



ASHFORD
BOROUGH COUNCIL



Budget Book

2011/12



2007-2008
Promoting Sustainable
Communities Through
the Planning Process

Ashford
best placed in Britain

ASHFORD BOROUGH COUNCIL

BUDGET BOOK 2011/12

CONTENTS

	Page No.
BUDGET INTRODUCTION	(ii)
STATISTICS	1
PARISH EXPENDITURE	5
GENERAL FUND	
General Fund Summary	6
Subjective Analysis	7
Summary Analysis of Budget Movement	8
Analysis of Other Budget Changes	9
Service Budgets and Plans	
Corporate Core	10
Internal Audit	17
Strategy, Partnerships and Communications	20
Personnel and Development	27
Legal and Democratic	31
Planning	37
Financial Services	45
Business Transformation and Change	58
Customers, Homes and Property	63
Environmental Services	78
Cultural Services	90
Capital Charges and Net Interest	106
HOUSING REVENUE ACCOUNT	107
CAPITAL PROGRAMME	117
REPAIRS AND RENEWALS RESERVE	119
FEES AND CHARGES	120

ASHFORD BOROUGH COUNCIL

BUDGET 2011/12

Introduction

This Budget Book shows the Council's Revenue estimates for 2011/12, the Capital Programme 2011/12 to 2013/14 plus the Fees and Charges operative from 1st April 2011. All estimates in this book are at estimated outturn levels (all allowances for pay awards and inflation are included in the figures).

The Budget book includes the full year effect of all the Budget Reduction Strategy savings; however there is a risk of slippage in delivering all the proposals for 1st April. Any budget pressures resulting from this will need to be managed through other compensating measures.

COUNCIL TAX STATISTICS

2010/11 £	COUNCIL TAX	2011/12 £	% Increase
44,892.5	Tax Base	45,345.5	
	Band D Rates:		
140.67	Ashford Borough Council	140.67	0.00%
1,047.78	Kent County Council (<i>Provisional figure</i>)	1,047.78	0.00%
138.68	Kent Police Authority (<i>Provisional figure</i>)	138.68	0.00%
67.95	Kent and Medway Fire Authority (<i>Provisional figure</i>)	67.95	0.00%
1,395.08		1,395.08	0.00%
	PRECEPTS		
6,315,070	Ashford Borough Council	6,378,751	1.01%
47,037,464	Kent County Council (<i>Provisional figure</i>)	47,512,108	1.01%
6,225,692	Kent Police Authority (<i>Provisional figure</i>)	6,288,514	1.01%
3,050,445	Kent and Medway Fire Authority (<i>Provisional figure</i>)	3,081,227	1.01%
760,390	Parish Councils	816,056	7.32%
63,389,061		64,076,656	1.08%

COMPARISON WITH PREVIOUS YEARS

The table gives the make up of the Council Tax for Band D properties for each year since the Council tax was introduced

	Ashford BC	Kent CC	Kent Police	Kent Fire	TOTAL
1995/96	55.89	442.35	45.09	n/a	543.33
1996/97	62.85	476.01	45.81	n/a	584.67
1997/98	76.32	488.52	51.57	n/a	616.41
1998/99	78.83	552.77	48.41	n/a	680.01
1999/00	81.63	602.26	52.48	n/a	736.37
2000/01	83.70	652.83	55.73	n/a	792.26
2001/02	88.22	694.19	60.26	n/a	842.67
2002/03	96.60	758.07	73.64	n/a	928.31
2003/04	101.43	852.84	94.95	n/a	1,049.22
2004/05	107.01	845.73	105.66	55.35	1,113.75
2005/06	112.14	877.05	110.88	57.15	1,157.22
2006/07	117.63	918.72	116.37	59.40	1,212.12
2007/08	123.34	964.17	122.18	61.65	1,271.34
2008/09	129.20	1,001.79	128.25	63.81	1,323.05
2009/10	135.27	1,026.27	134.65	66.06	1,362.25
2010/11	140.67	1,052.64	138.68	67.95	1,399.94
2011/12	140.67	1,047.78	138.68	67.95	1,395.08
% Change for year	0.00%	-0.46%	0.00%	0.00%	-0.35%

PARISH PRECEPTS

Council Taxpayers living in parished areas pay additional amounts to provide for the precepts levied by their parish/town council. Expressed as Band D these amounts range from £2.12 (Crundale) to £56.77 (Appledore). The total of all Parish Precepts is £816,056, an increase of 7.32% over 2010/11.

CALCULATION OF THE BUDGET REQUIREMENT AND COUNCIL TAX AT BAND D
--

	£	£
Gross Expenditure - General Fund	62,590,930	
Gross Expenditure - HRA	24,596,480	
Parish Precepts	<u>816,033</u>	88,003,443
Less Gross Income	(74,031,850)	
Less Area Based Grant	<u> </u>	<u>(74,031,850)</u>
NET EXPENDITURE		13,971,593
Add Deficit Distribution from Collection Fund	0	
Less Revenue Support Grant	(1,912,850)	
Less Re-Distributed National Business Rates	<u>(4,863,960)</u>	<u>(6,776,810)</u>
BUDGET REQUIREMENT		7,194,783
Less Parish Precepts		(816,033)
Council Tax Requirement		<u><u>6,378,750</u></u>
Council Tax Base		45,345.50
Band 'D' Council Tax		140.67
Average including Parishes		158.67

CALCULATION OF COUNCIL TAX FOR DIFFERENT VALUATION BANDS

VALUATION BAND	A	B	C	D	E	F	G	H
1. The Multipliers specified in Section 5(1) of the Local Government Finance Act 1992, to apply to Basic Tax above	6/9	7/9	8/9	1	11/9	13/9	15/9	18/9
2. ABC Council Tax at £140.67 Band D multiplied by item 1 above to give the Council Tax for the year in respect of each valuation band.	93.78	109.41	125.04	140.67	171.93	203.19	234.45	281.34
3. Precepts issued to the Council								
1. Kent County Council (provisional figure)	698.52	814.94	931.36	1,047.78	1,280.62	1,513.46	1,746.30	2,095.56
2. Kent Police Authority	92.45	107.86	123.27	138.68	169.50	200.32	231.13	277.36
3. Kent and Medway Fire and Rescue Authority (provisional figure)	45.30	52.85	60.40	67.95	83.05	98.15	113.25	135.90
4. The total of items 2 and 3 above, which is the full Council Tax before Parish precepts for 2011/12	<u>930.05</u>	<u>1,085.06</u>	<u>1,240.07</u>	<u>1,395.08</u>	<u>1,705.10</u>	<u>2,015.12</u>	<u>2,325.13</u>	<u>2,790.16</u>

PARISH EXPENDITURE AND PRECEPTS 2011/2012

LOCAL TAX BASE	PARISH	PRECEPTS		LOCAL TAX	CONCURRENT GRANT	AMOUNT CLAIMED
		2010/2011	2011/2012			2011/2012
		£	£	£	£	£
562.80	Aldington & Bonnington	16,640	16,640	29.57	2,050.00	2,050.00
361.10	Appledore	12,500	20,500	56.77	2,530.00	2,530.00
707.70	Bethersden	16,650	17,300	24.45	1,490.00	1,490.00
1,163.20	Biddenden	46,000	47,500	40.84	1,040.00	1,040.00
144.50	Bilsington	1,850	2,000	13.84	670.00	670.00
1,098.70	Boughton Aluph and Eastwell	15,000	18,182	16.55	1,910.00	1,910.00
611.10	Brabourne	9,250	11,311	18.51	1,280.00	1,280.00
150.90	Brook	5,000	5,000	33.13	670.00	670.00
423.20	Challock	14,000	14,000	33.08	1,660.00	1,660.00
1,290.50	Charing	41,250	47,565	36.86	6,360.00	6,360.00
756.00	Chilham	16,996	16,996	22.48	2,490.00	2,490.00
94.40	Crundale (PM)	200	200	2.12	670.00	300
519.70	Egerton	12,394	14,476	27.85	1,590.00	1,590.00
176.20	Godmersham	3,956	4,000	22.70	670.00	670.00
2,524.50	Great Chart with Singleton	36,000	44,065	17.45	6,650.00	6,650.00
118.00	Hastingleigh	2,730	3,000	25.42	670.00	670.00
682.50	High Halden	18,000	18,023	26.41	1,800.00	1,800.00
327.20	Hotfield	9,500	9,500	29.03	670.00	670.00
113.60	Kenardington	5,500	3,000	26.41	670.00	670.00
4,102.90	Kingsnorth	59,944	63,595	15.50	1,420.00	1,420.00
127.30	Little Chart	4,100	4,100	32.21	770.00	770.00
646.00	Mersham and Sevington	12,500	12,500	19.35	890.00	890.00
114.80	Molash	2,500	1,500	13.07	670.00	670.00
108.40	Newenden	5,000	5,000	46.13	670.00	670.00
572.00	Orlestone	13,500	13,500	23.60	670.00	670.00
500.40	Pluckley	24,000	24,000	47.96	1,890.00	1,890.00
707.40	Rolvenden	19,705	21,675	30.64	4,580.00	4,580.00
335.40	Ruckinge	5,000	6,000	17.89	670.00	670.00
511.20	Shadoxhurst	11,440	11,440	22.38	980.00	980.00
640.70	Swarden	23,600	23,600	36.83	1,430.00	1,430.00
389.90	Smeeth	7,591	7,591	19.47	890.00	890.00
911.60	Stanhope	13,500	13,500	14.81	670.00	670.00
220.10	Stone	4,000	4,000	18.17	670.00	670.00
3,697.30	Tenterden (TC)	179,985	197,020	53.29	8,080.00	8,080.00
177.60	Warehorne	2,800	2,800	15.77	670.00	670.00
327.30	Westwell	11,160	12,170	37.18	4,150.00	4,150.00
555.90	Wittersham	16,275	16,275	29.28	3,800.00	3,800.00
872.60	Woodchurch	20,000	20,000	22.92	2,760.00	2,760.00
1,044.10	Wye with Hinxhill	40,371	42,532	40.74	720.00	720.00
28,388.70		760,387.00	816,056.00		72,590.00	72,220.00
			5			

REVENUE BUDGET

SUMMARY

ACTUALS 2009/10 £	ESTIMATE 2010/11 £	PROJECTED OUTTURN 2010/11 £	DETAIL	ESTIMATE 2011/12 £
646,327	363,290	391,590	Corporate Core	336,280
-	-	4,300	Internal Audit	100
310,706	303,760	312,506	Strategy, Partnerships and Communications	537,670
53,295	123,580	123,550	Personnel & Development	156,920
1,208,318	1,357,230	1,245,389	Legal and Democratic Services	1,149,200
830,843	1,361,950	1,682,990	Planning	1,168,120
2,463,620	3,643,270	3,365,513	Financial Services	2,006,830
16,086	-	66,990	Business Change and Technology	72,050
3,415,446	457,200	580,151	Customers, Homes and Property	461,640
6,829,155	6,438,790	6,328,490	Environmental Services	6,062,690
19,894,266	2,825,640	2,793,038	Cultural Services	2,161,710
35,668,063	16,874,710	16,894,507	SERVICE EXPENDITURE	14,113,210
(22,313,486)	(1,933,960)	(1,933,960)	Capital Charges	(994,320)
(481,808)	(430,290)	(430,300)	Net Interest	(430,630)
77,140	78,400	78,400	Concurrent Functions Grant	72,520
246,586	251,360	238,700	Drainage Board Levies	258,900
(232,440)	(150,000)	(150,000)	Area Based Grant	-
1,190,857	-	-	Contribution to (from) Balances	218,920
14,154,912	14,690,220	14,697,347	ABC BUDGET REQUIREMENT	13,238,600
720,780	760,390	760,390	Total Parish Precepts	816,056
14,875,692	15,450,610	15,457,737	TOTAL BUDGET REQUIREMENT	14,054,656
			INCOME	
(8,141,995)	(8,345,150)	(8,345,150)	Government Grant	(6,859,850)
34,612	(30,000)	(30,000)	Collection Fund (Surplus)/Deficit	-
(720,780)	(760,390)	(760,390)	Parish Precepts	(816,056)
6,047,529	6,315,070	6,322,197	Council Tax	6,378,750

SUBJECTIVE ANALYSIS - 2011/12 ESTIMATE								
	Corporate Core	Internal Audit	Strategy, Partnerships and Communications	Personnel & Development	Legal and Democratic Services	Planning and Development	Financial Services	Sub Total
EXPENDITURE								
Employees	156,800	86,650	356,930	314,190	1,127,500	2,293,510	3,465,950	7,801,530
Premises	-	-	40	-	200	-	-	240
Supplies and Services	176,140	46,200	445,940	25,550	472,880	304,510	39,423,420	40,894,640
Transport	5,180	300	3,050	600	6,730	37,940	16,970	70,770
TOTAL EXPENDITURE	338,120	133,150	805,960	340,340	1,607,310	2,635,960	42,906,340	48,767,180
INCOME								
Grants	-	-	(101,140)	-	(80,000)	(495,000)	(39,446,380)	(40,122,520)
Fees & Charges	-	-	(72,000)	-	(209,860)	(1,545,000)	(1,161,110)	(2,987,970)
TOTAL INCOME	-	-	(173,140)	-	(289,860)	(2,040,000)	(40,607,490)	(43,110,490)
NET CONTROLLABLE EXPENDITURE	338,120	133,150	632,820	340,340	1,317,450	595,960	2,298,850	5,656,690
NON CONTROLLABLE ITEMS								
Recharged from other Accounts	578,650	11,520	105,190	76,970	557,750	1,213,930	787,990	3,332,000
Capital Charges	-	-	13,320	-	6,350	-	-	19,670
Recharged to other Accounts	(580,490)	(144,570)	(187,690)	(260,390)	(792,600)	(641,770)	(1,141,240)	(3,748,750)
Transfer to/from Reserves	-	-	(25,970)	-	60,250	-	61,230	95,510
TOTAL NON-CONTROLLABLE ITEM	(1,840)	(133,050)	(95,150)	(183,420)	(168,250)	572,160	(292,020)	(301,570)
NET EXPENDITURE	336,280	100	537,670	156,920	1,149,200	1,168,120	2,006,830	5,355,120

	Sub Total	Business Change and Technology	Customers, Homes and Property	Environmental Services	Cultural Services	Net Interest and Capital Charges	General Fund	Total
EXPENDITURE								
Employees	7,801,530	564,560	1,427,430	2,551,490	898,160			13,243,170
Premises	240	-	756,680	2,197,540	498,340			3,452,800
Supplies and Services	40,894,640	324,660	914,750	4,702,750	405,350	244,370	331,420	47,817,940
Transport	70,770	7,420	10,990	52,400	21,250			162,830
TOTAL EXPENDITURE	48,767,180	896,640	3,109,850	9,504,180	1,823,100	244,370	331,420	64,676,740
INCOME								
Grants	(40,122,520)	-	(108,050)	(581,000)	(34,830)		(6,776,810)	(47,623,210)
Fees & Charges	(2,987,970)	(26,200)	(1,704,300)	(3,151,390)	(288,980)	(675,000)		(8,833,840)
TOTAL INCOME	(43,110,490)	(26,200)	(1,812,350)	(3,732,390)	(323,810)	(675,000)	(6,776,810)	(56,457,050)
NET CONTROLLABLE EXPENDITURE	5,656,690	870,440	1,297,500	5,771,790	1,499,290	(430,630)	(6,445,390)	8,219,690
NON CONTROLLABLE ITEMS								
Recharged from other Accounts	3,332,000	90,210	733,440	1,636,610	571,490			6,363,750
Capital Charges	19,670	-	265,830	159,040	549,540	(994,320)		(240)
Recharged to other Accounts	(3,748,750)	(888,600)	(1,938,840)	(1,504,750)	(396,810)			(8,477,750)
Transfer to/from Reserves	95,510	-	103,710	-	(61,800)		135,880	273,300
TOTAL NON-CONTROLLABLE ITEM	(301,570)	(798,390)	(835,860)	290,900	662,420	(994,320)	135,880	(1,840,940)
NET EXPENDITURE	5,355,120	72,050	461,640	6,062,690	2,161,710	(1,424,950)	(6,309,510)	6,378,750

ANALYSIS OF BUDGET VARIATIONS 2010/11 TO 2011/12

SERVICE	2010/11 BUDGET	Inflation	Changes in Capital	Changes in Recharges	Changes in Transfers To/From Reserves	Other Budget Changes	2011/12 BUDGET
	£	£	£	£		£	£
Budget Proposals							
Corporate Core	363,290	10,232	0	33,090	33,000	(103,232)	336,380
Strategy, Partnerships and Commur	303,760	2,693	13,320	(44,280)	(25,970)	288,147	537,670
Personnel & Development	123,580	1,433	0	51,940	0	(20,033)	156,920
Legal and Democratic Services	1,357,230	7,575	(3,180)	17,770	0	(230,195)	1,149,200
Planning	1,361,950	(4,820)	0	(48,410)	0	(140,600)	1,168,120
Financial Services	3,643,270	35,925	(168,880)	51,440	(68,650)	(1,486,275)	2,006,830
ICT	0	7,189	0	(45,290)	0	110,151	72,050
Housing	457,200	22,135	(9,890)	14,180	35,000	(56,985)	461,640
Environmental Services	6,438,790	222,845	(376,080)	(25,600)	0	(197,265)	6,062,690
Cultural Services	2,825,640	29,833	(395,170)	69,880	0	(368,473)	2,161,710
General Fund	(2,184,490)	7,540	939,640	0	0	362,700	(874,610)
ABC BUDGET REQUIREMENT	14,690,220	342,580	(240)	74,720	(26,620)	(1,842,060)	13,238,600

Analysis of Estimated Reserves					
	Balance 1.4.10 £000	Estimated Movement 2010/11 £000	Estimated Balance 31.3.11 £000	Estimated Movement 2011/12 £000	Estimated Balance 31.3.12 £000
RESERVE					
Elections	136	60	196	-180	16
Repairs & Renewals	679	-95	584	-95	489
Service Pressure Reserve	238	-150	88	0	88
Insurance	1	0	1	0	1
Planning Appeals	391	0	391	0	391
Stour Centre	301	72	373	72	445
Community Grant Fund	8	0	8	-5	3
Planning Delivery Grant	534	0	534	0	534
Members' IT	19	8	27	-24	3
Valuation of Assets	12	0	12	4	16
Hopewell Twinning Reserve	1	0	1	0	1
Actuarial Volatility Reserve	160	100	260	0	260
Transport Initiatives	81	0	81	0	81
People Mover	216	-68	148	-70	78
Netball Centre Reserve	18	0	18	0	18
Singleton Environment Centre	32	6	38	0	38
Section 106 Monitoring Fee	22	-22	0	0	0
Building Control Reserve	22	0	22	0	22
St Mary's Church Ruin	5	0	5	0	5
Earmarked Total	2,876	-89	2,787	-298	2,489
General Reserve	3,420	0	3,420	-285	3,135
Grand Total	6,296	-89	6,207	-583	5,624

REVENUE BUDGET**CORPORATE MANAGEMENT**

ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
12,805	-	-	Ashford Future	-
612,719	595,090	549,120	Corporate Management	284,790
20,339	(231,800)	(80,000)	Allocable Corporate Costs	51,490
465	-	(69,350)	Performance Improvement Team	-
-	-	(8,180)	Management Team	-
646,327	363,290	391,590	SERVICE EXPENDITURE	336,280

**SUBJECTIVE ANALYSIS - 2011/12 ESTIMATE
CORPORATE MANAGEMENT**

	Ashford Future	Corporate Management	Allocable Corporate Costs	Performance Improvement Team	Management Team	Total
EXPENDITURE						
Employees	-	-	(137,000)	-	293,800	156,800
Premises	-	-	-	-	-	-
Supplies and Services	-	153,960	5,000	-	17,180	176,140
Transport	-	-	-	-	5,180	5,180
TOTAL EXPENDITURE	-	153,960	(132,000)	-	316,160	338,120
INCOME						
Grants	-	-	-	-	-	-
Fees & Charges	-	-	-	-	-	-
TOTAL INCOME		-	-	-	-	-
NET CONTROLLABLE EXPENDITURE	-	153,960	(132,000)	-	316,160	338,120
NON CONTROLLABLE ITEMS						
Recharged from other Accounts	-	273,230	275,230	-	30,190	578,650
Capital Charges	-	-	-	-	-	-
Recharged to other Accounts	-	(142,400)	(91,740)	-	(346,350)	(580,490)
Transfer to/from Reserves	-	-	-	-	-	-
TOTAL NON-CONTROLLABLE ITEMS	-	130,830	183,490	-	(316,160)	(1,840)
NET EXPENDITURE	-	284,790	51,490	-	-	336,280

REVENUE BUDGET				
SERVICE		CORPORATE MANAGEMENT		
SERVICE DESCRIPTION		This cost centre holds the cost of external audit fees and internal recharges related to statutory work such as the production of the council's financial statements and related work that statutory guidance recommends should not be allocated specifically to services. It also holds some miscellaneous corporate costs that are not easily defined to services.		
SERVICE MANAGER		DEPUTY CHIEF EXECUTIVE		
BUDGET MANAGER		DEPUTY CHIEF EXECUTIVE		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
-	-	-	EXPENDITURE	-
-	-	-	Employees	-
224,275	215,420	177,130	Premises	153,960
-	-	-	Supplies and Services	-
-	-	-	Transport	-
224,275	215,420	177,130	TOTAL EXPENDITURE	153,960
-	-	(7,680)	INCOME	-
(42,080)	-	-	Grants	-
			Fees and Charges	-
182,195	215,420	169,450	NET CONTROLLABLE	153,960
			EXPENDITURE	
785,964	770,940	770,940	RECHARGES & CAPITAL	
-	-	-	CHARGES	
(355,440)	(358,270)	(358,270)	Support Services	273,230
-	(33,000)	(33,000)	Capital Charges	-
			Recharges	(142,400)
			Transfers to/from Reserves	-
612,719	595,090	549,120	NET EXPENDITURE (Including	284,790
			Recharges and Capital Charges)	
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		595,090		
15% Saving		(35,000)	ABC withdrawn from MKIP partnership	
General Inflation		5,290		
Supplies & Services		(10,500)	Reduction in the number of subscriptions	
Supplies & Services		(5,300)	Reduction in external audit costs	
Supplies & Services		(2,630)	Reduction in external printing costs	
Virement		(320)	Procurement saving (Allocable Corp Costs)	
Virement		(13,000)	Movement of subscriptions budget	
Change in support costs		(497,710)		
Change in Capital Charges		-		
Change in recharges		215,870		
Transfers to/from Reserves		33,000		
Budget 2011/12		284,790		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		595,090		
Supplies & Services		(23,500)	Reduction in the number of subscriptions	
Supplies & Services		(10,050)	ABC withdrawn from MKIP partnership	
Supplies & Services		(4,740)	Reduction in external printing costs	
Income Grant		(7,680)	One off Government grant for IFRS conversion	
Outturn 2010/11 (P6 Forecast)		549,120		
NOTES				

REVENUE BUDGET				
SERVICE		PERFORMANCE & IMPROVEMENT TEAM		
SERVICE DESCRIPTION		The functions of this small team have been reorganised and transferred to new teams created to strengthen the Council's focus on corporate activities. The activities of the Team included policy development, performance monitoring and management, efficiency work and corporate procurement. The costs are fully allocated to services and the corporate and democratic core.		
SERVICE MANAGER		DEPUTY CHIEF EXECUTIVE		
BUDGET MANAGER		DEPUTY CHIEF EXECUTIVE		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
101,251	116,150	35,910	EXPENDITURE	
-	-	-	Employees	-
3,298	4,300	18,000	Premises	-
2,978	6,460	3,840	Supplies and Services	-
			Transport	-
107,527	126,910	57,750	TOTAL EXPENDITURE	-
(7,792)	(9,220)	(9,410)	INCOME	
-	-	-	Grants	-
			Fees and Charges	-
99,735	117,690	48,340	NET CONTROLLABLE EXPENDITURE	-
			RECHARGES & CAPITAL CHARGES	
30,017	26,370	26,370	Support Services	-
-	-	-	Capital Charges	-
(129,287)	(144,060)	(144,060)	Recharges	-
-	-	-	Transfers to/from Reserves	-
465	-	(69,350)	NET EXPENDITURE (Including Recharges and Capital Charges)	-
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		-		
15% Saving		(19,000)	Deletion of vacant post within PIT team	
Pay Award		800		
Salaries		(10,990)	Deletion of vacant post within PIT team	
Supplies & Services		(2,580)	Reduction in computer software costs	
Transport		(3,670)	Reduction in lease car users	
Grant Income		9,220	Reduction in grant income	
Virement		(120)	Procurement saving	
Virement		(1,600)	Movement of procurement budget to Finance	
Virement		(32,410)	Movement of salary budget to Strategy Partnerships	
Virement		(54,550)	Movement of salary budget to Business Transformation	
Virement		(2,790)	Lease car saving (Allocable Corp Costs)	
Change in support costs		(26,370)		
Change in Capital Charges		-		
Change in recharges		144,060		
Budget 2011/12		-		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		-		
Supplies & Services		13,700	Consultant costs for business planning	
Transport		(2,620)	Reduction in lease car users	
Income		(190)		
Virement		(80,240)	Movement of salary budget to Strategy Partnerships	
Outturn 2010/11 (P6 Forecast)		(69,350)		
NOTES				

