES GROWTH	0		180	362	546
	COLLECTION FUND ADJUSTMENT	-1,571	-749	-749		
<b>21,287</b>	<b>PROJECTED NET BUDGET</b>	<b>19,075</b>	<b>20,241</b>	<b>20,951</b>	<b>22,429</b>	<b>23,175</b>
21,709	OTHER INCOME - EXISTING	21,924	16,663	17,006	18,030	20,045
	FORECAST CHANGE IN INCOME	-5,261	343	1,024	2,015	1,869
	SALES FEES & CHARGES COMPENSATION	84				
<b>42,996</b>	<b>TOTAL RESOURCES AVAILABLE</b>	<b>35,823</b>	<b>37,247</b>	<b>38,981</b>	<b>42,474</b>	<b>45,089</b>
41,314	<b>CURRENT SPEND</b>	42,996	41,982	43,599	45,541	48,258
	<b>INFLATION &amp; CONTRACT INCREASES</b>					
1,013	PAY, NI & INFLATION INCREASES	1,401	1,471	1,536	1,603	1,675
	<b>EXTERNAL BUDGET PRESSURES</b>					
150	PENSION DEFICIT FUNDING	40	40	150	150	150
	<b>LOCAL PRIORITIES</b>					
24	GROWTH TO MEET STRATEGIC PRIORITIES					
10	ADDITIONAL GROWTH AGREED BY P&R	-10				
	REPROFILE LOCAL PLAN REVIEW		100	-280	60	120
	<b>OTHER SERVICE PRESSURES</b>					
1,870	PROVISION FOR MAJOR CONTRACTS			500		
	REVENUE COSTS OF CAPITAL PROGRAMME	625	882	697	1,019	517
	CONTINGENCY FOR FUTURE PRESSURES	-1,589				
50	GENERAL GROWTH PROVISION	50	50	50	50	50
<b>44,431</b>	<b>TOTAL PREDICTED REQUIREMENT</b>	<b>43,513</b>	<b>44,526</b>	<b>46,251</b>	<b>48,423</b>	<b>50,770</b>
<b>-1,435</b>	<b>SAVINGS REQUIRED</b>	<b>-7,690</b>	<b>-7,279</b>	<b>-7,271</b>	<b>-5,950</b>	<b>-5,681</b>
<b>1,611</b>	<b>EXISTING SAVINGS</b>	<b>890</b>	<b>603</b>	<b>200</b>	<b>0</b>	<b>0</b>
<b>-89</b>	<b>NEW AND AMENDED SAVINGS / (GROWTH)</b>	<b>641</b>	<b>324</b>	<b>510</b>	<b>165</b>	<b>0</b>
<b>87</b>	<b>SURPLUS / (DEFICIT)</b>	<b>-6,159</b>	<b>-6,352</b>	<b>-6,561</b>	<b>-5,785</b>	<b>-5,681</b>
<b>87</b>	<b>CUMULATIVE SURPLUS / (DEFICIT)</b>	<b>-6,072</b>	<b>-10,854</b>	<b>-16,665</b>	<b>-21,700</b>	<b>-27,381</b>



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STRATEGIC REVENUE PROJECTION**

2020/21 £000		2021/22 £000	2022/23 £000	2023/24 £000	2024/25 £000	2025/26 £000
16,817	COUNCIL TAX	16,878	16,878	17,047	17,218	17,390
3,260	RETAINED BUSINESS RATES	3,430	3,430	3,430	3,430	3,430
1,210	BUSINESS RATES GROWTH	0		180	362	546
	COLLECTION FUND ADJUSTMENT	-1,571	-749	-749		
<b>21,287</b>	<b>PROJECTED NET BUDGET</b>	<b>18,738</b>	<b>19,559</b>	<b>19,908</b>	<b>21,009</b>	<b>21,365</b>
21,709	OTHER INCOME - EXISTING	21,924	16,663	17,006	18,030	20,045
	FORECAST CHANGE IN INCOME	-5,261	343	1,024	2,015	1,869
	SALES FEES & CHARGES COMPENSATION	84				
<b>42,996</b>	<b>TOTAL RESOURCES AVAILABLE</b>	<b>35,485</b>	<b>36,565</b>	<b>37,937</b>	<b>41,054</b>	<b>43,279</b>
41,314	<b>CURRENT SPEND</b>	42,996	41,982	43,599	45,541	48,258
	<b>INFLATION &amp; CONTRACT INCREASES</b>					
1,013	PAY, NI & INFLATION INCREASES	1,401	1,471	1,536	1,603	1,675
	<b>EXTERNAL BUDGET PRESSURES</b>					
150	PENSION DEFICIT FUNDING	40	40	150	150	150
	<b>LOCAL PRIORITIES</b>					
24	GROWTH TO MEET STRATEGIC PRIORITIES					
10	ADDITIONAL GROWTH AGREED BY P&R	-10				
	REPROFILE LOCAL PLAN REVIEW		100	-280	60	120
	<b>OTHER SERVICE PRESSURES</b>					
	PROVISION FOR MAJOR CONTRACTS			500		
1,870	REVENUE COSTS OF CAPITAL PROGRAMME	625	882	697	1,019	517
	CONTINGENCY FOR FUTURE PRESSURES	-1,589				
50	GENERAL GROWTH PROVISION	50	50	50	50	50
<b>44,431</b>	<b>TOTAL PREDICTED REQUIREMENT</b>	<b>43,513</b>	<b>44,526</b>	<b>46,251</b>	<b>48,423</b>	<b>50,770</b>
<b>-1,435</b>	<b>SAVINGS REQUIRED</b>	<b>-8,028</b>	<b>-7,961</b>	<b>-8,314</b>	<b>-7,369</b>	<b>-7,491</b>
<b>1,611</b>	<b>EXISTING SAVINGS</b>	<b>890</b>	<b>603</b>	<b>200</b>	<b>0</b>	<b>0</b>
<b>-89</b>	<b>NEW AND AMENDED SAVINGS / (GROWTH)</b>	<b>641</b>	<b>324</b>	<b>510</b>	<b>165</b>	<b>0</b>
<b>87</b>	<b>SURPLUS / (DEFICIT)</b>	<b>-6,497</b>	<b>-7,034</b>	<b>-7,604</b>	<b>-7,204</b>	<b>-7,491</b>
<b>87</b>	<b>CUMULATIVE SURPLUS / (DEFICIT)</b>	<b>-6,410</b>	<b>-11,873</b>	<b>-18,728</b>	<b>-25,183</b>	<b>-32,673</b>

## MAIDSTONE BOROUGH COUNCIL REVENUE ESTIMATES

## REVISED ESTIMATE 2020/21 AND ESTIMATE 2021/22

## COMMITTEE SUMMARY

<b>Cost Centre/Service</b>	<b>Original Estimate 2020/21 £</b>	<b>Revised Estimate 2020/21 £</b>	<b>Estimate 2021/22 £</b>
Policy & Resources	6,360,770	6,922,090	7,235,330
Strategic Planning & Infrastructure	-1,327,200	-1,059,420	-508,250
Communities, Housing & Environment	8,490,380	8,542,550	8,182,870
Economic Regeneration & Leisure	938,690	1,053,780	967,450
	<b>14,462,640</b>	<b>15,459,000</b>	<b>15,877,400</b>
Invest to Save Contributions	10,000	10,000	10,000
Transfers to Reserves	6,814,090	5,817,730	3,807,440
<b>Net Revenue Expenditure</b>	<b>21,286,730</b>	<b>21,286,730</b>	<b>19,694,840</b>

