

**MAIDSTONE BOROUGH COUNCIL REVENUE ESTIMATES****REVISED ESTIMATE 2022/23 AND ESTIMATE 2023/24****COMMITTEE SUMMARY**

<b>Committee</b>	<b>Original Estimate 2022/23</b>	<b>Revised Estimate 2022/23</b>	<b>Estimate 2023/24</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Corporate Services	8,830,090	9,277,520	8,241,630
Planning & Infrastructure	-267,900	-102,370	26,470
Communities, Housing & Environment	10,172,260	10,794,290	13,007,780
Economic Regeneration & Leisure	-166,360	-144,100	-159,980
	<b>18,568,090</b>	<b>19,825,340</b>	<b>21,115,900</b>
Transfers to Reserves	4,663,970	3,406,720	4,661,220
<b>Net Revenue Expenditure</b>	<b>23,232,060</b>	<b>23,232,060</b>	<b>25,777,120</b>

## CORPORATE SERVICES POLICY ADVISORY COMMITTEE

Cost Centre/Service	Original Approved Estimate 2022/23 £	Revised Estimate 2022/23 £	Estimate 2023/24 (Expenditure) £	Estimate 2023/24 (Income) £	Estimate 2023/24 £
Contingency	1,355,110	1,844,420	1,096,140		1,096,140
Unapportionable Central Overheads	1,499,050	1,487,680	961,570		961,570
Non Service Related Government Grants	-4,216,190	-4,216,190		-4,661,220	-4,661,220
Appropriation Account	1,781,780	1,867,790	1,861,790		1,861,790
Pensions Fund Appropriation	0	0	0		0
<b>Balances, Pensions &amp; Appropriation</b>	<b>419,750</b>	<b>983,700</b>	<b>3,919,500</b>	<b>-4,661,220</b>	<b>-741,720</b>
Street Naming & Numbering	-73,350	-73,350		-73,350	-73,350
<b>Building Control</b>	<b>-73,350</b>	<b>-73,350</b>	<b>0</b>	<b>-73,350</b>	<b>-73,350</b>
Sandling Road Site	29,380	27,660	30,150		30,150
<b>Business Support</b>	<b>29,380</b>	<b>27,660</b>	<b>30,150</b>	<b>0</b>	<b>30,150</b>
Council Tax Collection	56,510	56,510	110,710	-44,530	66,180
Council Tax Collection - Non Pooled	-356,420	-356,420	68,440	-444,500	-376,060
Council Tax Benefits Administration	-152,120	-164,320		-164,320	-164,320
NNDR Collection	1,530	1,530	3,240	-1,430	1,810
NNDR Collection - Non Pooled	-233,630	-239,010	16,350	-256,760	-240,410
MBC- BID	670	670	18,860	-18,120	740
Registration Of Electors	51,020	60,600	71,150	-2,510	68,640
Elections	147,540	181,200	164,720	-460	164,260
External Interest Payable	2,262,550	2,232,550	2,202,550		2,202,550
Interest & Investment Income	-100,000	-100,000		-150,000	-150,000
<b>Central Services to the Public</b>	<b>1,677,650</b>	<b>1,673,310</b>	<b>2,656,020</b>	<b>-1,082,630</b>	<b>1,573,390</b>
Palace Gatehouse	-7,500	-3,000	4,730	-12,000	-7,270
Archbishops Palace	-97,110	-104,500	45,480	-42,360	3,120
Parkwood Industrial Estate	-287,040	-286,940	4,590	-305,990	-301,400
Industrial Starter Units	-16,500	-17,190	30,070	-48,470	-18,400
Parkwood Equilibrium Units	-76,670	-88,600	49,070	-142,250	-93,180
Sundry Corporate Properties	-236,590	-228,340	47,480	-227,290	-179,810
Phoenix Park Units	-216,000	-218,850	33,430	-263,030	-229,600
Granada House - Commercial	-93,230	-93,490	75,040	-174,420	-99,380
MPH Residential Properties	-830,140	-729,930	23,800	-881,050	-857,250
Heron Road Units	-147,670	-151,400	12,230	-171,150	-158,920
Boxmend Industrial Estate	-95,140	-99,660	14,900	-119,500	-104,600
Wren Industrial Estate	-120,150	-102,580	70,320	-178,540	-108,220
<b>Commercial Investments</b>	<b>-2,223,740</b>	<b>-2,124,480</b>	<b>411,140</b>	<b>-2,566,050</b>	<b>-2,154,910</b>
Corporate Projects	50,000	50,000	0		0
Corporate Management	476,770	413,610	825,540		825,540
<b>Corporate Management</b>	<b>526,770</b>	<b>463,610</b>	<b>825,540</b>	<b>0</b>	<b>825,540</b>
Democratic Services Section	262,980	266,080	288,040	-1,720	286,320
Mayor & Civic Services Section	117,730	117,350	125,080		125,080
Chief Executive	188,160	188,380	197,850		197,850
Head of Policy and Communications	116,420	45,120	0		0
Director of Strategy Governance and Insight	0	76,900	131,680		131,680
Registration Services Section	95,830	92,170	94,050		94,050
Director of Finance, Resources & Business Improvement	148,110	147,320	153,160	-4,890	148,270
Accountancy Section	818,820	833,670	910,140	-24,400	885,740
Director of Regeneration & Place	147,100	146,310	156,480	0	156,480
Procurement Section	113,170	113,170	132,860	-14,030	118,830
Property & Projects Section	565,940	344,640	369,820	-5,970	363,850
Corporate Support Section	283,260	287,480	314,560		314,560
Improvement Section	374,840	375,330	279,510	-27,310	252,200
Executive Support Section	91,250	92,610	98,970		98,970
Head of Commissioning and Business Improvement	109,840	27,900	0		0
Emergency Planning & Resilience	65,120	126,700	134,180	0	134,180
Head of Property and Leisure	0	40,990	115,790		115,790
Facilities Section	0	243,470	257,250		257,250
Salary Slippage	-284,570	-285,760	-253,970		-253,970
<b>Corporate Support Services</b>	<b>3,214,000</b>	<b>3,279,830</b>	<b>3,505,450</b>	<b>-78,320</b>	<b>3,427,130</b>
Civic Occasions	44,010	54,930	46,030		46,030
Members Allowances	408,000	408,000	455,540		455,540
Members Facilities	17,870	17,880	18,300	0	18,300
<b>Democratic Representation</b>	<b>469,880</b>	<b>480,810</b>	<b>519,870</b>	<b>0</b>	<b>519,870</b>
Emergency Centre	22,040	22,350	23,680		23,680
<b>Emergency Planning</b>	<b>22,040</b>	<b>22,350</b>	<b>23,680</b>	<b>0</b>	<b>23,680</b>
Drainage	32,440	32,440	34,070		34,070
<b>Flood Defences &amp; Land Drainage</b>	<b>32,440</b>	<b>32,440</b>	<b>34,070</b>	<b>0</b>	<b>34,070</b>
Housing Benefits Administration	-339,450	-327,250	54,320	-369,200	-314,880
<b>Housing Benefit Administration</b>	<b>-339,450</b>	<b>-327,250</b>	<b>54,320</b>	<b>-369,200</b>	<b>-314,880</b>
General Fund Residential Properties	-77,120	-57,340	10,960	-66,880	-55,920
<b>Housing Strategy</b>	<b>-77,120</b>	<b>-57,340</b>	<b>10,960</b>	<b>-66,880</b>	<b>-55,920</b>
Medway Conservancy	127,990	127,990	134,390		134,390
<b>Levies</b>	<b>127,990</b>	<b>127,990</b>	<b>134,390</b>	<b>0</b>	<b>134,390</b>
Maidstone House - Landlord	196,970	-399,770	934,190	-1,347,270	-413,080
Town Hall	120,810	121,590	128,070	-1,500	126,570
South Maidstone Depot	170,630	219,860	177,360		177,360
The Link	119,940	54,540	336,250	-286,660	49,590
Maidstone House - MBC Tenant	274,710	673,620	776,530	-93,530	683,000
Museum Buildings	252,790	267,530	269,550	-1,170	268,380
<b>Office Accommodation</b>	<b>1,135,850</b>	<b>937,370</b>	<b>2,621,950</b>	<b>-1,730,130</b>	<b>891,820</b>
Maintenance of Closed Churchyards	10,500	10,500	11,030		11,030
<b>Open Spaces</b>	<b>10,500</b>	<b>10,500</b>	<b>11,030</b>	<b>0</b>	<b>11,030</b>
Rent Allowances	-115,330	-115,330	29,933,730	-30,047,800	-114,070
Non HRA Rent Rebates	-8,760	-8,760	1,102,410	-1,111,170	-8,760
Discretionary Housing Payments	1,450	0	231,980	-231,980	0
<b>Rent Rebates</b>	<b>-122,640</b>	<b>-124,090</b>	<b>31,268,120</b>	<b>-31,390,950</b>	<b>-122,830</b>
Revenues Section	531,330	565,280	980,800	-410,450	570,350
Benefits Section	507,390	507,970	855,810	-302,200	553,610
Fraud Section	31,920	49,790	252,970	-211,980	40,990

