

**MAIDSTONE BOROUGH COUNCIL REVENUE ESTIMATES****REVISED ESTIMATE 2021/22 AND ESTIMATE 2022/23****COMMITTEE SUMMARY**

<b>Committee</b>	<b>Original Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Estimate 2022/23 £</b>
Policy & Resources	7,223,280	7,039,050	9,003,090
Strategic Planning & Infrastructure	-508,250	-373,320	-343,470
Communities, Housing & Environment	8,182,870	8,129,650	8,756,340
Economic Regeneration & Leisure	979,500	1,282,710	1,149,910
	<b>15,877,400</b>	<b>16,078,090</b>	<b>18,565,870</b>
Invest to Save Contributions	10,000	0	0
Transfers to Reserves	3,807,440	3,616,750	4,666,190
<b>Net Revenue Expenditure</b>	<b>19,694,840</b>	<b>19,694,840</b>	<b>23,232,060</b>

## POLICY &amp; RESOURCES COMMITTEE

Cost Centre/Service	Original Approved Estimate 2021/22	Revised Estimate 2021/22	Estimate 2022/23 (Expenditure)	Estimate 2022/23 (Income)	Estimate 2022/23
	£	£	£	£	£
Contingency	287,110	-241,160	1,355,110	0	1,355,110
Unapportionable Central Overheads	1,459,050	1,459,050	1,499,050		1,499,050
Non Service Related Government Grants	-3,995,240	-3,995,240		-4,216,190	-4,216,190
Appropriation Account	1,106,340	1,173,010	1,781,780		1,781,780
Pensions Fund Appropriation	0	0	0		0
<b>Balances, Pensions &amp; Appropriation</b>	<b>-1,142,740</b>	<b>-1,604,340</b>	<b>4,635,940</b>	<b>-4,216,190</b>	<b>419,750</b>
Council Tax Collection	55,050	55,050	94,700	-38,190	56,510
Council Tax Collection - Non Pooled	-357,010	-357,010	66,920	-423,340	-356,420
Council Tax Benefits Administration	-152,120	-152,120		-152,120	-152,120
NNDR Collection	1,520	1,520	2,750	-1,220	1,530
NNDR Collection - Non Pooled	-233,920	-233,920	15,600	-249,230	-233,630
MBC- BID	670	670	17,930	-17,260	670
Registration Of Electors	49,860	50,000	53,410	-2,390	51,020
Elections	143,310	291,130	147,980	-440	147,540
External Interest Payable	2,262,550	2,262,550	2,262,550		2,262,550
Interest & Investment Income	-100,000	-100,000		-100,000	-100,000
<b>Central Services to the Public</b>	<b>1,669,910</b>	<b>1,817,870</b>	<b>2,661,840</b>	<b>-984,190</b>	<b>1,677,650</b>
Lockmeadow	0	165,240	315,950	-148,870	167,080
Lockmeadow Complex	0	-1,389,160	1,110,630	-2,490,630	-1,380,000
Palace Gatehouse	-7,300	-7,500	4,500	-12,000	-7,500
Archbishops Palace	-95,320	-75,150	44,170	-141,280	-97,110
Parkwood Industrial Estate	-277,540	-284,940	4,370	-291,410	-287,040
Industrial Starter Units	-12,510	-17,180	29,620	-46,120	-16,500
Parkwood Equilibrium Units	-65,200	-77,560	46,930	-123,600	-76,670
Sundry Corporate Properties	-552,080	-506,760	44,050	-280,640	-236,590
Phoenix Park Units	-193,590	-178,400	34,470	-250,470	-216,000
Granada House - Commercial	-94,640	-94,480	37,300	-130,530	-93,230
MPH Residential Properties	-837,060	-833,120	18,610	-848,750	-830,140
Heronden Road Units	-151,420	-149,140	15,320	-162,990	-147,670
Boxmend Industrial Estate	-87,010	-96,370	18,650	-113,790	-95,140
Lockmeadow	-72,300	0	0	0	0
NEW Lockmeadow Complex	-1,081,490	0	0	0	0
Wren Industrial Estate	-128,280	-117,920	61,660	-181,810	-120,150
<b>Commercial Investments</b>	<b>-3,655,740</b>	<b>-3,662,440</b>	<b>1,786,230</b>	<b>-5,222,890</b>	<b>-3,436,660</b>
Performance & Development	13,140	12,590	11,930		11,930
Corporate Projects	6,200	0	50,000		50,000
Press & Public Relations	24,670	21,240	21,570	0	21,570
Corporate Management	600,520	600,520	476,770		476,770
<b>Corporate Management</b>	<b>644,530</b>	<b>634,350</b>	<b>560,270</b>	<b>0</b>	<b>560,270</b>
Democratic Services Section	189,110	202,340	264,770	-1,790	262,980
Mayoral & Civic Services Section	115,780	115,100	117,730		117,730
Chief Executive	183,830	183,690	188,160		188,160
Communications Section	188,470	192,580	198,910	-390	198,520
Policy & Information Section	239,810	363,170	395,400	0	395,400
Head of Policy and Communications	113,730	129,050	116,420		116,420
Registration Services Section	114,640	92,400	95,830		95,830
Director of Finance & Business Improvement	145,170	144,430	148,110		148,110
Accountancy Section	725,970	730,140	842,240	-23,420	818,820
Director of Regeneration & Place	144,170	143,430	148,250	-1,150	147,100
Procurement Section	109,750	109,750	126,530	-13,360	113,170
Property & Projects Section	469,380	503,690	571,640	-5,700	565,940
Corporate Support Section	245,860	270,480	283,260		283,260
Improvement Section	350,180	360,300	400,850	-26,010	374,840
Executive Support Section	172,690	108,470	91,250		91,250
Head of Commissioning and Business Improve	107,190	138,440	109,840		109,840
Customer Services Section	686,610	646,700	680,350	0	680,350
Emergency Planning & Resilience	25,740	26,930	65,120	0	65,120
Salary Slippage	-248,930	-261,010	-284,570		-284,570
<b>Corporate Support Services</b>	<b>4,079,150</b>	<b>4,200,080</b>	<b>4,560,090</b>	<b>-71,820</b>	<b>4,488,270</b>
Civic Occasions	42,750	42,900	44,010		44,010
Members Allowances	396,290	396,560	408,000		408,000
Members Facilities	29,610	25,050	17,870	0	17,870
<b>Democratic Representation</b>	<b>468,650</b>	<b>464,510</b>	<b>469,880</b>	<b>0</b>	<b>469,880</b>
Emergency Centre	26,040	23,890	22,040		22,040
<b>Emergency Planning</b>	<b>26,040</b>	<b>23,890</b>	<b>22,040</b>	<b>0</b>	<b>22,040</b>
Housing Benefits Administration	-353,730	-353,730	28,790	-368,240	-339,450
<b>Housing Benefit Administration</b>	<b>-353,730</b>	<b>-353,730</b>	<b>28,790</b>	<b>-368,240</b>	<b>-339,450</b>
Medway Conservancy	126,080	126,080	127,990		127,990
<b>Levies</b>	<b>126,080</b>	<b>126,080</b>	<b>127,990</b>	<b>0</b>	<b>127,990</b>
Maidstone House Floors 1,2,3&4	0	0	324,820	-127,850	196,970
Town Hall	109,620	115,930	122,310	-1,500	120,810
South Maidstone Depot	152,350	188,040	170,630		170,630
The Link	98,560	105,530	384,360	-264,420	119,940
Maidstone House	1,082,570	1,052,020	371,770	-97,060	274,710
Museum Buildings	295,540	278,290	253,900	-1,110	252,790
<b>Office Accommodation</b>	<b>1,738,640</b>	<b>1,739,810</b>	<b>1,627,790</b>	<b>-491,940</b>	<b>1,135,850</b>
Rent Allowances	-124,720	-115,330	33,398,340	-33,513,670	-115,330
Non HRA Rent Rebates	-10,770	-8,760	867,370	-876,130	-8,760
Discretionary Housing Payments	1,450	1,450	226,200	-224,750	1,450
<b>Rent Rebates</b>	<b>-134,040</b>	<b>-122,640</b>	<b>34,491,910</b>	<b>-34,614,550</b>	<b>-122,640</b>
Revenues Section	509,820	515,170	917,180	-385,850	531,330
Benefits Section	490,090	485,620	794,670	-287,280	507,390