REVENUE BUDGET				
SERVICE		MANAGEMENT TEAM		
SERVICE DESCRIPTION		Chief Executive and Deputy Chief Executive, plus support staff		
SERVICE MANAGER		DEPUTY CHIEF EXECUTIVE		
BUDGET MANAGER		DEPUTY CHIEF EXECUTIVE		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
332,019	300,070	291,280	EXPENDITURE	
98	-	-	Employees	293,800
5,145	8,250	18,980	Premises	-
5,318	15,780	5,660	Supplies and Services	17,180
			Transport	5,180
342,581	324,100	315,920	TOTAL EXPENDITURE	316,160
			INCOME	
-	-	-	Grants	-
(2)	-	-	Fees and Charges	-
342,579	324,100	315,920	NET CONTROLLABLE	
			EXPENDITURE	316,160
			RECHARGES & CAPITAL	
			CHARGES	
37,312	38,840	38,840	Support Services	30,190
7,126	-	-	Capital Charges	-
(387,017)	(362,940)	(362,940)	Recharges	(346,350)
-	-	-	Transfers to/from Reserves	-
			NET EXPENDITURE (Including	
		(8,180)	Recharges and Capital Charges)	-
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		-		
Pay Award		2,280		
Increments		5,350		
Salaries		(13,900)	Decrease in management salary costs	
Supplies & Services		(3,680)	Additional saving identified during budget build	
Transport		(2,270)	Additional saving identified during budget build	
Virement		(8,330)	Lease car saving (Allocable Corp Costs)	
Virement		(390)	Procurement saving (Allocable Corp Costs)	
Virement		13,000	Movement of subscriptions budget	
Change in support costs		(8,650)		
Change in Capital Charges		-		
Change in recharges		16,590		
Budget 2011/12		-		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		-		
Salaries		(8,790)	Decrease in management salary costs	
Transport		(10,120)	Lease car saving (Allocable Corp Costs)	
Virement		10,730	Movement of subscriptions budget	
Outturn 2010/11 (P6 Forecast)		(8,180)		
NOTES				

REVENUE BUDGET				
SERVICE		ASHFORD'S FUTURE		
SERVICE DESCRIPTION		Relates to the cost of the Ashford's Future delivery body prior to it becoming Ashford Future Company Ltd.		
SERVICE MANAGER		DEPUTY CHIEF EXECUTIVE		
BUDGET MANAGER		DEPUTY CHIEF EXECUTIVE		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
			EXPENDITURE	
41,597	-	-	- Employees	-
1,788	-	-	- Premises	-
523,990	-	-	- Supplies and Services	-
306	-	-	- Transport	-
567,681	-	-	TOTAL EXPENDITURE	-
			INCOME	
(371,906)	-	-	- Grants	-
(181,881)	-	-	- Fees and Charges	-
13,894	-	-	NET CONTROLLABLE EXPENDITURE	-
			RECHARGES & CAPITAL CHARGES	
(1,089)	-	-	- Support Services	-
-	-	-	- Capital Charges	-
-	-	-	- Recharges	-
-	-	-	- Transfers to/from Reserves	-
12,805	-	-	NET EXPENDITURE (Including Recharges and Capital Charges)	-
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		-		
Budget 2011/12		-		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		-		
Outturn 2010/11 (P6 Forecast)		-		
NOTES				

REVENUE BUDGET				
SERVICE		ALLOCABLE CORPORATE COSTS		
SERVICE DESCRIPTION		These budgets are initially held centrally, but will be then transferred to services as required during the year. Similarly, salary savings resulting from vacancies will be vired from individual services as they are identified during the year.		
SERVICE MANAGER		DEPUTY CHIEF EXECUTIVE		
BUDGET MANAGER		DEPUTY CHIEF EXECUTIVE		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
			EXPENDITURE	
19,890	(65,390)	(10,000)	Employees	(137,000)
-	-	-	Premises	-
445	(131,410)	(70,000)	Supplies and Services	5,000
-	-	-	Transport	-
20,336	(196,800)	(80,000)	TOTAL EXPENDITURE	(132,000)
			INCOME	
-	(25,000)	-	Grants	-
-	(10,000)	-	Fees and Charges	-
20,336	(231,800)	(80,000)	NET CONTROLLABLE EXPENDITURE	(132,000)
			RECHARGES & CAPITAL CHARGES	
3	-	-	Support Services	275,230
-	-	-	Capital Charges	-
-	-	-	Recharges	(91,740)
-	-	-	Transfers to/from Reserves	-
20,339	(231,800)	(80,000)	NET EXPENDITURE (Including Recharges and Capital Charges)	51,490
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		(231,800)		
Supplies & Services		(5,000)	Reduction in Chief Executive hospitality allowance	
Supplies & Services		(3,800)	Removal of Best Value Implementation budget	
Salary Saving		3,000	Reduction in salary saving target to £57,000	
Housing general fund saving		(100,000)	Housing general fund saving target though restructure of service	
Saving target reduction		55,000	Removal of unspecific target which has been superseded by 15% targets for services	
Loss of grant		25,000	Removal of Housing & Planning Delivery grant	
Additional savings		(34,440)	Additional savings identified during saving exercises	
Virement		84,800	Procurement saving (consolidation from service budgets)	
Virement		10,000	Income Inflation increase target reallocated	
Virement		65,240	Lease car saving (consolidation from service budgets)	
Change in support costs		275,230		
Change in Capital Charges		-		
Change in recharges		(91,740)		
Budget 2011/12		51,490		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		(231,800)		
Supplies & Services		(5,000)	Reduction in Chief Executive hospitality allowance	
Supplies & Services		(4,000)	Removal of Best Value Implementation budget	
Saving target reduction		55,000	Removal of unspecific target which has been superseded by 15% targets for services	
Loss of grant		25,000	Removal of Housing & Planning Delivery grant	
Additional savings		(60,400)	Additional savings identified during saving exercises	
Virement		84,800	Procurement saving	
Virement		46,400	Lease car saving	
Virement		10,000	Income Inflation increase target reallocated	
Outturn 2010/11 (P6 Forecast)		(80,000)		
NOTES				

REVENUE BUDGET

AUDIT PARTNERSHIP

ACTUAL 2009/10 £	ESTIMATE 2010/11 £	PROJECTED OUTTURN 2010/11 £	DETAIL	ESTIMATE 2011/12 £
-	-	4,300	Audit Partnership	100
-	-	4,300	SERVICE EXPENDITURE	100

SUBJECTIVE ANALYSIS - 2011/12 ESTIMATE AUDIT PARTNERSHIP		
	Audit Partnership	Total
EXPENDITURE		
Employees	86,650	86,650
Premises	-	-
Supplies and Services	46,200	46,200
Transport	300	300
TOTAL EXPENDITURE	133,150	133,150
INCOME		
Grants	-	-
Fees & Charges	-	-
TOTAL INCOME	-	-
NET CONTROLLABLE EXPENDITURE	133,150	133,150
NON CONTROLLABLE ITEMS		
Recharged from other Accounts	11,520	11,520
Capital Charges	-	-
Recharged to other Accounts	(144,570)	(144,570)
Transfer to/from Reserves	-	-
TOTAL NON-CONTROLLABLE ITEMS	(133,050)	(133,050)
NET EXPENDITURE	100	100

REVENUE BUDGET				
SERVICE		INTERNAL AUDIT		
SERVICE DESCRIPTION		The four-way Audit Partnership with Maidstone, Swale and Tunbridge Wells is responsible for internal audit within the four councils. The total cost of the cost centre is fully allocated to services		
SERVICE MANAGER		DEPUTY CHIEF EXECUTIVE		
BUDGET MANAGER		HEAD OF INTERNAL AUDIT		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
79,843	97,000	84,350	EXPENDITURE	
-	-	-	Employees	86,650
54,218	41,270	58,520	Premises	-
73	590	290	Supplies and Services	46,200
			Transport	300
134,134	138,860	143,160	TOTAL EXPENDITURE	133,150
-	-	-	INCOME	
-	-	-	Grants	-
			Fees and Charges	-
134,134	138,860	143,160	NET CONTROLLABLE	
			EXPENDITURE	133,150
11,005	15,500	15,500	RECHARGES & CAPITAL	
-	-	-	CHARGES	
(145,140)	(154,360)	(154,360)	Support Services	11,520
-	-	-	Capital Charges	-
			Recharges	(144,570)
			Transfers to/from Reserves	-
-	-	4,300	NET EXPENDITURE (Including	
			Recharges and Capital Charges)	100
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
15% Saving		(10,000)	Removal of provision for contracted audits	
Inflation		1,860		
Increments		640		
Salaries		(1,660)	Additional saving identified during budget build	
Supplies & Services		4,030	Increased payment to MKIP partnership	
Virement		(10)	Procurement saving (Allocable Corp Costs)	
Virement		(570)	Lease Car saving (Allocable Corp Costs)	
Change in support costs		(3,980)		
Change in recharges		9,790		
Budget 2011/12		100		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Supplies & Services		4,300	Increased payment to MKIP partnership	
Outturn 2010/11 (P6 Forecast)		4,300		
NOTES				
The service has been strengthened through the creation of the four-way partnership. However the loss of the 0.25 fte equivalent (which has been met through the employment of a contracted auditor in recent years) will place further pressure on the team to maintain the service. It is considered that resources are now at the minimum level to provide the service.				

REVENUE BUDGET

STRATEGY, PARTNERSHIP & COMMUNICATIONS SERVICE

ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
266,614	253,900	232,676	Communications & Marketing	149,560
44,092	49,860	47,290	Ashford Voice	6,000
-	-	38,870	Strategy & Partnership	97,240
-	-	(6,330)	Printing	20
-	-	-	Single Grant Gateway	284,850
310,706	303,760	312,506	SERVICE EXPENDITURE	537,670

SUBJECTIVE ANALYSIS - 2011/12 ESTIMATE
STRATEGY, PARTNERSHIP & COMMUNICATIONS SERVICE

	Communications & Marketing	Ashford Voice	Strategy & Partnership	Printing	Single Grant Gateway	Total
EXPENDITURE						
Employees	173,870	-	162,030	21,030	-	356,930
Premises	40	-	-	-	-	40
Supplies and Services	42,900	6,000	-	60,080	336,960	445,940
Transport	-	-	3,050	-	-	3,050
TOTAL EXPENDITURE	216,810	6,000	165,080	81,110	336,960	805,960
INCOME						
Grants	(37,500)	-	(37,500)	-	(26,140)	(101,140)
Fees & Charges	(71,000)	-	-	(1,000)	-	(72,000)
TOTAL INCOME	(108,500)	-	(37,500)	(1,000)	(26,140)	(173,140)
NET CONTROLLABLE EXPENDITURE	108,310	6,000	127,580	80,110	310,820	632,820
NON CONTROLLABLE ITEMS						
Recharged from other Accounts	53,340	-	36,960	14,890	-	105,190
Capital Charges	13,320	-	-	-	-	13,320
Recharged to other Accounts	(25,410)	-	(67,300)	(94,980)	-	(187,690)
Transfer to/from Reserves	-	-	-	-	(25,970)	(25,970)
TOTAL NON-CONTROLLABLE ITEMS	41,250	-	(30,340)	(80,090)	(25,970)	(95,150)
NET EXPENDITURE	149,560	6,000	97,240	20	284,850	537,670

REVENUE BUDGET				
SERVICE		COMMUNICATIONS & MARKETING		
SERVICE DESCRIPTION		To provide marketing and communications services internally and externally to promote and protect the reputation of the Council and the growth of Ashford. This includes responsibility for the web-site design and content management, media management, marketing and publications (hard copy and on-line)		
SERVICE MANAGER		CHIEF EXECUTIVE		
BUDGET MANAGER		HEAD OF STRATEGY, P'SHIP & COMMUNICATIONS SERVICE		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	£		£
295,224	291,790	270,730	EXPENDITURE	173,870
38	-	-	Employees	40
35,527	42,290	48,426	Premises	42,900
690	700	400	Supplies and Services	-
			Transport	
331,479	334,780	319,556	TOTAL EXPENDITURE	216,810
-	-	(6,000)	INCOME	
(134,974)	(132,000)	(132,000)	Grants	(37,500)
			Fees and Charges	(71,000)
196,505	202,780	181,556	NET CONTROLLABLE	108,310
			EXPENDITURE	
78,276	76,530	76,530	RECHARGES & CAPITAL	
20,021	-	-	CHARGES	
(28,187)	(25,410)	(25,410)	Support Services	53,340
-	-	-	Capital Charges	13,320
			Recharges	(25,410)
			Transfers to/from Reserves	-
266,614	253,900	232,676	NET EXPENDITURE (Including	149,560
			Recharges and Capital Charges)	
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		253,900		
15% Saving		(25,000)	Service review of the Marketing & Comms team	
15% Saving		(12,000)	Reduction in pro-active Comms work	
Pay Award		2,020		
Increments		1,500		
Salaries		(37,500)	Reduction in staffing levels due to loss of funding	
General Inflation		350		
Income		60,000	Reduction in external income from Ashford Future	
Income		1,000	Reduction in advertising income	
Grant		(37,500)	New Homes Bonus Grant	
Virement		(44,980)	Transfer of salaries budget to Strategy	
Virement		(1,560)	Procurement saving (Allocable Corp Costs)	
Virement		(800)	Lease car saving (Allocable Corp Costs)	
Change in support costs		(23,190)		
Change in Capital Charges		13,320		
Change in recharges		-		
Budget 2011/12		149,560		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		253,900		
Salaries		(21,060)	Due to vacancies within team	
Supplies & Services		5,840	Funded by additional grant	
Grant Income		(6,000)	Additional one off grant	
Outturn 2010/11 (P6 Forecast)		232,680		
NOTES				

REVENUE BUDGET				
SERVICE		ASHFORD VOICE		
SERVICE DESCRIPTION		Residents magazine distributed on-line and promoted in high traffic areas in the borough		
SERVICE MANAGER		CHIEF EXECUTIVE		
BUDGET MANAGER		HEAD OF STRATEGY, P'SHIP & COMMUNICATIONS SERVICE		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	2010/11		2011/12
£	£	£		£
-	-	-	EXPENDITURE	
-	-	-	Employees	-
52,763	51,900	49,330	Premises	-
-	-	-	Supplies and Services	6,000
-	-	-	Transport	-
52,763	51,900	49,330	TOTAL EXPENDITURE	6,000
-	-	-	INCOME	
(10,700)	(2,040)	(2,040)	Grants	-
			Fees and Charges	-
42,063	49,860	47,290	NET CONTROLLABLE EXPENDITURE	6,000
2,028	-	-	RECHARGES & CAPITAL CHARGES	
-	-	-	Support Services	-
-	-	-	Capital Charges	-
-	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
44,092	49,860	47,290	NET EXPENDITURE (Including Recharges and Capital Charges)	6,000
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
15% Saving		49,860		
Supplies & Services		(50,000)	Cease production of the hard copy of Ashford Voice	
Income		6,000	Cost of online version of Ashford Voice	
Virement		2,710	Removal of advertising income	
Change in support costs		(2,570)	Procurement saving (Allocable Corp Costs)	
Change in Capital Charges		-		
Change in recharges		-		
Budget 2011/12		6,000		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Supplies & Services		49,860		
Outturn 2010/11 (P6 Forecast)		(2,570)	Reduction in production costs	
		47,290		
NOTES				

REVENUE BUDGET				
SERVICE		STRATEGY & PARTNERSHIPS		
SERVICE DESCRIPTION		Responsible for development and oversight of business planning, corporate strategy, policy and performance management, corporate partnerships and voluntary and community sector grants.		
SERVICE MANAGER		CHIEF EXECUTIVE		
BUDGET MANAGER		HEAD OF STRATEGY, P'SHIP & COMMUNICATIONS SERVICE		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	2010/11		2011/12
£	£	£		£
-	-	38,870	EXPENDITURE	
-	-	-	Employees	162,030
-	-	-	Premises	-
-	-	-	Supplies and Services	-
-	-	-	Transport	3,050
-	-	38,870	TOTAL EXPENDITURE	165,080
-	-	-	INCOME	
-	-	-	Grants	(37,500)
-	-	-	Fees and Charges	-
-	-	38,870	NET CONTROLLABLE EXPENDITURE	127,580
-	-	-	RECHARGES & CAPITAL CHARGES	
-	-	-	Support Services	36,960
-	-	-	Capital Charges	-
-	-	-	Recharges	(67,300)
-	-	-	Transfers to/from Reserves	-
-	-	38,870	NET EXPENDITURE (Including Recharges and Capital Charges)	97,240
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Increments		-		
Salaries		990		
Grant		(4,860)	Additional saving identified during budget build	
Virement		(37,500)	New Homes Bonus Grant	
Virement		32,410	Transfer of salaries budget from PIT	
Virement		44,980	Transfer of salaries budget from Strategy	
Virement		88,200	Transfer of salaries budget from Culture	
Virement		310	Transfer of Supplies & Services budget from PIT	
Virement		3,050	Transfer of lease car budget	
Change in support costs		36,960		
Change in Capital Charges		-		
Change in recharges		(67,300)		
Budget 2011/12		97,240		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Virement		-		
		38,870	Transfer of salaries budgets to form new budget	
Outturn 2010/11 (P6 Forecast)		38,870		
NOTES				

REVENUE BUDGET				
SERVICE		PRINTING		
SERVICE DESCRIPTION		The provision of the in-house printing service		
SERVICE MANAGER		CHIEF EXECUTIVE		
BUDGET MANAGER		HEAD OF STRATEGY, P'SHIP & COMMUNICATIONS SERVICE		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	2010/11		2011/12
£	£	£		£
48,865	46,980	46,980	EXPENDITURE	
-	-	-	Employees	21,030
8,389	72,500	63,170	Premises	-
-	-	-	Supplies and Services	60,080
			Transport	-
57,253	119,480	110,150	TOTAL EXPENDITURE	81,110
-	-	-	INCOME	
(886)	(4,000)	(1,000)	Grants	-
			Fees and Charges	(1,000)
56,367	115,480	109,150	NET CONTROLLABLE EXPENDITURE	80,110
15,292	13,760	13,760	RECHARGES & CAPITAL CHARGES	
-	-	-	Support Services	14,890
(71,659)	(129,240)	(129,240)	Capital Charges	-
-	-	-	Recharges	(94,980)
			Transfers to/from Reserves	-
-	-	(6,330)	NET EXPENDITURE (Including Recharges and Capital Charges)	20
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
15% Saving		(27,000)	Removal of one post from print room establishment	
Inflation		330		
Salaries		720		
Supplies & Services		1,200	Increase in printing & material costs	
Income		3,000	Charges income target reduced	
Virement		(3,620)	Procurement saving (Allocable Corp Costs)	
Virement		(10,000)	Reallocation of paper budget to MFD budget	
Change in support costs		1,130		
Change in Capital Charges		-		
Change in recharges		34,260		
Budget 2011/12		20		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Supplies & Services		(9,330)	Removal of external consultant budget	
Income		3,000	Charges income target reduced	
Outturn 2010/11 (P6 Forecast)		(6,330)		
NOTES				

REVENUE BUDGET				
SERVICE		SINGLE GRANTS GATEWAY		
SERVICE DESCRIPTION		Council grants to support voluntary and community sector organisations in the borough.		
SERVICE MANAGER		CHIEF EXECUTIVE		
BUDGET MANAGER		HEAD OF STRATEGY, P'SHIP & COMMUNICATIONS SERVICE		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
-	-	-	EXPENDITURE	
-	-	-	- Employees	-
-	-	-	- Premises	-
-	-	-	- Supplies and Services	336,960
-	-	-	- Transport	-
-	-	-	TOTAL EXPENDITURE	336,960
-	-	-	INCOME	
-	-	-	- Grants	(26,140)
-	-	-	- Fees and Charges	-
-	-	-	NET CONTROLLABLE EXPENDITURE	310,820
-	-	-	RECHARGES & CAPITAL CHARGES	
-	-	-	- Support Services	-
-	-	-	- Capital Charges	-
-	-	-	- Recharges	-
-	-	-	- Transfers to/from Reserves	(25,970)
-	-	-	NET EXPENDITURE (Including Recharges and Capital Charges)	284,850
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		-		
Supplies & Services		52,110	Funded by contribution from HRA/PRG underspend	
Grant		(26,140)	HRA Contribution	
Virement		284,850	Transfer of grants from various budgets to single budget	
Change in support costs		-		
Change in Capital Charges		-		
Change in recharges		-		
Transfers to/from Reserves		(25,970)	PRG underspend	
Budget 2011/12		284,850		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		-		
Outturn 2010/11 (P6 Forecast)		-		
NOTES				

REVENUE BUDGET**PERSONNEL & DEVELOPMENT**

ACTUAL 2009/10 £	ESTIMATE 2010/11 £	PROJECTED OUTTURN 2010/11 £	DETAIL	ESTIMATE 2011/12 £
-	-	18,550	Personnel & Development	51,920
53,295	123,580	105,000	Centralised Training Budget	105,000
53,295	123,580	123,550	SERVICE EXPENDITURE	156,920

**SUBJECTIVE ANALYSIS - 2011/12 ESTIMATE
PERSONNEL & DEVELOPMENT**

	Personnel & Development	Centralised Training Budget	Total
EXPENDITURE			
Employees	209,190	105,000	314,190
Premises	-	-	-
Supplies and Services	25,550	-	25,550
Transport	600	-	600
TOTAL EXPENDITURE	235,340	105,000	340,340
INCOME			
Grants	-	-	-
Fees & Charges	-	-	-
TOTAL INCOME	-	-	-
NET CONTROLLABLE EXPENDITURE	235,340	105,000	340,340
NON CONTROLLABLE ITEMS			
Recharged from other Accounts	76,970	-	76,970
Capital Charges	-	-	-
Recharged to other Accounts	(260,390)	-	(260,390)
Transfer to/from Reserves	-	-	-
TOTAL NON-CONTROLLABLE ITEMS	(183,420)	-	(183,420)
NET EXPENDITURE	51,920	105,000	156,920

REVENUE BUDGET				
SERVICE		PERSONNEL & DEVELOPMENT		
SERVICE DESCRIPTION		The Personnel and Development team is responsible for personnel and training procedures, payroll, personnel policy and employee relations. These costs are recharged to services on a per head basis.		
SERVICE MANAGER		DEPUTY CHIEF EXECUTIVE		
BUDGET MANAGER		HEAD OF PERSONNEL & DEVELOPMENT		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
237,894	207,370	244,090	EXPENDITURE	
-	-	-	Employees	209,190
28,207	26,620	28,100	Premises	-
20,065	1,370	1,000	Supplies and Services	25,550
			Transport	600
286,166	235,360	273,190	TOTAL EXPENDITURE	235,340
-	-	-	INCOME	
(2,899)	-	(19,280)	Grants	-
			Fees and Charges	-
283,267	235,360	253,910	NET CONTROLLABLE EXPENDITURE	235,340
83,368	75,620	75,620	RECHARGES & CAPITAL CHARGES	
-	-	-	Support Services	76,970
(366,635)	(310,980)	(310,980)	Capital Charges	-
-	-	-	Recharges	(260,390)
			Transfers to/from Reserves	-
-	-	18,550	NET EXPENDITURE (Including Recharges and Capital Charges)	51,920
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Pay Award		-		
Increments		1,430		
Salaries		440		
Transport		(18,640)	Deletion of two vacant posts from HR establishment	
Virement		(480)		
Virement		(1,010)	Procurement saving (Allocable Corp Costs)	
Virement		(340)	Lease Car saving (Allocable Corp Costs)	
Virement		18,580	Allocation of base budget from Training budget	
Change in support costs		1,350		
Change in Capital Charges		-		
Change in recharges		50,590		
Budget 2011/12		51,920		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Salaries		-		
Salaries		18,140	Additional salary costs funded from external income	
Supplies & Services		5,400	Subscriptions increase	
Supplies & Services		(4,290)	Decrease in the use of external consultants	
Income		(19,280)	External Income for Partnership working	
Virement		18,580	Allocation of base budget from Training budget	
Outturn 2010/11 (P6 Forecast)		18,550		
NOTES				

REVENUE BUDGET				
SERVICE		CENTRALISED TRAINING BUDGET		
SERVICE DESCRIPTION		The training budget for the whole authority is held centrally		
SERVICE MANAGER		DEPUTY CHIEF EXECUTIVE		
BUDGET MANAGER		HEAD OF PERSONNEL & DEVELOPMENT		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
45,658	123,580	105,000	EXPENDITURE	105,000
-	-	-	Employees	-
53	-	-	Premises	-
-	-	-	Supplies and Services	-
-	-	-	Transport	-
45,711	123,580	105,000	TOTAL EXPENDITURE	105,000
-	-	-	INCOME	-
-	-	-	Grants	-
			Fees and Charges	-
45,711	123,580	105,000	NET CONTROLLABLE	105,000
			EXPENDITURE	
7,584	-	-	RECHARGES & CAPITAL	-
-	-	-	CHARGES	-
-	-	-	Support Services	-
-	-	-	Capital Charges	-
-	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
53,295	123,580	105,000	NET EXPENDITURE (Including	105,000
			Recharges and Capital Charges)	
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Virement		123,580		
Change in support costs		(18,580)	Reallocation of base budget to HR budget	
Change in Capital Charges		-		
Change in recharges		-		
Budget 2011/12		105,000		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Virement		123,580		
Outturn 2010/11 (P6 Forecast)		105,000	Reallocation of base budget to HR budget	
NOTES				

REVENUE BUDGET

LEGAL AND DEMOCRATIC SERVICES

ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
-	-	(66,015)	Legal	(80,060)
67,890	82,710	61,010	Mayor	67,920
326,973	415,830	402,989	Electoral Services	340,800
813,454	858,690	847,405	Democratic Representation	820,540
1,208,318	1,357,230	1,245,389	SERVICE EXPENDITURE	1,149,200