## CORPORATE SERVICES POLICY ADVISORY COMMITTEE

<b>Cost Centre/Service</b>	<b>Original Approved Estimate 2022/23 £</b>	<b>Revised Estimate 2022/23 £</b>	<b>Estimate 2023/24 (Expenditure) £</b>	<b>Estimate 2023/24 (Income) £</b>	<b>Estimate 2023/24 £</b>
Mid Kent Audit Partnership	211,660	203,950	701,890	-482,200	219,690
Legal Services Section	627,860	627,860	734,220	-74,790	659,430
Mid Kent ICT Services	573,840	571,180	1,691,410	-1,082,560	608,850
GIS Section	122,220	122,840	215,130	-86,000	129,130
Director of Mid Kent Services	48,370	44,710	146,820	-97,880	48,940
Mid Kent HR Services Section	399,500	396,780	686,870	-268,460	418,410
MBC HR Services Section	170,430	101,510	179,690	-2,240	177,450
Head of Revenues & Benefits	76,710	76,290	129,620	-45,220	84,400
Revenues & Benefits Business Support	108,670	99,270	401,480	-284,380	117,100
Dartford HR Services Section	-13,680	-14,750	62,990	-78,730	-15,740
IT Support for Revenues and Benefits	25,680	25,510	45,690	-18,300	27,390
I.T. Operational Services	624,630	633,310	664,490		664,490
Central Telephones	15,510	15,510	16,290		16,290
<b>Shared Services</b>	<b>4,062,040</b>	<b>4,027,010</b>	<b>7,766,170</b>	<b>-3,445,390</b>	<b>4,320,780</b>
Apprentices Programme	51,300	71,290	54,180		54,180
Internal Printing	-3,580	-3,580	56,000	-56,920	-920
Debt Recovery Service	-14,150	-17,920	1,016,570	-1,036,000	-19,430
Debt Recovery MBC Profit Share	-95,470	-132,340		-120,440	-120,440
<b>Trading Accounts</b>	<b>-61,900</b>	<b>-82,550</b>	<b>1,126,750</b>	<b>-1,213,360</b>	<b>-86,610</b>
<b>Corporate Services</b>	<b>8,830,090</b>	<b>9,277,520</b>	<b>54,919,110</b>	<b>-46,677,480</b>	<b>8,241,630</b>

**CORPORATE SERVICES POLICY ADVISORY COMMITTEE - SUBJECTIVE ANALYSIS**

<b>Subjective Analysis</b>	<b>Original Approved Estimate 2022/23 £</b>	<b>Revised Estimate 2022/23 £</b>	<b>Estimate 2023/24 £</b>
Agency & Contractor	859,770	822,540	863,670
Allowances	403,760	403,760	453,760
Benefits	34,491,910	34,497,690	31,268,120
Employee Direct	8,440,580	8,711,240	9,670,280
Employee Other	2,033,210	1,865,160	1,223,790
Equipment & Furniture	939,310	1,032,910	1,060,110
Fees & Charges	-1,033,960	-1,162,960	-1,175,760
General Insurances	14,510	14,400	15,110
Grants & Contributions Paid	2,360,450	2,346,960	2,301,700
Grants & Contributions Received	-42,869,160	-43,206,990	-40,314,840
Income Other	-1,003,330	-1,353,440	-1,432,960
Information & Communications	3,200	1,810	1,890
Leasing & Capital Charges	1,783,800	1,869,810	1,861,790
Premises Other	1,557,940	1,020,900	1,022,990
Printing & Stationery	104,610	103,680	107,250
Professional Services	502,660	822,340	944,990
Rent	-2,888,190	-3,704,400	-3,753,920
Repairs & Maintenance	521,780	828,820	795,390
Security & Protection	35,420	35,420	37,210
Subsistence & Training	181,800	124,760	190,770
Supplies & Services Other	1,742,700	3,143,810	1,996,510
Utilities	504,890	906,340	989,100
Vehicle & Transport	142,430	152,960	114,680
<b>Corporate Services</b>	<b>8,830,090</b>	<b>9,277,520</b>	<b>8,241,630</b>

## PLANNING &amp; INFRASTRUCTURE POLICY ADVISORY COMMITTEE

Cost Centre/Service	Original Approved Estimate 2022/23 £	Revised Estimate 2022/23 £	Estimate 2023/24 (Expenditure) £	Estimate 2023/24 (Income) £	Estimate 2023/24 £
Building Regulations Chargeable	-354,290	-375,160	7,750	-402,540	-394,790
Building Control	-990	-990		-1,040	-1,040
<b>Building Control</b>	<b>-355,280</b>	<b>-376,150</b>	<b>7,750</b>	<b>-403,580</b>	<b>-395,830</b>
Land Charges	-264,690	-264,590	27,030	-290,400	-263,370
<b>Central Services to the Public</b>	<b>-264,690</b>	<b>-264,590</b>	<b>27,030</b>	<b>-290,400</b>	<b>-263,370</b>
Spatial Policy Planning Section	452,660	473,260	345,670		345,670
Head of Planning and Development	113,410	121,330	118,920		118,920
Building Surveying Section	457,530	472,150	511,880		511,880
Heritage Landscape and Design Section	212,950	343,280	347,780		347,780
CIL Management Section	64,260	55,500	102,820	-91,250	11,570
Development Management Section – Majors	298,260	293,270	314,060		314,060
Development Management Section – Others	971,580	1,077,190	1,144,950		1,144,950
Head of Spatial Planning and Eco	0	0	115,540		115,540
Parking Services Section	324,150	372,920	545,940	-141,560	404,380
Salary Slippage	-97,490	-97,490	-175,280		-175,280
<b>Corporate Support Services</b>	<b>2,797,310</b>	<b>3,111,410</b>	<b>3,372,280</b>	<b>-232,810</b>	<b>3,139,470</b>
Development Control Advice	-257,400	-292,700	0	-292,700	-292,700
Development Control Appeals	131,850	131,850	138,450		138,450
Development Control Majors	-510,640	-558,060	22,710	-579,740	-557,030
Development Control - Other	-640,420	-772,030	6,640	-778,400	-771,760
Development Control Enforcement	71,240	71,240	74,800		74,800
<b>Development Control</b>	<b>-1,205,370</b>	<b>-1,419,700</b>	<b>242,600</b>	<b>-1,650,840</b>	<b>-1,408,240</b>
Environment Improvements	6,960	7,480	7,310		7,310
Name Plates & Notices	19,440	19,440	20,420		20,420
<b>Network &amp; Traffic Management</b>	<b>26,400</b>	<b>26,920</b>	<b>27,730</b>	<b>0</b>	<b>27,730</b>
On Street Parking	-310,400	-304,720	483,520	-797,550	-314,030
Residents Parking	-202,720	-202,320	65,370	-261,280	-195,910
Pay & Display Car Parks	-1,180,670	-1,203,350	628,450	-1,957,110	-1,328,660
Non Paying Car Parks	14,850	14,850	15,300	-10	15,290
Off Street Parking - Enforcement	-112,010	-107,030	188,800	-276,690	-87,890
Mote Park Pay & Display	-185,400	-195,380	40,140	-234,150	-194,010
Sandling Road Car Park	0	-670	54,410	-55,080	-670
<b>Parking Services</b>	<b>-1,976,350</b>	<b>-1,998,620</b>	<b>1,475,990</b>	<b>-3,581,870</b>	<b>-2,105,880</b>
Planning Policy	200,000	301,170	520,750	0	520,750
Neighbourhood Planning	-20,000	-20,000		-20,000	-20,000
Conservation	-11,390	-11,390	4,210	-15,600	-11,390
<b>Planning Policy</b>	<b>168,610</b>	<b>269,780</b>	<b>524,960</b>	<b>-35,600</b>	<b>489,360</b>
Park & Ride	137,160	135,920	109,040		109,040
Other Transport Services	-4,320	-4,220	33,210	-36,110	-2,900
<b>Public Transport</b>	<b>132,840</b>	<b>131,700</b>	<b>142,250</b>	<b>-36,110</b>	<b>106,140</b>
Mid Kent Planning Support Service	324,630	322,890	571,080	-221,220	349,860
Mid Kent Local Land Charges Section	84,000	93,990	236,690	-149,460	87,230
<b>Shared Services</b>	<b>408,630</b>	<b>416,880</b>	<b>807,770</b>	<b>-370,680</b>	<b>437,090</b>
<b>Planning &amp; Infrastructure</b>	<b>-267,900</b>	<b>-102,370</b>	<b>6,628,360</b>	<b>-6,601,890</b>	<b>26,470</b>