## POLICY &amp; RESOURCES COMMITTEE

Cost Centre/Service	Original Approved Estimate 2021/22 £	Revised Estimate 2021/22 £	Estimate 2022/23 (Expenditure) £	Estimate 2022/23 (Income) £	Estimate 2022/23 £
Fraud Section	30,720	39,110	236,490	-204,570	31,920
Mid Kent Audit Partnership	232,510	227,220	676,250	-464,590	211,660
Legal Services Section	483,100	483,100	699,140	-71,280	627,860
Mid Kent ICT Services	550,860	550,690	1,608,040	-1,034,200	573,840
GIS Section	116,400	118,830	200,940	-78,720	122,220
Director of Mid Kent Services	45,850	45,450	145,090	-96,720	48,370
Mid Kent HR Services Section	389,780	404,940	656,720	-257,220	399,500
MBC HR Services Section	177,100	90,800	172,560	-2,130	170,430
Head of Revenues & Benefits	72,680	71,780	117,850	-41,140	76,710
Revenues & Benefits Business Support	87,670	98,750	351,750	-243,080	108,670
Dartford HR Services Section	-23,460	-13,240	54,750	-68,430	-13,680
IT Support for Revenues and Benefits	39,600	29,490	42,990	-17,310	25,680
I.T. Operational Services	582,680	650,460	624,630		624,630
Central Telephones	15,210	15,210	15,510		15,510
<b>Shared Services</b>	<b>3,800,610</b>	<b>3,813,380</b>	<b>7,314,560</b>	<b>-3,252,520</b>	<b>4,062,040</b>
Apprentices Programme	50,160	75,140	51,300		51,300
Internal Printing	-4,630	-4,630	53,340	-56,920	-3,580
Debt Recovery Service	-16,510	-35,160	882,850	-897,000	-14,150
Debt Recovery MBC Profit Share	-73,100	-73,120		-95,470	-95,470
<b>Trading Accounts</b>	<b>-44,080</b>	<b>-37,770</b>	<b>987,490</b>	<b>-1,049,390</b>	<b>-61,900</b>
<b>Policy &amp; Resources</b>	<b>7,223,280</b>	<b>7,039,050</b>	<b>59,274,820</b>	<b>-50,271,730</b>	<b>9,003,090</b>

**POLICY & RESOURCES COMMITTEE - SUBJECTIVE ANALYSIS**

<b>Subjective Analysis</b>	<b>Original Approved Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Estimate 2022/23 £</b>
Agency & Contractor	966,730	964,920	1,181,560
Allowances	392,000	392,000	403,760
Benefits	37,434,600	34,504,080	34,491,910
Employee Direct	9,351,840	9,362,170	9,709,410
Employee Other	1,549,540	1,736,620	2,008,220
Equipment & Furniture	906,650	990,220	943,830
Fees & Charges	-850,040	-812,610	-960,610
General Insurances	13,930	14,320	14,630
Grants & Contributions Paid	2,380,340	2,380,690	2,364,780
Grants & Contributions Received	-45,604,360	-44,167,180	-42,773,690
Income Other	-1,117,760	-1,831,530	-1,921,490
Information & Communication	4,470	45,160	21,290
Leasing & Capital Charges	1,110,640	1,175,210	1,783,800
Premises Other	1,745,600	1,791,720	1,882,100
Printing & Stationery	131,390	164,030	122,760
Professional Services	465,690	1,454,450	1,417,670
Rent	-4,365,320	-4,974,120	-4,615,940
Repairs & Maintenance	552,160	846,830	696,580
Security & Protection	40,140	40,140	40,940
Subsistence & Training	178,290	133,240	186,340
Supplies & Services Other	1,309,810	2,202,380	1,357,260
Utilities	468,340	469,840	502,540
Vehicle & Transport	158,600	156,470	145,440
<b>Policy &amp; Resources</b>	<b>7,223,280</b>	<b>7,039,050</b>	<b>9,003,090</b>

## STRATEGIC PLANNING &amp; INFRASTRUCTURE COMMITTEE

Cost Centre/Service	Original Approved Estimate 2021/22 £	Revised Estimate 2021/22 £	Estimate 2022/23 (Expenditure) £	Estimate 2022/23 (Income) £	Estimate 2022/23 £
Building Regulations Chargeable	-346,920	-346,920	7,380	-361,670	-354,290
Building Control	-990	-990		-990	-990
Street Naming & Numbering	-73,350	-73,350		-73,350	-73,350
<b>Building Control</b>	<b>-421,260</b>	<b>-421,260</b>	<b>7,380</b>	<b>-436,010</b>	<b>-428,630</b>
Land Charges	-264,950	-264,960	25,710	-290,400	-264,690
<b>Central Services to the Public</b>	<b>-264,950</b>	<b>-264,960</b>	<b>25,710</b>	<b>-290,400</b>	<b>-264,690</b>
Spatial Policy Planning Section	421,770	440,050	452,660		452,660
Head of Planning and Development	110,760	110,280	113,410		113,410
Development Management Enforcement Section	185,030	-2,300	-2,220		-2,220
Building Surveying Section	446,150	442,030	457,530		457,530
Heritage Landscape and Design Section	209,240	205,750	212,950		212,950
CIL Management Section	45,210	61,200	94,260	-30,000	64,260
Development Management Section - Majors	282,700	287,540	298,260		298,260
Development Management Section - Others	683,040	858,450	971,580		971,580
Parking Services Section	341,700	317,450	458,860	-134,710	324,150
Salary Slippage	-85,050	-91,680	-97,490		-97,490
<b>Corporate Support Services</b>	<b>2,640,550</b>	<b>2,628,770</b>	<b>2,959,800</b>	<b>-164,710</b>	<b>2,795,090</b>
Development Control Advice	-237,940	-252,940	35,300	-292,700	-257,400
Development Control Appeals	129,260	129,260	131,850		131,850
Development Control Majors	-511,020	-511,020	21,680	-532,320	-510,640
Development Control - Other	-640,500	-640,500	6,370	-646,790	-640,420
Development Control Enforcement	69,840	69,840	71,240		71,240
<b>Development Control</b>	<b>-1,190,360</b>	<b>-1,205,360</b>	<b>266,440</b>	<b>-1,471,810</b>	<b>-1,205,370</b>
Environment Improvements	6,440	6,960	6,960	0	6,960
Name Plates & Notices	19,060	19,060	19,440		19,440
<b>Network &amp; Traffic Management</b>	<b>25,500</b>	<b>26,020</b>	<b>26,400</b>	<b>0</b>	<b>26,400</b>
On Street Parking	-322,450	-322,250	427,650	-738,050	-310,400
Residents Parking	-206,700	-204,530	58,560	-261,280	-202,720
Pay & Display Car Parks	-1,239,320	-1,187,740	621,080	-1,801,750	-1,180,670
Non Paying Car Parks	16,690	14,500	14,860	-10	14,850
Off Street Parking - Enforcement	-114,230	-117,850	164,680	-276,690	-112,010
Mote Park Pay & Display	-186,020	-185,840	47,980	-233,380	-185,400
Sandling Road Car Park	3,280	3,230	55,000	-55,000	0
<b>Parking Services</b>	<b>-2,048,750</b>	<b>-2,000,480</b>	<b>1,389,810</b>	<b>-3,366,160</b>	<b>-1,976,350</b>
Planning Policy	200,000	310,940	200,000	0	200,000
Neighbourhood Planning	0	0	0	-20,000	-20,000
Conservation	-11,210	-11,390	4,210	-15,600	-11,390
<b>Planning Policy</b>	<b>188,790</b>	<b>299,550</b>	<b>204,210</b>	<b>-35,600</b>	<b>168,610</b>
Former Park & Ride Sites	162,390	160,450	137,160		137,160
Other Transport Services	-4,530	-4,480	31,790	-36,110	-4,320
<b>Public Transport</b>	<b>157,860</b>	<b>155,970</b>	<b>168,950</b>	<b>-36,110</b>	<b>132,840</b>
Mid Kent Planning Support Service	313,850	314,690	528,970	-204,340	324,630
Mid Kent Local Land Charges Section	90,520	93,740	218,800	-134,800	84,000
<b>Shared Services</b>	<b>404,370</b>	<b>408,430</b>	<b>747,770</b>	<b>-339,140</b>	<b>408,630</b>
<b>Strategic Planning &amp; Infrastructure</b>	<b>-508,250</b>	<b>-373,320</b>	<b>5,796,470</b>	<b>-6,139,940</b>	<b>-343,470</b>