Cost Centre/Service	Original Approved Estimate 2020/21 £	Revised Estimate 2020/21 £	Estimate 2021/22 (Expenditure) £	Estimate 2021/22 (Income) £	Estimate 2021/22 £
Contingency	266,470	330,450	386,480	-84,370	302,110
Unapportionable Central Overheads	1,419,050	1,419,050	1,459,050		1,459,050
Non Service Related Government Grants	-4,472,240	-4,472,240		-3,995,240	-3,995,240
Appropriation Account	1,030,360	1,094,410	1,106,340		1,106,340
Pensions Fund Appropriation	0	0	0		0
<b>Balances, Pensions &amp; Appropriation To</b>	<b>-1,756,360</b>	<b>-1,628,330</b>	<b>2,951,870</b>	<b>-4,079,610</b>	<b>-1,127,740</b>
Council Tax Collection	53,850	53,850	92,840	-37,790	55,050
Council Tax Collection - Non Pooled	-364,400	-357,590	66,330	-423,340	-357,010
Council Tax Benefits Administration	-152,120	-152,120		-152,120	-152,120
NNDR Collection	1,480	1,480	2,700	-1,180	1,520
NNDR Collection - Non Pooled	-234,210	-234,210	15,310	-249,230	-233,920
MBC- BID	330	330	17,590	-16,920	670
Registration Of Electors	49,000	49,000	52,250	-2,390	49,860
Elections	168,480	168,480	143,740	-430	143,310
External Interest Payable	2,061,790	2,061,790	2,262,550		2,262,550
Interest & Investment Income	-100,000	-100,000		-100,000	-100,000
<b>Central Services to the Public Total</b>	<b>1,484,200</b>	<b>1,491,010</b>	<b>2,653,310</b>	<b>-983,400</b>	<b>1,669,910</b>
Palace Gatehouse	-8,300	-8,300	3,000	-10,300	-7,300
Archbishops Palace	-96,980	-95,970	45,960	-141,280	-95,320
Parkwood Industrial Estate	-311,080	-311,440	13,870	-291,410	-277,540
Industrial Starter Units	-29,140	-28,100	28,950	-41,460	-12,510
Parkwood Equilibrium Units	-218,860	-80,010	53,130	-118,330	-65,200
Sundry Corporate Properties	-385,860	-375,190	36,190	-588,270	-552,080
Parks Dwellings	22,230	0	0		0
Phoenix Park Units	-215,890	-215,030	46,230	-239,820	-193,590
Granada House - Commercial	-109,250	-109,920	10,890	-105,530	-94,640
MPH Residential Properties	-280,090	-278,550	6,380	-843,440	-837,060
Heronden Road Units	-151,160	-161,750	11,570	-162,990	-151,420
Boxmend Industrial Estate	-100,680	-93,020	26,780	-113,790	-87,010
Lockmeadow	-72,300	-72,300	76,570	-148,870	-72,300
NEW Lockmeadow Complex	-1,096,000	-812,250	122,760	-1,204,250	-1,081,490
Wren Industrial Estate	0	-143,010	53,530	-181,810	-128,280
<b>Commercial Investments Total</b>	<b>-3,053,360</b>	<b>-2,784,840</b>	<b>535,810</b>	<b>-4,191,550</b>	<b>-3,655,740</b>
Performance & Development	7,630	13,710	13,140		13,140
Corporate Projects	6,820	39,070	6,200		6,200
Press & Public Relations	31,130	24,170	24,670		24,670
Corporate Management	94,230	94,230	600,520		600,520
<b>Corporate Management Total</b>	<b>139,810</b>	<b>171,180</b>	<b>644,530</b>	<b>0</b>	<b>644,530</b>
Innovation Centre Section	0	117,390	57,540	-60,490	-2,950
Democratic Services Section	188,630	185,840	190,840	-1,730	189,110
Mayoral & Civic Services Section	114,550	115,130	115,780		115,780
Chief Executive	184,960	184,520	183,830		183,830
Communications Section	186,280	184,630	188,860	-390	188,470
Policy & Information Section	270,550	235,420	239,810	0	239,810
Head of Policy and Communications	114,310	122,370	113,730		113,730
Registration Services Section	141,570	135,780	114,640		114,640
Director of Finance & Business Improvement	145,850	144,430	145,170		145,170
Accountancy Section	730,840	731,980	748,870	-22,900	725,970
Director of Regeneration & Place	144,820	143,400	145,270	-1,100	144,170
Procurement Section	140,880	118,530	122,850	-13,100	109,750
Property & Projects Section	420,140	460,810	475,130	-5,750	469,380
Corporate Support Section	244,230	243,950	245,860		245,860
Improvement Section	344,980	350,290	375,680	-25,500	350,180
Executive Support Section	172,710	171,230	172,690		172,690
Head of Commissioning and Business Improvement	103,230	102,280	107,190	0	107,190
Customer Services Section	667,710	671,750	686,610	0	686,610
Emergency Planning & Resilience	0	20,850	25,740		25,740
Salary Slippage 1PR	-261,000	-212,220	-248,930		-248,930
<b>Corporate Support Services Total</b>	<b>4,055,240</b>	<b>4,110,970</b>	<b>4,149,620</b>	<b>-70,470</b>	<b>4,079,150</b>
Civic Occasions	42,060	42,020	42,750		42,750
Members Allowances	389,300	389,300	396,290		396,290
Members Facilities	29,060	29,060	29,610		29,610
<b>Democratic Representation Total</b>	<b>460,420</b>	<b>460,380</b>	<b>468,650</b>	<b>0</b>	<b>468,650</b>
Emergency Centre	25,590	25,920	26,040		26,040
<b>Emergency Planning Total</b>	<b>25,590</b>	<b>25,920</b>	<b>26,040</b>	<b>0</b>	<b>26,040</b>
Housing Benefits Administration	-357,610	-353,730	14,460	-368,190	-353,730
<b>Housing Benefit Administration Total</b>	<b>-357,610</b>	<b>-353,730</b>	<b>14,460</b>	<b>-368,190</b>	<b>-353,730</b>
Medway Conservancy	120,070	120,070	126,080		126,080
<b>Levies Total</b>	<b>120,070</b>	<b>120,070</b>	<b>126,080</b>	<b>0</b>	<b>126,080</b>
Town Hall	100,000	100,810	111,120	-1,500	109,620
South Maidstone Depot	152,800	152,150	152,350		152,350
The Link	101,510	86,280	362,980	-264,420	98,560
Maidstone House	1,060,510	1,084,280	1,307,480	-224,910	1,082,570
Museum Buildings	273,080	286,820	296,650	-1,110	295,540
<b>Office Accommodation Total</b>	<b>1,687,900</b>	<b>1,710,340</b>	<b>2,230,580</b>	<b>-491,940</b>	<b>1,738,640</b>
Rent Allowances	-146,790	-124,720	36,067,150	-36,191,870	-124,720

<b>Cost Centre/Service</b>	<b>Original Approved Estimate 2020/21 £</b>	<b>Revised Estimate 2020/21 £</b>	<b>Estimate 2021/22 (Expenditure) £</b>	<b>Estimate 2021/22 (Income) £</b>	<b>Estimate 2021/22 £</b>
Non HRA Rent Rebates	-8,490	-10,770	1,066,750	-1,077,520	-10,770
Discretionary Housing Payments	1,450	1,450	300,700	-299,250	1,450
<b>Rent Rebates Total</b>	<b>-153,830</b>	<b>-134,040</b>	<b>37,434,600</b>	<b>-37,568,640</b>	<b>-134,040</b>
Revenues Section	502,120	501,930	886,860	-377,040	509,820
Benefits Section	482,950	487,320	772,380	-282,290	490,090
Fraud Section	29,930	33,270	234,440	-203,720	30,720
Mid Kent Audit Partnership	212,690	233,680	742,820	-510,310	232,510
Legal Services Section	507,250	507,250	552,100	-69,000	483,100
Mid Kent ICT Services	615,720	563,520	1,553,640	-1,002,780	550,860
GIS Section	115,530	114,800	194,000	-77,600	116,400
Director of Mid Kent Services	46,410	44,350	138,650	-92,800	45,850
Mid Kent HR Services Section	400,890	390,700	662,010	-272,230	389,780
MBC HR Services Section	180,120	110,920	179,190	-2,090	177,100
Head of Revenues & Benefits	72,500	67,760	111,670	-38,990	72,680
Revenues & Benefits Business Support	110,820	110,010	320,160	-232,490	87,670
Dartford HR Services Section	-19,730	-36,360	53,190	-76,650	-23,460
IT Support for Revenues and Benefits	39,110	39,090	66,640	-27,040	39,600
I.T. Operational Services	532,560	570,780	582,680		582,680
Central Telephones	14,910	14,910	15,210		15,210
<b>Shared Services Total</b>	<b>3,843,780</b>	<b>3,753,930</b>	<b>7,065,640</b>	<b>-3,265,030</b>	<b>3,800,610</b>
Apprentices Programme	49,910	49,930	50,160		50,160
Internal Printing	-5,240	-5,240	52,290	-56,920	-4,630
Debt Recovery Service	-35,650	-38,750	772,120	-788,630	-16,510
Debt Recovery MBC Profit Share	-144,100	-144,100		-73,100	-73,100
<b>Trading Accounts Total</b>	<b>-135,080</b>	<b>-138,160</b>	<b>874,570</b>	<b>-918,650</b>	<b>-44,080</b>
<b>Policy &amp; Resources</b>	<b>6,360,770</b>	<b>6,922,090</b>	<b>59,233,300</b>	<b>-51,997,970</b>	<b>7,235,330</b>