**PLANNING & INFRASTRUCTURE POLICY ADVISORY COMMITTEE -  
SUBJECTIVE ANALYSIS**

<b>Subjective Analysis</b>	<b>Original Approved Estimate 2022/23 £</b>	<b>Revised Estimate 2022/23 £</b>	<b>Estimate 2023/24 £</b>
Agency & Contractor	459,810	475,370	532,410
Employee Direct	3,339,530	3,721,360	4,015,520
Employee Other	144,530	155,530	-42,170
Equipment & Furniture	93,210	84,190	88,270
Fees & Charges	-5,323,950	-5,523,850	-5,743,850
General Insurances	17,240	16,950	17,270
Grants & Contributions Paid	19,670	19,670	20,470
Grants & Contributions Received	-489,770	-542,631	-527,660
Income Other	-245,820	-263,470	-322,980
Information & Communications	190	190	200
Premises Other	352,650	354,380	354,940
Printing & Stationery	30,820	15,640	17,130
Professional Services	498,330	492,141	791,450
Rent	-7,050	-7,050	-7,400
Repairs & Maintenance	231,660	262,920	255,610
Security & Protection	79,200	132,800	83,160
Subsistence & Training	2,690	17,280	2,820
Supplies & Services Other	416,760	378,510	400,280
Utilities	29,350	29,350	32,200
Vehicle & Transport	83,050	78,350	58,800
<b>Planning &amp; Infrastructure</b>	<b>-267,900</b>	<b>-102,370</b>	<b>26,470</b>

## COMMUNITIES, HOUSING &amp; ENVIRONMENT POLICY ADVISORY COMMITTEE

	Original Approved Estimate 2022/23	Revised Estimate 2022/23	Estimate 2023/24 (Expenditure)	Estimate 2023/24 (Income)	Estimate 2023/24
	£	£	£	£	£
<b>Cost Centre/Service</b>					
Cemetery	68,050	32,870	218,520	-242,080	-23,560
National Assistance Act	-410	-410	2,310	-2,740	-430
Crematorium	-849,770	-840,160	560,760	-1,527,240	-966,480
<b>Bereavement Services</b>	<b>-782,130</b>	<b>-807,700</b>	<b>781,590</b>	<b>-1,772,060</b>	<b>-990,470</b>
Grants	165,950	165,950	165,950		165,950
Delegated Grants	2,140	2,140	2,140		2,140
Parish Services	144,490	137,130	144,490		144,490
<b>Central Services to the Public</b>	<b>312,580</b>	<b>305,220</b>	<b>312,580</b>	<b>0</b>	<b>312,580</b>
Social Inclusion	0	53,430	0	0	0
<b>Community Development</b>	<b>0</b>	<b>53,430</b>	<b>0</b>	<b>0</b>	<b>0</b>
Community Safety	29,030	31,030	32,590	0	32,590
PCC Grant - Building Safer Communities	0	0	31,880	-31,880	0
C C T V	72,680	39,310	37,450		37,450
<b>Community Safety</b>	<b>101,710</b>	<b>70,340</b>	<b>101,920</b>	<b>-31,880</b>	<b>70,040</b>
Performance & Development	11,930	41,930	47,520		47,520
Press & Public Relations	21,570	21,570	4,660	0	4,660
<b>Corporate Management</b>	<b>33,500</b>	<b>63,500</b>	<b>52,180</b>	<b>0</b>	<b>52,180</b>
Visitor Economy Section	120,210	156,160	96,140		96,140
Head of Environment and Public Realm	114,060	113,730	120,320		120,320
Bereavement Services Section	262,470	292,750	315,510		315,510
Community Partnerships & Resilience Section	464,020	511,890	539,840		539,840
Licensing Section	117,790	125,550	124,740		124,740
Environmental Protection Section	280,410	280,410	294,430		294,430
Food and Safety Section	274,720	274,720	288,460		288,460
Depot Services Section	887,520	905,890	967,170	-44,690	922,480
Communications Section	198,520	240,310	256,520	-440	256,080
Policy & Information Section	395,400	483,300	512,010	0	512,010
Head of New Business & Housing Development	0	7,230	242,820	-123,060	119,760
Head of Housing & Community Services	113,750	113,030	118,370		118,370
Homechoice Section	222,820	229,610	345,640	-110,200	235,440
Housing & Inclusion Section	275,100	340,970	1,139,830	-821,810	318,020
Housing & Health Section	281,400	280,150	591,610	-301,280	290,330
Housing Management	286,140	231,810	423,310	-179,540	243,770
Homelessness Outreach	3,760	45,400	418,960	-370,690	48,270
Customer Services Section	680,350	675,970	730,150	0	730,150
Salary Slippage	-190,280	-215,120	-439,110		-439,110
<b>Corporate Support Services</b>	<b>4,788,160</b>	<b>5,093,760</b>	<b>7,086,720</b>	<b>-1,951,710</b>	<b>5,135,010</b>
Festivals and Events	-24,970	-24,970	5,300	-31,520	-26,220
<b>Culture &amp; Heritage</b>	<b>-24,970</b>	<b>-24,970</b>	<b>5,300</b>	<b>-31,520</b>	<b>-26,220</b>
Homeless Temporary Accommodation	287,380	287,380	1,080,750	-170,470	910,280
Homelessness Prevention	191,020	177,970	186,820	0	186,820
Aylesbury House	46,950	43,420	119,030	-69,140	49,890
Magnolia House	3,060	-470	52,270	-50,070	2,200
St Martins House	60	60	12,920	-12,240	680
Marsham Street	62,740	62,740	175,480	-104,220	71,260
Sundry Temporary Accommodation (TA) Properties	-12,340	-12,520	76,250	-84,430	-8,180
2 Bed Property - Temporary Accommodation	-32,700	-32,860	111,560	-137,760	-26,200
3 Bed Property - Temporary Accommodation	-70,650	-70,490	82,780	-147,180	-64,400
4 bed Property - Temporary Accommodation	10,140	6,740	50,600	-40,990	9,610
1 Bed Property- Temporary Accommodation	3,200	-3,550	10,760	-13,730	-2,970
Trinity	20,850	51,620	150,240	-119,000	31,240
Chillington House	-5,610	-5,650	11,510	-16,250	-4,740
<b>Homelessness</b>	<b>504,100</b>	<b>504,390</b>	<b>2,120,970</b>	<b>-965,480</b>	<b>1,155,490</b>
Housing Register & Allocations	14,090	14,090	14,790		14,790
<b>Housing Advice</b>	<b>14,090</b>	<b>14,090</b>	<b>14,790</b>	<b>0</b>	<b>14,790</b>
Strategic Housing Role	11,840	11,840	12,440		12,440
<b>Housing Strategy</b>	<b>11,840</b>	<b>11,840</b>	<b>12,440</b>	<b>0</b>	<b>12,440</b>
Parks & Open Spaces	976,600	914,340	1,177,620	-182,560	995,060
Playground Maintenance & Improvements	144,010	144,400	151,570		151,570
Parks Pavilions	45,620	33,550	48,190	-10	48,180
Mote Park	256,660	268,090	303,480	-16,980	286,500
Allotments	13,480	13,510	14,390		14,390
<b>Open Spaces</b>	<b>1,436,370</b>	<b>1,373,890</b>	<b>1,695,250</b>	<b>-199,550</b>	<b>1,495,700</b>
Marden Caravan Site (Stilebridge Lane)	19,460	19,430	52,300	-31,860	20,440
Ulcombe Caravan Site (Water Lane)	6,680	6,650	49,020	-42,000	7,020
<b>Other Council Properties</b>	<b>26,140</b>	<b>26,080</b>	<b>101,320</b>	<b>-73,860</b>	<b>27,460</b>
Private Sector Renewal	-47,100	-47,100	3,050	-50,000	-46,950
HMO Licensing	-20,380	-20,380		-20,380	-20,380
<b>Private Sector Housing Renewal</b>	<b>-67,480</b>	<b>-67,480</b>	<b>3,050</b>	<b>-70,380</b>	<b>-67,330</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>
Lettable Halls	-3,450	-3,470	7,830	-11,450	-3,620
Community Halls	49,630	47,800	70,330	-17,550	52,780
<b>Recreation &amp; Sport</b>	<b>46,180</b>	<b>44,330</b>	<b>78,160</b>	<b>-29,000</b>	<b>49,160</b>
Recycling Collection	911,980	1,016,460	3,557,100	-1,619,690	1,937,410
<b>Recycling</b>	<b>911,980</b>	<b>1,016,460</b>	<b>3,557,100</b>	<b>-1,619,690</b>	<b>1,937,410</b>
Licences	-4,590	-4,590	25,520	-30,330	-4,810