**STRATEGIC PLANNING & INFRASTRUCTURE COMMITTEE - SUBJECTIVE ANALYSIS**

<b>Subjective Analysis</b>	<b>Original Approved Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Estimate 2022/23 £</b>
Agency & Contractor	576,690	576,460	459,810
Employee Direct	3,226,100	3,218,890	3,339,570
Employee Other	97,580	125,260	142,260
Equipment & Furniture	91,640	100,390	93,210
Fees & Charges	-5,477,730	-5,482,170	-5,397,300
General Insurances	16,400	17,060	17,210
Grants & Contributions Paid	19,380	19,380	19,670
Grants & Contributions Received	-426,400	-569,401	-489,770
Income Other	-178,650	-245,390	-245,820
Information & Communications	190	190	190
Premises Other	341,410	345,970	352,650
Printing & Stationery	30,490	32,670	30,820
Professional Services	502,430	621,181	498,360
Rent	-7,170	-7,050	-7,050
Repairs & Maintenance	203,890	257,960	231,660
Security & Protection	76,850	102,900	79,200
Subsistence & Training	2,690	4,050	2,690
Supplies & Services Other	292,250	394,230	416,770
Utilities	16,870	27,780	29,350
Vehicle & Transport	86,840	86,320	83,050
<b>Strategic Planning &amp; Infrastructure</b>	<b>-508,250</b>	<b>-373,320</b>	<b>-343,470</b>

## COMMUNITIES, HOUSING &amp; ENVIRONMENT COMMITTEE

Cost Centre/Service	Original Approved Estimate 2021/22 £	Revised Estimate 2021/22 £	Estimate 2022/23 (Expenditure) £	Estimate 2022/23 (Income) £	Estimate 2022/23 £
Cemetery	64,930	62,750	207,430	-139,380	68,050
National Assistance Act	-400	-400	2,200	-2,610	-410
Crematorium	-838,930	-898,230	508,010	-1,357,780	-849,770
<b>Bereavement Services</b>	<b>-774,400</b>	<b>-835,880</b>	<b>717,640</b>	<b>-1,499,770</b>	<b>-782,130</b>
Grants	165,950	165,950	165,950		165,950
Delegated Grants	2,140	2,140	2,140		2,140
Parish Services	129,880	134,490	144,490		144,490
<b>Central Services to the Public</b>	<b>297,970</b>	<b>302,580</b>	<b>312,580</b>	<b>0</b>	<b>312,580</b>
Community Hub	0	0	0	0	0
<b>Community Development</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Community Safety	28,420	28,420	29,030		29,030
PCC Grant - Building Safer Communities	0	0	31,880	-31,880	0
C C T V	77,250	77,310	72,680		72,680
<b>Community Safety</b>	<b>105,670</b>	<b>105,730</b>	<b>133,590</b>	<b>-31,880</b>	<b>101,710</b>
Head of Environment and Public Realm	110,340	109,780	114,060		114,060
Bereavement Services Section	254,960	261,210	262,470		262,470
Community Partnerships & Resilience Section	390,910	395,570	464,020	0	464,020
Licensing Section	114,320	114,560	117,790		117,790
Environmental Protection Section	272,240	272,240	280,410		280,410
Food and Safety Section	266,720	266,720	274,720		274,720
Depot Services Section	801,360	875,730	930,080	-42,560	887,520
Biodiversity & Climate Change	61,780	62,000	98,480		98,480
Head of Housing & Community Services	111,200	110,620	113,750		113,750
Homechoice Section	216,280	216,780	274,900	-52,080	222,820
Housing & Inclusion Section	416,710	417,150	1,005,560	-730,460	275,100
Housing & Health Section	273,820	273,390	563,410	-282,010	281,400
Housing Management	273,370	284,280	413,120	-126,980	286,140
Homelessness Outreach	3,930	5,950	301,080	-297,320	3,760
Salary Slippage	-151,110	-193,750	-190,280		-190,280
<b>Corporate Support Services</b>	<b>3,416,830</b>	<b>3,472,230</b>	<b>5,023,570</b>	<b>-1,531,410</b>	<b>3,492,160</b>
Drainage	32,400	32,400	32,440		32,440
Climate change	0	26,000	0		0
<b>Flood Defences &amp; Land Drainage</b>	<b>32,400</b>	<b>58,400</b>	<b>32,440</b>	<b>0</b>	<b>32,440</b>
Homeless Temporary Accommodation	397,520	327,520	457,850	-170,470	287,380
Homelessness Prevention	191,900	55,420	191,020	0	191,020
Predictive Analysis and Preventing Homelessne	0	0	0	0	0
Aylesbury House	14,940	28,060	116,090	-69,140	46,950
Magnolia House	7,730	-1,460	52,970	-49,910	3,060
St Martins House	60	4,060	12,300	-12,240	60
Marsham Street	60,650	60,650	166,960	-104,220	62,740
Sundry Temporary Accommm (TA) Properties	3,210	-13,960	72,090	-84,430	-12,340
2 Bed Property - Temporary Accommodation	-57,140	-16,850	105,060	-137,760	-32,700
3 Bed Property - Temporary Accommodation	-35,820	-71,450	76,530	-147,180	-70,650
4 bed Property - Temporary Accommodation	-670	9,520	51,130	-40,990	10,140
1 Bed Property- Temporary Accommodation	3,190	3,150	9,120	-5,920	3,200
Supported Accommodation	-27,600	0	0	0	0
The Trinity Foyer	0	20,680	20,850		20,850
Chillington House	0	-5,720	10,640	-16,250	-5,610
<b>Homelessness</b>	<b>557,970</b>	<b>399,620</b>	<b>1,342,610</b>	<b>-838,510</b>	<b>504,100</b>
Housing Register & Allocations	10,820	13,820	14,090		14,090
<b>Housing Advice</b>	<b>10,820</b>	<b>13,820</b>	<b>14,090</b>	<b>0</b>	<b>14,090</b>
General Fund Residential Properties	-101,350	-77,470	12,330	-89,450	-77,120
Strategic Housing Role	14,610	11,610	11,840	0	11,840
<b>Housing Strategy</b>	<b>-86,740</b>	<b>-65,860</b>	<b>24,170</b>	<b>-89,450</b>	<b>-65,280</b>
Parks & Open Spaces	995,740	965,070	1,113,150	-136,550	976,600
Playground Maintenance & Improvements	138,520	147,800	144,010		144,010
Parks Pavilions	36,740	44,850	45,630	-10	45,620
Mote Park	257,240	249,390	273,230	-16,570	256,660
Parks & Open Spaces Leisure Activities	17,180	-1,600		-1,600	-1,600
Mote Park Leisure Activities	-37,710	-18,930		-18,930	-18,930
Allotments	13,120	13,210	13,480		13,480
<b>Open Spaces</b>	<b>1,420,830</b>	<b>1,399,790</b>	<b>1,589,500</b>	<b>-173,660</b>	<b>1,415,840</b>
Marden Caravan Site (Stilebridge Lane)	19,330	19,390	49,800	-30,340	19,460
Ulcombe Caravan Site (Water Lane)	6,590	6,640	46,680	-40,000	6,680
<b>Other Council Properties</b>	<b>25,920</b>	<b>26,030</b>	<b>96,480</b>	<b>-70,340</b>	<b>26,140</b>
Private Sector Renewal	-47,160	-47,160	2,900	-50,000	-47,100
HMO Licensing	-20,380	-20,380		-20,380	-20,380
<b>Private Sector Housing Renewal</b>	<b>-67,540</b>	<b>-67,540</b>	<b>2,900</b>	<b>-70,380</b>	<b>-67,480</b>
Public Health - Obesity	0	0	0	0	0
Public Health - Misc Services	0	0	0	0	0
<b>Public Health</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Recycling Collection	713,310	745,260	2,385,310	-1,473,330	911,980
<b>Recycling</b>	<b>713,310</b>	<b>745,260</b>	<b>2,385,310</b>	<b>-1,473,330</b>	<b>911,980</b>
Licences	-5,300	-5,300	24,300	-28,890	-4,590
Licensing Statutory	-62,650	-62,650	81,030	-141,320	-60,290
Licensing Non Chargeable	7,870	7,870	8,110		8,110
Dog Control	30,480	28,200	32,600	-3,900	28,700