**POLICY & RESOURCES COMMITTEE**

<b>Subjective Analysis</b>	<b>Original Approved Estimate 2020/21 £</b>	<b>Revised Estimate 2020/21 £</b>	<b>Estimate 2021/22 £</b>
Agency & Contractor	1,057,870	668,110	966,730
Allowances	379,050	384,680	392,000
Benefits	38,541,810	37,434,600	37,434,600
Employee Direct	9,476,000	9,431,080	9,352,490
Employee Other	1,517,600	1,586,810	1,548,890
Equipment & Furniture	897,700	906,520	906,650
Fees & Charges	-1,209,370	-541,900	-850,040
General Insurances	18,020	15,210	13,900
Grants & Contributions Paid	2,178,100	2,177,900	2,380,340
Grants & Contributions Received	-47,047,500	-46,152,910	-45,604,360
Income Other	-1,142,160	-1,993,070	-1,117,760
Information & Communication	4,390	4,390	4,470
Leasing & Capital Charges	1,030,360	1,094,410	1,106,340
Premises Other	1,627,760	1,703,300	1,737,900
Printing & Stationery	137,920	128,740	131,390
Professional Services	416,420	1,202,970	465,690
Rent	-3,653,400	-3,471,990	-4,365,320
Repairs & Maintenance	534,170	534,470	552,160
Security & Protection	39,350	39,350	40,140
Subsistence & Training	175,370	145,520	178,290
Supplies & Services Other	770,480	929,560	1,329,590
Utilities	447,210	447,210	468,340
Vehicle & Transport	163,620	157,130	162,900
<b>Policy &amp; Resources</b>	<b>6,360,770</b>	<b>6,832,090</b>	<b>7,235,330</b>

Cost Centre/Service	Original Approved Estimate 2020/21 £	Revised Estimate 2020/21 £	Estimate 2021/22 (Expenditure ) £	Estimate 2021/22 (Income) £	Estimate 2021/22 £
Building Regulations Chargeable	-384,750	-384,750	7,240	-354,160	-346,920
Building Control	-990	-990	0	-990	-990
Street Naming & Numbering	-81,500	-81,500		-73,350	-73,350
<b>Building Control Total</b>	<b>-467,240</b>	<b>-467,240</b>	<b>7,240</b>	<b>-428,500</b>	<b>-421,260</b>
Land Charges	-297,860	-297,870	25,450	-290,400	-264,950
<b>Central Services to the Public Total</b>	<b>-297,860</b>	<b>-297,870</b>	<b>25,450</b>	<b>-290,400</b>	<b>-264,950</b>
Development Management Section	967,330	0	0		0
Spatial Policy Planning Section	408,080	517,140	421,770	0	421,770
Head of Planning and Development	111,380	116,640	110,760		110,760
Development Management Enforcement Section	185,030	181,900	185,030		185,030
Building Surveying Section	443,720	437,520	446,150		446,150
Heritage Landscape and Design Section	207,560	221,130	209,240		209,240
CIL Management Section	129,890	72,800	75,210	-30,000	45,210
Development Management Section – Majors	0	284,710	282,700		282,700
Development Management Section – Others	0	677,300	683,040		683,040
Parking Services Section	343,450	309,510	472,280	-130,580	341,700
Salary Slippage 2SPI	-90,200	-72,070	-85,050		-85,050
<b>Corporate Support Services Total</b>	<b>2,706,240</b>	<b>2,746,580</b>	<b>2,801,130</b>	<b>-160,580</b>	<b>2,640,550</b>
Development Control Advice	-235,560	-250,560	34,610	-272,550	-237,940
Development Control Appeals	126,730	126,730	129,260		129,260
Development Control Majors	-570,020	-556,340	21,300	-532,320	-511,020
Development Control - Other	-711,510	-711,510	6,290	-646,790	-640,500
Development Control Enforcement	68,470	68,470	69,840		69,840
<b>Development Control Total</b>	<b>-1,321,890</b>	<b>-1,323,210</b>	<b>261,300</b>	<b>-1,451,660</b>	<b>-1,190,360</b>
Environment Improvements	24,880	3,890	6,440		6,440
Name Plates & Notices	18,680	18,680	19,060		19,060
<b>Network &amp; Traffic Management Total</b>	<b>43,560</b>	<b>22,570</b>	<b>25,500</b>	<b>0</b>	<b>25,500</b>
On Street Parking	-402,940	-380,640	407,250	-729,700	-322,450
Residents Parking	-251,290	-207,430	54,580	-261,280	-206,700
Pay & Display Car Parks	-1,862,500	-1,840,340	514,720	-1,754,040	-1,239,320
Non Paying Car Parks	11,440	16,440	16,700	-10	16,690
Off Street Parking - Enforcement	-80,470	-116,340	162,460	-276,690	-114,230
Mote Park Pay & Display	-188,610	-188,730	47,360	-233,380	-186,020
Sandling Road Car Park	3,560	3,270	155,810	-152,530	3,280
<b>Parking Services Total</b>	<b>-2,770,810</b>	<b>-2,713,770</b>	<b>1,358,880</b>	<b>-3,407,630</b>	<b>-2,048,750</b>
Planning Policy	200,250	349,280	200,000	0	200,000
Neighbourhood Planning	0	25,000	0		0
Conservation	-11,390	-11,190	4,390	-15,600	-11,210
<b>Planning Policy Total</b>	<b>188,860</b>	<b>363,090</b>	<b>204,390</b>	<b>-15,600</b>	<b>188,790</b>
Park & Ride	165,920	165,740	162,390		162,390
Socially Desirable Buses	0	0	0		0
Other Transport Services	-9,740	-4,680	31,580	-36,110	-4,530
<b>Public Transport Total</b>	<b>156,180</b>	<b>161,060</b>	<b>193,970</b>	<b>-36,110</b>	<b>157,860</b>
Mid Kent Planning Support Service	394,570	350,990	512,160	-198,310	313,850
Mid Kent Local Land Charges Section	41,190	98,380	191,680	-101,160	90,520
<b>Shared Services Total</b>	<b>435,760</b>	<b>449,370</b>	<b>703,840</b>	<b>-299,470</b>	<b>404,370</b>
<b>Strategic Planning &amp; Infrastructure</b>	<b>-1,327,200</b>	<b>-1,059,420</b>	<b>5,581,700</b>	<b>-6,089,950</b>	<b>-508,250</b>

## STRATEGIC PLANNING & INFRASTRUCTURE COMMITTEE

<b>Subjective Analysis</b>	<b>Original Approved Estimate 2020/21 £</b>	<b>Revised Estimate 2020/21 £</b>	<b>Estimate 2021/22 £</b>
Agency & Contractor	587,980	570,640	576,690
Employee Direct	3,285,220	3,222,670	3,226,100
Employee Other	97,100	311,150	97,580
Equipment & Furniture	90,070	90,070	91,640
Fees & Charges	-6,462,580	-6,462,580	-5,477,730
General Insurances	12,210	16,230	16,400
Grants & Contributions Paid	40,270	44,090	19,380
Grants & Contributions Received	-465,690	-530,400	-426,400
Income Other	-142,800	-161,420	-178,650
Information & Communications	190	190	190
Premises Other	320,810	334,950	341,410
Printing & Stationery	30,510	30,270	30,490
Professional Services	529,880	728,900	502,430
Rent	-7,170	-7,170	-7,170
Repairs & Maintenance	218,860	212,930	203,890
Security & Protection	75,350	74,000	76,850
Subsistence & Training	2,670	11,120	2,690
Supplies & Services Other	355,250	402,400	292,250
Utilities	16,120	16,120	16,870
Vehicle & Transport	88,550	86,720	86,840
<b>Strategic Planning &amp; Infrastructure</b>	<b>-1,327,200</b>	<b>-1,009,120</b>	<b>-508,250</b>