SUBJECTIVE ANALYSIS - 2011/12 ESTIMATE
LEGAL AND DEMOCRATIC SERVICES

	Legal	Mayor	Electoral Services	Democratic Representation	Total
EXPENDITURE					
Employees	706,210	60,100	154,070	207,120	1,127,500
Premises	-	-	-	200	200
Supplies and Services	46,400	-	87,720	338,760	472,880
Transport	3,550	-	100	3,080	6,730
TOTAL EXPENDITURE	756,160	60,100	241,890	549,160	1,607,310
INCOME					
Grants	(80,000)	-	-	-	(80,000)
Fees and Charges	(201,860)	-	(2,300)	(5,700)	(209,860)
TOTAL INCOME	(281,860)	-	(2,300)	(5,700)	(289,860)
NET CONTROLLABLE EXPENDITURE	474,300	60,100	239,590	543,460	1,317,450
NON CONTROLLABLE ITEMS					
Recharged from other Accounts	93,450	7,820	40,960	415,520	557,750
Capital Charges	-	-	-	6,350	6,350
Recharged to other Accounts	(647,810)	-	-	(144,790)	(792,600)
Transfer to/from Reserves	-	-	60,250	-	60,250
TOTAL NON-CONTROLLABLE ITEMS	(554,360)	7,820	101,210	277,080	(168,250)
NET EXPENDITURE	(80,060)	67,920	340,800	820,540	1,149,200

REVENUE BUDGET				
SERVICE		LEGAL SERVICES		
SERVICE DESCRIPTION		Providing Legal Services to all departments and ensuring full compliance with Member Code of Conduct and Monitoring Officer duties.		
SERVICE MANAGER		HEAD OF LEGAL AND DEMOCRATIC SERVICES		
BUDGET MANAGER		PROCUREMENT AND PRACTICE MANAGER		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
633,281	677,300	674,600	EXPENDITURE	
-	-	-	Employees	706,210
55,182	47,110	64,055	Premises	-
11,515	11,160	5,360	Supplies and Services	46,400
			Transport	3,550
699,978	735,570	744,015	TOTAL EXPENDITURE	756,160
-	-	-	INCOME	
(141,888)	(123,540)	(198,000)	Grants	(80,000)
			Fees and Charges	(201,860)
558,090	612,030	546,015	NET CONTROLLABLE EXPENDITURE	474,300
106,767	100,720	100,720	RECHARGES & CAPITAL CHARGES	
-	-	-	Support Services	93,450
(664,857)	(712,750)	(712,750)	Capital Charges	-
-	-	-	Recharges	(647,810)
			Transfers to/from Reserves	-
-	-	(66,015)	NET EXPENDITURE (Including Recharges and Capital Charges)	(80,060)
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		-		
15% Saving		(33,200)	Succession Plan saving due to restructure	
15% Saving		(5,500)	Supplies and Services reduction	
Pay Award		4,640		
Increments		2,270		
Salaries		63,300	Additional post funded by external funding	
General Inflation		420		
Supplies & Services		6,030	Predicted increase in books costs	
Transport		(4,440)	Reduction in lease car users due to retirements	
Income Inflation		(4,320)		
Income		(74,000)	Income stream generated for use of strategic lawyer within establishment for Ashford Growth items	
Grant		(80,000)	New Homes Bonus Grant	
Virement		(8,100)	Transfer to Pension budget - early retirement costs	
Virement		(1,660)	Procurement saving (Allocable Corp Costs)	
Virement		(3,170)	Lease car saving (Allocable Corp Costs)	
Change in support costs		(7,270)		
Change in Capital Charges		-		
Change in recharges		64,940		
Budget 2011/12		(80,060)		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		-		
Salaries		(2,700)	Net Decrease between vacancies + external Income	
Supplies & Services		16,945	External Consultant costs	
Transport		(5,800)	Reduction in lease car users due to retirements	
Income		(74,460)	Additional Income for use of Lawyer	
Outturn 2010/11 (P6 Forecast)		(66,015)		
NOTES				

REVENUE BUDGET				
SERVICE		ELECTORAL ADMINISTRATION AND REGISTRATION		
SERVICE DESCRIPTION		The administration of the elections and the maintenance of the electoral role. The cost of the KCC and Parliamentary elections are recovered		
SERVICE MANAGER		HEAD OF LEGAL AND DEMOCRATIC SERVICES		
BUDGET MANAGER		SENIOR ELECTORAL SERVICES OFFICER		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
181,180	193,670	197,352	EXPENDITURE	154,070
15,379	1,000	-	Employees	-
155,297	113,160	97,140	Premises	87,720
911	4,100	350	Supplies and Services	100
			Transport	
352,766	311,930	294,842	TOTAL EXPENDITURE	241,890
-	-	(753)	INCOME	-
(2,743)	(7,300)	(2,300)	Grants	-
			Fees and Charges	(2,300)
350,024	304,630	291,789	NET CONTROLLABLE	239,590
			EXPENDITURE	
44,343	50,950	50,950	RECHARGES & CAPITAL	40,960
-	-	-	CHARGES	-
-	-	-	Support Services	-
(67,394)	60,250	60,250	Capital Charges	-
			Recharges	-
			Transfers to/from Reserves	60,250
326,973	415,830	402,989	NET EXPENDITURE (Including	340,800
			Recharges and Capital Charges)	
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		415,830		
15% Saving		(47,000)	Retirement of Electoral/Democratic Manager	
Pay Award		1,290		
Increments		3,410		
Salaries		(3,930)	Additional saving identified during budget build	
Premises		(1,000)	Hire of premises budget not required	
General Inflation		1,500		
Supplies & Services		(22,500)	Additional savings identified during budget build	
Income		5,000	Removal of target for charges/fees	
Virement		6,630	Transfer of salary budget from Democratic budget	
Virement		(4,440)	Procurement saving (Allocable Corp Costs)	
Virement		(4,000)	Lease car saving (Allocable Corp Costs)	
Change in support costs		(9,990)		
Change in Capital Charges		-		
Change in recharges		-		
Budget 2011/12		340,800		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		415,830		
Salaries		3,682	Due to long term sickness	
Premises		(1,000)	Hire of premises budget not required	
Supplies & Services		(16,020)	Office equipment maintenance budget reduction	
Transport		(3,750)	Lease car budget removed	
Income		4,247	Removal of target for charges/fees	
Outturn 2010/11 (P6 Forecast)		402,989		
NOTES				

REVENUE BUDGET				
SERVICE		DEMOCRATIC REPRESENTATION		
SERVICE DESCRIPTION		Member support and administration of the Council's committees		
SERVICE MANAGER		HEAD OF LEGAL AND DEMOCRATIC SERVICES		
BUDGET MANAGER		MEMBER SERVICES AND SCRUTINY MANAGER		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
201,391	215,040	201,970	EXPENDITURE	
-	200	-	Employees	207,120
320,805	337,150	342,550	Premises	200
3,573	3,920	3,485	Supplies and Services	338,760
			Transport	3,080
525,769	556,310	548,005	TOTAL EXPENDITURE	549,160
			INCOME	
-	-	-	Grants	-
(4,498)	(3,370)	(6,350)	Fees and Charges	(5,700)
521,271	552,940	541,655	NET CONTROLLABLE EXPENDITURE	543,460
			RECHARGES & CAPITAL CHARGES	
435,824	443,520	443,520	Support Services	415,520
9,527	9,530	9,530	Capital Charges	6,350
(153,168)	(147,300)	(147,300)	Recharges	(144,790)
-	-	-	Transfers to/from Reserves	-
813,454	858,690	847,405	NET EXPENDITURE (Including Recharges and Capital Charges)	820,540
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
15% Saving		858,690		
15% Saving		(9,000)	Flexi retirement of staff member	
Pay Award		(6,460)	Supplies & Services reduction	
Increments		3,630		
Salaries		2,480		
Additional Portfolio Holder		1,600	Increase in Employee related insurance costs	
Income		8,590	Additional portfolio holder	
Virement		(1,910)	Additional income generated from use of committee rooms in regards to referendum element in 2011/12	
Virement		(6,630)	Transfer of salary budget to Elections	
Virement		(870)	Procurement saving (Allocable Corp Costs)	
Virement		(490)	Lease car saving (Allocable Corp Costs)	
Change in support costs		(420)	Increase in income target	
Change in Capital Charges		(28,000)		
Change in recharges		(3,180)		
Budget 2011/12		2,510		
		820,540		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Salaries		858,690		
Supplies & Services		(13,070)	Vacancy savings	
Supplies & Services		8,690	Additional portfolio holder	
Additional Portfolio Holder		(2,100)	Reduction in Office equipment maintenance budget	
Supplies & Services		(2,000)	Reduction in catering provision requirements	
Income		175		
Outturn 2010/11 (P6 Forecast)		(2,980)	Rental income for Committee Room for Elections	
		847,405		
NOTES				

REVENUE BUDGET				
SERVICE		MAYORALTY		
SERVICE DESCRIPTION		Mayoral Costs		
SERVICE MANAGER		HEAD OF LEGAL AND DEMOCRATIC SERVICES		
BUDGET MANAGER		MEMBER SERVICES AND SCRUTINY MANAGER		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	2010/11		2011/12
£	£	£		£
36,930	38,750	19,980	EXPENDITURE	
-	-	-	Employees	60,100
11,863	16,710	12,520	Premises	-
9,197	15,010	16,840	Supplies and Services	-
			Transport	-
57,990	70,470	49,340	TOTAL EXPENDITURE	60,100
-	-	-	INCOME	
-	-	(570)	Grants	-
			Fees and Charges	-
57,990	70,470	48,770	NET CONTROLLABLE	60,100
			EXPENDITURE	
9,900	12,240	12,240	RECHARGES & CAPITAL	
-	-	-	CHARGES	
-	-	-	Support Services	7,820
-	-	-	Capital Charges	-
-	-	-	Recharges	-
			Transfers to/from Reserves	-
67,890	82,710	61,010	NET EXPENDITURE (Including	67,920
			Recharges and Capital Charges)	
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		82,710		
15% Savings		(830)	Reduction in Mayors expenses	
15% Savings		(9,770)	Reduction in cost of Mayoralty (O&S review)	
Inflation		420		
Supplies & Services		(10)		
Virements		(180)	Procurement Saving (Allocable Corp Costs)	
Change in support costs		(4,420)		
Change in Capital Charges		-		
Change in recharges		-		
Budget 2011/12		67,920		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		82,710		
Salaries		(18,770)	Vacancy	
Supplies & Services		(4,190)	Reduction in Mayors expenses	
Transport		1,830	Hire of vehicle costs	
Income		(570)		
Outturn 2010/11 (P6 Forecast)		61,010		
NOTES				

REVENUE BUDGET**PLANNING**

ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
309,374	339,130	502,050	Strategic Planning	298,810
367,862	825,110	954,540	Development Control	620,380
52,967	31,510	47,850	Building Control	68,020
(93,932)	(35,500)	-	Land Charges	(21,520)
8,342	-	(17,760)	Planning Administration	-
186,231	201,700	196,310	Economic Development	202,430
830,843	1,361,950	1,682,990	SERVICE EXPENDITURE	1,168,120

**SUBJECTIVE ANALYSIS - 2011/12 ESTIMATE
PLANNING**

	Strategic Planning	Development Control	Building Control	Land Charges	Planning Administration	Economic Development	Total
EXPENDITURE							
Employees	377,220	955,240	423,450	95,230	344,740	97,630	2,293,510
Premises	-	-	-	-	-	-	-
Supplies and Services	32,090	121,250	48,110	10,460	2,400	90,200	304,510
Transport	4,150	16,940	15,650	400	100	700	37,940
TOTAL EXPENDITURE	413,460	1,093,430	487,210	106,090	347,240	188,530	2,635,960
INCOME							
Grants	(215,000)	(280,000)	-	-	-	-	(495,000)
Fees and Charges	-	(894,000)	(458,000)	(185,500)	(7,500)	-	(1,545,000)
TOTAL INCOME	(215,000)	(1,174,000)	(458,000)	(185,500)	(7,500)	-	(2,040,000)
NET CONTROLLABLE EXPENDITURE	198,460	(80,570)	29,210	(79,410)	339,740	188,530	595,960
NON CONTROLLABLE ITEMS							
Recharged from other Accounts	142,390	756,590	110,900	57,890	132,260	13,900	1,213,930
Capital Charges	-	-	-	-	-	-	-
Recharged to other Accounts	(42,040)	(55,640)	(72,090)	-	(472,000)	-	(641,770)
Transfer to/from Reserves	-	-	-	-	-	-	-
TOTAL NON-CONTROLLABLE ITEMS	100,350	700,950	38,810	57,890	(339,740)	13,900	572,160
NET EXPENDITURE	298,810	620,380	68,020	(21,520)	-	202,430	1,168,120

REVENUE BUDGET				
SERVICE		STRATEGIC PLANNING		
SERVICE DESCRIPTION		Producing the Local Development Framework for the Borough and taking forward Ashford growth proposals.		
SERVICE MANAGER		Head of Planning and Development		
BUDGET MANAGER		Business Manager & Head of Building Control		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	£		£
421,068	409,300	374,470	EXPENDITURE	
-	-	-	Employees	377,220
35,036	50,550	41,040	Premises	-
6,361	6,320	5,120	Supplies and Services	32,090
			Transport	4,150
462,466	466,170	420,630	TOTAL EXPENDITURE	413,460
(252,430)	(238,000)	(29,240)	INCOME	
(161)	-	(300)	Grants	(215,000)
			Fees and Charges	-
209,875	228,170	391,090	NET CONTROLLABLE EXPENDITURE	198,460
140,611	152,700	152,700	RECHARGES & CAPITAL CHARGES	
-	-	-	Support Services	142,390
(41,112)	(41,740)	(41,740)	Capital Charges	-
-	-	-	Recharges	(42,040)
			Transfers to/from Reserves	-
309,374	339,130	502,050	NET EXPENDITURE (Including Recharges and Capital Charges)	298,810
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		339,130		
New Homes Bonus		(215,000)		
MTFP Adjust. Re Loss of HPDG		208,760		
MTFP Adjust. Re Loss of GAF3		29,240		
MTFP 15% Saving - Policy Planner		(36,000)		
MTFP 15% Saving - Printing		(5,000)		
Virement to Planing Administration		(15,000)		
Insurance		3,210		
Inflation		3,130		
Virements		(2,160)	Leased Car & Procurement Savings	
Minor Variances		(890)		
Change in support costs		(10,310)		
Change in Capital Charges		-		
Change in recharges		(300)		
Budget 2011/12		298,810		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		339,130		
Housing & Planning Delivery Grant		208,760	Communities & Local Government letter 10th June 2010 abolishing HPDG grant.	
Policy Planner Post		(35,000)	Salary savings (Vacant Policy Planner post included in services 15% proposals).	
Printing/Stationery/Advertising		(10,840)	Moratorium savings	
Outturn 2010/11 (P6 Forecast)		502,050		
NOTES				

REVENUE BUDGET				
SERVICE		DEVELOPMENT CONTROL		
SERVICE DESCRIPTION		Processing Planning Applications ranging from Extensions to Major Sites, plus Enforcement and Conservation.		
SERVICE MANAGER		Head of Planning and Development		
BUDGET MANAGER		Business Manager & Head of Building Control		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
979,926	991,340	966,340	EXPENDITURE	
132	-	-	Employees	955,240
369,399	173,940	197,820	Premises	-
28,839	35,620	30,820	Supplies and Services	121,250
			Transport	16,940
1,378,296	1,200,900	1,194,980	TOTAL EXPENDITURE	1,093,430
(771,073)	(456,710)	(280,490)	INCOME	
(985,355)	(637,480)	(668,640)	Grants	(280,000)
			Fees and Charges	(894,000)
(378,131)	106,710	245,850	NET CONTROLLABLE	(80,570)
			EXPENDITURE	
806,324	773,660	773,660	RECHARGES & CAPITAL	
-	-	-	CHARGES	
(60,331)	(55,260)	(55,260)	Support Services	756,590
-	-	(9,710)	Capital Charges	-
			Recharges	(55,640)
			Transfers to/from Reserves	-
367,862	825,110	954,540	NET EXPENDITURE (Including	620,380
			Recharges and Capital Charges)	
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		825,110		
New Homes Bonus		(230,000)		
MTFP Adjust. Re Loss of HPDG		228,220		
MTFP Adjust. Re Loss of GAF3		223,490		
Proposed Planning Fee Changes		(200,000)	Re Consultation Document on Planning Income	
Capitalisation of GAF Work		(50,000)		
15% Saving - Salaries		(94,000)		
15% Saving - External Legal Fees		(15,000)		
15% Saving - Income		(10,000)	More rigorous Pre-Application Advice	
Inflation		(14,790)		
Virements		(24,010)	Leased Car & Procurement Savings	
Minor savings		(1,190)		
Change in support costs		(17,070)		
Change in Capital Charges		-		
Change in recharges		(380)		
Budget 2011/12		620,380		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		825,110		
Housing & Planning Delivery Grant		203,220	Communities & Local Government letter 10th June 2010 abolishing HPDG grant.	
Landscape Officer Post		(25,000)		
Computer Hardware/Software		12,700	EDM Costs	
Strategic Sites Team Core Funding		(57,000)		
Transportation		(4,800)		
Other		310		
Outturn 2010/11 (P6 Forecast)		954,540		
NOTES				

REVENUE BUDGET				
SERVICE		BUILDING CONTROL		
SERVICE DESCRIPTION		Undertake the Strategic Duties of the Building Regulations.		
SERVICE MANAGER		Head of Planning and Development		
BUDGET MANAGER		Business Manager & Head of Building Control		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
			EXPENDITURE	
423,076	425,470	425,470	Employees	423,450
264	-	-	Premises	-
45,701	16,200	37,310	Supplies and Services	48,110
10,839	15,780	13,450	Transport	15,650
479,880	457,450	476,230	TOTAL EXPENDITURE	487,210
			INCOME	
-	-	-	Grants	-
(447,446)	(451,580)	(494,380)	Fees and Charges	(458,000)
32,434	5,870	(18,150)	NET CONTROLLABLE	29,210
			EXPENDITURE	
			RECHARGES & CAPITAL	
			CHARGES	
104,173	104,060	104,060	Support Services	110,900
-	-	-	Capital Charges	-
(83,640)	(78,420)	(78,420)	Recharges	(72,090)
-	-	40,360	Transfers to/from Reserves	-
52,967	31,510	47,850	NET EXPENDITURE (Including	68,020
			Recharges and Capital Charges)	
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		31,510		
Supplies and Services		22,860	Increase in fee income from discretionary works	
Additional Income		(6,420)	Increase in fees paid out for LABC Partnering applications	
Virements		4,100	Leased Car	
Inflation		2,930		
Vehicle		(130)		
Change in support costs		6,840		
Change in Capital Charges		-		
Change in recharges		6,330		
Budget 2011/12		68,020		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		31,510		
Non Fee-Earning a/c		16,340		
Outturn 2010/11 (P6 Forecast)		47,850		
NOTES				

REVENUE BUDGET				
SERVICE		LAND CHARGES		
SERVICE DESCRIPTION		Responding to Land Charges Search Enquiries.		
SERVICE MANAGER		Head of Planning and Development		
BUDGET MANAGER		Business Manager & Head of Building Control		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
88,661	98,500	91,280	EXPENDITURE	
-	-	-	Employees	95,230
20,623	5,250	20,300	Premises	-
511	-	-	Supplies and Services	10,460
			Transport	400
109,796	103,750	111,580	TOTAL EXPENDITURE	106,090
			INCOME	
-	-	-	Grants	-
(255,159)	(201,430)	(186,050)	Fees and Charges	(185,500)
(145,364)	(97,680)	(74,470)	NET CONTROLLABLE	(79,410)
			EXPENDITURE	(79,410)
			RECHARGES & CAPITAL	
51,432	62,180	62,180	CHARGES	
-	-	-	Support Services	57,890
-	-	-	Capital Charges	-
-	-	-	Recharges	-
-	-	12,290	Transfers to/from Reserves	-
(93,932)	(35,500)	-	NET EXPENDITURE (Including	(21,520)
			Recharges and Capital Charges)	
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£		COMMENTS
Copying Fee income		(35,500)		
Other		16,150		Caused by power to charge for copies
Inflation		1,150		
Insurance		680		
Change in support costs		290		
Change in Capital Charges		(4,290)		
Change in recharges		-		
Budget 2011/12		(21,520)		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£		COMMENTS
Salary Savings		(35,500)		
Income from Personal Searches		(5,790)		
Other Income		37,000		Information Commission Ruling
Outturn 2010/11 (P6 Forecast)		(12,290)		
NOTES				

REVENUE BUDGET				
SERVICE		Planning Administration		
SERVICE DESCRIPTION		Holding Account for the costs of the administration for Planning and Building Control Services. This budget is recharged to those services.		
SERVICE MANAGER		Head of Planning and Development		
BUDGET MANAGER		Business Manager & Head of Building Control		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	2010/11		2011/12
£	£	£		£
358,201	369,790	339,790	EXPENDITURE	
-	-	-	Employees	344,740
20,240	4,620	8,370	Premises	-
537	-	-	Supplies and Services	2,400
			Transport	100
378,978	374,410	348,160	TOTAL EXPENDITURE	347,240
			INCOME	
(6,000)	(47,110)	(47,110)	Grants	-
(20,454)	(15,990)	(7,500)	Fees and Charges	(7,500)
352,524	311,310	293,550	NET CONTROLLABLE	
			EXPENDITURE	339,740
148,959	143,090	143,090	RECHARGES & CAPITAL	
-	-	-	CHARGES	
(493,142)	(454,400)	(454,400)	Support Services	132,260
-	-	-	Capital Charges	-
			Recharges	(472,000)
			Transfers to/from Reserves	-
8,342	-	(17,760)	NET EXPENDITURE (Including	
			Recharges and Capital Charges)	-
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		-		
Loss of GAF3 Funding		47,110		
15% Saving - Vacant Admin Post		(23,000)		
Salary Savings from EDM		(21,270)		
Virement from Strategic Planning		15,000		
Income from St Names/numbering		8,490		
Inflation		2,560		
Virements		(460)		
Change in support costs		(10,830)		
Change in Capital Charges		-		
Change in recharges		(17,600)		
Budget 2011/12		-		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		-		
Copying Income		8,490		
Salary Savings		(30,000)		
Supplies & Services		3,750		
Outturn 2010/11 (P6 Forecast)		(17,760)		
NOTES				

REVENUE BUDGET				
SERVICE		Economic Development		
SERVICE DESCRIPTION		Planning and supporting growth in the area for both local and incoming business.		
SERVICE MANAGER		Head of Planning and Development		
BUDGET MANAGER		Business Manager & Head of Building Control		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
106,934	96,100	96,100	EXPENDITURE	97,630
2,148	-	-	Employees	-
152,444	90,200	84,810	Premises	-
1,014	700	700	Supplies and Services	90,200
			Transport	700
262,540	187,000	181,610	TOTAL EXPENDITURE	188,530
(90,921)	-	-	INCOME	-
(2,113)	-	-	Grants	-
			Fees and Charges	-
169,505	187,000	181,610	NET CONTROLLABLE	188,530
			EXPENDITURE	188,530
16,725	14,700	14,700	RECHARGES & CAPITAL	13,900
-	-	-	CHARGES	-
-	-	-	Support Services	-
			Capital Charges	-
			Recharges	-
			Transfers to/from Reserves	-
186,231	201,700	196,310	NET EXPENDITURE (Including	202,430
			Recharges and Capital Charges)	
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Promotions & Exhibitions		201,700		
Virements		4,380	Procurement Saving not achieved	
Minor Variations		(5,130)	Leased Car & Procurement	
Inflation		1,610		
Change in support costs		670		
Change in Capital Charges		(800)		
Change in recharges		-		
Budget 2011/12		202,430		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Supplies & Services		201,700		
		(5,390)		
Outturn 2010/11 (P6 Forecast)		196,310		
NOTES				

REVENUE BUDGET

FINANCIAL SERVICES

ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
156,840	-	(22,246)	Accountancy	(16,250)
28,885	-	(3,637)	Exchequer Services	(40)
3,209	-	(2,430)	Debtors/Debt Collection	(10)
(109,514)	(62,750)	(82,310)	Business Rate Collection	(93,500)
528,409	575,780	563,145	Council Tax Collection	459,900
308,071	376,390	431,771	Housing Benefit Administration	370,460
(184,631)	127,720	(142,020)	Housing Benefits	(250,000)
(3,203)	(1,980)	(1,980)	Housing Advances	(490)
619,229	787,320	774,320	Concessionary Fares	-
(132,704)	300,670	310,780	Miscellaneous Expenditure	(1,320)
1,249,030	1,540,120	1,540,120	Non Distributed Costs	1,538,080
2,463,620	3,643,270	3,365,513	SERVICE EXPENDITURE	2,006,830