## COMMUNITIES, HOUSING &amp; ENVIRONMENT COMMITTEE

Cost Centre/Service	Original Approved Estimate 2021/22 £	Revised Estimate 2021/22 £	Estimate 2022/23 (Expenditure) £	Estimate 2022/23 (Income) £	Estimate 2022/23 £
Health Improvement Programme	9,520	9,520	9,710		9,710
Pollution Control - General	12,230	32,600	23,460	-10,100	13,360
Contaminated Land	580	580	1,100	-500	600
Waste Crime	38,870	37,740	109,250	-67,560	41,690
Food Hygiene	9,310	9,310	12,630	-3,070	9,560
Sampling	3,580	3,580	3,650		3,650
Occupational Health & Safety	-6,450	-6,450		-6,450	-6,450
Infectious Disease Control	1,150	1,140	1,170		1,170
Noise Control	1,210	1,210	1,210		1,210
Pest Control	-11,840	-11,840	160	-12,000	-11,840
Public Conveniences	197,210	207,540	312,870		312,870
Licensing - Hackney & Private Hire	-61,200	-61,200	80,050	-139,120	-59,070
<b>Regulatory Services</b>	<b>164,570</b>	<b>191,850</b>	<b>701,300</b>	<b>-412,910</b>	<b>288,390</b>
Street Cleansing	1,142,830	1,141,850	1,211,610	-20,700	1,190,910
<b>Street Cleansing</b>	<b>1,142,830</b>	<b>1,141,850</b>	<b>1,211,610</b>	<b>-20,700</b>	<b>1,190,910</b>
Commercial Waste Services	-55,700	-55,540	201,340	-251,170	-49,830
<b>Trade Waste</b>	<b>-55,700</b>	<b>-55,540</b>	<b>201,340</b>	<b>-251,170</b>	<b>-49,830</b>
Fleet Workshop & Management	244,990	225,950	232,570		232,570
MBS Support Crew	-59,990	-58,610	115,390	-173,320	-57,930
Grounds Maintenance - Commercial	-152,030	-140,560	162,590	-293,010	-130,420
<b>Trading Accounts</b>	<b>32,970</b>	<b>26,780</b>	<b>510,550</b>	<b>-466,330</b>	<b>44,220</b>
Household Waste Collection	1,245,160	1,270,530	1,557,970	-171,470	1,386,500
<b>Waste Collection</b>	<b>1,245,160</b>	<b>1,270,530</b>	<b>1,557,970</b>	<b>-171,470</b>	<b>1,386,500</b>
<b>Communities, Housing &amp; Environment</b>	<b>8,182,870</b>	<b>8,129,650</b>	<b>15,857,650</b>	<b>-7,101,310</b>	<b>8,756,340</b>



**COMMUNITIES HOUSING & ENVIRONMENT COMMITTEE - SUBJECTIVE ANALYSIS**

<b>Subjective Analysis</b>	<b>Original Approved Estimate 2021/22</b> £	<b>Revised Estimate 2021/22</b> £	<b>Estimate 2022/23</b> £
Agency & Contractor	4,412,300	4,478,850	4,895,870
Employee Direct	5,811,780	6,281,200	6,472,290
Employee Other	-22,650	370,330	290,490
Equipment & Furniture	415,090	461,570	444,150
Fees & Charges	-3,054,050	-3,101,200	-3,094,200
General Insurances	14,420	14,940	15,150
Grants & Contributions Paid	334,470	333,920	344,190
Grants & Contributions Received	-741,300	-3,275,410	-1,528,910
Income Other	-1,406,960	-1,570,980	-1,527,830
Information & Communications	49,790	37,910	46,200
Leasing & Capital Charges	20,010	20,010	20,010
Premises Other	471,510	483,800	494,110
Printing & Stationery	16,900	16,900	17,220
Professional Services	942,020	936,490	782,780
Rent	-1,035,820	-950,370	-950,370
Repairs & Maintenance	762,600	817,170	801,150
Security & Protection	78,470	78,470	80,040
Subsistence & Training	200	35,240	100
Supplies & Services Other	569,890	2,085,030	576,150
Utilities	168,600	171,970	183,760
Vehicle & Transport	375,600	403,810	393,990
<b>Communities, Housing &amp; Environment</b>	<b>8,182,870</b>	<b>8,129,650</b>	<b>8,756,340</b>