## COMMUNITIES, HOUSING &amp; ENVIRONMENT POLICY ADVISORY COMMITTEE

	Original Approved Estimate 2022/23 £	Revised Estimate 2022/23 £	Estimate 2023/24 (Expenditure) £	Estimate 2023/24 (Income) £	Estimate 2023/24 £
<b>Cost Centre/Service</b>					
Licensing Statutory	-60,290	-60,290	85,080	-148,410	-63,330
Licensing Non Chargeable	8,110	8,110	8,520	0	8,520
Dog Control	28,700	28,700	34,240	-3,900	30,340
Health Improvement Programme	9,710	5,370	5,640		5,640
Pollution Control - General	13,360	24,240	24,640	-14,510	10,130
Contaminated Land	600	600	1,160	-4,000	-2,840
Waste Crime	41,690	-2,240	31,300	-32,300	-1,000
Food Hygiene	9,560	9,560	13,270	-3,570	9,700
Sampling	3,650	3,650	3,830		3,830
Occupational Health & Safety	-6,450	-6,450		-7,550	-7,550
Infectious Disease Control	1,170	1,160	1,390		1,390
Noise Control	1,210	1,220	1,280		1,280
Pest Control	-11,840	-11,840	160	-12,000	-11,840
Public Conveniences	312,870	394,230	319,770		319,770
Licensing - Hackney & Private Hire	-59,070	-59,070	79,060	-146,060	-67,000
<b>Regulatory Services</b>	<b>288,390</b>	<b>332,360</b>	<b>634,860</b>	<b>-402,630</b>	<b>232,230</b>
Street Cleansing	1,190,910	1,185,550	1,309,850	-42,500	1,267,350
<b>Street Cleansing</b>	<b>1,190,910</b>	<b>1,185,550</b>	<b>1,309,850</b>	<b>-42,500</b>	<b>1,267,350</b>
Commercial Waste Services	-49,830	-51,310	213,140	-265,480	-52,340
<b>Trade Waste</b>	<b>-49,830</b>	<b>-51,310</b>	<b>213,140</b>	<b>-265,480</b>	<b>-52,340</b>
Fleet Workshop & Management	232,570	232,440	250,820		250,820
MBS Support Crew	-57,930	-58,870	93,650	-147,250	-53,600
Grounds Maintenance - Commercial	-130,420	0	0	0	0
<b>Trading Accounts</b>	<b>44,220</b>	<b>173,570</b>	<b>344,470</b>	<b>-147,250</b>	<b>197,220</b>
Household Waste Collection	1,386,500	1,476,940	2,515,070	-329,990	2,185,080
<b>Waste Collection</b>	<b>1,386,500</b>	<b>1,476,940</b>	<b>2,515,070</b>	<b>-329,990</b>	<b>2,185,080</b>
<b>Communities, Housing &amp; Environment</b>	<b>10,172,260</b>	<b>10,794,290</b>	<b>20,940,760</b>	<b>-7,932,980</b>	<b>13,007,780</b>

**COMMUNITIES, HOUSING & ENVIRONMENT POLICY ADVISORY  
COMMITTEE - SUBJECTIVE ANALYSIS**

<b>Subjective Analysis</b>	<b>Original Approved Estimate 2022/23 £</b>	<b>Revised Estimate 2022/23 £</b>	<b>Estimate 2023/24 £</b>
Agency & Contractor	4,895,870	5,057,690	6,897,330
Employee Direct	7,800,200	8,252,890	8,726,000
Employee Other	228,870	225,460	122,260
Equipment & Furniture	456,820	501,620	588,860
Fees & Charges	-3,073,670	-3,201,660	-3,427,280
General Insurances	15,620	16,340	16,880
Grants & Contributions Paid	348,520	377,760	350,210
Grants & Contributions Received	-1,528,910	-3,136,880	-1,819,850
Income Other	-1,572,790	-1,382,950	-1,682,070
Information & Communications	46,850	42,850	44,990
Leasing & Capital Charges	20,010	0	0
Premises Other	504,920	551,900	558,940
Printing & Stationery	34,500	61,520	21,200
Professional Services	796,300	993,940	1,382,950
Rent	-873,980	-1,046,240	-1,003,780
Repairs & Maintenance	773,610	880,840	803,210
Security & Protection	85,560	70,560	74,090
Subsistence & Training	600	36,450	640
Supplies & Services Other	605,580	1,786,950	632,830
Utilities	207,640	301,280	311,420
Vehicle & Transport	400,140	403,970	408,950
<b>Grand Total</b>	<b>10,172,260</b>	<b>10,794,290</b>	<b>13,007,780</b>