SUBJECTIVE ANALYSIS - 2011/12 ESTIMATE
FINANCIAL SERVICES

	Accountancy	Exchequer Services	Debtors/Debt Collection	Business Rate Collection	Council Tax Collection	Housing Benefit Administration	Housing Benefits	Housing Advances	Concessionary Fares	Miscellaneous Expenditure	Non Distributed Costs	Total
EXPENDITURE												
Employees	391,750	107,860	52,660	18,170	424,370	663,030	-	-	-	-	1,808,110	3,465,950
Premises	-	-	-	-	-	-	-	-	-	-	-	-
Supplies and Services	64,660	19,940	1,920	47,290	113,800	127,100	39,016,210	500	-	32,000	-	39,423,420
Transport	1,900	-	150	350	4,460	10,110	-	-	-	-	-	16,970
TOTAL EXPENDITURE	458,310	127,800	54,730	65,810	542,630	800,240	39,016,210	500	-	32,000	1,808,110	42,906,340
INCOME												
Grants	-	-	-	(166,070)	-	(720,910)	(38,530,000)	-	-	(29,400)	-	(39,446,380)
Fees & Charges	(57,800)	-	-	(30,000)	(325,000)	(26,000)	(736,210)	(1,700)	-	15,600	-	(1,161,110)
TOTAL INCOME	(57,800)	-	-	(196,070)	(325,000)	(746,910)	(39,266,210)	(1,700)	-	(13,800)	-	(40,607,490)
NET CONTROLLABLE EXPENDITURE	400,510	127,800	54,730	(130,260)	217,630	53,330	(250,000)	(1,200)	-	18,200	1,808,110	2,298,850
NON CONTROLLABLE ITEMS												
Recharged from other Accounts	113,660	40,450	28,310	36,760	242,270	317,130	-	710	-	8,700	-	787,990
Capital Charges	-	-	-	-	-	-	-	-	-	-	-	-
Recharged to other Accounts	(530,420)	(168,290)	(83,050)	-	-	-	-	-	-	(28,220)	(331,260)	(1,141,240)
Transfer to/from Reserves	-	-	-	-	-	-	-	-	-	-	61,230	61,230
TOTAL NON-CONTROLLABLE ITEMS	(416,760)	(127,840)	(54,740)	36,760	242,270	317,130	-	710	-	(19,520)	(270,030)	(292,020)
NET EXPENDITURE	(16,250)	(40)	(10)	(93,500)	459,900	370,460	(250,000)	(490)	-	(1,320)	1,538,080	2,006,830

REVENUE BUDGET				
SERVICE		ACCOUNTANCY		
SERVICE DESCRIPTION		Provision of Accountancy, Treasury Management and Insurance services. The costs are fully recharged to services.		
SERVICE MANAGER		DEPUTY CHIEF EXECUTIVE		
BUDGET MANAGER		FINANCE MANAGER		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
547,245	409,300	391,560	EXPENDITURE	
-	-	-	Employees	391,750
105,150	60,280	54,137	Premises	-
1,007	650	2,287	Supplies and Services	64,660
			Transport	1,900
653,403	470,230	447,984	TOTAL EXPENDITURE	458,310
			INCOME	
-	-	-	Grants	-
(49,118)	(47,800)	(47,800)	Fees and Charges	(57,800)
604,285	422,430	400,184	NET CONTROLLABLE EXPENDITURE	400,510
			RECHARGES & CAPITAL CHARGES	
113,439	144,250	144,250	Support Services	113,660
(1,500)	80,990	80,990	Capital Charges	-
(559,384)	(647,670)	(647,670)	Recharges	(530,420)
-	-	-	Transfers to/from Reserves	-
156,840	-	(22,246)	NET EXPENDITURE (Including Recharges and Capital Charges)	(16,250)
ANALYSIS OF BUDGET VARIATIONS				
	£	COMMENTS		
Base Budget 2010/11	-			
15% Saving	(10,000)	Extend Insurance Shared Service		
15% Saving	(25,000)	Reduction in Supplies & Service Costs		
Pay Award	4,040			
Increments	5,440			
Salaries	(9,520)	Additional saving identified during budget build		
Contractual Inflation	1,700			
General Inflation	12,000			
Supplies & Services	(2,880)	Additional saving identified during budget build		
Transport	1,690	Travel costs increase		
Virement	(650)	Procurement saving (Allocable Corp Costs)		
Virement	(340)	Lease car saving (Allocable Corp Costs)		
Virement	1,600	Movement of Procurement budget from PIT		
Change in support costs	(30,590)			
Change in Capital Charges	(80,990)			
Change in recharges	117,250			
Budget 2011/12	(16,250)			
ANALYSIS OF BUDGET VARIATIONS				
	£	COMMENTS		
Base Budget 2010/11	-			
Salaries	(17,740)	Deletion of admin post from establishment		
Supplies & Services	(6,143)	Reduction in external consultant budget		
Transport	1,637	Travel costs increase		
Outturn 2010/11 (P6 Forecast)	(22,246)			
NOTES				

REVENUE BUDGET				
SERVICE		EXCHEQUER SERVICES		
SERVICE DESCRIPTION		Provision for Creditors and income management functions. The costs are fully recharged to services.		
SERVICE MANAGER		DEPUTY CHIEF EXECUTIVE		
BUDGET MANAGER		EXCHEQUER MANAGER		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	2010/11		2011/12
£	£	£		£
146,965	119,040	106,570	EXPENDITURE	
-	-	-	Employees	107,860
18,976	11,070	19,908	Premises	-
56	30	30	Supplies and Services	19,940
			Transport	-
165,998	130,140	126,508	TOTAL EXPENDITURE	127,800
-	-	-	INCOME	
-	-	(5)	Grants	-
			Fees and Charges	-
165,998	130,140	126,503	NET CONTROLLABLE EXPENDITURE	127,800
47,201	51,370	51,370	RECHARGES & CAPITAL CHARGES	
-	6,790	6,790	Support Services	40,450
(184,314)	(188,300)	(188,300)	Capital Charges	-
-	-	-	Recharges	(168,290)
			Transfers to/from Reserves	-
28,885	-	(3,637)	NET EXPENDITURE (Including Recharges and Capital Charges)	(40)
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
15% Saving		(25,000)	Reduction in staffing levels	
Increments		3,230		
Salaries		(2,500)	Saving identified during budget build	
Supplies & Services		5,430	Maintenance costs for Scan Coins machines	
Supplies & Services		4,940	Cash Collection Service costs increase	
Supplies & Services		(860)	Other identified savings during budget build	
Virement		12,500	Reallocation of salary budget from Debtors	
Virement		(80)	Procurement saving (Allocable Corp Costs)	
Change in support costs		(10,920)		
Change in Capital Charges		(6,790)		
Change in recharges		20,010		
Budget 2011/12		(40)		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Salaries		(12,470)	Staff level reduction	
Supplies & Services		5,430	Maintenance costs for Scan Coins machines	
Supplies & Services		4,540	Cash Collection Service costs increase	
Supplies & Services		(1,137)	Other identified savings	
Outturn 2010/11 (P6 Forecast)		(3,637)		
NOTES				

REVENUE BUDGET				
SERVICE		DEBTORS/DEBT RECOVERY		
SERVICE DESCRIPTION		Collection of miscellaneous debtors due to ABC		
SERVICE MANAGER		DEPUTY CHIEF EXECUTIVE		
BUDGET MANAGER		REVENUES AND BENEFITS MANAGER		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
59,882	58,250	55,820	EXPENDITURE	
-	-	-	Employees	52,660
1,162	470	470	Premises	-
-	-	-	Supplies and Services	1,920
			Transport	150
61,044	58,720	56,290	TOTAL EXPENDITURE	54,730
			INCOME	
-	-	-	Grants	-
-	-	-	Fees and Charges	-
61,044	58,720	56,290	NET CONTROLLABLE	
			EXPENDITURE	54,730
26,633	37,010	37,010	RECHARGES & CAPITAL	
-	-	-	CHARGES	
(84,468)	(95,730)	(95,730)	Support Services	28,310
-	-	-	Capital Charges	-
			Recharges	(83,050)
			Transfers to/from Reserves	-
3,209	-	(2,430)	NET EXPENDITURE (Including	
			Recharges and Capital Charges)	(10)
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Salaries		-		
Supplies & Services		(850)		
Transport		1,450	Postage costs increase	
Virement		150		
Virement		(12,500)	Transfer of salary budget to Exchequer Services	
Change in support costs		7,760	Transfer of salary budget from Housing Benefit	
Change in Capital Charges		(8,700)		
Change in recharges		-		
Budget 2011/12		12,680		
		(10)		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Salaries		-		
Outturn 2010/11 (P6 Forecast)		(2,430)	Additional savings identified	
		(2,430)		
NOTES				
Collection rate of 95%				
Estimated Annual Receipts of £8m				

REVENUE BUDGET				
SERVICE		NATIONAL NON-DOMESTIC RATE COLLECTION		
SERVICE DESCRIPTION		Collection on behalf of Central Government of the National Non-Domestic Rates		
SERVICE MANAGER		DEPUTY CHIEF EXECUTIVE		
BUDGET MANAGER		REVENUES AND BENEFITS MANAGER		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
16,935	16,570	17,400	EXPENDITURE	
-	-	-	Employees	18,170
60,444	57,600	51,210	Premises	-
595	660	660	Supplies and Services	47,290
			Transport	350
77,973	74,830	69,270	TOTAL EXPENDITURE	65,810
			INCOME	
(196,404)	(186,590)	(190,590)	Grants	(166,070)
(24,202)	(20,000)	(30,000)	Fees and Charges	(30,000)
(142,633)	(131,760)	(151,320)	NET CONTROLLABLE EXPENDITURE	(130,260)
			RECHARGES & CAPITAL CHARGES	
33,119	42,250	42,250	Support Services	36,760
-	26,760	26,760	Capital Charges	-
-	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
(109,514)	(62,750)	(82,310)	NET EXPENDITURE (Including Recharges and Capital Charges)	(93,500)
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Pay Award		(62,750)		
Increments		110		
Salaries		710		
General Inflation		780		
Supplies & Services		1,400		
Transport		(1,660)	Reduction in external printing costs	
Grants		150		
Virement		20,520	Predicted 25% reduction in Grant income	
Virement		(50)	Procurement Saving (Allocable Corp Costs)	
Virement		(460)	Lease Car Saving (Allocable Corp Costs)	
Virement		(20,000)	Transfer of budget to Housing Benefit Admin (Correctio	
Change in support costs		(5,490)		
Change in Capital Charges		(26,760)		
Change in recharges		-		
Budget 2011/12		(93,500)		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Salaries		(62,750)		
Virement		830		
Supplies & Services		(20,000)	Transfer of budget to Housing Benefit Admin (Correctio	
		3,610	Increase in Software costs - funded by additional grant	
Grants		(4,000)	Additional one off grant	
Outturn 2010/11 (P6 Forecast)		(82,310)		
NOTES				
98% Collection Rate				
3,900 Business Rate Properties				
Estimated Annual Receipts £40m				

REVENUE BUDGET				
SERVICE		COUNCIL TAX COLLECTION		
SERVICE DESCRIPTION		Collection and administration of Council Tax		
SERVICE MANAGER		DEPUTY CHIEF EXECUTIVE		
BUDGET MANAGER		REVENUES AND BENEFITS MANAGER		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
416,123	394,860	410,090	EXPENDITURE	
-	-	-	Employees	424,370
107,907	133,010	105,155	Premises	-
5,142	4,220	4,220	Supplies and Services	113,800
			Transport	4,460
529,173	532,090	519,465	TOTAL EXPENDITURE	542,630
-	-	-	INCOME	
(251,092)	(323,850)	(323,860)	Grants	-
			Fees and Charges	(325,000)
278,081	208,240	195,605	NET CONTROLLABLE EXPENDITURE	217,630
250,328	339,960	339,960	RECHARGES & CAPITAL CHARGES	
-	27,580	27,580	Support Services	242,270
-	-	-	Capital Charges	-
-	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
528,409	575,780	563,145	NET EXPENDITURE (Including Recharges and Capital Charges)	459,900
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Pay Award		575,780		
Increments		2,680		
Salaries		4,110		
General Inflation		2,720	Employee Related Insurance costs increase	
Supplies & Services		1,230		
Income		(2,540)	Additional savings identified during budget build	
Virement		(1,150)	Increase in predicted court costs recovered	
Virement		20,000	Transfer of salary budget from Benefits Admin	
Virement		3,460	Transfer of lease car budget from Benefit Admin	
Virement		(2,900)	Procurement savings (Allocable Corp Costs)	
Virement		(3,220)	Lease car savings (Allocable Corp Costs)	
Virement		(15,000)	Transfer of budget to Benefits Admin (Correction to 2010/11 budget build)	
Change in support costs		(97,690)		
Change in Capital Charges		(27,580)		
Change in recharges		-		
Budget 2011/12		459,900		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Salaries		575,780		
Supplies & Services		(4,770)	Additional saving identified	
Virement		(12,865)	Postage costs saving	
Virement		20,000	Transfer of salary budget from Benefits Admin	
Virement		(15,000)	Transfer of budget to Benefits Admin (Correction to 2010/11 budget build)	
Outturn 2010/11 (P6 Forecast)		563,145		
NOTES				
98.7% Collection Rate				
49,000 Council Tax Accounts				
Estimated Annual Receipts of £63.6m				

REVENUE BUDGET				
SERVICE		HOUSING BENEFIT ADMINISTRATION		
SERVICE DESCRIPTION		Administration of Housing and Council Tax Benefit on behalf of the Department of Works and Pensions		
SERVICE MANAGER		DEPUTY CHIEF EXECUTIVE		
BUDGET MANAGER		REVENUES AND BENEFITS MANAGER		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
716,687	663,490	706,530	EXPENDITURE	663,030
-	-	-	Employees	-
104,597	117,630	214,750	Premises	-
7,716	14,560	14,560	Supplies and Services	127,100
			Transport	10,110
829,001	795,680	935,840	TOTAL EXPENDITURE	800,240
(791,278)	(728,880)	(813,080)	INCOME	(720,910)
(22,540)	-	(579)	Grants	(26,000)
			Fees and Charges	
15,183	66,800	122,181	NET CONTROLLABLE	
			EXPENDITURE	53,330
292,888	282,830	282,830	RECHARGES & CAPITAL	
-	26,760	26,760	CHARGES	
-	-	-	Support Services	317,130
-	-	-	Capital Charges	-
-	-	-	Recharges	-
			Transfers to/from Reserves	-
308,071	376,390	431,771	NET EXPENDITURE (Including	370,460
			Recharges and Capital Charges)	
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		376,390		
15% Saving		(15,000)	E-Capture of documentation - Staff level reduction	
Pay Awards		4,540		
Increments		4,820		
Salaries		2,940	Employee Related Insurance costs increase	
Virement		20,000	Movement of budget from NNDR (Correction to 2010/11 budget build)	
Virement		10,000	Movement of budget from Housing benefits (Correction to 2010/11 budget build)	
Virement		(20,000)	Movement of salary budget to Council Tax	
Virement		(7,760)	Movement of salary budget to Debtors	
15% Saving		(10,000)	Reduction in Supplies & Services budgets	
Contractual Inflation		2,450		
Supplies & Services		4,100	Due to increase in Legal Fees (See income received)	
Virement		(2,080)	Procurement saving (Allocable Corp Costs)	
Virement		15,000	Movement of budget from Council Tax (Correction to 2010/11 budget build)	
Transport		(4,000)	Further reduction identified during budget build	
Virement		(3,460)	Movement of lease car budget to Council Tax	
Virement		3,010	Lease car saving (Allocable Corp Costs)	
Grants		7,970	Reduction in Admin Grant from Central Government	
15% Saving		(20,000)	Proposed fraud shared services - in discussion	
Income		(6,000)	Increase in Legal Fees recovered	
Change in support costs		34,300		
Change in Capital Charges		(26,760)		
Budget 2011/12		370,460		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		376,390		
Salaries		13,040	Case load pressure increase	
Virement		20,000	Movement of budget from NNDR (Correction to 2010/11 budget build)	
Virement		10,000	Movement of budget from Housing benefits (Correction to 2010/11 budget build)	
Supplies & Services		59,800	Computer Software costs funded by additional grant	
Supplies & Services		24,400	Computer Hardware costs funded by additional grant	
Supplies & Services		(2,080)	Additional reductions	
Virement		15,000	Movement of budget from Council Tax (Correction to 2010/11 budget build)	
Grants		(84,200)	Additional one off Admin grant	
Income		(579)	Cost of works recovered	
Outturn 2010/11 (P6 Forecast)		431,771		
NOTES				
9,500 Benefit Claimants				
Average 8 days to process new benefit claims and change of circumstances				
Proposed Shared Service may be compromised by recent proposals to change the managerial structure with the proposed shared authority				

REVENUE BUDGET				
SERVICE		BENEFITS PAYMENTS		
SERVICE DESCRIPTION		Payment of Housing Benefits to Private Tenants (Rent Allowances) to Council Tenants (Rent Rebates) and Council Tax Benefits		
SERVICE MANAGER		DEPUTY CHIEF EXECUTIVE		
BUDGET MANAGER		REVENUES AND BENEFITS MANAGER		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
-	-	-	EXPENDITURE	-
-	-	-	Employees	-
35,020,010	30,209,460	38,207,820	Premises	-
-	-	-	Supplies and Services	39,016,210
-	-	-	Transport	-
35,020,010	30,209,460	38,207,820	TOTAL EXPENDITURE	39,016,210
(34,607,463)	(29,851,740)	(37,250,000)	INCOME	(38,530,000)
(597,185)	(230,000)	(1,099,840)	Grants	(736,210)
			Fees and Charges	
(184,638)	127,720	(142,020)	NET CONTROLLABLE	(250,000)
			EXPENDITURE	
			RECHARGES & CAPITAL	
7	-	-	CHARGES	
-	-	-	Support Services	-
-	-	-	Capital Charges	-
-	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
(184,631)	127,720	(142,020)	NET EXPENDITURE (Including	(250,000)
			Recharges and Capital Charges)	
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		127,720		
Virement		(65,000)	Transfer of Homeless Budget to Housing	
Benefits Inflation		3,830		
Payments		8,867,920	Increase in payments	
Grant received		(8,678,260)	Increase in grant amount received in regards to Housing Benefit payments	
15% Saving		(250,000)	Previously the Benefits budget was built on a cash received basis, however is now built on an accruals basis, i.e. future predicted cash receipts now taken into consideration from overpayments	
15% Saving		(50,000)	Increased focus on HB overpayments	
Income		(196,210)	For every £1 overpayment identified the system allows us to reclaim maximum of £1.40. Therefore with the increase in claimants there is the potential for further revenue.	
Virement		(10,000)	Movement of budget to Benefits Admin budget (Correction to 2010/11 budget build)	
Budget 2011/12		(250,000)		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		127,720		
Benefits Payments		7,998,360	Predicted outturn based on benefits payments system	
Reimbursement received from Government		(7,398,260)	Predicted outturn based on benefits payments system	
Recovery of benefits overpayments		(619,840)	Predicted outturn based on benefits payments system and accounting adjustments	
Income		(250,000)	Previously the predicted outturn was reported on a cash received basis, however is now reported on an accounting accruals basis, i.e. future predicted cash receipts now taken into consideration from overpayments	
Outturn 2010/11 (P6 Forecast)		(142,020)		
NOTES				
9,500 Benefit Claimants				

REVENUE BUDGET				
SERVICE		HOUSING ADVANCES		
SERVICE DESCRIPTION		Residual mortgage repayments in respect of Council properties sold under the Right to Buy scheme		
SERVICE MANAGER		DEPUTY CHIEF EXECUTIVE		
BUDGET MANAGER		FINANCE MANAGER		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
-	-	-	EXPENDITURE	-
-	-	-	Employees	-
500	580	580	Premises	-
-	-	-	Supplies and Services	500
-	-	-	Transport	-
500	580	580	TOTAL EXPENDITURE	500
-	-	-	INCOME	-
(3,905)	(2,880)	(2,880)	Grants	-
			Fees and Charges	(1,700)
(3,405)	(2,300)	(2,300)	NET CONTROLLABLE	
			EXPENDITURE	(1,200)
202	320	320	RECHARGES & CAPITAL	
-	-	-	CHARGES	
-	-	-	Support Services	710
-	-	-	Capital Charges	-
-	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
(3,203)	(1,980)	(1,980)	NET EXPENDITURE (Including	
			Recharges and Capital Charges)	(490)
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Supplies & Services		(1,980)		
Income		(80)		
Change in support costs		1,180	Decline in amount of Interest received	
Change in Capital Charges		390		
Change in recharges		-		
Budget 2011/12		(490)		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Outturn 2010/11 (P6 Forecast)		(1,980)		
		(1,980)		
NOTES				

REVENUE BUDGET				
SERVICE		Concessionary Fares		
SERVICE DESCRIPTION		The cost of the Concessionary bus pass scheme - For 2011/12 the administration of this scheme is to be changed to Kent County Council		
SERVICE MANAGER		DEPUTY CHIEF EXECUTIVE		
BUDGET MANAGER		FINANCE MANAGER		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
12,995	16,830	3,830	EXPENDITURE	
-	-	-	Employees	-
949,409	954,240	954,240	Premises	-
-	-	-	Supplies and Services	-
			Transport	-
962,404	971,070	958,070	TOTAL EXPENDITURE	-
(357,258)	(196,000)	(196,000)	INCOME	
(1,675)	(800)	(800)	Grants	-
			Fees and Charges	-
603,472	774,270	761,270	NET CONTROLLABLE	
			EXPENDITURE	-
15,757	13,050	13,050	RECHARGES & CAPITAL	
-	-	-	CHARGES	
-	-	-	Support Services	-
-	-	-	Capital Charges	-
-	-	-	Recharges	-
			Transfers to/from Reserves	-
619,229	787,320	774,320	NET EXPENDITURE (Including	
			Recharges and Capital Charges)	-
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Virements		787,320		
Change in support costs		(774,270)	Service transferred to KCC control	
Change in Capital Charges		(13,050)		
Change in recharges		-		
Budget 2011/12		-		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Salaries		787,320		
Outturn 2010/11 (P6 Forecast)		(13,000)	Deletion of administration post from establishment	
		774,320		
NOTES				
For 2011/12 the administration of this scheme is to be changed to Kent County Council				

REVENUE BUDGET				
SERVICE	MISCELLANEOUS EXPENDITURE, GRANTS AND RATE RELIEF			
SERVICE DESCRIPTION	This is a grouping of expenditure heads that fall within Financial Services, but not within the remit of any specific service head. This includes bank charges and treasury management fees			
SERVICE MANAGER	DEPUTY CHIEF EXECUTIVE			
BUDGET MANAGER	FINANCE MANAGER			
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	2010/11		2011/12
£	£	£		£
151,268	-	-	EXPENDITURE	
-	-	-	Employees	-
469,486	313,860	325,300	Premises	-
-	-	-	Supplies and Services	32,000
			Transport	-
620,754	313,860	325,300	TOTAL EXPENDITURE	32,000
(29,500)	(26,600)	(29,400)	INCOME	
(721,005)	15,840	17,310	Grants	(29,400)
			Fees and Charges	15,600
(129,751)	303,100	313,210	NET CONTROLLABLE EXPENDITURE	18,200
9,407	9,930	9,930	RECHARGES & CAPITAL CHARGES	
-	-	-	Support Services	8,700
(12,360)	(12,360)	(12,360)	Capital Charges	-
-	-	-	Recharges	(28,220)
			Transfers to/from Reserves	-
(132,704)	300,670	310,780	NET EXPENDITURE (Including Recharges and Capital Charges)	(1,320)
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
15% Saving		300,670		
General Inflation		(40,540)	Proposed reduction to grants to voluntary sector	
Supplies & Services		1,930		
Supplies & Services		(8,370)	Saving identified during budget build	
Income		10,000	Charitable Rate Relief increased costs	
Grants		(240)		
Virement		(2,800)	Increase in 2nd Home grant allocation from KCC	
Virement		(20)	Procurement saving (Allocable Corp Costs)	
Change in support costs		(244,860)	Transfer of budget to Single Grant Gateway	
Change in Capital Charges		(1,230)		
Change in recharges		-		
Budget 2011/12		(15,860)		
		(1,320)		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Supplies & Services		300,670		
Grant Income		11,440	Charitable Rate Relief increased costs	
Income		(2,800)	Increase in 2nd Home grant allocation from KCC	
Outturn 2010/11 (P6 Forecast)		1,470	Decline in Credit Card income fees	
		310,780		
NOTES				
Note - the Single Grants Gateway has been created moving the responsibility for Grants from this budget to the Gateway.				