## ECONOMIC REGENERATION &amp; LEISURE COMMITTEE

Cost Centre/Service	Original Approved Estimate 2021/22 £	Revised Estimate 2021/22 £	Estimate 2022/23 (Expenditure) £	Estimate 2022/23 (Income) £	Estimate 2022/23 £
Sandling Road Site	26,290	24,100	29,380		29,380
Innovation Centre	0	-14,050	275,900	-451,810	-175,910
Town Centre Management Sponsorship	0	11,450	0		0
Business Terrace	81,890	82,280	179,490	-95,050	84,440
Business Terrace Expansion (Phase 3)	-10,540	-10,480	187,580	-196,860	-9,280
<b>Business Support</b>	<b>97,640</b>	<b>93,300</b>	<b>672,350</b>	<b>-743,720</b>	<b>-71,370</b>
Leisure Services Section	55,620	55,970	101,600	-44,240	57,360
Cultural Services Section	370,910	413,180	479,050		479,050
Visitor Economy Section	116,960	118,100	120,210		120,210
Economic Development Section	177,210	222,030	195,910	-13,900	182,010
Market Section	86,600	86,440	89,920		89,920
Head of Regeneration and Economic Development	97,010	92,720	100,450	-1,540	98,910
Innovation Centre Section	-2,950	200,710	257,230	-60,490	196,740
Salary Slippage	-30,210	-33,730	-26,710		-26,710
<b>Corporate Support Services</b>	<b>871,150</b>	<b>1,155,420</b>	<b>1,317,660</b>	<b>-120,170</b>	<b>1,197,490</b>
Cultural Development Arts	11,840	9,950	10,720		10,720
Museum	14,340	20,180	94,070	-73,670	20,400
Carriage Museum	4,190	3,610	5,570	-1,600	3,970
Museum-Grant Funded Activities	0	10	0	0	0
Hazlitt Arts Centre	292,470	291,760	298,530		298,530
Festivals and Events	-25,070	-25,070	5,050	-30,020	-24,970
<b>Culture &amp; Heritage</b>	<b>297,770</b>	<b>300,440</b>	<b>413,940</b>	<b>-105,290</b>	<b>308,650</b>
Market	-55,530	-38,420	132,100	-155,890	-23,790
Economic Dev - Promotion & Marketing	1,480	36,620	5,340	-3,500	1,840
<b>Economic Development</b>	<b>-54,050</b>	<b>-1,800</b>	<b>137,440</b>	<b>-159,390</b>	<b>-21,950</b>
Mote Park Adventure Zone	-71,800	-71,530	6,450	-78,000	-71,550
Mote Park Cafe	-32,830	-36,020	7,780	-40,030	-32,250
Maintenance of Closed Churchyards	11,000	1,500	10,500		10,500
<b>Open Spaces</b>	<b>-93,630</b>	<b>-106,050</b>	<b>24,730</b>	<b>-118,030</b>	<b>-93,300</b>
Lettable Halls	-3,510	-3,470	7,450	-10,900	-3,450
Community Halls	76,020	59,330	66,340	-16,710	49,630
Leisure Centre	-176,130	-176,130	21,880	-200,000	-178,120
Cobtree Golf Course	-35,000	-35,000		-35,000	-35,000
<b>Recreation &amp; Sport</b>	<b>-138,620</b>	<b>-155,270</b>	<b>95,670</b>	<b>-262,610</b>	<b>-166,940</b>
Tourism	17,940	17,940	34,050	-15,450	18,600
Museum Shop	-18,700	-21,270	11,630	-32,900	-21,270
<b>Tourism</b>	<b>-760</b>	<b>-3,330</b>	<b>45,680</b>	<b>-48,350</b>	<b>-2,670</b>
<b>Economic Regeneration &amp; Leisure</b>	<b>979,500</b>	<b>1,282,710</b>	<b>2,707,470</b>	<b>-1,557,560</b>	<b>1,149,910</b>

**ECONOMIC REGENERATION & LEISURE COMMITTEE - SUBJECTIVE ANALYSIS**

<b>Subjective Analysis</b>	<b>Original Approved Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Estimate 2022/23 £</b>
Agency & Contractor	278,350	276,190	295,460
Employee Direct	1,194,710	1,128,020	1,034,920
Employee Other	-179,250	42,850	108,610
Equipment & Furniture	31,870	27,130	35,100
Fees & Charges	-481,510	-461,310	-639,110
General Insurances	37,540	39,640	39,800
Grants & Contributions Paid	17,840	20,840	18,120
Grants & Contributions Received	-60,490	-340,570	-285,820
Income Other	-616,610	-560,550	-598,320
Information & Communications	40,050	44,210	65,960
Premises Other	340,780	377,380	406,220
Printing & Stationery	6,920	7,900	11,060
Professional Services	12,860	48,870	26,430
Rent	-34,310	-34,310	-34,310
Repairs & Maintenance	142,160	155,700	170,330
Security & Protection	0	3,660	3,750
Subsistence & Training	810	7,910	810
Supplies & Services Other	165,260	364,990	313,540
Utilities	62,800	113,990	159,290
Vehicle & Transport	19,720	20,170	18,070
<b>Economic Regeneration &amp; Leisure</b>	<b>979,500</b>	<b>1,282,710</b>	<b>1,149,910</b>

**MAIDSTONE BOROUGH COUNCIL REVENUE ESTIMATES****REVISED ESTIMATE 2021/22 AND ESTIMATE 2022/23****PRIORITY SUMMARY**

<b>Priority</b>	<b>Original Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Estimate 2022/23 £</b>
Safe, Clean and Green	6,270,940	6,364,610	6,975,710
Homes and Communities	1,085,450	973,080	963,230
Thriving Place	1,103,340	1,422,480	1,269,920
Embracing Growth and Enabling Infrastructure	-423,200	-281,640	-245,980
Central and Democratic	7,840,870	7,599,560	9,602,990
	<b>15,877,400</b>	<b>16,078,090</b>	<b>18,565,870</b>
Invest to Save Contributions	10,000	0	0
Transfers to Reserves	3,807,440	3,616,750	4,666,190
<b>Net Revenue Expenditure</b>	<b>19,694,840</b>	<b>19,694,840</b>	<b>23,232,060</b>

## SAFE, CLEAN &amp; GREEN

Cost Centre/Service	Original Approved Estimate 2021/22 £	Revised Estimate 2021/22 £	Estimate 2022/23 (Expenditure) £	Estimate 2022/23 (Income) £	Estimate 2022/23 £
Mote Park Adventure Zone	-71,800	-71,530	6,450	-78,000	-71,550
Parks & Open Spaces	995,740	965,070	1,113,150	-136,550	976,600
Playground Maintenance & Improvements	138,520	147,800	144,010		144,010
Parks Pavilions	36,740	44,850	45,630	-10	45,620
Mote Park	257,240	249,390	273,230	-16,570	256,660
Mote Park Cafe	-32,830	-36,020	7,780	-40,030	-32,250
Parks & Open Spaces Leisure Activities	17,180	-1,600		-1,600	-1,600
Mote Park Leisure Activities	-37,710	-18,930		-18,930	-18,930
Allotments	13,120	13,210	13,480		13,480
Cemetery	64,930	62,750	207,430	-139,380	68,050
National Assistance Act	-400	-400	2,200	-2,610	-410
Crematorium	-838,930	-898,230	508,010	-1,357,780	-849,770
Maintenance of Closed Churchyards	11,000	1,500	10,500		10,500
Community Safety	28,420	28,420	29,030	0	29,030
PCC Grant - Building Safer Communities	0	0	31,880	-31,880	0
C C T V	77,250	77,310	72,680		72,680
Drainage	32,400	32,400	32,440		32,440
Licences	-5,300	-5,300	24,300	-28,890	-4,590
Licensing Statutory	-62,650	-62,650	81,030	-141,320	-60,290
Licensing Non Chargeable	7,870	7,870	8,110	0	8,110
Dog Control	30,480	28,200	32,600	-3,900	28,700
Health Improvement Programme	9,520	9,520	9,710		9,710
Pollution Control - General	12,230	32,600	23,460	-10,100	13,360
Contaminated Land	580	580	1,100	-500	600
Waste Crime	38,870	37,740	109,250	-67,560	41,690
Food Hygiene	9,310	9,310	12,630	-3,070	9,560
Sampling	3,580	3,580	3,650		3,650
Occupational Health & Safety	-6,450	-6,450		-6,450	-6,450
Infectious Disease Control	1,150	1,140	1,170		1,170
Noise Control	1,210	1,210	1,210		1,210
Pest Control	-11,840	-11,840	160	-12,000	-11,840
Public Conveniences	197,210	207,540	312,870		312,870
Licensing - Hackney & Private Hire	-61,200	-61,200	80,050	-139,120	-59,070
Street Cleansing	1,142,830	1,141,850	1,211,610	-20,700	1,190,910
Household Waste Collection	1,245,160	1,270,530	1,557,970	-171,470	1,386,500
Commercial Waste Services	-55,700	-55,540	201,340	-251,170	-49,830
Recycling Collection	713,310	745,260	2,385,310	-1,473,330	911,980
Climate change	0	26,000	0		0
Medway Conservancy	126,080	126,080	127,990		127,990
Head of Environment and Public Realm	110,340	109,780	114,060		114,060
Bereavement Services Section	254,960	261,210	262,470		262,470
Community Partnerships & Resilience Section	390,910	395,570	464,020	0	464,020
Licensing Section	114,320	114,560	117,790		117,790
Environmental Protection Section	272,240	272,240	280,410		280,410
Food and Safety Section	266,720	266,720	274,720		274,720
Depot Services Section	801,360	875,730	930,080	-42,560	887,520
Fleet Workshop & Management	244,990	225,950	232,570		232,570
MBS Support Crew	-59,990	-58,610	115,390	-173,320	-57,930
Grounds Maintenance - Commercial	-152,030	-140,560	162,590	-293,010	-130,420
<b>Safe, Clean &amp; Green</b>	<b>6,270,940</b>	<b>6,364,610</b>	<b>11,637,520</b>	<b>-4,661,810</b>	<b>6,975,710</b>