Cost Centre/Service	Original Approved Estimate 2020/21 £	Revised Estimate 2020/21 £	Estimate 2021/22 (Expenditure ) £	Estimate 2021/22 (Income) £	Estimate 2021/22 £
Cemetery	54,370	62,050	204,310	-139,380	64,930
National Assistance Act	-440	-440	2,160	-2,560	-400
Crematorium	-819,660	-842,980	493,850	-1,332,780	-838,930
<b>Bereavement Services Total</b>	<b>-765,730</b>	<b>-781,370</b>	<b>700,320</b>	<b>-1,474,720</b>	<b>-774,400</b>
Grants	176,950	176,950	165,950		165,950
Delegated Grants	2,140	2,140	2,140		2,140
Parish Services	129,880	129,880	129,880		129,880
<b>Central Services to the Public Total</b>	<b>308,970</b>	<b>308,970</b>	<b>297,970</b>	<b>0</b>	<b>297,970</b>
Community Environmental Engagement	440	560	0		0
Community Hub	0	170	0	0	0
<b>Community Development Total</b>	<b>440</b>	<b>730</b>	<b>0</b>	<b>0</b>	<b>0</b>
Community Safety	46,140	27,820	28,420	0	28,420
PCC Grant - Building Safer Communities	0	0	31,250	-31,250	0
C C T V	57,020	76,880	77,250		77,250
<b>Community Safety Total</b>	<b>103,160</b>	<b>104,700</b>	<b>136,920</b>	<b>-31,250</b>	<b>105,670</b>
Head of Environment and Public Realm	106,950	105,860	110,340		110,340
Bereavement Services Section	217,070	249,660	254,960		254,960
Community Partnerships & Resilience Section	450,120	443,420	390,910		390,910
Licensing Section	113,430	113,350	114,320		114,320
Environmental Protection Section	267,160	267,160	272,240		272,240
Food and Safety Section	261,750	261,750	266,720		266,720
Depot Services Section	791,580	803,520	842,660	-41,300	801,360
Biodiversity & Climate Change	0	30,440	61,780		61,780
Head of Housing & Community Services	111,720	110,620	111,200		111,200
Homechoice Section	213,820	213,420	266,080	-49,800	216,280
Housing & Inclusion Section	550,950	591,290	707,270	-290,560	416,710
Housing & Health Section	266,160	268,560	501,200	-227,380	273,820
Housing Management	298,950	271,330	317,210	-43,840	273,370
Homelessness Outreach	4,020	5,280	52,400	-48,470	3,930
Salary Slippage 3CHE	-150,200	-133,460	-151,110		-151,110
<b>Corporate Support Services Total</b>	<b>3,503,480</b>	<b>3,602,200</b>	<b>4,118,180</b>	<b>-701,350</b>	<b>3,416,830</b>
Drainage	32,380	32,380	32,400		32,400
<b>Flood Defences &amp; Land Drainage Total</b>	<b>32,380</b>	<b>32,380</b>	<b>32,400</b>	<b>0</b>	<b>32,400</b>
Homeless Temporary Accommodation	549,030	409,030	667,990	-270,470	397,520
Homelessness Prevention	267,000	311,080	191,900	0	191,900
Predictive Analysis and Preventing Homelessne	510	56,250	0		0
Aylesbury House	-15,990	13,370	84,080	-69,140	14,940
Magnolia House	-26,240	7,970	57,490	-49,760	7,730
St Martins House	0	0	12,300	-12,240	60
Marsham Street	34,610	58,880	164,870	-104,220	60,650
Sundry Temporary Accommodation (TA) Properties	-37,420	1,910	60,060	-56,850	3,210
Pelican Court (Leased TA Property)	0	0	0	0	0
2 Bed Property - Temporary Accommodation	-56,030	-58,870	74,060	-131,200	-57,140
3 Bed Property - Temporary Accommodation	-46,660	-37,710	79,680	-115,500	-35,820
4 bed Property - Temporary Accommodation	-6,270	-1,050	18,730	-19,400	-670
1 Bed Property- Temporary Accommodation	-2,170	3,120	9,110	-5,920	3,190
Melville Road Supported Accommodation	-7,440	-28,310	33,650	-61,250	-27,600
<b>Homelessness Total</b>	<b>652,930</b>	<b>735,670</b>	<b>1,453,920</b>	<b>-895,950</b>	<b>557,970</b>
Housing Register & Allocations	10,610	10,610	10,820		10,820
<b>Housing Advice Total</b>	<b>10,610</b>	<b>10,610</b>	<b>10,820</b>	<b>0</b>	<b>10,820</b>
General Fund Residential Properties	-102,120	-92,420	18,240	-119,590	-101,350
Strategic Housing Role	14,320	14,320	14,610		14,610
<b>Housing Strategy Total</b>	<b>-87,800</b>	<b>-78,100</b>	<b>32,850</b>	<b>-119,590</b>	<b>-86,740</b>
Parks & Open Spaces	991,770	1,000,720	1,046,350	-50,610	995,740
Playground Maintenance & Improvements	148,870	136,230	138,520		138,520
Parks Pavilions	39,720	32,180	36,750	-10	36,740
Mote Park	270,480	255,540	273,810	-16,570	257,240
Parks & Open Spaces Leisure Activities	-5,830	-4,820		17,180	17,180
Mote Park Leisure Activities	-38,310	-37,710		-37,710	-37,710
Allotments	12,900	12,900	13,120		13,120
<b>Open Spaces Total</b>	<b>1,419,600</b>	<b>1,395,040</b>	<b>1,508,550</b>	<b>-87,720</b>	<b>1,420,830</b>
Marden Caravan Site (Stilebridge Lane)	19,230	19,250	49,670	-30,340	19,330
Ulcombe Caravan Site (Water Lane)	6,560	6,540	46,590	-40,000	6,590
<b>Other Council Properties Total</b>	<b>25,790</b>	<b>25,790</b>	<b>96,260</b>	<b>-70,340</b>	<b>25,920</b>
Private Sector Renewal	-47,220	-47,220	2,840	-50,000	-47,160
HMO Licensing	-20,380	-20,380		-20,380	-20,380
<b>Private Sector Housing Renewal Total</b>	<b>-67,600</b>	<b>-67,600</b>	<b>2,840</b>	<b>-70,380</b>	<b>-67,540</b>
Public Health - Obesity	0	0	0	0	0
Public Health - Misc Services	0	0	0	0	0
<b>Public Health Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Recycling Collection	809,950	788,250	2,174,400	-1,461,090	713,310
<b>Recycling Total</b>	<b>809,950</b>	<b>788,250</b>	<b>2,174,400</b>	<b>-1,461,090</b>	<b>713,310</b>
Licences	-5,740	-5,740	23,590	-28,890	-5,300
Licensing Statutory	-64,120	-64,120	78,670	-141,320	-62,650
Licensing Non Chargeable	7,720	7,720	7,870		7,870



Cost Centre/Service	Original Approved Estimate 2020/21 £	Revised Estimate 2020/21 £	Estimate 2021/22 (Expenditure ) £	Estimate 2021/22 (Income) £	Estimate 2021/22 £
Dog Control	29,070	29,780	34,380	-3,900	30,480
Health Improvement Programme	9,340	9,340	9,520		9,520
Pollution Control - General	12,030	1,330	22,290	-10,060	12,230
Contaminated Land	60	560	1,080	-500	580
Waste Crime	6,270	36,210	106,430	-67,560	38,870
Food Hygiene	8,790	9,070	12,380	-3,070	9,310
Sampling	3,510	3,510	3,580		3,580
Occupational Health & Safety	-4,620	-6,450	0	-6,450	-6,450
Infectious Disease Control	1,070	1,130	1,150		1,150
Noise Control	1,210	1,210	1,210		1,210
Pest Control	-11,840	-11,840	160	-12,000	-11,840
Public Conveniences	199,710	199,950	197,210		197,210
Licensing - Hackney & Private Hire	-62,660	-62,660	77,820	-139,020	-61,200
<b>Regulatory Services Total</b>	<b>129,800</b>	<b>149,000</b>	<b>577,340</b>	<b>-412,770</b>	<b>164,570</b>
Street Cleansing	1,165,290	1,132,000	1,163,220	-20,390	1,142,830
<b>Street Cleansing Total</b>	<b>1,165,290</b>	<b>1,132,000</b>	<b>1,163,220</b>	<b>-20,390</b>	<b>1,142,830</b>
Commercial Waste Services	-61,140	-59,230	195,470	-251,170	-55,700
<b>Trade Waste Total</b>	<b>-61,140</b>	<b>-59,230</b>	<b>195,470</b>	<b>-251,170</b>	<b>-55,700</b>
Fleet Workshop & Management	259,670	241,170	244,990		244,990
MBS Support Crew	-62,970	-62,740	135,480	-195,470	-59,990
Grounds Maintenance - Commercial	-135,030	-134,540	138,940	-290,970	-152,030
<b>Trading Accounts Total</b>	<b>61,670</b>	<b>43,890</b>	<b>519,410</b>	<b>-486,440</b>	<b>32,970</b>
Household Waste Collection	1,248,580	1,199,620	1,400,130	-154,970	1,245,160
<b>Waste Collection Total</b>	<b>1,248,580</b>	<b>1,199,620</b>	<b>1,400,130</b>	<b>-154,970</b>	<b>1,245,160</b>
<b>Communities, Housing &amp; Environment</b>	<b>8,490,380</b>	<b>8,542,550</b>	<b>14,421,000</b>	<b>-6,238,130</b>	<b>8,182,870</b>