REVENUE BUDGET				
SERVICE		NON - DISTRIBUTED COSTS (NDC)		
SERVICE DESCRIPTION		<p>Those costs that are specifically excluded (by CIPFA's Code of Practice) from full allocation to individual services because to include them would distort the true cost of those services within the accounting year.</p> <p>The only costs that this Council can presently treat as NDC are pension costs relating to Retired Officers Pensions and Backfunding of the Superannuation Scheme (i.e. the recovery of the pension fund deficit).</p>		
SERVICE MANAGER		DEPUTY CHIEF EXECUTIVE		
BUDGET MANAGER		FINANCE MANAGER		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
1,500,139	1,791,840	1,791,840	EXPENDITURE	1,808,110
-	-	-	Employees	-
-	-	-	Premises	-
-	-	-	Supplies and Services	-
-	-	-	Transport	-
1,500,139	1,791,840	1,791,840	TOTAL EXPENDITURE	1,808,110
-	-	-	INCOME	-
-	-	-	Grants	-
-	-	-	Fees and Charges	-
1,500,139	1,791,840	1,791,840	NET CONTROLLABLE EXPENDITURE	1,808,110
-	-	-	RECHARGES & CAPITAL CHARGES	-
-	-	-	Support Services	-
-	-	-	Capital Charges	-
(251,110)	(381,600)	(381,600)	Recharges	(331,260)
-	129,880	129,880	Transfers to/from Reserves	61,230
1,249,030	1,540,120	1,540,120	NET EXPENDITURE (Including Recharges and Capital Charges)	1,538,080
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		1,540,120		
Pension funding		168,140		
Pension Costs		(159,970)	Decrease due to the agreed increase in backfunding rate being superceded by the valuation and new contribution rate	
Virement		8,100	From Legal Services to cover early retirement costs	
Change in support costs		-		
Change in Capital Charges		-		
Change in recharges		50,340		
Transfer to reserve		(68,650)	Reduction in amount transferred to reserve	
Budget 2011/12		1,538,080		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		1,540,120		
Outturn 2010/11 (P6 Forecast)		1,540,120		
NOTES				
<p>The Triennial valuation of the Pension fund was completed during 2010/11 resulting in new employer rates for 2011/12. It is proposed that ABC moves to a fixed deficit contribution rate removing the impact of any structural changes in establishment on the deficit recovery and providing certainty for the next 3 years.</p>				

REVENUE BUDGET**BUSINESS CHANGE and TECHNOLOGY TEAM**

ACTUAL 2009/10 £	ESTIMATE 2010/11 £	PROJECTED OUTTURN 2010/11 £	DETAIL	ESTIMATE 2011/12 £
-	-	2,310	Telephones	-
-	-	49,070	Business Transformation Team	72,070
16,086	-	15,610	ICT	(20)
16,086	-	66,990	SERVICE EXPENDITURE	72,050

**SUBJECTIVE ANALYSIS - 2011/12 ESTIMATE
BUSINESS CHANGE and TECHNOLOGY TEAM**

	Telephones £	Business Transformation Team £	ICT £	Total £
EXPENDITURE				
Employees	27,690	97,050	439,820	564,560
Premises	-	-	-	-
Supplies and Services	70,210	-	254,450	324,660
Transport	-	3,370	4,050	7,420
TOTAL EXPENDITURE	97,900	100,420	698,320	896,640
INCOME				
Grants	-	-	-	-
Fees & Charges	(2,100)	-	(24,100)	(26,200)
TOTAL INCOME	(2,100)	-	(24,100)	(26,200)
NET CONTROLLABLE EXPENDITURE	95,800	100,420	674,220	870,440
NON CONTROLLABLE ITEMS				
Recharged from other Accounts	7,930	7,680	74,600	90,210
Capital Charges	-	-	-	-
Recharged to other Accounts	(103,730)	(36,030)	(748,840)	(888,600)
Transfer to/from Reserves	-	-	-	-
TOTAL NON-CONTROLLABLE ITEMS	(95,800)	(28,350)	(674,240)	(798,390)
NET EXPENDITURE	-	72,070	(20)	72,050

REVENUE BUDGET				
SERVICE		TELEPHONY		
SERVICE DESCRIPTION		This is the budget for all the organisations telephones and is recharged to individual services.		
SERVICE MANAGER		HEAD OF BUSINESS CHANGE and TECHNOLOGY TEAM		
BUDGET MANAGER		IT OPERATIONS MANAGER		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
26,472	27,770	26,680	EXPENDITURE	
-	-	-	Employees	27,690
38,040	60,160	60,660	Premises	-
-	-	-	Supplies and Services	70,210
64,512	87,930	87,340	Transport	-
			TOTAL EXPENDITURE	97,900
-	-	-	INCOME	
(2,672)	(5,000)	(2,100)	Grants	-
			Fees and Charges	(2,100)
61,840	82,930	85,240	NET CONTROLLABLE	
			EXPENDITURE	95,800
7,140	8,600	8,600	RECHARGES & CAPITAL	
-	-	-	CHARGES	
(68,980)	(91,530)	(91,530)	Support Services	7,930
-	-	-	Capital Charges	-
			Recharges	(103,730)
			Transfers to/from Reserves	-
-	-	2,310	NET EXPENDITURE (Including	
			Recharges and Capital Charges)	-
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
15% Saving		(5,000)	Changes to telephone infrastructure	
Inflation		2,000		
Salaries		(270)		
Supplies & Services		(2,880)	Additional savings identified during budget build	
Income		2,900	Reduction in private telephone use chargeable to staff	
Virement		(3,040)	Procurement saving	
Virement		19,160	Mitel systems budget moved from ICT	
Change in support costs		(670)		
Change in recharges		(12,200)		
Budget 2011/12		-		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Salaries		(1,090)	Additional saving identified	
Supplies & Services		500		
Income		2,900	Reduction in predicted private telephone chargeable use by ABC staff to this budget	
Outturn 2010/11 (P6 Forecast)		2,310		
NOTES				
New mobile Contract due next financial year, investigation of new providers and tariffs will commence soon				

REVENUE BUDGET				
SERVICE		BUSINESS CHANGE TEAM		
SERVICE DESCRIPTION		The Business Change function provides a central management point for all projects that are considered to be of corporate importance; ensuring that they are consistent with the aims of the Business Plan, that they are tracked effectively and that progress is reported in a timely and effective way.		
SERVICE MANAGER		HEAD OF BUSINESS CHANGE and TECHNOLOGY TEAM		
BUDGET MANAGER		HEAD OF BUSINESS CHANGE and TECHNOLOGY TEAM		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	2010/11		2011/12
£	£	£		£
-	-	47,370	EXPENDITURE	
-	-	-	Employees	97,050
-	-	-	Premises	-
-	-	-	Supplies and Services	-
-	-	1,700	Transport	3,370
-	-	49,070	TOTAL EXPENDITURE	100,420
-	-	-	INCOME	
-	-	-	Grants	-
-	-	-	Fees and Charges	-
-	-	49,070	NET CONTROLLABLE	
-	-	49,070	EXPENDITURE	100,420
-	-	-	RECHARGES & CAPITAL	
-	-	-	CHARGES	
-	-	-	Support Services	7,680
-	-	-	Capital Charges	-
-	-	-	Recharges	(36,030)
-	-	-	Transfers to/from Reserves	-
-	-	49,070	NET EXPENDITURE (Including	
-	-	49,070	Recharges and Capital Charges)	72,070
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Virement		-		
Virement		46,180	Transfer of salary budget from ICT budget	
Change in support costs		54,240	Reallocation of salary budget from PIT budget	
Change in recharges		7,680		
Budget 2011/12		(36,030)		
		72,070		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Salary		-		
		49,070	Salary costs for Business Transformation Team charged here from the 1st October 2010	
Outturn 2010/11 (P6 Forecast)		49,070		
NOTES				

REVENUE BUDGET				
SERVICE		INFORMATION TECHNOLOGY		
SERVICE DESCRIPTION		Provision of IT support to all services and to lead in the development of new applications. This budget includes GIS		
SERVICE MANAGER		HEAD OF BUSINESS CHANGE and TECHNOLOGY TEAM		
BUDGET MANAGER		IT OPERATIONS MANAGER		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
485,992	506,130	468,880	EXPENDITURE	
847	-	-	Employees	439,820
239,371	205,260	242,910	Premises	-
3,846	7,780	4,590	Supplies and Services	254,450
			Transport	4,050
730,056	719,170	716,380	TOTAL EXPENDITURE	698,320
			INCOME	
(0)	-	-	Grants	-
(70,594)	(49,000)	(30,600)	Fees and Charges	(24,100)
659,462	670,170	685,780	NET CONTROLLABLE	
			EXPENDITURE	674,220
			RECHARGES & CAPITAL	
85,328	83,480	83,480	CHARGES	
40,638	-	-	Support Services	74,600
(769,341)	(753,650)	(753,650)	Capital Charges	-
-	-	-	Recharges	(748,840)
			Transfers to/from Reserves	-
16,086	-	15,610	NET EXPENDITURE (Including	
			Recharges and Capital Charges)	(20)
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		-		
15% Saving		(7,000)	Migration of Revenue & Benefits system to a new platform	
15% Saving		(2,000)	IT Infrastructure and licence changes	
Inflation		5,190		
Increments		1,610		
Salaries		(11,370)	Additional saving identified during budget build	
Supplies & Services		48,190	Multi functional devices budget built based on current lease arrangements and current print charges for usage (based on current invoices/usage)	
Income		24,900	Loss of income from Ashford Future Company	
Virement		(19,160)	Mitel systems costs moved to Telephones budget	
Virement		(46,180)	Salary budget to new Business Transformation Team budget	
Virement		(13,870)	Salary budget to Customer Service budget	
Virement		28,930	Maintenance budget from Customer Services	
Virement		(12,120)	Procurement saving (Allocable Corp Costs)	
Virement		10,000	Budget related to paper purchase for multi functional devices (MFD) moved here so all costs for MFD are recharged to services based on usage	
Virement		(3,070)	Lease car saving (Allocable Corp Costs)	
Change in support costs		(8,880)		
Change in recharges		4,810		
Budget 2011/12		(20)		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		-		
Salaries		(18,850)	Vacancies	
Supplies & Services		37,650	Multi functional devices projected outturn reflects current lease arrangements and click charge per page printed (based on current invoices/usage)	
Transport		(3,190)	Reduction in lease car users	
Outturn 2010/11 (P6 Forecast)		15,610		
NOTES				
Currently exploring ways to reduce Multi Functional Device expenditure - possibly through restrictions for print numbers, and reducing the number of machines (when lease agreements allow).				

REVENUE BUDGET

CUSTOMERS, HOMES and PROPERTY

ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
370,249	195,580	195,330	Private Sector Housing	116,030
1,250,732	119,260	168,160	Housing Strategy and Enabling	118,560
435,603	458,800	523,221	Housing Options	553,900
555,507	2,070	37,800	Chilmington Travellers Site	(4,590)
(22,433)	(236,810)	(236,810)	Private Sector Leasing	(166,310)
-	-	-	Trailblazer	-
(4,395)	-	(28,700)	Visitor & Call Centre	20
-	-	(950)	Executive Support	10
(7,479)	-	(66,140)	Corporate Properties	10
113,002	-	(70)	Property Management & Maintenance	(34,980)
168,804	(231,150)	(139,700)	Industrial Estates	(195,320)
659,566	149,450	159,650	Commercial Properties	39,320
(103,710)	-	(31,640)	Council Offices	34,990
3,415,446	457,200	580,151	SERVICE EXPENDITURE	461,640

**SUBJECTIVE ANALYSIS - 2011/12 ESTIMATE
CUSTOMERS, HOMES and PROPERTY**

	Private Sector Housing	Housing Strategy and Enabling	Housing Options	Chilmington Travellers Site	Private Sector Leasing	Trailblazer	Visitor & Call Centre	Executive Support	Corporate Properties	Property Management & Maintenance	Industrial Estates	Commercial Properties	Council Offices	Total
EXPENDITURE														
Employees	68,560	82,950	330,730	12,500	43,750	32,050	500,990	44,030	235,090	-	-	-	76,780	1,427,430
Premises	-	-	2,600	46,080	50,000	-	-	-	-	84,930	7,240	10,830	555,000	756,680
Supplies and Services	12,450	9,710	288,140	-	454,400	-	38,270	11,300	2,430	1,080	3,000	6,390	87,580	914,750
Transport	-	2,880	910	-	700	-	5,000	-	1,500	-	-	-	-	10,990
TOTAL EXPENDITURE	81,010	95,540	622,380	58,580	548,850	32,050	544,260	55,330	239,020	86,010	10,240	17,220	719,360	3,109,850
INCOME														
Grants	-	-	(31,000)	-	-	(32,050)	(45,000)	-	-	-	-	-	-	(108,050)
Fees & Charges	(1,500)	-	(130,000)	(71,600)	(726,610)	-	-	-	(31,000)	-	(356,000)	(89,860)	(297,730)	(1,704,300)
TOTAL INCOME	(1,500)	-	(161,000)	(71,600)	(726,610)	(32,050)	(45,000)	-	(31,000)	-	(356,000)	(89,860)	(297,730)	(1,812,350)
NET CONTROLLABLE EXPENDITURE	79,510	95,540	461,380	(13,020)	(177,760)	-	499,260	55,330	208,020	86,010	(345,760)	(72,640)	421,630	1,297,500
NON CONTROLLABLE ITEMS														
Recharged from other Accounts	36,520	23,020	91,210	4,240	11,450	-	125,850	26,930	80,180	37,080	90,650	80,530	125,780	733,440
Capital Charges	-	-	1,310	4,190	-	-	5,550	-	-	-	59,790	31,430	163,560	265,830
Recharged to other Accounts	-	-	-	-	-	-	(630,640)	(82,250)	(288,190)	(158,070)	-	-	(779,690)	(1,938,840)
Transfer to/from Reserves	-	-	-	-	-	-	-	-	-	-	-	-	103,710	103,710
TOTAL NON-CONTROLLABLE ITEMS	36,520	23,020	92,520	8,430	11,450	-	(499,240)	(55,320)	(208,010)	(120,990)	150,440	111,960	(386,640)	(835,860)
NET EXPENDITURE	116,030	118,560	553,900	(4,590)	(166,310)	-	20	10	10	(34,980)	(195,320)	39,320	34,990	461,640

REVENUE BUDGET				
SERVICE		PRIVATE SECTOR HOUSING		
SERVICE DESCRIPTION		To improve the quality of private sector housing stock and to provide services to private sector landlords. Also, to administer disabled facilities grants.		
SERVICE MANAGER		HEAD OF CUSTOMERS, HOMES and PROPERTY		
BUDGET MANAGER		HOUSING OPERATIONS MANAGER		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
56,622	114,100	114,100	EXPENDITURE	
171	-	-	Employees	68,560
26,926	37,830	37,580	Premises	-
547	-	-	Supplies and Services	12,450
			Transport	-
84,267	151,930	151,680	TOTAL EXPENDITURE	81,010
			INCOME	
-	-	-	Grants	-
(370)	(4,000)	(4,000)	Fees and Charges	(1,500)
83,897	147,930	147,680	NET CONTROLLABLE EXPENDITURE	79,510
			RECHARGES & CAPITAL CHARGES	
30,231	47,650	47,650	Support Services	36,520
256,121	-	-	Capital Charges	-
-	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
370,249	195,580	195,330	NET EXPENDITURE (Including Recharges and Capital Charges)	116,030
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		195,580		
15% Salary Saving		(45,000)	Technical Officer	
Care & Repair Grants		(23,000)	Moved to Single Grants Gateway	
15% Savings		(12,000)	Reduce shared admin with Environmental Health	
Increased Staff allocations		9,520		
15% Savings		(3,000)	Home Improvement Agency	
Other Income		2,500	Reduced fees from Landlords	
Insurance		2,120		
Inflation		640		
Virements		(200)		
Change in support costs		(11,130)		
Budget 2011/12		116,030		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		195,580		
Minor items		(250)		
Outturn 2010/11 (P6 Forecast)		195,330		
NOTES				

REVENUE BUDGET				
SERVICE		HOUSING STRATEGY AND ENABLING		
SERVICE DESCRIPTION		To encourage the provision of social housing outside of the HRA.		
SERVICE MANAGER		HEAD OF CUSTOMERS, HOMES and PROPERTY		
BUDGET MANAGER		STRATEGIC HOUSING INITIATIVES MANAGER		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
39,719	44,050	97,700	EXPENDITURE	
8,000	-	-	Employees	82,950
4,479	15,930	10,650	Premises	-
124	-	800	Supplies and Services	9,710
			Transport	2,880
52,322	59,980	109,150	TOTAL EXPENDITURE	95,540
(10,000)	-	-	INCOME	
-	-	(270)	Grants	-
			Fees and Charges	-
42,322	59,980	108,880	NET CONTROLLABLE	95,540
			EXPENDITURE	
19,808	23,770	23,770	RECHARGES & CAPITAL	
1,188,603	36,500	36,500	CHARGES	
-	(990)	(990)	Support Services	23,020
-	-	-	Capital Charges	-
			Recharges	-
			Transfers to/from Reserves	-
1,250,732	119,260	168,160	NET EXPENDITURE (Including	118,560
			Recharges and Capital Charges)	
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		119,260		
Salary allocation		65,390	Change in accounting practice, no longer capitalising salaries	
Salary virement to Private Sector		(17,560)		
Leasing				
15% Saving Target		(10,000)	Reduction of hours	
15% Saving Target		(4,000)	Reduction in supplies and services	
Insurance		1,940		
Virements - Procurement Savings		(430)		
Inflation		220		
Change in support costs		(750)		
Change in Capital Charges		(36,500)		
Change in recharges		990		
Budget 2011/12		118,560		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		119,260		
Capitalisation of Salaries		53,650	Change in accounting practice, salaries no longer being capitalised. This will be offset with savings in revenue contribution to fund capital expenditure	
15% Saving Target		(4,000)	Reduction in supplies and services	
Minor Items		(750)		
Outturn 2010/11 (P6 Forecast)		168,160		
NOTES				

REVENUE BUDGET				
SERVICE		HOUSING OPTIONS		
SERVICE DESCRIPTION		The administration of the homeless service including B & B, providing housing advice and maintenance of the housing register.		
SERVICE MANAGER		HEAD OF CUSTOMERS, HOMES and PROPERTY		
BUDGET MANAGER		HOUSING OPERATIONS MANAGER		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
238,910	359,420	359,520	EXPENDITURE	330,730
1,018	-	-	Employees	2,600
432,004	236,430	229,351	Premises	288,140
3,260	-	700	Supplies and Services	910
675,192	595,850	589,570	Transport	622,380
			TOTAL EXPENDITURE	
(50,000)	(43,000)	(43,000)	INCOME	(31,000)
(256,619)	(155,000)	(85,000)	Grants	(130,000)
368,573	397,850	461,570	Fees and Charges	461,380
			NET CONTROLLABLE	
			EXPENDITURE	
66,780	60,950	61,650	RECHARGES & CAPITAL	
250	-	-	CHARGES	
-	-	-	Support Services	91,210
-	-	-	Capital Charges	1,310
			Recharges	-
			Transfers to/from Reserves	-
435,603	458,800	523,220	NET EXPENDITURE (Including	553,900
			Recharges and Capital Charges)	
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		458,800		
Homeless Virement from Finance		65,000		
Homelessness Grant		(31,000)	Government Grant	
15% Saving Proposal		(30,000)	Income from Gateway re HRA services	
B & B Accommodation		25,000	Payments to Landlords	
Kent CBL Partnership		14,000	Contribution to Thanet DC - Choice Based Lettings	
Crash Pad		12,000		
Contribution from HRA		12,000	Change in PSL Manager allocation	
Operational Equipment		(10,000)	Used to offset the Computer Software pressure	
Insurance		4,800		
Inflation		3,010		
Other		(1,280)		
Change in support costs		30,260		
Change in Capital Charges		1,310		
Budget 2011/12		553,900		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		458,800		
Virement from Finance		65,000	Housing Benefit Payments	
Minor Items		(580)		
Outturn 2010/11 (P6 Forecast)		523,220		
NOTES				

REVENUE BUDGET				
SERVICE		CHILMINGTON TRAVELLERS SITE		
SERVICE DESCRIPTION		Provision of the Travellers site at Chilmington.		
SERVICE MANAGER		HEAD OF CUSTOMERS, HOMES and PROPERTY		
BUDGET MANAGER		HOUSING IMPROVEMENT MANAGER		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
			EXPENDITURE	
13,482	13,170	13,170	Employees	12,500
66,599	27,760	56,740	Premises	46,080
335	2,320	730	Supplies and Services	-
869	-	900	Transport	-
81,285	43,250	71,540	TOTAL EXPENDITURE	58,580
			INCOME	
-	-	-	Grants	-
(36,311)	(46,040)	(38,600)	Fees and Charges	(71,600)
44,973	(2,790)	32,940	NET CONTROLLABLE	(13,020)
			EXPENDITURE	
			RECHARGES & CAPITAL	
			CHARGES	
4,424	4,860	4,860	Support Services	4,240
506,110	-	-	Capital Charges	4,190
-	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
555,507	2,070	37,800	NET EXPENDITURE (Including	(4,590)
			Recharges and Capital Charges)	
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		2,070		
Income from Charges		(29,000)	Charges increased to recover utility costs, as per Report to Scrutiny Task Group 26/10/10	
Electricity		15,000		
Sewerage		5,000		
Inflation		(670)		
Other		(560)		
Change in support costs		(620)		
Change in Capital Charges		4,190		
Budget 2011/12		(4,590)		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		2,070		
Electricity		15,260	Increased in line with previous years spend	
Sewerage		14,400	Water charges not included in original budget	
Reduced Income		7,440	Tenancy issues and backdated HB entitlement. These issues have recently been resolved restoring the expected income	
Supplies and Services		(2,320)		
Minor Items		950		
Outturn 2010/11 (P6 Forecast)		37,800		
NOTES				

REVENUE BUDGET				
SERVICE		PRIVATE SECTOR LEASING (PSL)		
SERVICE DESCRIPTION		To assist in placing homeless individuals and families in temporary accomodation within private sector properties.		
SERVICE MANAGER		HEAD OF CUSTOMERS, HOMES and PROPERTY		
BUDGET MANAGER		HOUSING OPERATIONS MANAGER		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
			EXPENDITURE	
163,475	25,520	25,520	Employees	43,750
31,794	35,000	35,000	Premises	50,000
400,648	400,990	400,990	Supplies and Services	454,400
1,105	-	-	Transport	700
597,021	461,510	461,510	TOTAL EXPENDITURE	548,850
			INCOME	
			Grants	
(641,136)	(700,000)	(700,000)	Fees and Charges	(726,610)
(44,114)	(238,490)	(238,490)	NET CONTROLLABLE	(726,610)
			EXPENDITURE	
			RECHARGES & CAPITAL	
			CHARGES	
21,682	36,680	36,680	Support Services	11,450
-	-	-	Capital Charges	-
-	-	-	Recharges	-
-	(35,000)	(35,000)	Transfers to/from Reserves	-
(22,433)	(236,810)	(236,810)	NET EXPENDITURE (Including	(166,310)
			Recharges and Capital Charges)	
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		(236,810)		
Rent payments		40,970	Due to an increased number of properties	
Change in Reserves		35,000		
15% savings - Increased Income		(26,500)	Properties increased from 65 to 71 to achieve target	
Change in support costs		(25,230)		
Employee Costs		17,560	Virement from Housing Strategy and Enabling	
Building Maintenance		15,000	Due to a increased number of properties and faster turnover	
Inflation		12,030		
Other		1,670		
Budget 2011/12		(166,310)		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		(236,810)		
Outturn 2010/11 (P6 Forecast)		(236,810)		
NOTES				
Housing Benefit rule changes (01/04/2009) have reduced the estimated income in both 2010/11 & 2011/12 by £50,000. A fixed rate of £217pw has been replaced by a variable rate that when applied to ABC properties yields on average £203 pw (£14x52x71)				

REVENUE BUDGET				
SERVICE		TRAILBLAZER PROGRAMME		
SERVICE DESCRIPTION		Delivery of CLG approved funded programmed works to enhance housing options.		
SERVICE MANAGER		HEAD OF CUSTOMERS, HOMES and PROPERTY		
BUDGET MANAGER		HOUSING OPERATIONS MANAGER		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
45,087	70,000	70,000	EXPENDITURE	
768	-	-	Employees	32,050
46,461	95,000	95,000	Premises	-
364	-	-	Supplies and Services	-
			Transport	-
92,680	165,000	165,000	TOTAL EXPENDITURE	32,050
			INCOME	
-	(165,000)	(165,000)	Grants	(32,050)
(93,876)	-	-	Fees and Charges	-
(93,876)	(165,000)	(165,000)	NET CONTROLLABLE	(32,050)
			EXPENDITURE	
			RECHARGES & CAPITAL CHARGES	
1,196	-	-	Support Services	-
-	-	-	Capital Charges	-
-	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
-	-	-	NET EXPENDITURE (Including	-
			Recharges and Capital Charges)	
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
		-		
Budget 2011/12		-		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
		-		
Outturn 2010/11 (P6 Forecast)		-		
NOTES				
This is the last year of operation. Funded by Central Government. 2011/12 is funded from from the remaining underspend from the total £320K of funding.				