## ECONOMIC REGENERATION &amp; LEISURE POLICY ADVISORY COMMITTEE

Cost Centre/Service	Original Approved Estimate 2022/23 £	Revised Estimate 2022/23 £	Estimate 2023/24 (Expenditure) £	Estimate 2023/24 (Income) £	Estimate 2023/24 £
Innovation Centre	-175,910	-186,230	440,010	-475,600	-35,590
Business Terrace	84,440	92,230	197,630	-98,150	99,480
Business Terrace Expansion (Phase 3)	-9,280	-5,900	195,890	-206,730	-10,840
<b>Business Support</b>	<b>-100,750</b>	<b>-99,900</b>	<b>833,530</b>	<b>-780,480</b>	<b>53,050</b>
Lockmeadow	167,080	230,970	398,840	-156,310	242,530
Lockmeadow Complex	-1,380,000	-1,456,390	1,235,280	-2,687,760	-1,452,480
<b>Commercial Investments</b>	<b>-1,212,920</b>	<b>-1,225,420</b>	<b>1,634,120</b>	<b>-2,844,070</b>	<b>-1,209,950</b>
Leisure Services Section	57,360	57,680	108,030	-39,730	68,300
Cultural Services Section	479,050	382,350	406,070		406,070
Economic Development Section	182,010	202,920	92,520	-14,600	77,920
Market Section	89,920	88,140	94,880		94,880
Head of Regeneration and Economic Development	98,910	88,750	0	0	0
Innovation Centre Section	196,740	196,960	273,620	-60,490	213,130
Biodiversity & Climate Change	98,480	92,100	99,280		99,280
Salary Slippage	-26,710	-26,710	-43,250		-43,250
<b>Corporate Support Services</b>	<b>1,175,760</b>	<b>1,082,190</b>	<b>1,031,150</b>	<b>-114,820</b>	<b>916,330</b>
Cultural Development Arts	10,720	68,910	71,880		71,880
Museum	20,400	23,550	94,920	-75,130	19,790
Carriage Museum	3,970	3,590	5,910	-1,600	4,310
Museum-Grant Funded Activities	0	30	0	0	0
Hazlitt Arts Centre	298,530	297,510	330,710		330,710
<b>Culture &amp; Heritage</b>	<b>333,620</b>	<b>393,590</b>	<b>503,420</b>	<b>-76,730</b>	<b>426,690</b>
Market	-23,790	-23,700	127,530	-101,500	26,030
Economic Dev - Promotion & Marketing	1,840	37,080	5,800	-3,500	2,300
<b>Economic Development</b>	<b>-21,950</b>	<b>13,380</b>	<b>133,330</b>	<b>-105,000</b>	<b>28,330</b>
Climate change	0	30,650	7,050		7,050
<b>Flood Defences &amp; Land Drainage</b>	<b>0</b>	<b>30,650</b>	<b>7,050</b>	<b>0</b>	<b>7,050</b>
Mote Park Adventure Zone	-71,550	-68,420	9,670	-81,900	-72,230
Mote Park Cafe	-32,250	-32,430	8,100	-72,030	-63,930
Parks & Open Spaces Leisure Activities	-1,600	-1,600		-1,600	-1,600
Mote Park Leisure Activities	-18,930	-18,930		-19,690	-19,690
<b>Open Spaces</b>	<b>-124,330</b>	<b>-121,380</b>	<b>17,770</b>	<b>-175,220</b>	<b>-157,450</b>
Leisure Centre	-178,120	-179,540	23,620	-210,000	-186,380
Cobtree Golf Course	-35,000	-35,000		-35,000	-35,000
<b>Recreation &amp; Sport</b>	<b>-213,120</b>	<b>-214,540</b>	<b>23,620</b>	<b>-245,000</b>	<b>-221,380</b>
Tourism	18,600	18,600	35,850	-16,220	19,630
Museum Shop	-21,270	-21,270	12,270	-34,550	-22,280
<b>Tourism</b>	<b>-2,670</b>	<b>-2,670</b>	<b>48,120</b>	<b>-50,770</b>	<b>-2,650</b>
<b>Economic Regeneration &amp; Leisure</b>	<b>-166,360</b>	<b>-144,100</b>	<b>4,232,110</b>	<b>-4,392,090</b>	<b>-159,980</b>

**ECONOMIC REGENERATION & LESIURE POLICY ADVISORY COMMITTEE -  
SUBJECTIVE ANALYSIS**

<b>Subjective Analysis</b>	<b>Original Approved Estimate 2022/23 £</b>	<b>Revised Estimate 2022/23 £</b>	<b>Estimate 2023/24 £</b>
Agency & Contractor	295,460	310,230	344,120
Employee Direct	975,840	1,000,750	924,890
Employee Other	145,240	83,590	-71,170
Equipment & Furniture	26,950	50,630	27,900
Fees & Charges	-659,640	-191,430	-147,190
General Insurances	39,450	39,250	41,700
Grants & Contributions Paid	18,120	20,650	20,160
Grants & Contributions Received	-285,820	-421,025	-285,820
Income Other	-1,376,050	-1,568,260	-1,625,520
Information & Communications	83,400	85,250	89,150
Premises Other	719,570	599,140	679,170
Printing & Stationery	11,930	11,910	12,260
Professional Services	927,920	1,237,990	1,153,200
Rent	-1,838,450	-2,314,270	-2,333,560
Repairs & Maintenance	372,670	473,170	573,160
Security & Protection	3,750	3,750	3,940
Subsistence & Training	4,850	8,050	5,090
Supplies & Services Other	220,460	284,145	279,900
Utilities	133,060	127,480	139,600
Vehicle & Transport	14,930	14,900	9,040
<b>Economic Regeneration &amp; Leisure</b>	<b>-166,360</b>	<b>-144,100</b>	<b>-159,980</b>

**MAIDSTONE BOROUGH COUNCIL REVENUE ESTIMATES****REVISED ESTIMATE 2022/23 AND ESTIMATE 2023/24****PRIORITY SUMMARY**

<b>Priority</b>	<b>Original Estimate 2022/23</b>	<b>Revised Estimate 2022/23</b>	<b>Estimate 2023/24</b>
	<b>£</b>	<b>£</b>	<b>£</b>
Safe, Clean and Green	6,975,710	7,362,470	9,096,850
Homes and Communities	963,230	1,188,240	1,678,090
Thriving Place	1,269,920	1,309,840	1,409,110
Embracing Growth and Enabling Infrastructure	-243,760	-78,230	12,860
Central and Democratic	9,602,990	10,043,020	8,918,990
	<b>18,568,090</b>	<b>19,825,340</b>	<b>21,115,900</b>
Transfers to Reserves	4,663,970	3,406,720	4,661,220
<b>Net Revenue Expenditure</b>	<b>23,232,060</b>	<b>23,232,060</b>	<b>25,777,120</b>

## SAFE, CLEAN &amp; GREEN

Cost Centre/Service	Original Approved Estimate 2022/23 £	Revised Estimate 2022/23 £	Estimate 2023/24 (Expenditure) £	Estimate 2023/24 (Income) £	Estimate 2023/24 £
Mote Park Adventure Zone	-71,550	-68,420	9,670	-81,900	-72,230
Parks & Open Spaces	976,600	914,340	1,177,620	-182,560	995,060
Playground Maintenance & Improvements	144,010	144,400	151,570		151,570
Parks Pavilions	45,620	33,550	48,190	-10	48,180
Mote Park	256,660	268,090	303,480	-16,980	286,500
Mote Park Cafe	-32,250	-32,430	8,100	-72,030	-63,930
Parks & Open Spaces Leisure Activities	-1,600	-1,600	0	-1,600	-1,600
Mote Park Leisure Activities	-18,930	-18,930		-19,690	-19,690
Allotments	13,480	13,510	14,390		14,390
Cemetery	68,050	32,870	218,520	-242,080	-23,560
National Assistance Act	-410	-410	2,310	-2,740	-430
Crematorium	-849,770	-840,160	560,760	-1,527,240	-966,480
Maintenance of Closed Churchyards	10,500	10,500	11,030		11,030
Community Safety	29,030	31,030	32,590	0	32,590
PCC Grant - Building Safer Communities	0	0	31,880	-31,880	0
C C T V	72,680	39,310	37,450		37,450
Drainage	32,440	32,440	34,070		34,070
Licences	-4,590	-4,590	25,520	-30,330	-4,810
Licensing Statutory	-60,290	-60,290	85,080	-148,410	-63,330
Licensing Non Chargeable	8,110	8,110	8,520		8,520
Dog Control	28,700	28,700	34,240	-3,900	30,340
Health Improvement Programme	9,710	5,370	5,640		5,640
Pollution Control - General	13,360	24,240	24,640	-14,510	10,130
Contaminated Land	600	600	1,160	-4,000	-2,840
Waste Crime	41,690	-2,240	31,300	-32,300	-1,000
Food Hygiene	9,560	9,560	13,270	-3,570	9,700
Sampling	3,650	3,650	3,830		3,830
Occupational Health & Safety	-6,450	-6,450		-7,550	-7,550
Infectious Disease Control	1,170	1,160	1,390		1,390
Noise Control	1,210	1,220	1,280		1,280
Pest Control	-11,840	-11,840	160	-12,000	-11,840
Public Conveniences	312,870	394,230	319,770		319,770
Licensing - Hackney & Private Hire	-59,070	-59,070	79,060	-146,060	-67,000
Street Cleansing	1,190,910	1,185,550	1,309,850	-42,500	1,267,350
Household Waste Collection	1,386,500	1,476,940	2,515,070	-329,990	2,185,080
Commercial Waste Services	-49,830	-51,310	213,140	-265,480	-52,340
Recycling Collection	911,980	1,016,460	3,557,100	-1,619,690	1,937,410
Climate change	0	30,650	7,050		7,050
Medway Conservancy	127,990	127,990	134,390		134,390
Head of Environment and Public Realm	114,060	113,730	120,320		120,320
Bereavement Services Section	262,470	292,750	315,510		315,510
Community Partnerships & Resilience Section	464,020	511,890	539,840		539,840
Licensing Section	117,790	125,550	124,740		124,740
Environmental Protection Section	280,410	280,410	294,430		294,430
Food and Safety Section	274,720	274,720	288,460		288,460
Depot Services Section	887,520	905,890	967,170	-44,690	922,480
Head of New Business & Housing Development	0	7,230	242,820	-123,060	119,760
Fleet Workshop & Management	232,570	232,440	250,820		250,820
MBS Support Crew	-57,930	-58,870	93,650	-147,250	-53,600
Grounds Maintenance - Commercial	-130,420	0	0	0	0
<b>Safe, Clean &amp; Green</b>	<b>6,975,710</b>	<b>7,362,470</b>	<b>14,250,850</b>	<b>-5,154,000</b>	<b>9,096,850</b>