**COMMUNITIES, HOUSING & ENVIRONMENT COMMITTEE**

<b>Subjective Analysis</b>	<b>Original Approved Estimate 2020/21 £</b>	<b>Revised Estimate 2020/21 £</b>	<b>Estimate 2021/22 £</b>
Agency & Contractor	4,358,510	4,282,440	4,412,300
Employee Direct	5,531,150	6,043,020	5,811,780
Employee Other	146,070	319,690	-22,650
Equipment & Furniture	382,190	404,090	415,090
Fees & Charges	-2,913,810	-2,931,050	-3,054,050
General Insurances	11,160	14,240	14,420
Grants & Contributions Paid	345,100	345,100	334,470
Grants & Contributions Received	-563,210	-2,245,890	-741,300
Income Other	-1,396,540	-1,408,980	-1,406,960
Information & Communications	48,510	48,820	49,790
Premises Other	409,360	541,340	471,510
Printing & Stationery	15,850	16,600	16,900
Professional Services	1,122,410	1,062,720	942,020
Rent	-1,044,170	-1,111,230	-1,035,820
Repairs & Maintenance	673,820	767,040	762,600
Security & Protection	77,790	84,130	78,470
Subsistence & Training	200	26,700	200
Supplies & Services Other	667,980	1,722,910	569,890
Utilities	156,280	172,130	168,600
Vehicle & Transport	461,730	428,430	395,610
<b>Communities, Housing &amp; Environment</b>	<b>8,490,380</b>	<b>8,582,250</b>	<b>8,182,870</b>

<b>Cost Centre/Service</b>	<b>Original Approved Estimate 2020/21 £</b>	<b>Revised Estimate 2020/21 £</b>	<b>Estimate 2021/22 (Expenditure) £</b>	<b>Estimate 2021/22 (Income) £</b>	<b>Estimate 2021/22 £</b>
Sandling Road Site	23,810	25,290	26,290		26,290
Business Support & Enterprise	0	5,000	0		0
Town Centre Management Sponsorship	0	6,950	0		0
Business Terrace	77,360	78,490	176,900	-95,010	81,890
Business Terrace Expansion (Phase 3)	-13,460	-13,710	186,290	-196,830	-10,540
<b>Business Support Total</b>	<b>87,710</b>	<b>102,020</b>	<b>389,480</b>	<b>-291,840</b>	<b>97,640</b>
Leisure Services Section	51,740	53,140	98,820	-43,200	55,620
Cultural Services Section	501,040	541,780	370,910		370,910
Visitor Economy Section	116,710	116,120	116,960		116,960
Economic Development Section	279,790	283,840	228,840	-51,630	177,210
Market Section	81,570	85,600	86,600		86,600
Head of Regeneration and Economic Development	93,950	100,140	98,640	-1,630	97,010
Salary Slippage 4ERL	-31,510	-27,680	-30,210		-30,210
<b>Corporate Support Services Total</b>	<b>1,093,290</b>	<b>1,152,940</b>	<b>970,560</b>	<b>-96,460</b>	<b>874,100</b>
Cultural Development Arts	12,020	11,860	11,840		11,840
Museum	11,490	13,030	108,640	-94,300	14,340
Carriage Museum	3,710	3,690	5,790	-1,600	4,190
Museum-Grant Funded Activities	30	20	0	0	0
Hazlitt Arts Centre	283,860	284,350	292,470		292,470
Festivals and Events	-30,600	-30,600	4,950	-30,020	-25,070
<b>Culture &amp; Heritage Total</b>	<b>280,510</b>	<b>282,350</b>	<b>423,690</b>	<b>-125,920</b>	<b>297,770</b>
Market	-58,450	-56,810	112,560	-168,090	-55,530
Economic Dev - Promotion & Marketing	-172,900	-133,480	4,980	-18,500	-13,520
<b>Economic Development Total</b>	<b>-231,350</b>	<b>-190,290</b>	<b>117,540</b>	<b>-186,590</b>	<b>-69,050</b>
Mote Park Adventure Zone	-106,660	-107,810	6,200	-78,000	-71,800
Mote Park Cafe	-52,180	-55,690	7,200	-40,030	-32,830
Maintenance of Closed Churchyards	2,700	4,200	11,000		11,000
<b>Open Spaces Total</b>	<b>-156,140</b>	<b>-159,300</b>	<b>24,400</b>	<b>-118,030</b>	<b>-93,630</b>
Lettable Halls	-3,550	-3,540	7,390	-10,900	-3,510
Community Halls	75,240	76,900	92,730	-16,710	76,020
Leisure Centre	-180,520	-180,800	23,870	-200,000	-176,130
Cobtree Golf Course	-35,000	-35,000		-35,000	-35,000
<b>Recreation &amp; Sport Total</b>	<b>-143,830</b>	<b>-142,440</b>	<b>123,990</b>	<b>-262,610</b>	<b>-138,620</b>
Tourism	27,090	27,090	43,390	-25,450	17,940
Museum Shop	-18,590	-18,590	21,830	-40,530	-18,700
<b>Tourism Total</b>	<b>8,500</b>	<b>8,500</b>	<b>65,220</b>	<b>-65,980</b>	<b>-760</b>
<b>Economic Regeneration &amp; Leisure</b>	<b>938,690</b>	<b>1,053,780</b>	<b>2,114,880</b>	<b>-1,147,430</b>	<b>967,450</b>

## ECONOMIC REGENERATION & LEISURE COMMITTEE

<b>Subjective Analysis</b>	<b>Original Approved Estimate 2020/21 £</b>	<b>Revised Estimate 2020/21 £</b>	<b>Estimate 2021/22 £</b>
Agency & Contractor	270,620	270,620	278,350
Employee Direct	1,134,160	1,233,610	1,144,900
Employee Other	20,540	22,490	-179,250
Equipment & Furniture	29,810	31,300	31,870
Fees & Charges	-502,250	-481,510	-481,510
General Insurances	37,680	37,250	37,540
Grants & Contributions Paid	17,490	21,340	17,840
Grants & Contributions Received	0	-114,000	0
Income Other	-797,280	-832,470	-631,610
Information & Communications	39,270	39,520	40,050
Premises Other	329,580	332,180	340,780
Printing & Stationery	6,610	7,810	6,920
Professional Services	25,290	75,210	12,860
Rent	-64,910	-64,910	-34,310
Repairs & Maintenance	131,050	137,900	142,160
Subsistence & Training	810	9,110	810
Supplies & Services Other	180,100	247,410	157,530
Utilities	60,400	60,310	62,800
Vehicle & Transport	19,720	20,610	19,720
<b>Economic Regeneration &amp; Leisure</b>	<b>938,690</b>	<b>1,053,780</b>	<b>967,450</b>

**MAIDSTONE BOROUGH COUNCIL REVENUE ESTIMATES**

**REVISED ESTIMATE 2020/21 AND ESTIMATE 2021/22**

**COMMITTEE SUMMARY**

<b>Cost Centre/Service</b>	<b>Original Estimate 2020/21 £</b>	<b>Revised Estimate 2020/21 £</b>	<b>Estimate 2021/22 £</b>
Safe, Clean and Green	6,315,550	6,209,770	6,270,940
Homes and Communities	1,918,940	2,006,840	1,085,450
Thriving Place	1,126,340	1,240,760	1,091,290
Embracing Growth and Enabling Infrastructure	-1,236,560	-986,790	-423,200
Central and Democratic	6,338,370	6,988,420	7,852,920
	<b>14,462,640</b>	<b>15,459,000</b>	<b>15,877,400</b>
Invest to Save Contributions	10,000	10,000	10,000
Transfers to Reserves	6,814,090	5,817,730	3,807,440
<b>Net Revenue Expenditure</b>	<b>21,286,730</b>	<b>21,286,730</b>	<b>19,694,840</b>