REVENUE BUDGET				
SERVICE		VISITOR AND CALL CENTRE		
SERVICE DESCRIPTION		The provision of the customer contact and call centres which will be included the New Gateway Plus		
SERVICE MANAGER		HEAD OF CUSTOMERS, HOMES and PROPERTY		
BUDGET MANAGER		CUSTOMER SERVICE MANAGER		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
433,252	450,320	446,360	EXPENDITURE	
-	-	-	Employees	500,990
60,350	42,030	12,090	Premises	-
4,485	2,000	5,500	Supplies and Services	38,270
			Transport	5,000
498,087	494,350	463,950	TOTAL EXPENDITURE	544,260
			INCOME	
(54,298)	(45,000)	(45,000)	Grants	(45,000)
(23,231)	(1,700)	-	Fees and Charges	-
420,558	447,650	418,950	NET CONTROLLABLE EXPENDITURE	499,260
			RECHARGES & CAPITAL CHARGES	
130,167	160,250	160,250	Support Services	125,850
9,280	-	-	Capital Charges	5,550
(564,400)	(607,900)	(607,900)	Recharges	(630,640)
-	-	-	Transfers to/from Reserves	-
(4,395)	-	(28,700)	NET EXPENDITURE (Including Recharges and Capital Charges)	20
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Pay Award		-		
Increments		3,120		
Salaries		3,830		
Supplies & Services		2,110		
Transport		27,250	Payment to Ashford Gateway Plus	
Income		3,340	Staff mileage costs to Tenterden Gateway	
Virement		1,700	Reduction in pay phone income in foyer	
Virement		41,620	Transfer of salary budget from ICT/Exec Support	
Virement		(2,090)	Procurement saving (Allocable Corp Costs)	
Virement		(28,930)	Transfer of maintenance budget to ICT	
Virement		(340)	Lease car saving (Allocable Corp Costs)	
Change in support costs		(34,400)		
Change in Capital Charges		5,550		
Change in recharges		(22,740)		
Budget 2011/12		20		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Salaries		-		
Transport		(3,960)	Additional savings identified	
Income		3,500	Staff mileage costs to Tenterden Gateway	
Virement		1,700	Reduction in pay phone income in foyer	
Outturn 2010/11 (P6 Forecast)		(29,940)	Transfer of maintenance budget to ICT	
		(28,700)		
NOTES				

REVENUE BUDGET				
SERVICE		EXECUTIVE SUPPORT		
SERVICE DESCRIPTION		To provide administrative support to all services as required, including word processing, document design and production, and electronic data imaging.		
SERVICE MANAGER		HEAD OF CUSTOMERS, HOMES and PROPERTY		
BUDGET MANAGER		CUSTOMER SERVICE MANAGER		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
122,400	125,560	125,560	EXPENDITURE	
-	-	-	Employees	44,030
13,398	18,690	18,040	Premises	-
-	300	-	Supplies and Services	11,300
			Transport	-
135,798	144,550	143,600	TOTAL EXPENDITURE	55,330
			INCOME	
-	-	-	Grants	-
-	-	-	Fees and Charges	-
135,798	144,550	143,600	NET CONTROLLABLE EXPENDITURE	55,330
			RECHARGES & CAPITAL CHARGES	
35,419	26,490	26,490	Support Services	26,930
-	-	-	Capital Charges	-
(171,217)	(171,040)	(171,040)	Recharges	(82,250)
-	-	-	Transfers to/from Reserves	-
		(950)	NET EXPENDITURE (Including Recharges and Capital Charges)	10
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		-		
15% Saving		(55,000)	Administration review due to take place early 2011	
Pay Award		870		
Salaries		350		
Supplies & Services		(6,750)	Reduction in office equipment maintenance budget	
Virement		(950)	Procurement saving	
Virement		(27,740)	Transfer of salary budget to Customer Services	
Change in support costs		440		
Change in recharges		88,790		
Budget 2011/12		10		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		-		
Supplies & Services		(950)	Reduction in office equipment maintenance budget	
Outturn 2010/11 (P6 Forecast)		(950)		
NOTES				

REVENUE BUDGET				
SERVICE		CORPORATE PROPERTY		
SERVICE DESCRIPTION		Holding account for the salaries and other associated costs for the staff responsible for the upkeep and maintenance of the Council Property Assets. These costs are fully allocated to services.		
SERVICE MANAGER		HEAD OF CUSTOMERS, HOMES and PROPERTY		
BUDGET MANAGER		HEAD OF SWALE/ASHFORD PROPERTY PARTNERSHIP		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
232,246	235,010	231,150	EXPENDITURE	
4,183	-	-	Employees	235,090
1,727	3,960	600	Premises	-
3,843	6,630	1,700	Supplies and Services	2,430
			Transport	1,500
242,000	245,600	233,450	TOTAL EXPENDITURE	239,020
			INCOME	
-	-	-	Grants	-
(11,150)	-	(53,990)	Fees and Charges	(31,000)
230,850	245,600	179,460	NET CONTROLLABLE	208,020
			EXPENDITURE	
			RECHARGES & CAPITAL	
75,134	84,130	84,130	CHARGES	
48,968	-	-	Support Services	80,180
(362,433)	(329,730)	(329,730)	Capital Charges	-
-	-	-	Recharges	(288,190)
			Transfers to/from Reserves	-
(7,479)	-	(66,140)	NET EXPENDITURE (Including	10
			Recharges and Capital Charges)	
ANALYSIS OF BUDGET VARIATIONS				
	£	COMMENTS		
Base Budget 2010/11	-			
15% Saving	(31,000)	Contribution from Swale BC for shared service		
Pay Award	1,630			
Increments	1,610			
Salaries	(3,160)	Additional savings identified during budget build		
Supplies & Services	(1,330)	Additional savings identified during budget build		
Transport	(3,820)	Reduction in lease car users		
Virement	(200)	Procurement saving (Allocable Corp Costs)		
Virement	(1,310)	Lease car saving (Allocable Corp Costs)		
Change in support costs	(3,950)			
Change in recharges	41,540			
Budget 2011/12	10			
ANALYSIS OF BUDGET VARIATIONS				
	£	COMMENTS		
Base Budget 2010/11	-			
Salaries	(3,860)	Additional savings identified		
Supplies & Services	(3,360)	Additional savings identified		
Transport	(4,930)	Reduction in lease car users		
Income	(53,990)	Two years of contribution from Swale BC		
Outturn 2010/11 (P6 Forecast)	(66,140)			
NOTES				

REVENUE BUDGET				
SERVICE		PROPERTY MANAGEMENT & MAINTENANCE		
SERVICE DESCRIPTION		Strategic Management of the Council's assets.		
SERVICE MANAGER		HEAD OF CUSTOMERS, HOMES and PROPERTY		
BUDGET MANAGER		HEAD OF SWALE/ASHFORD PROPERTY PARTNERSHIP		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
-	-	-	EXPENDITURE	-
244,895	53,280	119,280	Employees	-
4,435	1,800	1,730	Premises	84,930
-	-	-	Supplies and Services	1,080
-	-	-	Transport	-
249,330	55,080	121,010	TOTAL EXPENDITURE	86,010
-	-	-	INCOME	-
-	-	-	Grants	-
-	-	-	Fees and Charges	-
249,330	55,080	121,010	NET CONTROLLABLE EXPENDITURE	86,010
46,599	53,710	53,710	RECHARGES & CAPITAL CHARGES	37,080
-	-	-	Support Services	-
(182,928)	(174,790)	(174,790)	Capital Charges	(158,070)
-	66,000	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
113,002	-	(70)	NET EXPENDITURE (Including Recharges and Capital Charges)	(34,980)
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		-		
15% Saving		(35,000)	SIMALTO lead reduction of Maintenance budget	
Premises		66,000	Transfer to reserve amount moved to expenditure line due to budget being needed for expenditure	
Virement		(70)	Procurement saving (Allocable Corp Costs)	
Change in support costs		(16,630)		
Change in recharges		16,720		
Transfer to Reserves		(66,000)	Transfer to reserve amount moved to expenditure line due to budget being needed for expenditure	
Budget 2011/12		(34,980)		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		-		
Virement		(70)	Procurement saving (Allocable Corp Costs)	
Premises		66,000	Transfer to reserve amount moved to expenditure line due to budget being needed for expenditure	
Transfer to/from Reserves		(66,000)	See above comment	
Outturn 2010/11 (P6 Forecast)		(70)		
NOTES				

REVENUE BUDGET				
SERVICE		INDUSTRIAL ESTATES		
SERVICE DESCRIPTION		Management of the Council's Industrial Estates		
SERVICE MANAGER		HEAD OF CUSTOMERS, HOMES and PROPERTY		
BUDGET MANAGER		HEAD OF SWALE/ASHFORD PROPERTY PARTNERSHIP		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
-	-	-	EXPENDITURE	-
18,247	9,890	14,090	Employees	7,240
4,923	3,000	5,000	Premises	3,000
46	-	-	Supplies and Services	-
			Transport	-
23,216	12,890	19,090	TOTAL EXPENDITURE	10,240
-	-	-	INCOME	-
(328,384)	(405,850)	(320,600)	Grants	(356,000)
(305,169)	(392,960)	(301,510)	Fees and Charges	(345,760)
			NET CONTROLLABLE	
			EXPENDITURE	
89,350	106,290	106,290	RECHARGES & CAPITAL	
384,622	55,520	55,520	CHARGES	
-	-	-	Support Services	90,650
-	-	-	Capital Charges	59,790
			Recharges	-
			Transfers to/from Reserves	-
168,804	(231,150)	(139,700)	NET EXPENDITURE (Including	(195,320)
			Recharges and Capital Charges)	
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		(231,150)		
General Inflation		90		
Utilities Inflation		130		
Utilities		(2,870)	Reduction in utilities costs	
Income Inflation		(14,210)		
Income		64,060	Less income due to higher property voids	
Change in support costs		(15,640)		
Change in Capital Charges		4,270		
Budget 2011/12		(195,320)		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		(231,150)		
Premises		4,200	Increase in electricity costs	
Supplies & Services		2,000	Increase in consultant costs due to empty properties	
Income		85,250	Less income due to higher property voids	
Outturn 2010/11 (P6 Forecast)		(139,700)		
NOTES				

REVENUE BUDGET				
SERVICE		COMMERCIAL PROPERTIES		
SERVICE DESCRIPTION		Management of the Council's Commercial Properties.		
SERVICE MANAGER		HEAD OF CUSTOMERS, HOMES and PROPERTY		
BUDGET MANAGER		HEAD OF SWALE/ASHFORD PROPERTY PARTNERSHIP		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
-	-	-	EXPENDITURE	-
14,876	18,100	12,275	Employees	-
10,338	7,020	3,530	Premises	10,830
-	-	-	Supplies and Services	6,390
-	-	-	Transport	-
25,213	25,120	15,805	TOTAL EXPENDITURE	17,220
-	-	-	INCOME	-
(97,592)	(82,200)	(62,685)	Grants	-
(72,379)	(57,080)	(46,880)	Fees and Charges	(89,860)
			NET CONTROLLABLE EXPENDITURE	(72,640)
90,400	109,940	109,940	RECHARGES & CAPITAL CHARGES	80,530
641,544	96,590	96,590	Support Services	31,430
-	-	-	Capital Charges	-
-	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
659,566	149,450	159,650	NET EXPENDITURE (Including Recharges and Capital Charges)	39,320
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Utilities Inflation		149,450		
Maintenace		130		
		(5,000)	Maintenance budget removed, charged to Property Maintenance and then recharged out via recharge system	
Utilities		(2,680)	Reduction in utilities costs	
Income Inflation		(2,880)		
Income		(4,780)	Additional income for commercial properties	
Virements		(350)	Procurement saving (Allocable Corp Costs)	
Change in support costs		(29,410)		
Change in Capital Charges		(65,160)		
Budget 2011/12		39,320		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Premises		149,450		
Supplies & Services		(5,830)	Maintenance budget reduced	
Income		(3,490)	Reduction in consultant use	
		19,520	Empty property during financial year	
Outturn 2010/11 (P6 Forecast)		159,650		
NOTES				

REVENUE BUDGET				
SERVICE		OFFICES		
SERVICE DESCRIPTION		Management and Maintenance of the Civic Centre and Tenterden Gateway		
SERVICE MANAGER		HEAD OF CUSTOMERS, HOMES and PROPERTY		
BUDGET MANAGER		HEAD OF SWALE/ASHFORD PROPERTY PARTNERSHIP		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
			EXPENDITURE	
102,663	101,400	96,800	Employees	76,780
541,615	537,130	528,190	Premises	555,000
85,366	115,310	93,810	Supplies and Services	87,580
445	-	-	Transport	-
730,090	753,840	718,800	TOTAL EXPENDITURE	719,360
			INCOME	
-	-	-	Grants	-
(301,725)	(281,490)	(278,090)	Fees and Charges	(297,730)
428,366	472,350	440,710	NET CONTROLLABLE	421,630
			EXPENDITURE	
			RECHARGES & CAPITAL CHARGES	
136,448	172,420	172,420	Support Services	125,780
168,544	87,110	87,110	Capital Charges	163,560
(837,067)	(835,590)	(835,590)	Recharges	(779,690)
-	103,710	103,710	Transfers to/from Reserves	103,710
(103,710)	-	(31,640)	NET EXPENDITURE (Including Recharges and Capital Charges)	34,990
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		-		
15% Saving		(10,600)	Reduction in caretaking and cleaning services	
Pay Award		650		
Salaries		(14,670)	Additional savings identified during budget build	
Utilities Inflation		8,400		
Premises		(2,390)	Reduction in utilities costs	
General Inflation		11,860		
Postage Costs		(21,900)	Reduction in postage costs due to use of TNT, rather than Royal Mail, and the use of technology for external communication	
Income		(16,240)	Additional rental income from KCC	
Virement		(5,830)	Procurement saving (Allocable Corp Costs)	
Change in support costs		(46,640)		
Change in Capital Charges		76,450		
Change in recharges		55,900		
Budget 2011/12		34,990		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		-		
Salaries		(4,600)	Reduction in caretaking and cleaning services	
Premises		(8,940)	Reduction in utilities costs	
Supplies & Services		(21,500)	Reduction in postage costs	
Income		3,400	Reduction in cost of works recovered	
Outturn 2010/11 (P6 Forecast)		(31,640)		
NOTES				

REVENUE BUDGET

Environmental Services

ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
4,874,142	5,063,050	4,991,510	Street Scene	5,195,320
861,784	880,040	809,180	Environmental Health	799,140
1,895	49,200	41,100	Licensing	83,040
29,903	(17,140)	4,860	Street Markets	(2,970)
392,987	(262,360)	(240,810)	Car Parks	(544,950)
233,623	205,330	166,160	ABC Highways (Engineering)	230,400
281,968	333,390	365,890	Monitoring Centre	148,040
95,842	122,510	122,510	Community Safety	85,470
57,010	64,770	68,090	Emergency Planning	69,180
0	-	-	Environmental Mgt & Admin	20
6,829,155	6,438,790	6,328,490	SERVICE EXPENDITURE	6,062,690

SUBJECTIVE ANALYSIS - 2011/12 ESTIMATE
Environmental Services

	Street Scene	Environmental Health & Control	Licensing	Street Markets	Monitoring Centre	Community Safety	Car Parks	ABC Highways (Engineering)	Emergency Planning	Environmental Mgt & Admin	Total
EXPENDITURE											
Employees	541,890	607,060	205,750	-	387,680	53,930	465,400	34,660	65,870	189,250	2,551,490
Premises	1,572,900	760	-	12,140	24,200	2,850	456,690	128,000	-	-	2,197,540
Supplies and Services	4,191,900	70,450	17,860	18,400	167,220	32,940	149,790	44,310	7,300	2,580	4,702,750
Transport	13,380	10,680	1,170	100	1,500	10,760	10,040	1,020	3,750	-	52,400
TOTAL EXPENDITURE	6,320,070	688,950	224,780	30,640	580,600	100,480	1,081,920	207,990	76,920	191,830	9,504,180
INCOME											
Grants	(477,000)	-	-	-	-	(104,000)	-	-	-	-	(581,000)
Fees and Charges	(799,360)	(23,390)	(189,170)	(37,000)	(128,000)	-	(1,946,190)	-	(28,280)	-	(3,151,390)
TOTAL INCOME	(1,276,360)	(23,390)	(189,170)	(37,000)	(128,000)	(104,000)	(1,946,190)	-	(28,280)	-	(3,732,390)
NET CONTROLLABLE EXPENDITURE	5,043,710	665,560	35,610	(6,360)	452,600	(3,520)	(864,270)	207,990	48,640	191,830	5,771,790
NON CONTROLLABLE ITEMS											
Support Services	893,710	133,580	47,430	3,390	88,930	88,990	299,220	22,410	20,540	38,410	1,636,610
Capital Charges	124,160	-	-	-	14,780	-	20,100	-	-	-	159,040
Recharges	(866,260)	-	-	-	(408,270)	-	-	-	-	(230,220)	(1,504,750)
Transfers to/from Reserves	-	-	-	-	-	-	-	-	-	-	-
TOTAL NON-CONTROLLABLE ITEMS	151,610	133,580	47,430	3,390	(304,560)	88,990	319,320	22,410	20,540	(191,810)	290,900
NET EXPENDITURE	5,195,320	799,140	83,040	(2,970)	148,040	85,470	(544,950)	230,400	69,180	20	6,062,690

REVENUE BUDGET				
SERVICE		Street Scene		
SERVICE DESCRIPTION		Provision of services such as Parks and Open Spaces, Pest Control, Grounds Maintenance, ABC owned trees, Public Conveniences, Street Cleansing, Waste and Recycling, Bulk Refuse, Allotments, Cemeteries, Control of Dogs		
SERVICE MANAGER		Head of Environmental Services		
BUDGET MANAGER		Street Scene & Open Spaces Manager		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
£	£	£		£
500,803	484,530	484,530	EXPENDITURE	
1,375,152	1,476,780	1,485,780	Employees	541,890
4,133,271	4,196,280	4,130,240	Premises	1,572,900
23,899	39,300	39,300	Supplies and Services	4,191,900
			Transport	13,380
6,033,124	6,196,890	6,139,850	TOTAL EXPENDITURE	6,320,070
(525,510)	(510,390)	(500,390)	INCOME	
(787,729)	(770,930)	(795,430)	Grants	(477,000)
			Fees and Charges	(799,360)
4,719,886	4,915,570	4,844,030	NET CONTROLLABLE	
			EXPENDITURE	5,043,710
695,898	797,310	797,310	RECHARGES & CAPITAL	
209,606	169,450	169,450	CHARGES	
(751,248)	(819,280)	(819,280)	Support Services	893,710
-	-	-	Capital Charges	124,160
			Recharges	(866,260)
			Transfers to/from Reserves	-
4,874,142	5,063,050	4,991,510	NET EXPENDITURE (Including	
			Recharges and Capital Charges)	5,195,320
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£		COMMENTS
Virements		5,063,050		
Increments		(20,580)		Procurement, Lease cars, Income
Inflation		10,200		
Savings on contracts		201,025		Contracts, Utilities, Income
Additional recycling containers		(191,135)		Contracts have been calculated from a zero base
Recycling income and expenditure		24,500		
Employee costs		45,960		Budget amended to match historic levels
Public conveniences		47,160		Various increases/decreases in Environmental Services
15% Simalto, Public conveniences		34,060		Savings not achieved in 2010/11
Public Conveniences maintenance budget		(50,000)		
Bulk Refuse		7,770		Budget amended to match historic levels
Dog Control Income		25,710		Budget amended to match historic levels
Household refuse income		(9,160)		Budget amended to match historic levels
Additional advertising for recycling services		21,430		Budget amended to match historic levels
Additional Commuted Sums		2,000		
Street Scene Administration		(41,070)		
Pest Control		(8,810)		Budget amended to match historic levels
Additional Parks and Open spaces costs		7,090		Budget amended to match historic levels
Minor Variations		16,463		
Change in support costs		5,527		
Change in Capital Charges		96,400		
Change in recharges		(45,290)		
Budget 2011/12		(46,980)		
		5,195,320		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£		COMMENTS
Bulk refuse		5,063,050		
Recharge to Ashford Leisure Trust		20,000		Demand is lower, as per 2009/10
Refuse contract is lower than anticipated		10,000		Victoria Park
Spend is lower than anticipated on Street		(60,000)		
Income from KCC for weeding works		(6,000)		
Minor variances		(34,500)		
Outturn 2010/11 (P6 Forecast)		(1,040)		
		4,991,510		
NOTES				

REVENUE BUDGET				
SERVICE		Environmental Health & Control		
SERVICE DESCRIPTION		Food Safety, Infectious Disease Control, Health & Safety, Animal Welfare, Environmental Nuisance, Noise Nuisance, Air Quality, Contaminated Land, Drainage, Planning Assessments		
SERVICE MANAGER		Head of Environmental Services		
BUDGET MANAGER		Environmental Health Manager (Commercial) & Environmental Health Manager (Protection)		
ACTUAL 2009/10 £	ESTIMATE 2010/11 £	PROJECTED OUTTURN 2010/11 £	DETAIL	ESTIMATE 2011/12 £
580,944	615,190	575,220	EXPENDITURE	
963	850	1,260	Employees	607,060
79,981	87,490	76,990	Premises	760
10,729	13,870	13,710	Supplies and Services	70,450
			Transport	10,680
672,618	717,400	667,180	TOTAL EXPENDITURE	688,950
-	-	-	INCOME	
(46,569)	(27,260)	(47,900)	Grants	-
			Fees and Charges	(23,390)
626,049	690,140	619,280	NET CONTROLLABLE EXPENDITURE	665,560
205,159	189,900	189,900	RECHARGES & CAPITAL CHARGES	133,580
30,634	-	-	Support Services	-
(58)	-	-	Capital Charges	-
-	-	-	Recharges	-
			Transfers to/from Reserves	-
861,784	880,040	809,180	NET EXPENDITURE (Including Recharges and Capital Charges)	799,140
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
		880,040		
Inflation		763		
Increments		5,284		
Virements		(3,770)	Procurement, Lease cars, Income	
15% saving - deleted post		(46,300)		
Various increases/decreases in Environmental Services salaries and on costs		33,196	The allocation of staff has changed leading to this increase, however there is no impact to Environmental Services as a whole	
15% saving - reduce transport costs		(15,800)		
Reduction in spend on travel costs in line with actual spend		14,430	15% saving has not been fully achieved in respect of transportation	
15% Internal Health and Safety - Reduction in spend on consultants for prelim work, in line with		(4,500)		
15% Internal Health and Safety - Saving on		(11,700)		
Reduced income in line with demand		3,107		
Minor variances		710		
Change in support costs		(56,320)		
Budget 2011/12		799,140		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
		880,040		
Vacant posts		(40,000)		
Minor Variances		890		
Nuisance investigations are down, therefore costs are reduced		(2,000)		
Income from Authorised Processes reduced		5,000	A combination of (a) receiving just 40% from two mothballed premises and (b) a new risk based approach to inspection & registration	
Outturn has been reduced to reflect historic costs, with contingencies removed		(9,420)		
Income from Maidstone BC for officer time		(23,330)		
Additional gambling premises have led to an increase in permits sold		(2,000)		
Outturn 2010/11 (P6 Forecast)		809,180		
NOTES				

REVENUE BUDGET				
SERVICE		Licencing		
SERVICE DESCRIPTION		Provision and enforcement of licences including Gambling/Liquor/Hackney Carriage		
SERVICE MANAGER		Head of Environmental Services		
BUDGET MANAGER		Licensing Manager		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
186,700	200,770	200,570	EXPENDITURE	
-	-	400	Employees	205,750
9,527	21,790	20,390	Premises	-
137	250	350	Supplies and Services	17,860
			Transport	1,170
196,363	222,810	221,710	TOTAL EXPENDITURE	224,780
-	-	-	INCOME	
(212,391)	(189,490)	(196,490)	Grants	-
			Fees and Charges	(189,170)
(16,028)	33,320	25,220	NET CONTROLLABLE	
			EXPENDITURE	35,610
17,924	15,880	15,880	RECHARGES & CAPITAL	
-	-	-	CHARGES	
-	-	-	Support Services	47,430
-	-	-	Capital Charges	-
-	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
1,895	49,200	41,100	NET EXPENDITURE (Including	
			Recharges and Capital Charges)	83,040
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Virements		(1,250)	Procurement, Lease cars, Income	
Increments		316		
Inflation		(2,467)	Income	
Reduction in income due to demand		3,477		
Various increases/decreases in		3,590		
Environmental Services salaries				
Reduced budget for office equipment		(4,450)		
Increased budget for Health and Safety		1,000		
training				
Minor Variations		2,074		
Change in support costs		31,550		
Budget 2011/12		83,040		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Additional income from an increase in				
applications		(8,100)		
Outturn 2010/11 (P6 Forecast)		41,100		
NOTES				

REVENUE BUDGET				
SERVICE		Street Markets		
SERVICE DESCRIPTION		Provision of Street Markets in Ashford and Tenterden		
SERVICE MANAGER		Head of Environmental Services		
BUDGET MANAGER		Licensing Manager		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
-	-	-	EXPENDITURE	-
10,609	11,310	8,310	Employees	-
15,111	11,870	19,870	Premises	12,140
24	-	-	Supplies and Services	18,400
			Transport	100
25,744	23,180	28,180	TOTAL EXPENDITURE	30,640
-	-	-	INCOME	-
(36,229)	(45,000)	(28,000)	Grants	-
			Fees and Charges	(37,000)
(10,485)	(21,820)	180	NET CONTROLLABLE	(6,360)
			EXPENDITURE	
40,388	4,680	4,680	RECHARGES & CAPITAL	
-	-	-	CHARGES	
-	-	-	Support Services	3,390
-	-	-	Capital Charges	-
-	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
29,903	(17,140)	4,860	NET EXPENDITURE	(2,970)
			(Including Recharges and	
			Capital Charges)	
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£		COMMENTS
		(17,140)		
Inflation		(1,300)	Income	
Virements		(140)		
Income reduced to match historic levels		9,575		
Street market contract has been increased to reflect actual costs		7,220	Cost of roadside barriers	
New cost for electricity at Tenterden		555		
Minor variances		(450)		
Change in support costs		(1,290)		
Budget 2011/12		(2,970)		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£		COMMENTS
		(17,140)		
Income down due to the over-run of the works at Tenterden		17,000		
Street market contract is more than originally anticipated		8,000		
Business rates reduction		(3,000)		
Outturn 2010/11 (P6 Forecast)		4,860		
NOTES				
Ashford and Tenterden Street Markets are now under separate codes for accounting purposes, and to aid transparency				

REVENUE BUDGET				
SERVICE		Monitoring Centre		
SERVICE DESCRIPTION		Provision of the CCTV monitoring system, the Telecare service, social and intruder alarms and lone worker and duty officer scheme		
SERVICE MANAGER		Head of Environmental Services		
BUDGET MANAGER		Monitoring Centre Manager		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
			EXPENDITURE	
424,515	418,150	418,150	Employees	387,680
15,608	32,300	33,040	Premises	24,200
241,111	156,200	187,930	Supplies and Services	167,220
1,178	3,740	3,770	Transport	1,500
682,412	610,390	642,890	TOTAL EXPENDITURE	580,600
			INCOME	
-	-	-	Grants	-
(123,783)	(93,550)	(93,550)	Fees and Charges	(128,000)
558,628	516,840	549,340	NET CONTROLLABLE	EXPENDITURE
				452,600
			RECHARGES & CAPITAL	
			CHARGES	
108,616	110,550	110,550	Support Services	88,930
19,706	114,270	114,270	Capital Charges	14,780
(404,982)	(408,270)	(408,270)	Recharges	(408,270)
-	-	-	Transfers to/from Reserves	-
281,968	333,390	365,890	NET EXPENDITURE (Including	148,040
			Recharges and Capital Charges)	
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		333,390		
Inflation		(3,003)	Income inflation	
Increments		2,895		
Virements		(10,570)	Procurement, Lease cars, Income	
Various increases/decreases in Environmental Services salaries and on costs		(10,605)		
15% Simalto Saving		(25,000)		
15% Saving		(16,240)		
Budgets have been set to reflect actual spend		26,548	Disaster recovery, telephones, inspections, subscriptions, maintenance etc	
Income has been set to realistic levels		(28,196)		
Minor variances		(69)		
Change in support costs		(21,620)		
Change in Capital Charges		(99,490)		
Budget 2011/12		148,040		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		333,390		
Savings proposal has not been achieved		20,000	Using Kent Public Services IT network for CCTV	
Additional Telecare costs		12,500		
Outturn 2010/11 (P6 Forecast)		365,890		
NOTES				
There is a potential Invest to Save project that would require an additional £50k of investment but will create savings of £50k pa in years 2-5, if this investment is not made the 15% saving identified will not be achievable.				