**SAFE, CLEAN & GREEN - SUBJECTIVE ANALYSIS**

<b>Subjective Analysis</b>	<b>Original Approved Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Estimate 2022/23 £</b>
Agency & Contractor	4,411,970	4,478,850	4,895,870
Employee Direct	3,944,980	4,012,950	4,093,600
Employee Other	50,660	113,390	172,540
Equipment & Furniture	377,470	408,400	389,930
Fees & Charges	-2,963,330	-3,010,480	-3,003,480
General Insurances	20,410	21,200	21,390
Grants & Contributions Paid	26,380	24,220	24,350
Grants & Contributions Received	-31,250	-144,490	-31,880
Income Other	-1,521,930	-1,615,830	-1,600,830
Information & Communications	33,000	28,520	29,080
Leasing & Capital Charges	20,010	20,010	20,010
Premises Other	253,600	249,710	256,800
Printing & Stationery	16,750	16,750	17,070
Professional Services	246,200	239,820	243,140
Rent	-23,340	-25,620	-25,620
Repairs & Maintenance	445,910	446,590	443,070
Security & Protection	22,370	22,370	22,820
Subsistence & Training	200	26,510	100
Supplies & Services Other	359,980	467,640	413,100
Utilities	244,040	239,040	249,460
Vehicle & Transport	336,860	345,060	345,190
<b>Safe, Clean &amp; Green</b>	<b>6,270,940</b>	<b>6,364,610</b>	<b>6,975,710</b>

**HOMES & COMMUNITIES**

<b>Cost Centre/Service</b>	<b>Original Approved Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Estimate 2022/23 (Expenditure) £</b>	<b>Estimate 2022/23 (Income) £</b>	<b>Estimate 2022/23 £</b>
Grants	165,950	165,950	165,950		165,950
Delegated Grants	2,140	2,140	2,140		2,140
Parish Services	129,880	134,490	144,490		144,490
MPH Residential Properties	-837,060	-833,120	18,610	-848,750	-830,140
General Fund Residential Properties	-101,350	-77,470	12,330	-89,450	-77,120
Strategic Housing Role	14,610	11,610	11,840	0	11,840
Housing Register & Allocations	10,820	13,820	14,090		14,090
Private Sector Renewal	-47,160	-47,160	2,900	-50,000	-47,100
HMO Licensing	-20,380	-20,380		-20,380	-20,380
Homeless Temporary Accommodation	397,520	327,520	457,850	-170,470	287,380
Homelessness Prevention	191,900	55,420	191,020	0	191,020
Aylesbury House	14,940	28,060	116,090	-69,140	46,950
Magnolia House	7,730	-1,460	52,970	-49,910	3,060
St Martins House	60	4,060	12,300	-12,240	60
Marsham Street	60,650	60,650	166,960	-104,220	62,740
Sundry Temporary Accommod (TA) Properties	3,210	-13,960	72,090	-84,430	-12,340
2 Bed Property - Temporary Accommodation	-57,140	-16,850	105,060	-137,760	-32,700
3 Bed Property - Temporary Accommodation	-35,820	-71,450	76,530	-147,180	-70,650
4 bed Property - Temporary Accommodation	-670	9,520	51,130	-40,990	10,140
1 Bed Property- Temporary Accommodation	3,190	3,150	9,120	-5,920	3,200
Supported Accommodation	-27,600	0	0	0	0
The Trinity Foyer	0	20,680	20,850		20,850
Chillington House	0	-5,720	10,640	-16,250	-5,610
Marden Caravan Site (Stilebridge Lane)	19,330	19,390	49,800	-30,340	19,460
Ulcombe Caravan Site (Water Lane)	6,590	6,640	46,680	-40,000	6,680
Homechoice Section	216,280	216,780	274,900	-52,080	222,820
Housing & Inclusion Section	416,710	417,150	1,005,560	-730,460	275,100
Housing & Health Section	273,820	273,390	563,410	-282,010	281,400
Housing Management	273,370	284,280	413,120	-126,980	286,140
Homelessness Outreach	3,930	5,950	301,080	-297,320	3,760
<b>Homes &amp; Communities</b>	<b>1,085,450</b>	<b>973,080</b>	<b>4,369,510</b>	<b>-3,406,280</b>	<b>963,230</b>

**HOMES & COMMUNITIES - SUBJECTIVE ANALYSIS**

<b>Subjective Analysis</b>	<b>Original Approved Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Estimate 2022/23 £</b>
Agency & Contractor	330	0	0
Employee Direct	1,930,750	2,317,770	2,442,470
Employee Other	-154,660	233,020	36,710
Equipment & Furniture	37,520	53,070	54,120
Fees & Charges	-90,720	-90,720	-90,720
General Insurances	150	150	150
Grants & Contributions Paid	307,650	309,260	319,390
Grants & Contributions Received	-710,050	-3,130,920	-1,497,030
Income Other	-3,060	-73,180	-45,030
Information & Communications	16,790	9,390	17,120
Premises Other	225,770	250,400	256,870
Printing & Stationery	150	150	150
Professional Services	695,820	696,670	539,640
Rent	-1,855,920	-1,773,500	-1,773,500
Repairs & Maintenance	333,410	375,410	375,410
Security & Protection	56,100	56,100	57,220
Subsistence & Training	0	8,730	0
Supplies & Services Other	209,330	1,616,810	162,460
Utilities	50,640	59,010	62,290
Vehicle & Transport	35,450	55,460	45,510
<b>Homes &amp; Communities</b>	<b>1,085,450</b>	<b>973,080</b>	<b>963,230</b>



## THRIVING PLACE

<b>Cost Centre/Service</b>	<b>Approved Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Estimate 2022/23 (Expenditure)</b>	<b>Estimate 2022/23 (Income)</b>	<b>Estimate 2022/23</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Cultural Development Arts	11,840	9,950	10,720		10,720
Museum	14,340	20,180	94,070	-73,670	20,400
Carriage Museum	4,190	3,610	5,570	-1,600	3,970
Hazlitt Arts Centre	292,470	291,760	298,530		298,530
Festivals and Events	-25,070	-25,070	5,050	-30,020	-24,970
Lettable Halls	-3,510	-3,470	7,450	-10,900	-3,450
Community Halls	76,020	59,330	66,340	-16,710	49,630
Leisure Centre	-176,130	-176,130	21,880	-200,000	-178,120
Cobtree Golf Course	-35,000	-35,000		-35,000	-35,000
Tourism	17,940	17,940	34,050	-15,450	18,600
Museum Shop	-18,700	-21,270	11,630	-32,900	-21,270
Sandling Road Site	26,290	24,100	29,380		29,380
Innovation Centre	0	-14,050	275,900	-451,810	-175,910
Town Centre Management Sponsorship	0	11,450	0		0
Business Terrace	81,890	82,280	179,490	-95,050	84,440
Business Terrace Expansion (Phase 3)	-10,540	-10,480	187,580	-196,860	-9,280
Market	-55,530	-38,420	132,100	-155,890	-23,790
Economic Dev - Promotion & Marketing	1,480	36,620	5,340	-3,500	1,840
Leisure Services Section	55,620	55,970	101,600	-44,240	57,360
Cultural Services Section	370,910	413,180	479,050		479,050
Visitor Economy Section	116,960	118,100	120,210		120,210
Economic Development Section	177,210	222,030	195,910	-13,900	182,010
Market Section	86,600	86,440	89,920		89,920
Head of Regeneration and Economic Development	97,010	92,720	100,450	-1,540	98,910
Innovation Centre Section	-2,950	200,710	257,230	-60,490	196,740
<b>Thriving Place</b>	<b>1,103,340</b>	<b>1,422,480</b>	<b>2,709,450</b>	<b>-1,439,530</b>	<b>1,269,920</b>