<b>Cost Centre/Service</b>	<b>Original Approved Estimate 2020/21 £</b>	<b>Revised Estimate 2020/21 £</b>	<b>Estimate 2021/22 (Expenditure) £</b>	<b>Estimate 2021/22 (Income) £</b>	<b>Estimate 2021/22 £</b>
Mote Park Adventure Zone	-106,660	-107,810	6,200	-78,000	-71,800
Parks & Open Spaces	991,770	1,000,720	1,046,350	-50,610	995,740
Playground Maintenance & Improvements	148,870	136,230	138,520		138,520
Parks Pavilions	39,720	32,180	36,750	-10	36,740
Mote Park	270,480	255,540	273,810	-16,570	257,240
Mote Park Cafe	-52,180	-55,690	7,200	-40,030	-32,830
Parks & Open Spaces Leisure Activities	-5,830	-4,820		17,180	17,180
Mote Park Leisure Activities	-38,310	-37,710		-37,710	-37,710
Allotments	12,900	12,900	13,120		13,120
Cemetery	54,370	62,050	204,310	-139,380	64,930
National Assistance Act	-440	-440	2,160	-2,560	-400
Crematorium	-819,660	-842,980	493,850	-1,332,780	-838,930
Maintenance of Closed Churchyards	2,700	4,200	11,000		11,000
Community Safety	46,140	27,820	28,420	0	28,420
PCC Grant - Building Safer Communities	0	0	31,250	-31,250	0
C C T V	57,020	76,880	77,250		77,250
Drainage	32,380	32,380	32,400		32,400
Licences	-5,740	-5,740	23,590	-28,890	-5,300
Licensing Statutory	-64,120	-64,120	78,670	-141,320	-62,650
Licensing Non Chargeable	7,720	7,720	7,870		7,870
Dog Control	29,070	29,780	34,380	-3,900	30,480
Health Improvement Programme	9,340	9,340	9,520		9,520
Pollution Control - General	12,030	1,330	22,290	-10,060	12,230
Contaminated Land	60	560	1,080	-500	580
Waste Crime	6,270	36,210	106,430	-67,560	38,870
Food Hygiene	8,790	9,070	12,380	-3,070	9,310
Sampling	3,510	3,510	3,580		3,580
Occupational Health & Safety	-4,620	-6,450	0	-6,450	-6,450
Infectious Disease Control	1,070	1,130	1,150		1,150
Noise Control	1,210	1,210	1,210	0	1,210
Pest Control	-11,840	-11,840	160	-12,000	-11,840
Public Conveniences	199,710	199,950	197,210		197,210
Licensing - Hackney & Private Hire	-62,660	-62,660	77,820	-139,020	-61,200
Street Cleansing	1,165,290	1,132,000	1,163,220	-20,390	1,142,830
Household Waste Collection	1,248,580	1,199,620	1,400,130	-154,970	1,245,160
Commercial Waste Services	-61,140	-59,230	195,470	-251,170	-55,700
Recycling Collection	809,950	788,250	2,174,400	-1,461,090	713,310
Medway Conservancy	120,070	120,070	126,080		126,080
Head of Environment and Public Realm	106,950	105,860	110,340		110,340
Bereavement Services Section	217,070	249,660	254,960		254,960
Community Partnerships & Resilience Section	450,120	443,420	390,910		390,910
Licensing Section	113,430	113,350	114,320		114,320
Environmental Protection Section	267,160	267,160	272,240		272,240
Food and Safety Section	261,750	261,750	266,720		266,720
Depot Services Section	791,580	803,520	842,660	-41,300	801,360
Fleet Workshop & Management	259,670	241,170	244,990		244,990
MBS Support Crew	-62,970	-62,740	135,480	-195,470	-59,990
Grounds Maintenance - Commercial	-135,030	-134,540	138,940	-290,970	-152,030
<b>Safe, Clean &amp; Green</b>	<b>6,315,550</b>	<b>6,209,770</b>	<b>10,810,790</b>	<b>-4,539,850</b>	<b>6,270,940</b>

## SUMMARY ESTIMATE 2021/22 - BY PRIORITY

<b>Subjective Analysis</b>	<b>Original Approved Estimate 2020/21 £</b>	<b>Revised Estimate 2020/21 £</b>	<b>Estimate 2021/22 £</b>
Agency & Contractor	4,341,570	4,282,110	4,411,970
Employee Direct	3,856,050	3,893,940	3,944,980
Employee Other	110,750	105,630	50,660
Equipment & Furniture	369,210	363,110	377,470
Fees & Charges	-2,823,090	-2,840,330	-2,963,330
General Insurances	17,170	20,160	20,410
Grants & Contributions Paid	26,210	26,210	26,380
Grants & Contributions Received	-31,250	-45,440	-31,250
Income Other	-1,537,370	-1,553,350	-1,521,930
Information & Communications	32,050	32,360	33,000
Premises Other	261,030	247,830	253,600
Printing & Stationery	15,700	16,450	16,750
Professional Services	228,030	242,710	246,200
Rent	-52,940	-53,940	-23,340
Repairs & Maintenance	421,360	430,050	445,910
Security & Protection	22,790	21,930	22,370
Subsistence & Training	200	16,700	200
Supplies & Services Other	397,240	401,020	359,980
Utilities	234,110	231,110	244,040
Vehicle & Transport	426,730	371,510	356,870
<b>Safe, Clean &amp; Green</b>	<b>6,315,550</b>	<b>6,209,770</b>	<b>6,270,940</b>

Cost Centre/Service	Original	Revised	Estimate	Estimate	Estimate
	Approved Estimate 2020/21	Estimate 2020/21	2021/22 (Expenditure)	2021/22 (Income)	2021/22
	£	£	£	£	£
Community Hub	0	170	0	0	0
Public Health - Obesity	0	0	0	0	0
Public Health - Misc Services	0	0	0	0	0
Grants	176,950	176,950	165,950		165,950
Delegated Grants	2,140	2,140	2,140		2,140
Parish Services	129,880	129,880	129,880		129,880
Parks Dwellings	22,230	0	0		0
MPH Residential Properties	-280,090	-278,550	6,380	-843,440	-837,060
General Fund Residential Properties	-102,120	-92,420	18,240	-119,590	-101,350
Strategic Housing Role	14,320	14,320	14,610		14,610
Housing Register & Allocations	10,610	10,610	10,820		10,820
Private Sector Renewal	-47,220	-47,220	2,840	-50,000	-47,160
HMO Licensing	-20,380	-20,380		-20,380	-20,380
Homeless Temporary Accommodation	549,030	409,030	667,990	-270,470	397,520
Homelessness Prevention	267,000	311,080	191,900	0	191,900
Predictive Analysis and Preventing Homelessne	510	56,250	0		0
Aylesbury House	-15,990	13,370	84,080	-69,140	14,940
Magnolia House	-26,240	7,970	57,490	-49,760	7,730
St Martins House	0	0	12,300	-12,240	60
Marsham Street	34,610	58,880	164,870	-104,220	60,650
Sundry Temporary Accommodation (TA) Properties	-37,420	1,910	60,060	-56,850	3,210
Pelican Court (Leased TA Property)	0	0	0	0	0
2 Bed Property - Temporary Accommodation	-56,030	-58,870	74,060	-131,200	-57,140
3 Bed Property - Temporary Accommodation	-46,660	-37,710	79,680	-115,500	-35,820
4 bed Property - Temporary Accommodation	-6,270	-1,050	18,730	-19,400	-670
1 Bed Property- Temporary Accommodation	-2,170	3,120	9,110	-5,920	3,190
Melville Road Supported Accommodation	-7,440	-28,310	33,650	-61,250	-27,600
Marden Caravan Site (Stilebridge Lane)	19,230	19,250	49,670	-30,340	19,330
Ulcombe Caravan Site (Water Lane)	6,560	6,540	46,590	-40,000	6,590
Homechoice Section	213,820	213,420	266,080	-49,800	216,280
Housing & Inclusion Section	550,950	591,290	707,270	-290,560	416,710
Housing & Health Section	266,160	268,560	501,200	-227,380	273,820
Housing Management	298,950	271,330	317,210	-43,840	273,370
Homelessness Outreach	4,020	5,280	52,400	-48,470	3,930
<b>Homes &amp; Communities</b>	<b>1,918,940</b>	<b>2,006,840</b>	<b>3,745,200</b>	<b>-2,659,750</b>	<b>1,085,450</b>



## SUMMARY ESTIMATE 2021/22 - BY PRIORITY

<b>Subjective Analysis</b>	<b>Original Approved Estimate 2020/21 £</b>	<b>Revised Estimate 2020/21 £</b>	<b>Estimate 2021/22 £</b>
Agency & Contractor	16,940	330	330
Employee Direct	1,719,310	2,147,620	1,930,750
Employee Other	33,560	179,780	-154,660
Equipment & Furniture	12,880	40,880	37,520
Fees & Charges	-90,720	-90,720	-90,720
General Insurances	180	180	150
Grants & Contributions Paid	318,460	318,460	307,650
Grants & Contributions Received	-531,960	-2,200,450	-710,050
Income Other	-3,060	-3,060	-3,060
Information & Communication	16,460	16,460	16,790
Premises Other	155,420	300,280	225,770
Printing & Stationery	150	150	150
Professional Services	894,380	820,010	695,820
Rent	-1,306,070	-1,372,130	-1,855,920
Repairs & Maintenance	282,730	348,450	333,410
Security & Protection	55,000	62,200	56,100
Subsistence & Training	0	10,000	0
Supplies & Services Other	270,210	1,313,680	209,330
Utilities	43,360	61,090	50,640
Vehicle & Transport	31,710	53,630	35,450
<b>Homes &amp; Communities</b>	<b>1,918,940</b>	<b>2,006,840</b>	<b>1,085,450</b>