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

<b>Subjective Analysis</b>	<b>Original Approved Estimate 2022/23 £</b>	<b>Revised Estimate 2022/23 £</b>	<b>Estimate 2023/24 £</b>
Agency & Contractor	4,895,870	5,057,690	6,897,330
Employee Direct	4,093,600	4,161,510	4,629,170
Employee Other	172,540	130,150	106,450
Equipment & Furniture	389,930	421,840	511,770
Fees & Charges	-3,003,480	-3,131,470	-3,354,330
General Insurances	21,390	25,450	26,000
Grants & Contributions Paid	24,350	24,350	25,440
Grants & Contributions Received	-31,880	-174,530	-31,880
Income Other	-1,600,830	-1,386,140	-1,739,840
Information & Communications	29,080	26,580	27,910
Leasing & Capital Charges	20,010	0	0
Premises Other	256,800	264,140	273,600
Printing & Stationery	17,070	16,550	17,420
Professional Services	243,140	313,290	250,760
Rent	-25,620	-26,630	-27,950
Repairs & Maintenance	443,070	547,030	466,030
Security & Protection	22,820	7,820	8,210
Subsistence & Training	100	14,620	110
Supplies & Services Other	413,100	454,110	361,950
Utilities	249,460	267,240	286,670
Vehicle & Transport	345,190	348,870	362,030
<b>Safe, Clean &amp; Green</b>	<b>6,975,710</b>	<b>7,362,470</b>	<b>9,096,850</b>

## HOMES &amp; COMMUNITIES

Cost Centre/Service	Original Approved Estimate 2022/23 £	Revised Estimate 2022/23 £	Estimate 2023/24 (Expenditure) £	Estimate 2023/24 (Income) £	Estimate 2023/24 £
Social Inclusion	0	53,430	0	0	0
Grants	165,950	165,950	165,950		165,950
Delegated Grants	2,140	2,140	2,140		2,140
Parish Services	144,490	137,130	144,490		144,490
MPH Residential Properties	-830,140	-729,930	23,800	-881,050	-857,250
General Fund Residential Properties	-77,120	-57,340	10,960	-66,880	-55,920
Strategic Housing Role	11,840	11,840	12,440		12,440
Housing Register & Allocations	14,090	14,090	14,790		14,790
Private Sector Renewal	-47,100	-47,100	3,050	-50,000	-46,950
HMO Licensing	-20,380	-20,380		-20,380	-20,380
Homeless Temporary Accommodation	287,380	287,380	1,080,750	-170,470	910,280
Homelessness Prevention	191,020	177,970	186,820	0	186,820
Aylesbury House	46,950	43,420	119,030	-69,140	49,890
Magnolia House	3,060	-470	52,270	-50,070	2,200
St Martins House	60	60	12,920	-12,240	680
Marsham Street	62,740	62,740	175,480	-104,220	71,260
Sundry Temporary Accommodation (TA) Properties	-12,340	-12,520	76,250	-84,430	-8,180
2 Bed Property - Temporary Accommodation	-32,700	-32,860	111,560	-137,760	-26,200
3 Bed Property - Temporary Accommodation	-70,650	-70,490	82,780	-147,180	-64,400
4 bed Property - Temporary Accommodation	10,140	6,740	50,600	-40,990	9,610
1 Bed Property - Temporary Accommodation	3,200	-3,550	10,760	-13,730	-2,970
Trinity	20,850	51,620	150,240	-119,000	31,240
Chillington House	-5,610	-5,650	11,510	-16,250	-4,740
Marden Caravan Site (Stilebridge Lane)	19,460	19,430	52,300	-31,860	20,440
Ulcombe Caravan Site (Water Lane)	6,680	6,650	49,020	-42,000	7,020
Homechoice Section	222,820	229,610	345,640	-110,200	235,440
Housing & Inclusion Section	275,100	340,970	1,139,830	-821,810	318,020
Housing & Health Section	281,400	280,150	591,610	-301,280	290,330
Housing Management	286,140	231,810	423,310	-179,540	243,770
Homelessness Outreach	3,760	45,400	418,960	-370,690	48,270
<b>Homes &amp; Communities</b>	<b>963,230</b>	<b>1,188,240</b>	<b>5,519,260</b>	<b>-3,841,170</b>	<b>1,678,090</b>

**HOMES & COMMUNITIES - SUBJECTIVE ANALYSIS**

<b>Subjective Analysis</b>	<b>Original Approved Estimate 2022/23 £</b>	<b>Revised Estimate 2022/23 £</b>	<b>Estimate 2023/24 £</b>
Employee Direct	2,442,470	2,621,380	2,820,050
Employee Other	36,710	97,400	44,940
Equipment & Furniture	54,120	93,540	63,670
Fees & Charges	-90,720	-90,720	-94,240
General Insurances	150	150	150
Grants & Contributions Paid	319,390	312,030	319,740
Grants & Contributions Received	-1,497,030	-2,785,030	-1,787,970
Income Other	-45,030	-44,880	-48,920
Information & Communications	17,120	15,620	16,400
Premises Other	256,870	298,110	298,140
Printing & Stationery	150	1,650	1,740
Professional Services	539,640	574,790	1,119,910
Rent	-1,773,500	-1,825,250	-1,910,040
Repairs & Maintenance	375,410	377,240	383,830
Security & Protection	57,220	57,220	60,080
Subsistence & Training	0	14,800	0
Supplies & Services Other	162,460	1,287,160	217,450
Utilities	62,290	137,520	132,480
Vehicle & Transport	45,510	45,510	40,680
<b>Homes &amp; Communities</b>	<b>963,230</b>	<b>1,188,240</b>	<b>1,678,090</b>

## THRIVING PLACE

<b>Cost Centre/Service</b>	<b>Original Approved Estimate 2022/23 £</b>	<b>Revised Estimate 2022/23 £</b>	<b>Estimate 2023/24 (Expenditure) £</b>	<b>Estimate 2023/24 (Income) £</b>	<b>Estimate 2023/24 £</b>
Cultural Development Arts	10,720	68,910	71,880		71,880
Museum	20,400	23,550	94,920	-75,130	19,790
Carriage Museum	3,970	3,590	5,910	-1,600	4,310
Museum-Grant Funded Activities	0	30	0	0	0
Hazlitt Arts Centre	298,530	297,510	330,710		330,710
Festivals and Events	-24,970	-24,970	5,300	-31,520	-26,220
Lettable Halls	-3,450	-3,470	7,830	-11,450	-3,620
Community Halls	49,630	47,800	70,330	-17,550	52,780
Leisure Centre	-178,120	-179,540	23,620	-210,000	-186,380
Cobtree Golf Course	-35,000	-35,000		-35,000	-35,000
Tourism	18,600	18,600	35,850	-16,220	19,630
Museum Shop	-21,270	-21,270	12,270	-34,550	-22,280
Sandling Road Site	29,380	27,660	30,150		30,150
Innovation Centre	-175,910	-186,230	440,010	-475,600	-35,590
Business Terrace	84,440	92,230	197,630	-98,150	99,480
Business Terrace Expansion (Phase 3)	-9,280	-5,900	195,890	-206,730	-10,840
Market	-23,790	-23,700	127,530	-101,500	26,030
Economic Dev - Promotion & Marketing	1,840	37,080	5,800	-3,500	2,300
Leisure Services Section	57,360	57,680	108,030	-39,730	68,300
Cultural Services Section	479,050	382,350	406,070		406,070
Visitor Economy Section	120,210	156,160	96,140		96,140
Economic Development Section	182,010	202,920	92,520	-14,600	77,920
Market Section	89,920	88,140	94,880		94,880
Head of Regeneration and Economic Development	98,910	88,750	0	0	0
Innovation Centre Section	196,740	196,960	273,620	-60,490	213,130
Head of Spatial Planning and Economic Development	0	0	115,540		115,540
<b>Thriving Place</b>	<b>1,269,920</b>	<b>1,309,840</b>	<b>2,842,430</b>	<b>-1,433,320</b>	<b>1,409,110</b>