REVENUE BUDGET				
SERVICE		Community Safety		
SERVICE DESCRIPTION		Costs relating to the Community Safety Team and CSP		
SERVICE MANAGER		Head of Environmental Services		
BUDGET MANAGER		Community Safety Manager		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
			EXPENDITURE	
53,233	58,200	58,200	Employees	53,930
26,823	-	-	Premises	2,850
30,318	74,000	74,000	Supplies and Services	32,940
8,235	-	-	Transport	10,760
118,608	132,200	132,200	TOTAL EXPENDITURE	100,480
			INCOME	
(119,841)	(132,200)	(132,200)	Grants	(104,000)
(4,624)	-	-	Fees and Charges	-
(5,857)	-	-	NET CONTROLLABLE	(3,520)
			EXPENDITURE	
			RECHARGES & CAPITAL	
			CHARGES	
101,699	122,510	122,510	Support Services	88,990
-	-	-	Capital Charges	-
-	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
95,842	122,510	122,510	NET EXPENDITURE (Including	85,470
			Recharges and Capital Charges)	
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		122,510		
Increments		407		
Virements		3,050	Lease cars	
Reduction in contributions to third parties		(34,950)		
Reduction in Government grant		28,200		
Minor variances		(227)		
Change in support costs		(33,520)		
Budget 2011/12		85,470		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		122,510		
Outturn 2010/11 (P6 Forecast)		122,510		
NOTES				
The grant income included here is an estimate and has not been confirmed.				

REVENUE BUDGET				
SERVICE		Car Parks		
SERVICE DESCRIPTION		Provision, maintenance and enforcement of On Street, Off Street Parking and Abandoned Vehicles		
SERVICE MANAGER		Head of Environmental Services		
BUDGET MANAGER		Operations Manager Parking Services/Engineering Services Manager		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	£		£
423,927	432,280	419,030	EXPENDITURE	
391,710	392,920	401,210	Employees	465,400
207,787	179,540	144,410	Premises	456,690
14,133	8,110	8,110	Supplies and Services	149,790
			Transport	10,040
1,037,557	1,012,850	972,760	TOTAL EXPENDITURE	1,081,920
-	-	-	INCOME	
(1,787,502)	(1,881,000)	(1,829,360)	Grants	-
			Fees and Charges	(1,946,190)
(749,945)	(868,150)	(856,600)	NET CONTROLLABLE	
			EXPENDITURE	(864,270)
362,966	342,960	342,960	RECHARGES & CAPITAL CHARGES	
779,966	251,400	251,400	Support Services	299,220
-	-	-	Capital Charges	20,100
-	11,430	21,430	Recharges	-
			Transfers to/from Reserves	-
392,987	(262,360)	(240,810)	NET EXPENDITURE (Including	
			Recharges and Capital Charges)	(544,950)
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Inflation		(2,744)	Utilities and Income	
Increments		2,994		
Virements		(540)	Procurement and Lease Cars	
No contribution to Operation Cubit required		(11,000)	To be funded by KCC	
Various increases in the maintenance costs of the car parks		25,929	i.e. Cash Collection costs, increased winter maintenance, increase in the requirement to open and close car parks	
Various adjustments in employee costs		30,786	The recharge process has been changed so salary costs have been increased where previously the cost would have come in via recharges	
15% Saving - Increase in car park income		(145,350)		
Reduction in car park income based on usage		92,375	Please see note below - this should show a decrease of £22,025. The base budget was too optimistic which means that we are not able to meet the target increases based on this optimistic figure	
Change in support costs		(43,740)		
Change in Capital Charges		(231,300)		
Budget 2011/12		(544,950)		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Income is down due to reduced usage levels		(61,640)		
No contribution required to operation Cubit		(33,000)	To be funded by KCC	
Vacant posts		(13,250)		
Gritting car parks		8,290		
Savings on operational equipment		(1,930)		
Minor Variances		(200)		
Outturn 2010/11 (P6 Forecast)		(240,810)		
NOTES				
£70,350 of car parking income was not entered correctly on the budgeting system, as such the net expenditure (2011/12) is further reduced to £544,950				

REVENUE BUDGET				
SERVICE		ABC Highways (Engineering)		
SERVICE DESCRIPTION		General maintenance of footway and festive lighting, street furniture and name plates within the Borough		
SERVICE MANAGER		Head of Environmental Services		
BUDGET MANAGER		Engineering Services Manager		
ACTUAL	ESTIMATE	PROJECTED OUTTURN	DETAIL	ESTIMATE
2009/10	2010/11	2010/11		2011/12
£	£	£		£
24,970	32,860	(6,140)	EXPENDITURE	34,660
92,630	92,920	92,920	Employees	128,000
87,574	47,820	47,650	Premises	44,310
-	-	-	Supplies and Services	1,020
-	-	-	Transport	-
205,175	173,600	134,430	TOTAL EXPENDITURE	207,990
-	-	-	INCOME	-
-	-	-	Grants	-
-	-	-	Fees and Charges	-
205,175	173,600	134,430	NET CONTROLLABLE EXPENDITURE	207,990
28,449	31,730	31,730	RECHARGES & CAPITAL CHARGES	22,410
-	-	-	Support Services	-
-	-	-	Capital Charges	-
-	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
233,623	205,330	166,160	NET EXPENDITURE (Including Recharges and Capital Charges)	230,400
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		205,330		
Inflation		2,767	Utilities	
Increments		224		
Virements		(2,710)	Procurement savings	
Various increases/decreases in Environmental Services salaries and on costs		2,596	Savings from a deleted post have been made, this is offset by a change in the salary allocation of other posts that have historically been charged to Car Parks	
Additional bus shelter cleaning costs		28,080	New responsibility in 11/12 on completion of the shared space	
Additional street name plate costs		4,700		
Saving on footway lighting		(2,370)		
New costs for Variable Message Signs		5,810		
Increased spend on public seats		1,050		
Spend on consultants reduced to nil to reflect actual spend		(3,290)		
Spend on Grounds Maintenance reduced to reflect actual costs		(2,190)		
Minor variances		(277)		
Change in support costs		(9,320)		
Budget 2011/12		230,400		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		205,330		
Vacant post		(39,000)		
Minor Variances		(170)		
Outturn 2010/11 (P6 Forecast)		166,160		
NOTES				

REVENUE BUDGET				
SERVICE		Emergency Planning		
SERVICE DESCRIPTION		Preparing for and responding to emergencies, including business continuity and resilience		
SERVICE MANAGER		Head of Environmental Services		
BUDGET MANAGER		Resilience Partnership Manager		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
			EXPENDITURE	
56,693	64,450	64,450	Employees	65,870
52	-	-	Premises	-
3,066	4,390	4,310	Supplies and Services	7,300
831	-	3,400	Transport	3,750
60,643	68,840	72,160	TOTAL EXPENDITURE	76,920
			INCOME	
-	-	-	Grants	-
(25,794)	(25,790)	(25,790)	Fees and Charges	(28,280)
34,849	43,050	46,370	NET CONTROLLABLE EXPENDITURE	48,640
			RECHARGES & CAPITAL CHARGES	
21,818	21,720	21,720	Support Services	20,540
-	-	-	Capital Charges	-
344	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
57,010	64,770	68,090	NET EXPENDITURE (Including Recharges and Capital Charges)	69,180
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		64,770		
Increments		430		
Virements		(430)	Procurement, Lease cars	
Various increases/decreases in Environmental Services salaries and on costs		1,370		
Increase in contribution to Kent Resilience Forum and Warning and Informing		2,400		
Increased mobile phone costs		250		
Increase in transport costs to reflect actual usage		700		
Minor Variances		870		
Change in support costs		(1,180)		
Budget 2011/12		69,180		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		64,770		
Lease car virement		3,400		
Minor Variances		(80)		
Outturn 2010/11 (P6 Forecast)		68,090		
NOTES				
The income is from Swale, and relates to their share of the partnership costs				

REVENUE BUDGET				
SERVICE		Env Services Manage & Admin		
SERVICE DESCRIPTION		Business Planning, Performance and Financial Monitoring, Service Administration and Management, Project Development		
SERVICE MANAGER		Head of Environmental Services		
BUDGET MANAGER		Business Manager		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
£	£	£		£
225,487	244,780	244,780	EXPENDITURE	189,250
(25)	-	-	Employees	-
2,821	3,510	3,510	Premises	-
200	3,940	3,940	Supplies and Services	2,580
			Transport	-
228,484	252,230	252,230	TOTAL EXPENDITURE	191,830
			INCOME	
-	-	-	Grants	-
-	-	-	Fees and Charges	-
228,484	252,230	252,230	NET CONTROLLABLE EXPENDITURE	191,830
			RECHARGES & CAPITAL CHARGES	
43,285	50,870	50,870	Support Services	38,410
-	-	-	Capital Charges	-
(271,769)	(303,100)	(303,100)	Recharges	(230,220)
-	-	-	Transfers to/from Reserves	-
			NET EXPENDITURE (Including Recharges and Capital Charges)	20
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		-		
Increments		5,054		
Various Salary savings		(24,524)		
15% salary savings to be identified		(40,000)	Pending review of vacancies and succession planning	
Minor variances		(930)		
Change in support costs		(12,460)		
Change in recharges		72,880		
Budget 2011/12		20		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		-		
Outturn 2010/11 (P6 Forecast)		-		
NOTES				

REVENUE BUDGET

CULTURAL SERVICES

ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
			Cultural Services	
712,582	254,110	251,321	Management	199,700
417,664	154,528	149,760	Neighbourhood Engagement	32,470
623,368	200,372	214,252	Sports Development	93,390
90,302	88,030	91,230	Youth Development	121,120
187,213	85,100	101,705	The Arts	94,970
82,331	90,550	79,660	Community Planning	87,980
14,629,706	1,105,400	1,071,130	Stour Centre Client Costs	854,340
1,190,345	190,950	187,710	Tenterden Recreation Centre	177,430
1,211,503	246,380	235,510	Julie Rose Stadium	197,550
485,820	160,010	136,010	Conservation	143,470
223,894	233,450	229,905	Tourism	163,200
14,853	(16,440)	11,835	Project Office	(48,180)
24,686	33,200	33,010	Land Drainage	44,270
19,894,266	2,825,640	2,793,038	SERVICE EXPENDITURE	2,161,710

**SUBJECTIVE ANALYSIS - 2011/12 ESTIMATE
CULTURAL SERVICES**

	CULTURAL SERVICES MANAGEMENT	NEIGHBOURHOOD ENGAGEMENT	SPORTS DEVELOPMENT	YOUTH DEVELOPMENT	THE ARTS	COMMUNITY PLANNING	STOUR CENTRE (Client)	Sub Total
EXPENDITURE								
Employees	118,250	-	173,190	68,890	51,720	66,300	-	478,350
Premises	150	-	55,200	-	-	-	396,790	452,140
Supplies and Services	9,720	-	23,150	6,000	27,500	11,410	5,300	83,080
Transport	3,540	-	1,670	920	920	3,050	-	10,100
TOTAL EXPENDITURE	131,660	-	253,210	75,810	80,140	80,760	402,090	1,023,670
INCOME								
Grants	-	-	(34,830)	-	-	-	-	(34,830)
Fees and Charges	-	-	(221,380)	-	-	-	-	(221,380)
TOTAL INCOME	-	-	(256,210)	-	-	-	-	(256,210)
NET CONTROLLABLE EXPENDITURE	131,660	-	(3,000)	75,810	80,140	80,760	402,090	767,460
NON CONTROLLABLE ITEMS								
Recharged from other Accounts	120,580	29,300	37,640	45,310	14,830	7,220	80,170	335,050
Capital Charges	600	3,170	58,750	-	-	-	299,980	362,500
Recharged to other Accounts	(53,140)	-	-	-	-	-	-	(53,140)
Transfer to/from Reserves	-	-	-	-	-	-	72,100	72,100
TOTAL NON-CONTROLLABLE ITEMS	68,040	32,470	96,390	45,310	14,830	7,220	452,250	716,510
NET EXPENDITURE	199,700	32,470	93,390	121,120	94,970	87,980	854,340	1,483,970

**SUBJECTIVE ANALYSIS - 2011/12 ESTIMATE
CULTURAL SERVICES**

	Sub Total	TENTERDEN LEISURE CENTRE - CLIENT	JULIE ROSE STADIUM - CLIENT	CONSERVATION	TOURISM & HERITAGE	PROJECT OFFICE	LAND DRAINAGE	Total
EXPENDITURE								
Employees	478,350	2,400	-	57,640	70,130	289,640	-	898,160
Premises	452,140	1,900	11,500	18,000	11,190	-	3,610	498,340
Supplies and Services	83,080	13,300	101,050	34,620	29,650	143,650	-	405,350
Transport	10,100	-	-	3,610	1,530	6,010	-	21,250
TOTAL EXPENDITURE	1,023,670	17,600	112,550	113,870	112,500	439,300	3,610	1,823,100
INCOME								
-	(34,830)	-	-	-	-	-	-	(34,830)
-	(221,380)	-	(14,000)	-	(13,600)	(40,000)	-	(288,980)
TOTAL INCOME	(256,210)	-	(14,000)	-	(13,600)	(40,000)	-	(323,810)
NET CONTROLLABLE EXPENDITURE	767,460	17,600	98,550	113,870	98,900	399,300	3,610	1,499,290
NON CONTROLLABLE ITEMS								
Recharged from other Accounts	335,050	18,590	57,630	28,060	55,310	36,190	40,660	571,490
Capital Charges	362,500	141,240	41,370	1,540	2,890	-	-	549,540
Recharged to other Accounts	(53,140)	-	-	-	-	(343,670)	-	(396,810)
Transfer to/from Reserves	72,100	-	-	-	6,100	(140,000)	-	(61,800)
TOTAL NON-CONTROLLABLE ITEMS	716,510	159,830	99,000	29,600	64,300	(447,480)	40,660	662,420
NET EXPENDITURE	1,483,970	177,430	197,550	143,470	163,200	(48,180)	44,270	2,161,710

REVENUE BUDGET				
SERVICE		CULTURAL SERVICES MANAGEMENT		
SERVICE DESCRIPTION		Management function of the Cultural Services Team, including administration and safeguarding children co-ordination and subsidy for Park Farm Recreation Centre		
SERVICE MANAGER		HEAD OF CULTURAL SERVICES		
BUDGET MANAGER		HEAD OF CULTURAL SERVICES		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
116,262	118,270	113,860	EXPENDITURE	
118	-	150	Employees	118,250
52,062	26,140	44,105	Premises	150
3,878	4,060	3,880	Supplies and Services	9,720
			Transport	3,540
172,320	148,470	161,995	TOTAL EXPENDITURE	131,660
(21,806)	-	(21,060)	INCOME	
(3,271)	-	4,746	Grants	-
			Fees and Charges	-
(25,077)	-	(16,314)	NET CONTROLLABLE EXPENDITURE	-
135,750	150,110	150,110	RECHARGES & CAPITAL CHARGES	
481,945	8,670	8,670	Support Services	120,580
(52,356)	(53,140)	(53,140)	Capital Charges	600
-	-	-	Recharges	(53,140)
			Transfers to/from Reserves	-
712,582	254,110	251,321	NET EXPENDITURE (Including Recharges and Capital Charges)	199,700
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
		254,110		
Inflation		820		
Change in Pensions Backfunding		(1,600)		
Virements - Single Grants Gateway		(3,090)		
Virements - Lease Car Saving		(270)		
Virements - Procurement Saving		(1,750)		
Budget Saving		(11,000)	1st stage of ending support for Kingsnorth Recreation Centre	
Other Minor Changes		80		
Change in support costs		(29,530)		
Change in Capital Charges		(8,070)		
Budget 2011/12		199,700		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
		254,110		
Various reductions in costs		(2,789)		
Outturn 2010/11 (P6 Forecast)		251,321		
NOTES				

REVENUE BUDGET				
SERVICE		NEIGHBOURHOOD ENGAGEMENT		
SERVICE DESCRIPTION		Includes community forums, grants, liaison with the voluntary sector and support for Bockhanger Community Centre and locally driven regeneration initiatives.		
SERVICE MANAGER		Head Of Cultural Services		
BUDGET MANAGER		Voluntary Sector Manager and Re-generation Projects Co-ordinator		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
110,512	111,408	108,810	EXPENDITURE	-
4,873	-	-	Employees	-
62,233	9,880	7,710	Premises	-
4,081	4,280	4,280	Supplies and Services	-
			Transport	-
181,699	125,568	120,800	TOTAL EXPENDITURE	-
(10,000)	-	(10,000)	INCOME	-
(11,321)	-	-	Grants	-
			Fees and Charges	-
(21,321)	-	(10,000)	NET CONTROLLABLE EXPENDITURE	-
26,880	30,090	30,090	RECHARGES & CAPITAL CHARGES	29,300
276,610	8,870	8,870	Support Services	3,170
-	(10,000)	-	Capital Charges	-
(46,205)	-	-	Recharges	-
			Transfers to/from Reserves	-
417,664	154,528	149,760	NET EXPENDITURE (Including Recharges and Capital Charges)	32,470
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
		154,528		
Inflation		820		
Virement - Strategy, Partnerships and		(88,200)		
Virements - Single Grants Gateway		(5,600)		
Virements - Lease Car Saving		(1,230)		
Virements - Procurement Saving		(1,000)		
Budget Saving		(33,000)	End Support for Bockhanger Community Centre	
Other Minor Changes		2,642	Other changes needed to close budget	
Change in support costs		(790)		
Change in Capital Charges		(5,700)		
Change in recharges		10,000		
Budget 2011/12		32,470		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
		154,528		
Reduction in spending		(4,768)		
Outturn 2010/11 (P6 Forecast)		149,760		
NOTES				
The Staff for this budget have been transferred to Strategy, Partnerships and Communications.				

REVENUE BUDGET				
SERVICE		SPORTS DEVELOPMENT		
SERVICE DESCRIPTION		This includes the costs that are associated with the Mini soccer centre, Courtside Netball Centre and the Sports Development Officer.		
SERVICE MANAGER		Head Of Cultural Services		
BUDGET MANAGER		Cultural Projects Manager		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
180,576	141,642	157,892	EXPENDITURE	
121,992	37,690	50,130	Employees	173,190
158,708	23,140	19,010	Premises	55,200
2,068	6,630	1,440	Supplies and Services	23,150
			Transport	1,670
463,344	209,102	228,472	TOTAL EXPENDITURE	253,210
(271,819)	(19,490)	-	INCOME	
(176,901)	(190,920)	(215,900)	Grants	(34,830)
			Fees and Charges	(221,380)
(448,719)	(210,410)	(215,900)	NET CONTROLLABLE	
			EXPENDITURE	(256,210)
66,922	35,360	35,360	RECHARGES & CAPITAL	
551,758	166,320	166,320	CHARGES	
(9,936)	-	-	Support Services	37,640
-	-	-	Capital Charges	58,750
			Recharges	-
			Transfers to/from Reserves	-
623,368	200,372	214,252	NET EXPENDITURE (Including	
			Recharges and Capital Charges)	93,390
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Inflation		200,372		
Virements - Lease car virement		(5,510)		
Utilities costs at Court/Pitchside		(4,060)		
Change in support costs		7,878		
Change in Capital Charges		2,280		
		(107,570)		
Budget 2011/12		93,390		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Coaches costs		200,372		
		13,880	Pressure relating from coaching costs being higher than budget	
Outturn 2010/11 (P6 Forecast)		214,252		
NOTES				

REVENUE BUDGET				
SERVICE		YOUTH DEVELOPMENT		
SERVICE DESCRIPTION		Play Strategy Delivery and youth engagement projects including the Ashford Youth Forum Trust and associated projects, such as neighbourhood youth forums and delivery of the Ashford Youth		
SERVICE MANAGER		Head Of Cultural Services		
BUDGET MANAGER		Cultural Projects Manager		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
68,335	71,560	71,560	EXPENDITURE	
2,606	140	140	Employees	68,890
7,951	6,180	3,880	Premises	-
3,934	3,090	3,490	Supplies and Services	6,000
			Transport	920
82,825	80,970	79,070	TOTAL EXPENDITURE	75,810
(3,560)	-	-	INCOME	
-	(5,150)	(50)	Grants	-
			Fees and Charges	-
(3,560)	(5,150)	(50)	NET CONTROLLABLE EXPENDITURE	-
			RECHARGES & CAPITAL CHARGES	
13,924	12,210	12,210	Support Services	45,310
-	-	-	Capital Charges	-
(2,888)	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
90,302	88,030	91,230	NET EXPENDITURE (Including Recharges and Capital Charges)	121,120
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Inflation		88,030		
Virement - Leased Car Saving		497		
Other minor changes		(270)		
Change in support costs		(237)		
Budget 2011/12		33,100		
		121,120		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Income target not being achieved		88,030		
Outturn 2010/11 (P6 Forecast)		3,200		
		91,230		
NOTES				

REVENUE BUDGET				
SERVICE		THE ARTS		
SERVICE DESCRIPTION		Support to the Arts include the costs of the Create Festival and other events, arts projects, and Arts at St Marys project.		
SERVICE MANAGER		Head Of Cultural Services		
BUDGET MANAGER		Cultural Projects Manager		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
44,069	43,620	45,100	EXPENDITURE	
1,768	-	1,740	Employees	51,720
99,920	27,380	64,225	Premises	-
-	1,800	-	Supplies and Services	27,500
			Transport	920
145,757	72,800	111,065	TOTAL EXPENDITURE	80,140
(56,299)	-	(19,000)	INCOME	
(2,660)	-	(2,660)	Grants	-
			Fees and Charges	-
(58,959)	-	(21,660)	NET CONTROLLABLE	-
			EXPENDITURE	-
11,654	12,300	12,300	RECHARGES & CAPITAL	
104,551	-	-	CHARGES	
-	-	-	Support Services	14,830
(15,790)	-	-	Capital Charges	-
			Recharges	-
			Transfers to/from Reserves	-
187,213	85,100	101,705	NET EXPENDITURE (Including	94,970
			Recharges and Capital Charges)	
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Inflation		85,100		
Virements - Lease Car Saving		303		
Project costs		(2,030)		
Change in support costs		9,067	Increase in budget offset by reductions on other budget pages.	
Budget 2011/12		2,530		
		94,970		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Additional project costs		85,100		
Outturn 2010/11 (P6 Forecast)		16,605		
		101,705		
NOTES				

REVENUE BUDGET				
SERVICE		COMMUNITY PLANNING		
SERVICE DESCRIPTION		This budget includes the costs of Deputy Head of Cultural Services including support for the Ashford Partnership and cultural planning work.		
SERVICE MANAGER		Head Of Cultural Services		
BUDGET MANAGER		Deputy Head of Cultural Services		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
65,728	67,270	67,270	EXPENDITURE	
-	-	-	Employees	66,300
4,540	11,240	300	Premises	-
3,830	3,120	3,120	Supplies and Services	11,410
			Transport	3,050
74,098	81,630	70,690	TOTAL EXPENDITURE	80,760
-	(2,130)	(2,500)	INCOME	
(6,965)	-	420	Grants	-
			Fees and Charges	-
(6,965)	(2,130)	(2,080)	NET CONTROLLABLE	
			EXPENDITURE	-
15,170	11,050	11,050	RECHARGES & CAPITAL	
-	-	-	CHARGES	
28	-	-	Support Services	7,220
-	-	-	Capital Charges	-
			Recharges	-
			Transfers to/from Reserves	-
82,331	90,550	79,660	NET EXPENDITURE (Including	
			Recharges and Capital Charges)	87,980
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Inflation		90,550		
Virements - Procurement Saving		461		
Virement - Leased cars		(1,000)		
Other		1,780		
Change in support costs		19		
Budget 2011/12		(3,830)		
		87,980		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Procurement and moratorium Saving		90,550		
Outturn 2010/11 (P6 Forecast)		(10,890)		
		79,660		
NOTES				

REVENUE BUDGET				
SERVICE		STOUR CENTRE (Client)		
SERVICE DESCRIPTION		The Client costs of the operation of the Stour Centre including the management fee for Stour Leisure.		
SERVICE MANAGER		Head Of Cultural Services		
BUDGET MANAGER		Head Of Cultural Services		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
-	-	-	EXPENDITURE	-
209,011	393,200	357,910	Employees	-
307,948	20,750	21,770	Premises	396,790
-	-	-	Supplies and Services	5,300
-	-	-	Transport	-
516,959	413,950	379,680	TOTAL EXPENDITURE	402,090
-	-	-	INCOME	-
1,196	-	-	Grants	-
-	-	-	Fees and Charges	-
1,196	-	-	NET CONTROLLABLE	-
			EXPENDITURE	-
82,372	49,350	49,350	RECHARGES & CAPITAL	
14,029,180	570,000	570,000	CHARGES	
-	-	-	Support Services	80,170
-	72,100	72,100	Capital Charges	299,980
			Recharges	-
			Transfers to/from Reserves	72,100
14,629,706	1,105,400	1,071,130	NET EXPENDITURE (Including	854,340
			Recharges and Capital Charges)	
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Inflation		1,105,400		
Budget Saving Proposal		25,951		
Utilities		(10,000)	Reduction in Utilities at Centre - partly due to work of climate change group (pool covers, etc)	
Budget Saving Proposal		(11,341)	Further reduction in utilities based on current consumption figures.	
Change in support costs		(16,470)	Reduce grants to ALT - this is a reduction in the trust funding grant - now included in contract price.	
Change in Capital Charges		30,820		
Budget 2011/12		(270,020)		
		854,340		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Utilities costs		1,105,400		
Outturn 2010/11 (P6 Forecast)		(34,270)		
		1,071,130		
NOTES				