**THRIVING PLACE - SUBJECTIVE ANALYSIS**

<b>Subjective Analysis</b>	<b>Original Approved Estimate 2021/22</b>	<b>Revised Estimate 2021/22</b>	<b>Estimate 2022/23</b>
	£	£	£
Agency & Contractor	278,350	276,190	295,460
Employee Direct	1,234,840	1,168,150	1,066,530
Employee Other	-189,170	36,450	103,710
Equipment & Furniture	31,870	27,130	35,100
Fees & Charges	-481,510	-461,310	-639,110
General Insurances	31,340	33,170	33,350
Grants & Contributions Paid	17,840	20,840	18,120
Grants & Contributions Received	-60,490	-340,570	-285,820
Income Other	-498,580	-442,520	-480,290
Information & Communications	40,050	44,210	65,960
Premises Other	339,300	375,890	404,460
Printing & Stationery	6,920	7,900	11,060
Professional Services	12,860	48,870	26,430
Rent	-34,310	-34,310	-34,310
Repairs & Maintenance	125,440	151,680	153,810
Security & Protection	0	3,660	3,750
Subsistence & Training	810	7,910	810
Supplies & Services Other	165,260	364,990	313,540
Utilities	62,800	113,990	159,290
Vehicle & Transport	19,720	20,170	18,070
<b>Thriving Place</b>	<b>1,103,340</b>	<b>1,422,490</b>	<b>1,269,920</b>

## EMBRACING GROWTH &amp; ENABLING INFRASTRUCTURE

Cost Centre/Service	Original Approved	Revised Estimate	Estimate 2022/23	Estimate 2022/23	Estimate 2022/23
	Estimate 2021/22	2021/22	(Expenditure)	(Income)	Estimate 2022/23
	£	£	£	£	£
Building Regulations Chargeable	-346,920	-346,920	7,380	-361,670	-354,290
Building Control	-990	-990		-990	-990
Street Naming & Numbering	-73,350	-73,350		-73,350	-73,350
Development Control Advice	-237,940	-252,940	35,300	-292,700	-257,400
Development Control Appeals	129,260	129,260	131,850		131,850
Development Control Majors	-511,020	-511,020	21,680	-532,320	-510,640
Development Control - Other	-640,500	-640,500	6,370	-646,790	-640,420
Development Control Enforcement	69,840	69,840	71,240		71,240
Planning Policy	200,000	310,940	200,000	0	200,000
Neighbourhood Planning	0	0	0	-20,000	-20,000
Conservation	-11,210	-11,390	4,210	-15,600	-11,390
Land Charges	-264,950	-264,960	25,710	-290,400	-264,690
Environment Improvements	6,440	6,960	6,960	0	6,960
Name Plates & Notices	19,060	19,060	19,440		19,440
On Street Parking	-322,450	-322,250	427,650	-738,050	-310,400
Residents Parking	-206,700	-204,530	58,560	-261,280	-202,720
Pay & Display Car Parks	-1,239,320	-1,187,740	621,080	-1,801,750	-1,180,670
Non Paying Car Parks	16,690	14,500	14,860	-10	14,850
Off Street Parking - Enforcement	-114,230	-117,850	164,680	-276,690	-112,010
Mote Park Pay & Display	-186,020	-185,840	47,980	-233,380	-185,400
Sandling Road Car Park	3,280	3,230	55,000	-55,000	0
Former Park & Ride Sites	162,390	160,450	137,160		137,160
Other Transport Services	-4,530	-4,480	31,790	-36,110	-4,320
Spatial Policy Planning Section	421,770	440,050	452,660		452,660
Head of Planning and Development	110,760	110,280	113,410		113,410
Development Management Enforcement Section	185,030	-2,300	-2,220		-2,220
Building Surveying Section	446,150	442,030	457,530		457,530
Mid Kent Planning Support Service	313,850	314,690	528,970	-204,340	324,630
Heritage Landscape and Design Section	209,240	205,750	212,950		212,950
CIL Management Section	45,210	61,200	94,260	-30,000	64,260
Mid Kent Local Land Charges Section	90,520	93,740	218,800	-134,800	84,000
Development Management Section – Majors	282,700	287,540	298,260		298,260
Development Management Section – Others	683,040	858,450	971,580		971,580
Parking Services Section	341,700	317,450	458,860	-134,710	324,150
<b>Embracing Growth &amp; Enabling Infrastructure</b>	<b>-423,200</b>	<b>-281,640</b>	<b>5,893,960</b>	<b>-6,139,940</b>	<b>-245,980</b>

**GROWTH & INFRASTRUCTURE - SUBJECTIVE ANALYSIS**

<b>Subjective Analysis</b>	<b>Original Approved Estimate 2021/22</b> £	<b>Revised Estimate 2021/22</b> £	<b>Estimate 2022/23</b> £
Agency & Contractor Allowances	576,690	576,460	459,810
Benefits			
Employee Direct	3,339,050	3,331,840	3,454,940
Employee Other	69,680	103,990	124,380
Equipment & Furniture	91,640	100,390	93,210
Fees & Charges	-5,477,730	-5,482,170	-5,397,300
General Insurances	16,400	17,060	17,210
Grants & Contributions Paid	19,380	19,380	19,670
Grants & Contributions Received	-426,400	-569,401	-489,770
Income Other	-178,650	-245,390	-245,820
Information & Communications	190	190	190
Leasing & Capital Charges			
Premises Other	341,410	345,970	352,650
Printing & Stationery	30,490	32,670	30,820
Professional Services	502,430	621,181	498,360
Rent	-7,170	-7,050	-7,050
Repairs & Maintenance	203,890	257,960	231,660
Security & Protection	76,850	102,900	79,200
Subsistence & Training	2,690	4,050	2,690
Supplies & Services Other	292,250	394,230	416,770
Utilities	16,870	27,780	29,350
Vehicle & Transport	86,840	86,320	83,050
<b>Growth &amp; Infrastructure</b>	<b>-423,200</b>	<b>-281,640</b>	<b>-245,980</b>