<b>Cost Centre/Service</b>	<b>Original Approved Estimate 2020/21 £</b>	<b>Revised Estimate 2020/21 £</b>	<b>Estimate 2021/22 (Expenditure) £</b>	<b>Estimate 2021/22 (Income) £</b>	<b>Estimate 2021/22 £</b>
Cultural Development Arts	12,020	11,860	11,840	0	11,840
Museum	11,490	13,030	108,640	-94,300	14,340
Carriage Museum	3,710	3,690	5,790	-1,600	4,190
Museum-Grant Funded Activities	30	20	0	0	0
Hazlitt Arts Centre	283,860	284,350	292,470		292,470
Festivals and Events	-30,600	-30,600	4,950	-30,020	-25,070
Lettable Halls	-3,550	-3,540	7,390	-10,900	-3,510
Community Halls	75,240	76,900	92,730	-16,710	76,020
Leisure Centre	-180,520	-180,800	23,870	-200,000	-176,130
Cobtree Golf Course	-35,000	-35,000		-35,000	-35,000
Tourism	27,090	27,090	43,390	-25,450	17,940
Museum Shop	-18,590	-18,590	21,830	-40,530	-18,700
Sandling Road Site	23,810	25,290	26,290		26,290
Business Support & Enterprise	0	5,000	0		0
Town Centre Management Sponsorship	0	6,950	0		0
Business Terrace	77,360	78,490	176,900	-95,010	81,890
Business Terrace Expansion (Phase 3)	-13,460	-13,710	186,290	-196,830	-10,540
Market	-58,450	-56,810	112,560	-168,090	-55,530
Economic Dev - Promotion & Marketing	-172,900	-133,480	4,980	-18,500	-13,520
Leisure Services Section	51,740	53,140	98,820	-43,200	55,620
Cultural Services Section	501,040	541,780	370,910		370,910
Visitor Economy Section	116,710	116,120	116,960		116,960
Economic Development Section	279,790	283,840	228,840	-51,630	177,210
Market Section	81,570	85,600	86,600		86,600
Head of Regeneration and Economic Developm	93,950	100,140	98,640	-1,630	97,010
<b>Thriving Place</b>	<b>1,126,340</b>	<b>1,240,760</b>	<b>2,120,690</b>	<b>-1,029,400</b>	<b>1,091,290</b>

**SUMMARY ESTIMATE 2021/22 - BY PRIORITY**

<b>Subjective Analysis</b>	<b>Original Approved Estimate 2020/21 £</b>	<b>Revised Estimate 2020/21 £</b>	<b>Estimate 2021/22 £</b>
Agency & Contractor	270,620	270,620	278,350
Employee Direct	1,165,670	1,261,290	1,185,030
Employee Other	20,540	22,490	-189,170
Equipment & Furniture	29,810	31,300	31,870
Fees & Charges	-502,250	-481,510	-481,510
General Insurances	31,430	31,060	31,340
Grants & Contributions Paid	17,490	21,340	17,840
Grants & Contributions Received	0	-114,000	0
Income Other	-653,390	-685,040	-513,580
Information & Communications	39,270	39,520	40,050
Premises Other	326,300	330,760	339,300
Printing & Stationery	6,610	7,810	6,920
Professional Services	25,290	75,210	12,860
Rent	-34,310	-34,310	-34,310
Repairs & Maintenance	122,230	126,780	125,440
Subsistence & Training	810	9,110	810
Supplies & Services Other	180,100	247,410	157,530
Utilities	60,400	60,310	62,800
Vehicle & Transport	19,720	20,610	19,720
<b>Thriving Place</b>	<b>1,126,340</b>	<b>1,240,760</b>	<b>1,091,290</b>

<b>Cost Centre/Service</b>	<b>Original Approved Estimate 2020/21 £</b>	<b>Revised Estimate 2020/21 £</b>	<b>Estimate 2021/22 (Expenditure) £</b>	<b>Estimate 2021/22 (Income) £</b>	<b>Estimate 2021/22 £</b>
Building Regulations Chargeable	-384,750	-384,750	7,240	-354,160	-346,920
Building Control	-990	-990	0	-990	-990
Street Naming & Numbering	-81,500	-81,500		-73,350	-73,350
Development Control Advice	-235,560	-250,560	34,610	-272,550	-237,940
Development Control Appeals	126,730	126,730	129,260		129,260
Development Control Majors	-570,020	-556,340	21,300	-532,320	-511,020
Development Control - Other	-711,510	-711,510	6,290	-646,790	-640,500
Development Control Enforcement	68,470	68,470	69,840		69,840
Planning Policy	200,250	349,280	200,000	0	200,000
Neighbourhood Planning	0	25,000	0		0
Conservation	-11,390	-11,190	4,390	-15,600	-11,210
Community Environmental Engagement	440	560	0		0
Land Charges	-297,860	-297,870	25,450	-290,400	-264,950
Environment Improvements	24,880	3,890	6,440		6,440
Name Plates & Notices	18,680	18,680	19,060		19,060
On Street Parking	-402,940	-380,640	407,250	-729,700	-322,450
Residents Parking	-251,290	-207,430	54,580	-261,280	-206,700
Pay & Display Car Parks	-1,862,500	-1,840,340	514,720	-1,754,040	-1,239,320
Non Paying Car Parks	11,440	16,440	16,700	-10	16,690
Off Street Parking - Enforcement	-80,470	-116,340	162,460	-276,690	-114,230
Mote Park Pay & Display	-188,610	-188,730	47,360	-233,380	-186,020
Sandling Road Car Park	3,560	3,270	155,810	-152,530	3,280
Park & Ride	165,920	165,740	162,390		162,390
Socially Desirable Buses	0	0	0		0
Other Transport Services	-9,740	-4,680	31,580	-36,110	-4,530
Development Management Section	967,330	0	0		0
Spatial Policy Planning Section	408,080	517,140	421,770	0	421,770
Head of Planning and Development	111,380	116,640	110,760		110,760
Development Management Enforcement Section	185,030	181,900	185,030		185,030
Building Surveying Section	443,720	437,520	446,150	0	446,150
Mid Kent Planning Support Service	394,570	350,990	512,160	-198,310	313,850
Heritage Landscape and Design Section	207,560	221,130	209,240		209,240
CIL Management Section	129,890	72,800	75,210	-30,000	45,210
Mid Kent Local Land Charges Section	41,190	98,380	191,680	-101,160	90,520
Development Management Section - Majors	0	284,710	282,700	0	282,700
Development Management Section - Others	0	677,300	683,040		683,040
Parking Services Section	343,450	309,510	472,280	-130,580	341,700
<b>Embracing Growth &amp; Enabling Infrastructure</b>	<b>-1,236,560</b>	<b>-986,790</b>	<b>5,666,750</b>	<b>-6,089,950</b>	<b>-423,200</b>

**SUMMARY ESTIMATE 2021/22 - BY PRIORITY**

<b>Subjective Analysis</b>	<b>Original Approved Estimate 2020/21 £</b>	<b>Revised Estimate 2020/21 £</b>	<b>Estimate 2021/22 £</b>
Agency & Contractor	587,980	570,640	576,690
Employee Direct	3,375,420	3,294,740	3,339,050
Employee Other	97,510	343,700	69,680
Equipment & Furniture	90,070	90,070	91,640
Fees & Charges	-6,462,580	-6,462,580	-5,477,730
General Insurances	12,240	16,260	16,400
Grants & Contributions Paid	40,270	44,090	19,380
Grants & Contributions Received	-465,690	-530,400	-426,400
Income Other	-142,800	-161,420	-178,650
Information & Communications	190	190	190
Premises Other	320,810	334,950	341,410
Printing & Stationery	30,510	30,270	30,490
Professional Services	529,880	728,900	502,430
Rent	-7,170	-7,170	-7,170
Repairs & Maintenance	218,860	212,930	203,890
Security & Protection	75,350	74,000	76,850
Subsistence & Training	2,670	11,120	2,690
Supplies & Services Other	355,250	410,080	292,250
Utilities	16,120	16,120	16,870
Vehicle & Transport	88,550	86,720	86,840
<b>Enabling Growth &amp; Infrastructure</b>	<b>-1,236,560</b>	<b>-896,790</b>	<b>-423,200</b>