**THRIVING PLACE - SUBJECTIVE ANALYSIS**

<b>Subjective Analysis</b>	<b>Original Approved Estimate 2022/23 £</b>	<b>Revised Estimate 2022/23 £</b>	<b>Estimate 2023/24 £</b>
Agency & Contractor	295,460	310,230	344,120
Employee Direct	1,065,860	1,091,330	1,110,710
Employee Other	104,380	87,900	-95,540
Equipment & Furniture	35,100	32,250	36,460
Fees & Charges	-639,110	-170,900	-125,900
General Insurances	33,380	29,840	32,310
Grants & Contributions Paid	18,320	23,570	17,980
Grants & Contributions Received	-285,820	-421,025	-285,820
Income Other	-480,290	-485,100	-472,960
Information & Communications	65,960	67,810	70,840
Premises Other	404,460	387,290	458,180
Printing & Stationery	12,060	12,040	12,400
Professional Services	156,430	271,530	163,190
Rent	-34,310	-536,130	-548,640
Repairs & Maintenance	153,810	191,420	276,270
Security & Protection	3,750	3,750	3,940
Subsistence & Training	5,050	8,250	5,300
Supplies & Services Other	177,570	233,485	226,720
Utilities	159,290	153,710	168,150
Vehicle & Transport	18,570	18,590	11,400
<b>Thriving Place</b>	<b>1,269,920</b>	<b>1,309,840</b>	<b>1,409,110</b>

## EMBRACING GROWTH &amp; ENABLING INFRASTRUCTURE

Cost Centre/Service	Original Approved Estimate 2022/23 £	Revised Estimate 2022/23 £	Estimate 2023/24 (Expenditure) £	Estimate 2023/24 (Income) £	Estimate 2023/24 £
Building Regulations Chargeable	-354,290	-375,160	7,750	-402,540	-394,790
Building Control	-990	-990		-1,040	-1,040
Street Naming & Numbering	-73,350	-73,350		-73,350	-73,350
Development Control Advice	-257,400	-292,700	0	-292,700	-292,700
Development Control Appeals	131,850	131,850	138,450		138,450
Development Control Majors	-510,640	-558,060	22,710	-579,740	-557,030
Development Control - Other	-640,420	-772,030	6,640	-778,400	-771,760
Development Control Enforcement	71,240	71,240	74,800		74,800
Planning Policy	200,000	301,170	520,750	0	520,750
Neighbourhood Planning	-20,000	-20,000		-20,000	-20,000
Conservation	-11,390	-11,390	4,210	-15,600	-11,390
Land Charges	-264,690	-264,590	27,030	-290,400	-263,370
Environment Improvements	6,960	7,480	7,310		7,310
Name Plates & Notices	19,440	19,440	20,420		20,420
On Street Parking	-310,400	-304,720	483,520	-797,550	-314,030
Residents Parking	-202,720	-202,320	65,370	-261,280	-195,910
Pay & Display Car Parks	-1,180,670	-1,203,350	628,450	-1,957,110	-1,328,660
Non Paying Car Parks	14,850	14,850	15,300	-10	15,290
Off Street Parking - Enforcement	-112,010	-107,030	188,800	-276,690	-87,890
Mote Park Pay & Display	-185,400	-195,380	40,140	-234,150	-194,010
Sandling Road Car Park	0	-670	54,410	-55,080	-670
Park & Ride	137,160	135,920	109,040		109,040
Other Transport Services	-4,320	-4,220	33,210	-36,110	-2,900
Spatial Policy Planning Section	452,660	473,260	345,670		345,670
Head of Planning and Development	113,410	121,330	118,920		118,920
Building Surveying Section	457,530	472,150	511,880		511,880
Mid Kent Planning Support Service	324,630	322,890	571,080	-221,220	349,860
Heritage Landscape and Design Section	212,950	343,280	347,780		347,780
CIL Management Section	64,260	55,500	102,820	-91,250	11,570
Mid Kent Local Land Charges Section	84,000	93,990	236,690	-149,460	87,230
Development Management Section – Majors	298,260	293,270	314,060		314,060
Development Management Section – Others	971,580	1,077,190	1,144,950		1,144,950
Parking Services Section	324,150	372,920	545,940	-141,560	404,380
<b>Enabling Growth &amp; Enabling Infrastructure</b>	<b>-243,760</b>	<b>-78,230</b>	<b>6,688,100</b>	<b>-6,675,240</b>	<b>12,860</b>

**EMBRACING GROWTH & ENABLING INFRASTRUCTURE - SUBJECTIVE ANALYSIS**

<b>Subjective Analysis</b>	<b>Original Approved Estimate 2022/23 £</b>	<b>Revised Estimate 2022/23 £</b>	<b>Estimate 2023/24 £</b>
Agency & Contractor	459,810	475,370	532,410
Employee Direct	3,454,900	3,836,730	4,095,580
Employee Other	126,650	137,650	-62,460
Equipment & Furniture	93,210	84,190	88,270
Fees & Charges	-5,397,300	-5,597,200	-5,817,200
General Insurances	17,240	16,950	17,240
Grants & Contributions Paid	19,670	19,670	20,470
Grants & Contributions Received	-489,770	-542,631	-527,660
Income Other	-245,820	-263,470	-322,980
Information & Communications	190	190	200
Premises Other	352,650	354,380	354,940
Printing & Stationery	30,820	15,640	17,130
Professional Services	498,330	492,141	791,450
Rent	-7,050	-7,050	-7,400
Repairs & Maintenance	231,660	262,920	255,610
Security & Protection	79,200	132,800	83,160
Subsistence & Training	2,690	17,280	2,820
Supplies & Services Other	416,760	378,510	400,280
Utilities	29,350	29,350	32,200
Vehicle & Transport	83,050	78,350	58,800
<b>Embracing Growth &amp; Enabling Infrastructure</b>	<b>-243,760</b>	<b>-78,230</b>	<b>12,860</b>