## CENTRAL &amp; DEMOCRATIC

Cost Centre/Service	Original Approved Estimate 2021/22	Revised Estimate 2021/22	Estimate 2022/23 (Expenditure)	Estimate 2022/23 (Income)	Estimate 2022/23
	£	£	£	£	£
Lockmeadow	0	165,240	315,950	-148,870	167,080
Lockmeadow Complex	0	-1,389,160	1,110,630	-2,490,630	-1,380,000
Maidstone House Floors 1,2,3&4	0	0	324,820	-127,850	196,970
Civic Occasions	42,750	42,900	44,010		44,010
Members Allowances	396,290	396,560	408,000		408,000
Members Facilities	29,610	25,050	17,870	0	17,870
Contingency	287,110	-241,160	1,355,110	0	1,355,110
Performance & Development	13,140	12,590	11,930		11,930
Corporate Projects	6,200	0	50,000		50,000
Press & Public Relations	24,670	21,240	21,570	0	21,570
Corporate Management	600,520	600,520	476,770		476,770
Unapportionable Central Overheads	1,459,050	1,459,050	1,499,050		1,499,050
Council Tax Collection	55,050	55,050	94,700	-38,190	56,510
Council Tax Collection - Non Pooled	-357,010	-357,010	66,920	-423,340	-356,420
Council Tax Benefits Administration	-152,120	-152,120		-152,120	-152,120
NNDR Collection	1,520	1,520	2,750	-1,220	1,530
NNDR Collection - Non Pooled	-233,920	-233,920	15,600	-249,230	-233,630
MBC- BID	670	670	17,930	-17,260	670
Registration Of Electors	49,860	50,000	53,410	-2,390	51,020
Elections	143,310	291,130	147,980	-440	147,540
Emergency Centre	26,040	23,890	22,040		22,040
External Interest Payable	2,262,550	2,262,550	2,262,550		2,262,550
Interest & Investment Income	-100,000	-100,000		-100,000	-100,000
Palace Gatehouse	-7,300	-7,500	4,500	-12,000	-7,500
Archbishops Palace	-95,320	-75,150	44,170	-141,280	-97,110
Parkwood Industrial Estate	-277,540	-284,940	4,370	-291,410	-287,040
Industrial Starter Units	-12,510	-17,180	29,620	-46,120	-16,500
Parkwood Equilibrium Units	-65,200	-77,560	46,930	-123,600	-76,670
Sundry Corporate Properties	-552,080	-506,760	44,050	-280,640	-236,590
Phoenix Park Units	-193,590	-178,400	34,470	-250,470	-216,000
Granada House - Commercial	-94,640	-94,480	37,300	-130,530	-93,230
Heronen Road Units	-151,420	-149,140	15,320	-162,990	-147,670
Boxmend Industrial Estate	-87,010	-96,370	18,650	-113,790	-95,140
Lockmeadow	-72,300	0	0	0	0
NEW Lockmeadow Complex	-1,081,490	0	0	0	0
Wren Industrial Estate	-128,280	-117,920	61,660	-181,810	-120,150
Non Service Related Government Grants	-3,995,240	-3,995,240		-4,216,190	-4,216,190
Rent Allowances	-124,720	-115,330	33,398,340	-33,513,670	-115,330
Non HRA Rent Rebates	-10,770	-8,760	867,370	-876,130	-8,760
Discretionary Housing Payments	1,450	1,450	226,200	-224,750	1,450
Housing Benefits Administration	-353,730	-353,730	28,790	-368,240	-339,450
Democratic Services Section	189,110	202,340	264,770	-1,790	262,980
Mayoral & Civic Services Section	115,780	115,100	117,730		117,730
Chief Executive	183,830	183,690	188,160		188,160
Communications Section	188,470	192,580	198,910	-390	198,520
Policy & Information Section	239,810	363,170	395,400	0	395,400
Head of Policy and Communications	113,730	129,050	116,420		116,420
Biodiversity & Climate Change	61,780	62,000	98,480		98,480
Revenues Section	509,820	515,170	917,180	-385,850	531,330
Registration Services Section	114,640	92,400	95,830		95,830
Head of Housing & Community Services	111,200	110,620	113,750		113,750
Benefits Section	490,090	485,620	794,670	-287,280	507,390
Fraud Section	30,720	39,110	236,490	-204,570	31,920
Mid Kent Audit Partnership	232,510	227,220	676,250	-464,590	211,660
Director of Finance & Business Improvement	145,170	144,430	148,110		148,110
Accountancy Section	725,970	730,140	842,240	-23,420	818,820
Legal Services Section	483,100	483,100	699,140	-71,280	627,860
Director of Regeneration & Place	144,170	143,430	148,250	-1,150	147,100
Procurement Section	109,750	109,750	126,530	-13,360	113,170
Property & Projects Section	469,380	503,690	571,640	-5,700	565,940
Corporate Support Section	245,860	270,480	283,260		283,260
Improvement Section	350,180	360,300	400,850	-26,010	374,840
Executive Support Section	172,690	108,470	91,250		91,250
Head of Commissioning and Business Improvemen	107,190	138,440	109,840		109,840
Mid Kent ICT Services	550,860	550,690	1,608,040	-1,034,200	573,840
GIS Section	116,400	118,830	200,940	-78,720	122,220
Customer Services Section	686,610	646,700	680,350	0	680,350
Director of Mid Kent Services	45,850	45,450	145,090	-96,720	48,370
Mid Kent HR Services Section	389,780	404,940	656,720	-257,220	399,500
MBC HR Services Section	177,100	90,800	172,560	-2,130	170,430
Head of Revenues & Benefits	72,680	71,780	117,850	-41,140	76,710
Revenues & Benefits Business Support	87,670	98,750	351,750	-243,080	108,670
Dartford HR Services Section	-23,460	-13,240	54,750	-68,430	-13,680
IT Support for Revenues and Benefits	39,600	29,490	42,990	-17,310	25,680
Emergency Planning & Resilience	25,740	26,930	65,120	0	65,120
Salary Slippage 1PR	-248,930	-261,010	-284,570		-284,570
Salary Slippage 2SPI	-85,050	-91,680	-97,490		-97,490
Salary Slippage 3CHE	-151,110	-193,750	-190,280		-190,280
Salary Slippage 4ERL	-30,210	-33,730	-26,710		-26,710
Town Hall	109,620	115,930	122,310	-1,500	120,810
South Maidstone Depot	152,350	188,040	170,630		170,630

**CENTRAL & DEMOCRATIC**

<b>Cost Centre/Service</b>	<b>Original Approved Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Estimate 2022/23 (Expenditure) £</b>	<b>Estimate 2022/23 (Income) £</b>	<b>Estimate 2022/23 £</b>
The Link	98,560	105,530	384,360	-264,420	119,940
Maidstone House	1,082,570	1,052,020	371,770	-97,060	274,710
Museum Buildings	295,540	278,290	253,900	-1,110	252,790
I.T. Operational Services	582,680	650,460	624,630		624,630
Central Telephones	15,210	15,210	15,510		15,510
Apprentices Programme	50,160	75,140	51,300		51,300
Internal Printing	-4,630	-4,630	53,340	-56,920	-3,580
Debt Recovery Service	-16,510	-35,160	882,850	-897,000	-14,150
Debt Recovery MBC Profit Share	-73,100	-73,120		-95,470	-95,470
Appropriation Account	1,106,340	1,173,010	1,781,780		1,781,780
Pensions Fund Appropriation	0	0	0		0
<b>Central &amp; Democratic</b>	<b>7,840,870</b>	<b>7,599,550</b>	<b>59,025,970</b>	<b>-49,422,980</b>	<b>9,602,990</b>

**CENTRAL & DEMOCRATIC - SUBJECTIVE ANALYSIS**

<b>Subjective Analysis</b>	<b>Original Approved Estimate 2021/22 £</b>	<b>Revised Estimate 2021/22 £</b>	<b>Estimate 2022/23 £</b>
Agency & Contractor	966,730	964,920	1,181,560
Allowances	392,000	392,000	403,760
Benefits	37,434,600	34,504,080	34,491,910
Employee Direct	9,134,810	9,159,570	9,498,650
Employee Other	1,668,710	1,788,210	2,112,240
Equipment & Furniture	906,750	990,320	943,930
Fees & Charges	-850,040	-812,610	-960,610
General Insurances	13,990	14,380	14,690
Grants & Contributions Paid	2,380,780	2,381,130	2,365,230
Grants & Contributions Received	-45,604,360	-44,167,180	-42,773,690
Income Other	-1,117,760	-1,831,530	-1,921,490
Information & Communications	4,470	45,160	21,290
Leasing & Capital Charges	1,110,640	1,175,210	1,783,800
Premises Other	1,739,220	1,776,900	1,864,300
Printing & Stationery	131,390	164,030	122,760
Professional Services	465,690	1,454,450	1,417,670
Rent	-3,521,880	-4,125,370	-3,767,190
Repairs & Maintenance	552,160	846,020	695,770
Security & Protection	40,140	40,140	40,940
Subsistence & Training	178,290	133,240	186,340
Supplies & Services Other	1,310,390	2,202,960	1,357,850
Utilities	342,260	343,760	374,550
Vehicle & Transport	161,890	159,760	148,730
<b>Central &amp; Democratic Core</b>	<b>7,840,870</b>	<b>7,599,550</b>	<b>9,602,990</b>