<b>Cost Centre/Service</b>	<b>Original Approved Estimate 2020/21</b>	<b>Revised Estimate 2020/21</b>	<b>Estimate 2021/22 (Expenditure)</b>	<b>Estimate 2021/22 (Income)</b>	<b>Estimate 2021/22</b>
	£	£	£	£	£
Civic Occasions	42,060	42,020	42,750	0	42,750
Members Allowances	389,300	389,300	396,290		396,290
Members Facilities	29,060	29,060	29,610		29,610
Contingency	266,470	330,450	386,480	-84,370	302,110
Performance & Development	7,630	13,710	13,140		13,140
Corporate Projects	6,820	39,070	6,200		6,200
Press & Public Relations	31,130	24,170	24,670		24,670
Corporate Management	94,230	94,230	600,520		600,520
Unapportionable Central Overheads	1,419,050	1,419,050	1,459,050		1,459,050
Council Tax Collection	53,850	53,850	92,840	-37,790	55,050
Council Tax Collection - Non Pooled	-364,400	-357,590	66,330	-423,340	-357,010
Council Tax Benefits Administration	-152,120	-152,120		-152,120	-152,120
NNDR Collection	1,480	1,480	2,700	-1,180	1,520
NNDR Collection - Non Pooled	-234,210	-234,210	15,310	-249,230	-233,920
MBC- BID	330	330	17,590	-16,920	670
Registration Of Electors	49,000	49,000	52,250	-2,390	49,860
Elections	168,480	168,480	143,740	-430	143,310
Emergency Centre	25,590	25,920	26,040		26,040
External Interest Payable	2,061,790	2,061,790	2,262,550		2,262,550
Interest & Investment Income	-100,000	-100,000		-100,000	-100,000
Palace Gatehouse	-8,300	-8,300	3,000	-10,300	-7,300
Archbishops Palace	-96,980	-95,970	45,960	-141,280	-95,320
Parkwood Industrial Estate	-311,080	-311,440	13,870	-291,410	-277,540
Industrial Starter Units	-29,140	-28,100	28,950	-41,460	-12,510
Parkwood Equilibrium Units	-218,860	-80,010	53,130	-118,330	-65,200
Sundry Corporate Properties	-385,860	-375,190	36,190	-588,270	-552,080
Phoenix Park Units	-215,890	-215,030	46,230	-239,820	-193,590
Granada House - Commercial	-109,250	-109,920	10,890	-105,530	-94,640
Heronden Road Units	-151,160	-161,750	11,570	-162,990	-151,420
Boxmend Industrial Estate	-100,680	-93,020	26,780	-113,790	-87,010
Lockmeadow	-72,300	-72,300	76,570	-148,870	-72,300
NEW Lockmeadow Complex	-1,096,000	-812,250	122,760	-1,204,250	-1,081,490
Wren Industrial Estate	0	-143,010	53,530	-181,810	-128,280
Non Service Related Government Grants	-4,472,240	-4,472,240		-3,995,240	-3,995,240
Rent Allowances	-146,790	-124,720	36,067,150	-36,191,870	-124,720
Non HRA Rent Rebates	-8,490	-10,770	1,066,750	-1,077,520	-10,770
Discretionary Housing Payments	1,450	1,450	300,700	-299,250	1,450
Housing Benefits Administration	-357,610	-353,730	14,460	-368,190	-353,730
Innovation Centre Section	0	117,390	57,540	-60,490	-2,950
Democratic Services Section	188,630	185,840	190,840	-1,730	189,110
Mayoral & Civic Services Section	114,550	115,130	115,780		115,780
Chief Executive	184,960	184,520	183,830		183,830
Communications Section	186,280	184,630	188,860	-390	188,470
Policy & Information Section	270,550	235,420	239,810	0	239,810
Head of Policy and Communications	114,310	122,370	113,730		113,730
Biodiversity & Climate Change	0	30,440	61,780		61,780
Revenues Section	502,120	501,930	886,860	-377,040	509,820
Registration Services Section	141,570	135,780	114,640		114,640
Head of Housing & Community Services	111,720	110,620	111,200		111,200
Benefits Section	482,950	487,320	772,380	-282,290	490,090
Fraud Section	29,930	33,270	234,440	-203,720	30,720
Mid Kent Audit Partnership	212,690	233,680	742,820	-510,310	232,510
Director of Finance & Business Improvement	145,850	144,430	145,170		145,170
Accountancy Section	730,840	731,980	748,870	-22,900	725,970
Legal Services Section	507,250	507,250	552,100	-69,000	483,100
Director of Regeneration & Place	144,820	143,400	145,270	-1,100	144,170
Procurement Section	140,880	118,530	122,850	-13,100	109,750
Property & Projects Section	420,140	460,810	475,130	-5,750	469,380
Corporate Support Section	244,230	243,950	245,860		245,860
Improvement Section	344,980	350,290	375,680	-25,500	350,180
Executive Support Section	172,710	171,230	172,690		172,690
Head of Commissioning and Business Improven	103,230	102,280	107,190	0	107,190
Mid Kent ICT Services	615,720	563,520	1,553,640	-1,002,780	550,860
GIS Section	115,530	114,800	194,000	-77,600	116,400
Customer Services Section	667,710	671,750	686,610	0	686,610
Director of Mid Kent Services	46,410	44,350	138,650	-92,800	45,850
Mid Kent HR Services Section	400,890	390,700	662,010	-272,230	389,780
MBC HR Services Section	180,120	110,920	179,190	-2,090	177,100
Head of Revenues & Benefits	72,500	67,760	111,670	-38,990	72,680
Revenues & Benefits Business Support	110,820	110,010	320,160	-232,490	87,670
Dartford HR Services Section	-19,730	-36,360	53,190	-76,650	-23,460

<b>Cost Centre/Service</b>	<b>Original Approved Estimate 2020/21 £</b>	<b>Revised Estimate 2020/21 £</b>	<b>Estimate 2021/22 (Expenditure) £</b>	<b>Estimate 2021/22 (Income) £</b>	<b>Estimate 2021/22 £</b>
IT Support for Revenues and Benefits	39,110	39,090	66,640	-27,040	39,600
Emergency Planning & Resilience	0	20,850	25,740		25,740
Salary Slippage 1PR	-261,000	-212,220	-248,930		-248,930
Salary Slippage 2SPI	-90,200	-72,070	-85,050		-85,050
Salary Slippage 3CHE	-150,200	-133,460	-151,110		-151,110
Salary Slippage 4ERL	-31,510	-27,680	-30,210		-30,210
Town Hall	100,000	100,810	111,120	-1,500	109,620
South Maidstone Depot	152,800	152,150	152,350		152,350
The Link	101,510	86,280	362,980	-264,420	98,560
Maidstone House	1,060,510	1,084,280	1,307,480	-224,910	1,082,570
Museum Buildings	273,080	286,820	296,650	-1,110	295,540
I.T. Operational Services	532,560	570,780	582,680		582,680
Central Telephones	14,910	14,910	15,210		15,210
Apprentices Programme	49,910	49,930	50,160		50,160
Internal Printing	-5,240	-5,240	52,290	-56,920	-4,630
Debt Recovery Service	-35,650	-38,750	772,120	-788,630	-16,510
Debt Recovery MBC Profit Share	-144,100	-144,100		-73,100	-73,100
Appropriation Account	1,030,360	1,094,410	1,106,340		1,106,340
Pensions Fund Appropriation	0	0	0	0	0
<b>Central &amp; Democratic</b>	<b>6,338,370</b>	<b>6,988,420</b>	<b>59,007,450</b>	<b>-51,154,530</b>	<b>7,852,920</b>

## SUMMARY ESTIMATE 2021/22 - BY PRIORITY

<b>Subjective Analysis</b>	<b>Original Approved Estimate 2020/21 £</b>	<b>Revised Estimate 2020/21 £</b>	<b>Estimate 2021/22 £</b>
Agency & Contractor	1,057,870	668,110	966,730
Allowances	379,050	384,680	392,000
Benefits	38,541,810	37,434,600	37,434,600
Employee Direct	9,310,080	9,332,790	9,135,460
Employee Other	1,518,950	1,588,540	1,668,060
Equipment & Furniture	897,800	906,620	906,750
Fees & Charges	-1,209,370	-541,900	-850,040
General Insurances	18,050	15,270	13,960
Grants & Contributions Paid	2,178,530	2,178,330	2,380,780
Grants & Contributions Received	-47,047,500	-46,152,910	-45,604,360
Income Other	-1,142,160	-1,993,070	-1,117,760
Information & Communications	4,390	4,390	4,470
Leasing & Capital Charges	1,030,360	1,094,410	1,106,340
Premises Other	1,623,950	1,697,950	1,731,520
Printing & Stationery	137,920	128,740	131,390
Professional Services	416,420	1,202,970	465,690
Rent	-3,369,160	-3,187,750	-3,521,880
Repairs & Maintenance	512,720	534,130	552,160
Security & Protection	39,350	39,350	40,140
Subsistence & Training	175,370	145,520	178,290
Supplies & Services Other	771,010	930,090	1,330,170
Utilities	326,020	327,140	342,260
Vehicle & Transport	166,910	160,420	166,190
<b>Central &amp; Democratic</b>	<b>6,338,370</b>	<b>6,898,420</b>	<b>7,852,920</b>



# Agenda Item 22

By virtue of paragraph(s) 1 of Part 1 of Schedule 12A  
of the Local Government Act 1972.

Document is Restricted