## CENTRAL &amp; DEMOCRATIC

<b>Cost Centre/Service</b>	<b>Original Approved Estimate 2022/23</b>	<b>Revised Estimate 2022/23</b>	<b>Estimate 2023/24 (Expenditure)</b>	<b>Estimate 2023/24 (Income)</b>	<b>Estimate 2023/24</b>
	£	£	£	£	£
Lockmeadow	167,080	230,970	398,840	-156,310	242,530
Lockmeadow Complex	-1,380,000	-1,456,390	1,235,280	-2,687,760	-1,452,480
Maidstone House - Landlord	196,970	-399,770	934,190	-1,347,270	-413,080
Civic Occasions	44,010	54,930	46,030		46,030
Members Allowances	408,000	408,000	455,540		455,540
Members Facilities	17,870	17,880	18,300	0	18,300
Contingency	1,355,110	1,844,420	1,096,140		1,096,140
Performance & Development	11,930	41,930	47,520		47,520
Corporate Projects	50,000	50,000	0		0
Press & Public Relations	21,570	21,570	4,660	0	4,660
Corporate Management	476,770	413,610	825,540		825,540
Unapportionable Central Overheads	1,499,050	1,487,680	961,570		961,570
Council Tax Collection	56,510	56,510	110,710	-44,530	66,180
Council Tax Collection - Non Pooled	-356,420	-356,420	68,440	-444,500	-376,060
Council Tax Benefits Administration	-152,120	-164,320		-164,320	-164,320
NNDR Collection	1,530	1,530	3,240	-1,430	1,810
NNDR Collection - Non Pooled	-233,630	-239,010	16,350	-256,760	-240,410
MBC- BID	670	670	18,860	-18,120	740
Registration Of Electors	51,020	60,600	71,150	-2,510	68,640
Elections	147,540	181,200	164,720	-460	164,260
Emergency Centre	22,040	22,350	23,680		23,680
External Interest Payable	2,262,550	2,232,550	2,202,550		2,202,550
Interest & Investment Income	-100,000	-100,000		-150,000	-150,000
Palace Gatehouse	-7,500	-3,000	4,730	-12,000	-7,270
Archbishops Palace	-97,110	-104,500	45,480	-42,360	3,120
Parkwood Industrial Estate	-287,040	-286,940	4,590	-305,990	-301,400
Industrial Starter Units	-16,500	-17,190	30,070	-48,470	-18,400
Parkwood Equilibrium Units	-76,670	-88,600	49,070	-142,250	-93,180
Sundry Corporate Properties	-236,590	-228,340	47,480	-227,290	-179,810
Phoenix Park Units	-216,000	-218,850	33,430	-263,030	-229,600
Granada House - Commercial	-93,230	-93,490	75,040	-174,420	-99,380
Heronden Road Units	-147,670	-151,400	12,230	-176,360	-164,130
Boxmend Industrial Estate	-95,140	-99,660	14,900	-119,500	-104,600
Wren Industrial Estate	-120,150	-102,580	70,320	-178,540	-108,220
Non Service Related Government Grants	-4,216,190	-4,216,190		-4,656,010	-4,656,010
Rent Allowances	-115,330	-115,330	29,933,730	-30,047,800	-114,070
Non HRA Rent Rebates	-8,760	-8,760	1,102,410	-1,111,170	-8,760
Discretionary Housing Payments	1,450	0	231,980	-231,980	0
Housing Benefits Administration	-339,450	-327,250	54,320	-369,200	-314,880
Democratic Services Section	262,980	266,080	288,040	-1,720	286,320
Mayoral & Civic Services Section	117,730	117,350	125,080		125,080
Chief Executive	188,160	188,380	197,850		197,850
Communications Section	198,520	240,310	256,520	-440	256,080
Policy & Information Section	395,400	483,300	512,010	0	512,010
Head of Policy and Communications	116,420	45,120	0		0
Biodiversity & Climate Change	98,480	92,100	99,280		99,280
Director of Strategy Governance and Insight	0	76,900	131,680		131,680
Revenues Section	531,330	565,280	980,800	-410,450	570,350
Registration Services Section	95,830	92,170	94,050		94,050
Head of Housing & Community Services	113,750	113,030	118,370		118,370
Benefits Section	507,390	507,970	855,810	-302,200	553,610
Fraud Section	31,920	49,790	252,970	-211,980	40,990
Mid Kent Audit Partnership	211,660	203,950	701,890	-482,200	219,690
Director of Finance, Resources & Business Improvement	148,110	147,320	153,160	-4,890	148,270
Accountancy Section	818,820	833,670	910,140	-24,400	885,740
Legal Services Section	627,860	627,860	734,220	-74,790	659,430
Director of Regeneration & Place	147,100	146,310	156,480	0	156,480
Procurement Section	113,170	113,170	132,860	-14,030	118,830
Property & Projects Section	565,940	344,640	369,820	-5,970	363,850
Corporate Support Section	283,260	287,480	314,560		314,560
Improvement Section	374,840	375,330	279,510	-27,310	252,200
Executive Support Section	91,250	92,610	98,970		98,970
Head of Commissioning and Business Improvement	109,840	27,900	0		0
Mid Kent ICT Services	573,840	571,180	1,691,410	-1,082,560	608,850
GIS Section	122,220	122,840	215,130	-86,000	129,130
Customer Services Section	680,350	675,970	730,150	0	730,150
Director of Mid Kent Services	48,370	44,710	146,820	-97,880	48,940
Mid Kent HR Services Section	399,500	396,780	686,870	-268,460	418,410
MBC HR Services Section	170,430	101,510	179,690	-2,240	177,450
Head of Revenues & Benefits	76,710	76,290	129,620	-45,220	84,400
Revenues & Benefits Business Support	108,670	99,270	401,480	-284,380	117,100
Dartford HR Services Section	-13,680	-14,750	62,990	-78,730	-15,740
IT Support for Revenues and Benefits	25,680	25,510	45,690	-18,300	27,390
Emergency Planning & Resilience	65,120	126,700	134,180	0	134,180
Head of Property and Leisure	0	40,990	115,790		115,790
Facilities Section	0	243,470	257,250		257,250
Salary Slippage 1PR	-284,570	-285,760	-253,970		-253,970
Salary Slippage 2SPI	-97,490	-97,490	-175,280		-175,280
Salary Slippage 3CHE	-190,280	-215,120	-439,110		-439,110
Salary Slippage 4ERL	-26,710	-26,710	-43,250		-43,250
Town Hall	120,810	121,590	128,070	-1,500	126,570
South Maidstone Depot	170,630	219,860	177,360		177,360
The Link	119,940	54,540	336,250	-286,660	49,590

## CENTRAL &amp; DEMOCRATIC

<b>Cost Centre/Service</b>	<b>Original Approved Estimate 2022/23</b>	<b>Revised Estimate 2022/23</b>	<b>Estimate 2023/24 (Expenditure)</b>	<b>Estimate 2023/24 (Income)</b>	<b>Estimate 2023/24</b>
	£	£	£	£	£
Maidstone House - MBC Tenant	274,710	673,620	776,530	-93,530	683,000
Museum Buildings	252,790	267,530	269,550	-1,170	268,380
I.T. Operational Services	624,630	633,310	664,490		664,490
Central Telephones	15,510	15,510	16,290		16,290
Apprentices Programme	51,300	71,290	54,180		54,180
Internal Printing	-3,580	-3,580	56,000	-56,920	-920
Debt Recovery Service	-14,150	-17,920	1,016,570	-1,036,000	-19,430
Debt Recovery MBC Profit Share	-95,470	-132,340		-120,440	-120,440
Appropriation Account	1,781,780	1,867,790	1,861,790		1,861,790
Pensions Fund Appropriation	0	0	0		0
<b>Central &amp; Democratic</b>	<b>9,602,990</b>	<b>10,043,020</b>	<b>57,419,700</b>	<b>-48,500,710</b>	<b>8,918,990</b>

**CENTRAL & DEMOCRATIC - SUBJECTIVE ANALYSIS**

<b>Subjective Analysis</b>	<b>Original Approved Estimate 2022/23 £</b>	<b>Revised Estimate 2022/23 £</b>	<b>Estimate 2023/24 £</b>
Agency & Contractor	859,770	822,540	863,670
Allowances	403,760	403,760	453,760
Benefits	34,491,910	34,497,690	31,268,120
Employee Direct	9,499,320	9,975,290	10,681,180
Employee Other	2,111,570	1,876,640	1,239,320
Equipment & Furniture	943,930	1,037,530	1,064,970
Fees & Charges	-960,610	-1,089,610	-1,102,410
General Insurances	14,660	14,550	15,260
Grants & Contributions Paid	2,365,030	2,385,420	2,308,910
Grants & Contributions Received	-42,869,160	-43,384,310	-40,314,840
Income Other	-1,826,020	-2,388,530	-2,478,830
Information & Communications	21,290	19,900	20,880
Leasing & Capital Charges	1,783,800	1,869,810	1,861,790
Premises Other	1,864,300	1,222,400	1,231,180
Printing & Stationery	121,760	146,870	109,150
Professional Services	1,287,670	1,894,660	1,947,280
Rent	-3,767,190	-4,676,900	-4,604,630
Repairs & Maintenance	695,770	1,067,140	1,045,630
Security & Protection	40,940	40,940	43,010
Subsistence & Training	182,100	131,590	191,090
Supplies & Services Other	1,815,610	3,240,150	2,103,120
Utilities	374,550	776,630	852,820
Vehicle & Transport	148,230	158,860	118,560
<b>Grand Total</b>	<b>9,602,990</b>	<b>10,043,020</b>	<b>8,918,990</b>