REVENUE BUDGET				
SERVICE		TENTERDEN LEISURE CENTRE - CLIENT		
SERVICE DESCRIPTION		This includes the contract fee paid to SERCO and the costs of operating the building.		
SERVICE MANAGER		Head Of Cultural Services		
BUDGET MANAGER		Head Of Cultural Services		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
2,400	-	2,400	EXPENDITURE	
76,879	53,100	53,100	Employees	2,400
50,675	60,570	54,930	Premises	1,900
-	-	-	Supplies and Services	13,300
			Transport	-
129,954	113,670	110,430	TOTAL EXPENDITURE	17,600
			INCOME	
-	-	-	Grants	-
-	-	-	Fees and Charges	-
			NET CONTROLLABLE	
			EXPENDITURE	-
			RECHARGES & CAPITAL	
			CHARGES	
20,687	15,210	15,210	Support Services	18,590
1,039,704	62,070	62,070	Capital Charges	141,240
-	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
1,190,345	190,950	187,710	NET EXPENDITURE (Including	177,430
			Recharges and Capital Charges)	
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
		190,950		
Budget Saving		(96,000)	Reduction in support to Trust due to investment in	
Other		(70)	Centre and new contract with SERCO	
Change in support costs		3,380		
Change in Capital Charges		79,170		
Budget 2011/12		177,430		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
		190,950		
Reduced contract cost		(3,240)		
Outturn 2010/11 (P6 Forecast)		187,710		
NOTES				

REVENUE BUDGET				
SERVICE		JULIE ROSE STADIUM - CLIENT		
SERVICE DESCRIPTION		The Client costs of the operation of the Julie rose stadium including the managing contractors fee		
SERVICE MANAGER		Head Of Cultural Services		
BUDGET MANAGER		Head Of Cultural Services		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
1,770	-	-	EXPENDITURE	-
3,093	11,500	630	Employees	11,500
122,693	128,020	128,020	Premises	101,050
-	-	-	Supplies and Services	-
			Transport	-
127,556	139,520	128,650	TOTAL EXPENDITURE	112,550
-	-	-	INCOME	-
(20,388)	(14,000)	(14,000)	Grants	(14,000)
			Fees and Charges	
(20,388)	(14,000)	(14,000)	NET CONTROLLABLE	(14,000)
			EXPENDITURE	
72,993	51,190	51,190	RECHARGES & CAPITAL	
1,031,342	69,670	69,670	CHARGES	
-	-	-	Support Services	57,630
-	-	-	Capital Charges	41,370
			Recharges	-
			Transfers to/from Reserves	-
1,211,503	246,380	235,510	NET EXPENDITURE (Including	197,550
			Recharges and Capital Charges)	
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Inflation		246,380		
Budget Saving		3,319		
		(35,000)	Reduced payment to ALT - part of budget savings proposals - also see Stour Budget page for full saving	
Contract Price		4,711	Negotiated contract Price - Increased due to having more than one Contract	
Change in support costs		6,440		
Change in Capital Charges		(28,300)		
Budget 2011/12		197,550		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Saving on Maintenance Budget		246,380		
Outturn 2010/11 (P6 Forecast)		(10,870)	Vired to property services	
		235,510		
NOTES				

REVENUE BUDGET				
SERVICE		CONSERVATION		
SERVICE DESCRIPTION		This budget includes grants to various conservation projects, including Singleton Environment Centre and the costs for the Hothfield Warden.		
SERVICE MANAGER		Head Of Cultural Services		
BUDGET MANAGER		Tourism & Heritage Manager		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
			EXPENDITURE	
31,773	32,320	32,320	Employees	57,640
2,041	18,000	26,330	Premises	18,000
24,082	34,620	42,140	Supplies and Services	34,620
2,656	2,530	2,680	Transport	3,610
60,552	87,470	103,470	TOTAL EXPENDITURE	113,870
			INCOME	
-	-	-	Grants	-
-	(1,220)	(41,220)	Fees and Charges	-
-	(1,220)	(41,220)	NET CONTROLLABLE	-
			EXPENDITURE	
			RECHARGES & CAPITAL	
			CHARGES	
20,678	24,130	24,130	Support Services	28,060
406,760	49,630	49,630	Capital Charges	1,540
(2,170)	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
485,820	160,010	136,010	NET EXPENDITURE (Including	143,470
			Recharges and Capital Charges)	
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		160,010		
Inflation		1,263		
Virements - Lease Car		(450)		
Virements - Staff Costs		29,189	Tourism Manager has allocated time here so increased salary costs - offset by reduction in Tourism budget	
Other Savings		(2,382)		
Change in support costs		3,930		
Change in Capital Charges		(48,090)		
Budget 2011/12		143,470		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		160,010		
Additional income		(24,000)	Balance of costs recovered from 3rd parties	
Outturn 2010/11 (P6 Forecast)		136,010		
NOTES				

REVENUE BUDGET				
SERVICE		TOURISM & HERITAGE		
SERVICE DESCRIPTION		This budget covers the provision of the Tourist information offices at Tenterden and Ashford and the wider tourism activities. This budget also includes twinning costs and museum grants.		
SERVICE MANAGER		Head Of Cultural Services		
BUDGET MANAGER		Tourism & Heritage Manager		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
117,644	129,300	124,300	EXPENDITURE	
3,121	11,160	2,910	Employees	70,130
86,663	37,750	41,235	Premises	11,190
4,221	3,520	3,740	Supplies and Services	29,650
			Transport	1,530
211,649	181,730	172,185	TOTAL EXPENDITURE	112,500
			INCOME	
-	-	-	Grants	-
(71,051)	(18,160)	(18,260)	Fees and Charges	(13,600)
(71,051)	(18,160)	(18,260)	NET CONTROLLABLE	(13,600)
			EXPENDITURE	
62,505	68,570	68,570	RECHARGES & CAPITAL	
14,736	1,310	1,310	CHARGES	
-	-	-	Support Services	55,310
6,055	-	6,100	Capital Charges	2,890
			Recharges	-
			Transfers to/from Reserves	6,100
223,894	233,450	229,905	NET EXPENDITURE (Including	163,200
			Recharges and Capital Charges)	
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Inflation		233,450		
Virements - Staff Costs		1,418		
Virements - Leased Cars		(29,189)	Tourism Manager charging time to Conservation	
Virements - Single Grants Gateway		(470)		
Budget Saving		(2,000)		
Reduction in Supplies and Services		(25,000)	Reduced service at TIC and transfer to the Gateway	
Change in support costs		(3,329)		
Change in Capital Charges		(13,260)		
Budget 2011/12		1,580		
		163,200		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Staff savings		233,450		
Outturn 2010/11 (P6 Forecast)		(3,545)		
		229,905		
NOTES				

REVENUE BUDGET				
SERVICE		PROJECT OFFICE		
SERVICE DESCRIPTION		Holding account for the salaries and other associated costs of running the Project Office. These costs are fully allocated to services or off set by external funding.		
SERVICE MANAGER		Head Of Cultural Services		
BUDGET MANAGER		Project Office Manager		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
412,127	305,410	339,420	EXPENDITURE	
52	-	-	Employees	289,640
15,761	(10)	8,105	Premises	-
1,071	16,080	15,740	Supplies and Services	143,650
			Transport	6,010
429,011	321,480	363,265	TOTAL EXPENDITURE	439,300
-	-	-	INCOME	-
(97,877)	(46,060)	(1,000)	Grants	-
			Fees and Charges	(40,000)
(97,877)	(46,060)	(1,000)	NET CONTROLLABLE	(40,000)
			EXPENDITURE	(40,000)
58,520	42,860	42,860	RECHARGES & CAPITAL	
-	8,170	8,170	CHARGES	
(374,801)	(342,890)	(401,460)	Support Services	36,190
-	-	-	Capital Charges	-
			Recharges	(343,670)
			Transfers to/from Reserves	(140,000)
14,853	(16,440)	11,835	NET EXPENDITURE (Including	(48,180)
			Recharges and Capital Charges)	
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Inflation		(16,440)		
Increments		491		
Virements - Leased Car		(9,870)		
Budget Saving		(20,000)	Recover costs from developers/3rd Parties	
External Income		28,672	Due to Changes at AFCO and end of GAF3 income is not going to be generated invoicing 3rd parties - this should be recovered from charges to capital projects instead.	
Other costs		(15,413)	Review of all costs within the budget	
Change in support costs		(6,670)		
Change in Capital Charges		(8,170)		
Change in recharges		(780)		
Budget 2011/12		(48,180)		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Increase in staff hours		(16,440)		
		28,275	Staff had temporarily reduced hours - but return to full hours had not been budgeted	
Outturn 2010/11 (P6 Forecast)		11,835		
NOTES				

REVENUE BUDGET				
SERVICE		LAND DRAINAGE		
SERVICE DESCRIPTION		Statutory function giving advice to Planning and partners and Housing on drainage, flooding and sewage treatment and pumping stations.		
SERVICE MANAGER		Head Of Cultural Services		
BUDGET MANAGER		Project Office Manager		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
-	-	-	EXPENDITURE	-
6	-	3,610	Employees	-
-	3,800	-	Premises	3,610
-	-	-	Supplies and Services	-
-	-	-	Transport	-
6	3,800	3,610	TOTAL EXPENDITURE	3,610
-	-	-	INCOME	-
-	-	-	Grants	-
			Fees and Charges	-
-	-	-	NET CONTROLLABLE	-
			EXPENDITURE	-
24,680	29,400	29,400	RECHARGES & CAPITAL	
-	-	-	CHARGES	
-	-	-	Support Services	40,660
-	-	-	Capital Charges	-
-	-	-	Recharges	-
-	-	-	Transfers to/from Reserves	-
24,686	33,200	33,010	NET EXPENDITURE (Including	
			Recharges and Capital Charges)	44,270
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		33,200		
Virements - Procurement Saving		(190)		
Change in support costs		11,260		
Budget 2011/12		44,270		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		33,200		
Procurement savings		(190)		
Outturn 2010/11 (P6 Forecast)		33,010		
NOTES				

REVENUE BUDGET				
SERVICE		Net Interest and Capital Charges		
SERVICE DESCRIPTION		Includes the Income earned on investments and the reversal of Capital Charges (contra entries)		
SERVICE MANAGER		Deputy Chief Executive		
BUDGET MANAGER		Finance Manager		
ACTUAL	ESTIMATE	PROJECTED	DETAIL	ESTIMATE
2009/10	2010/11	OUTTURN		2011/12
£	£	2010/11		£
		£		
545	-		EXPENDITURE	
16,036	12,240	12,240	Leasing	500
(88,774)	(238,300)	(238,300)	Debt Premiums	
138,064	195,690	195,690	Item 8 Credit	(127,640)
180,545	209,630	209,620	Item 8 Debit	96,390
44,865	80,000	80,000	Interest Paid	210,000
			MRP	65,120
291,281	259,260	259,250	TOTAL EXPENDITURE	244,370
			INCOME	
(773,089)	(689,550)	(689,550)	Grants	
			Fees and Charges	(675,000)
(481,808)	(430,290)	(430,300)	NET CONTROLLABLE	
			EXPENDITURE	(430,630)
			RECHARGES & CAPITAL	
			CHARGES	
(22,313,486)	(1,933,960)	(1,933,960)	Support Services	
			Capital Charges	(994,320)
			Recharges	
			Transfers to/from Reserves	
(22,795,294)	(2,364,250)	(2,364,260)	NET EXPENDITURE (Including	
			Recharges and Capital Charges)	(1,424,950)
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		(2,364,250)		
Change in Investment Income		14,550		
Debt Premiums expired		(12,240)		
Other Minor Changes		(2,650)		
Change in support costs		-		
Change in Capital Charges		939,640		
Change in recharges		-		
Budget 2011/12		(1,424,950)		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		(2,364,250)		
		(10)	Rounding differences due to Budget System	
Outturn 2010/11 (P6 Forecast)		(2,364,260)		
NOTES				

REVENUE BUDGET

HOUSING REVENUE ACCOUNT

ACTUAL 2009/10 £	ESTIMATE 2010/11 £	PROJECTED OUTTURN 2010/11 £	DETAIL	ESTIMATE 2011/12 £
(20,256,310)	(20,227,350)	(20,293,160)	HRA Income	(21,299,110)
3,931,676	4,120,280	4,024,630	HRA Administration Costs	3,923,390
7,399,188	7,464,000	7,483,000	HRA Repairs & Maintenance	8,074,500
8,267,002	8,683,820	8,652,790	HRA Other Expenditure	8,922,930
221,116	-	342,650	HRA New Build	297,010
(437,328)	40,750	209,910	SERVICE EXPENDITURE	(81,280)

**SUBJECTIVE ANALYSIS - 2011/12 ESTIMATE
HOUSING REVENUE ACCOUNT**

	HRA Income	HRA Administration Costs	HRA Repairs & Maintenance	HRA Other Expenditure	New Build	Total
EXPENDITURE						
Employees		2,041,340	-	-	197,010	2,238,350
Premises		585,710	8,089,500	-	-	8,675,210
Supplies and Services		338,690	-	7,951,910	100,000	8,390,600
Transport		47,630	-	-	-	47,630
TOTAL EXPENDITURE	-	3,013,370	8,089,500	7,951,910	297,010	19,351,790
INCOME						
Grants	(356,120)	-		(2,999,850)	-	(3,355,970)
Rent and Other Income	(20,942,990)	(82,570)	(15,000)	(281,230)	-	(21,321,790)
TOTAL INCOME	(21,299,110)	(82,570)	(15,000)	(3,281,080)	-	(24,677,760)
NET CONTROLLABLE EXPENDITURE	(21,299,110)	2,930,800	8,074,500	4,670,830	297,010	(5,325,970)
NON CONTROLLABLE ITEMS						
Recharged from other Accounts		1,021,810		846,730	-	1,868,540
Capital Charges		240		3,405,370	-	3,405,610
Recharged to other Accounts		(29,460)		-	-	(29,460)
Transfer to/from Reserves		#REF!			-	#REF!
TOTAL NON-CONTROLLABLE ITEMS	-	#REF!	-	4,252,100	-	#REF!
NET EXPENDITURE	(21,299,110)	#REF!	8,074,500	8,922,930	297,010	#REF!

REVENUE BUDGET

SERVICE	HRA Income
SERVICE DESCRIPTION	Income collected from Council Tenants, Garage rents, service charges, Supporting People income and Investment Income
SERVICE MANAGER	HEAD OF CUSTOMERS, HOMES and PROPERTY
BUDGET MANAGER	HOUSING RESOURCE MANAGER

ACTUAL 2009/10 £	ESTIMATE 2010/11 £	PROJECTED OUTTURN 2010/11 £	DETAIL	ESTIMATE 2011/12 £
-	(1,180)	-	INCOME	-
(19,344,927)	(19,338,170)	(19,374,000)	Recharges	(20,352,500)
(346,998)	(337,000)	(337,000)	Rents	(356,120)
(564,385)	(551,000)	(582,160)	Government Grant	(590,490)
			Other Income	
			Fees and Charges	
(20,256,310)	(20,227,350)	(20,293,160)	NET EXPENDITURE	(21,299,110)

ANALYSIS OF BUDGET VARIATIONS

	£	COMMENTS
Base Budget 2010/11	(20,227,350)	
Rent Increase	(1,036,280)	Estimated 5.1% (RPI 4.5% + 0.5%) uplift
Reduced Garage Use	21,950	0% Garage rent increase
Increased Service Charges	(39,490)	Water metres recently installed where previously Tenants paid their own bills
Supporting People Charges	(19,120)	From KCC
Recharges	1,180	
Budget 2011/12	(21,299,110)	

ANALYSIS OF BUDGET VARIATIONS

	£	COMMENTS
Base Budget 2010/11	(20,227,350)	
Increased Rent Income	(82,380)	Based upon latest income figures
Reduced Garage Use	46,950	
Water Charges	(46,000)	
Other Service Charges	24,000	Mainly heating income
Other rent Income	(8,380)	
Outturn 2010/11 (P6 Forecast)	(20,293,160)	

NOTES

REVENUE BUDGET				
SERVICE		HRA Administration Costs		
SERVICE DESCRIPTION		Employee costs, Support Costs charged to the HRA overheads and day to day service costs		
SERVICE MANAGER		HEAD OF CUSTOMERS, HOMES and PROPERTY		
BUDGET MANAGER		HOUSING RESOURCE MANAGER		
ACTUAL 2009/10 £	ESTIMATE 2010/11 £	PROJECTED OUTTURN 2010/11 £	DETAIL	ESTIMATE 2011/12 £
1,862,458	1,906,060	1,715,460	EXPENDITURE	
939,800	660,850	694,000	Employees	2,041,340
489,294	419,550	511,500	Premises	585,710
58,191	-	4,200	Supplies and Services	338,690
			Transport	47,630
3,349,742	2,986,460	2,925,160	TOTAL EXPENDITURE	3,013,370
(122)	-	-	INCOME	
(172,892)	(10,000)	(10,350)	Grants	-
			Fees and Charges	(82,570)
3,176,729	2,976,460	2,914,810	NET CONTROLLABLE EXPENDITURE	2,930,800
776,896	1,175,460	1,141,460	RECHARGES & CAPITAL CHARGES	
-	-	-	Support Services	1,021,810
(21,948)	(31,640)	(31,640)	Capital Charges	240
			Recharges	(29,460)
3,931,676	4,120,280	4,024,630	NET EXPENDITURE (Including Recharges and Capital Charges)	3,923,390
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		4,120,280		
Changes due to reallocation of Staff & KHP Manager		116,750		
Increments		18,530		
Grounds Maintenance		(35,590)	Costs moved to Repairs & Maintenance	
Lift Alarm Maintenance		(68,300)	Costs moved to Repairs & Maintenance	
Professional Fees		(48,500)	One-off project	
Transport Costs		47,630		
Recoverable costs		(52,570)	Kent Hsg Partnership/KASS for HomeBridge	
Printing		(19,850)	Reduced costs within Choice Based lettings	
Other Minor Items		(3,760)		
Change in support costs		(153,650)		
Change in Recharges/Capital		2,420		
Budget 2011/12		3,923,390		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		4,120,280		
Orchard Computer system		117,000	C/fwd from 2009/10	
Promotions & Exhibitions		(25,050)		
Salary Virement to New Build		(192,650)		
Utility Costs		36,000		
Monitoring Centre		(34,000)		
Minor Items		3,050		
Outturn 2010/11 (P6 Forecast)		4,024,630		
NOTES				

REVENUE BUDGET				
SERVICE		HRA Repairs & Maintenance		
SERVICE DESCRIPTION		Council Housing stock maintenance and repair costs. Includes maintenance of Decent Homes Standard		
SERVICE MANAGER		HEAD OF CUSTOMERS, HOMES and PROPERTY		
BUDGET MANAGER		HOUSING RESOURCE MANAGER		
ACTUAL 2009/10 £	ESTIMATE 2010/11 £	PROJECTED OUTTURN 2010/11 £	DETAIL	ESTIMATE 2011/12 £
1,473,691	1,795,000	1,791,000	EXPENDITURE	
767,340	965,300	965,300	Housing Repairs Responsive	2,000,000
910,177	943,500	943,500	Kitchen Refurbishments	1,185,000
583,612	740,600	740,600	Central Heating	1,172,200
782,753	839,600	834,600	Bathroom Refurbishment	762,000
2,919,493	2,195,000	2,211,570	Gas Heating	834,600
34,876	-	11,430	Other Premises	2,135,700
			Supplies and Services	-
7,471,942	7,479,000	7,498,000	TOTAL EXPENDITURE	8,089,500
(72,754)	(15,000)	(15,000)	INCOME	
			Fees and Charges	(15,000)
7,399,188	7,464,000	7,483,000	NET EXPENDITURE (Including Recharges and Capital Charges)	8,074,500
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Inflation		7,464,000	Contract inflation estimated at 2%	
Repairs and Maintenance		148,000		
Budget 2011/12		462,500		
		8,074,500		
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Repairs and Maintenance		7,464,000		
Outturn 2010/11 (P6 Forecast)		19,000		
		7,483,000		
NOTES				

REVENUE BUDGET				
SERVICE		HRA Other Expenditure		
SERVICE DESCRIPTION		Covers HRA subsidy payments to Government, PFI costs, provisions/reserves movements and various one off costs		
SERVICE MANAGER		HEAD OF CUSTOMERS, HOMES and PROPERTY		
BUDGET MANAGER		HOUSING RESOURCE MANAGER		
ACTUAL 2009/10 £	ESTIMATE 2010/11 £	PROJECTED OUTTURN 2010/11 £	DETAIL	ESTIMATE 2011/12 £
38,010	-	300	EXPENDITURE	
26,781	-	22,020	Employees	-
444,134	400,740	434,730	Premises	-
6,895,575	6,623,440	6,899,960	Supplies and Services	-
210,409	80,000	80,000	Housing Subsidy	7,751,910
124	-	-	Provision for Bad Debts	200,000
			Transport	-
7,615,032	7,104,180	7,437,010	TOTAL EXPENDITURE	7,951,910
(2,999,845)	(2,999,850)	(2,999,850)	INCOME	(2,999,850)
(624,756)	(409,900)	(409,900)	Grants	(281,230)
			Fees and Charges	
3,990,431	3,694,430	4,027,260	NET CONTROLLABLE EXPENDITURE	4,670,830
793,496	908,320	908,320	RECHARGES & CAPITAL CHARGES	
3,482,861	4,081,070	3,717,210	Support Costs	846,730
214	-	-	Capital Charges	3,405,370
			Recharges	-
8,267,002	8,683,820	8,652,790	NET EXPENDITURE (Including Recharges and Capital Charges)	8,922,930
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Housing Subsidy		8,683,820	As per final determination	
Provision for Bad Debts increased		1,128,470		
PFI set up costs		120,000		
Legal Fees		(172,360)		
Home Loss Payments		(45,110)		
Disturbance Allowance		(61,200)		
Little Hill PFI - Other Grants		(22,690)		
Change in support costs		(100,000)		
Change in Capital Charges		(61,590)		
Budget 2011/12		8,922,930	} One-off costs in 2010/11	
ANALYSIS OF BUDGET VARIATIONS				
Base Budget 2010/11		£	COMMENTS	
Housing Subsidy		8,683,820		
Council Tax		276,520		
Disturbance Allowance		22,000		
Home Loss Payments		24,180		
Minor Items		8,800		
Capital Charges		(2,760)		
Transfer to/from Reserve		(352,270)		
Outturn 2010/11 (P6 Forecast)		8,652,790		
NOTES				

REVENUE BUDGET				
SERVICE		HRA New Build		
SERVICE DESCRIPTION		New activity following the Government's decision to allow stock holding authorities to once again build council housing properties		
SERVICE MANAGER		HEAD OF CUSTOMERS, HOMES and PROPERTY		
BUDGET MANAGER		HOUSING RESOURCE MANAGER		
ACTUAL 2009/10 £	ESTIMATE 2010/11 £	PROJECTED OUTTURN 2010/11 £	DETAIL	ESTIMATE 2011/12 £
1,615	-	192,650	EXPENDITURE Employees	197,010
16,652	-	750	Premises	-
204,393	-	244,990	Supplies and Services	100,000
115	-	-	Transport	-
222,775	-	438,390	TOTAL EXPENDITURE	297,010
(1,659)	-	(51,870)	INCOME Fees and Charges	-
221,116	-	386,520	NET CONTROLLABLE EXPENDITURE	297,010
-	-	(43,870)	RECHARGES & CAPITAL CHARGES Recharges	-
221,116	-	342,650	NET EXPENDITURE (Including Recharges and Capital Charges)	297,010
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		-		
Reallocation of Staff time		197,010	Land Study Review	
Other Consultants		82,000		
Consultant Surveyors		15,000		
Land Registry		3,000		
Budget 2011/12		297,010		
ANALYSIS OF BUDGET VARIATIONS				
		£	COMMENTS	
Base Budget 2010/11		-		
Salary virement from HRA Admin		192,650	Surveyors and ground contamination	
Consultant Surveyors		130,000		
Other Consultants		101,000		
Less costs recoverable		(51,870)		
Recharges to capital		(43,870)		
Other Supplies/Services and Premises		14,740		
Outturn 2010/11 (P6 Forecast)		342,650		
NOTES				
New Build is within the ring fenced Housing Revenue Account but outside the HRA subsidy system				

Forecast Housing Revenue Account Income and Expenditure Account 2011/12

2009/10 Outturn £		2010/11 Original Budget £	2010/11 Projected Outturn £	2011/12 Original Budget £
	Income			
(18,797,959)	Dwelling Rents	(18,749,620)	(18,832,000)	(19,792,500)
(556,008)	Non-dwelling rents	(588,550)	(551,160)	(575,700)
(555,345)	Charges for services and facilities	(551,000)	(573,000)	(574,790)
(346,998)	Contributions towards expenditure - supporting people	(337,000)	(337,000)	(356,120)
(46,579)	Contributions towards expenditure - leaseholders	(15,000)	(15,000)	(15,000)
(20,302,889)	Total Income	(20,241,170)	(20,308,160)	(21,314,110)
	Expenditure			
3,056,409	Repairs and Maintenance	3,474,700	3,526,200	3,551,600
4,741,933	Supervision and Management	4,294,860	4,551,350	4,157,390
3,690,735	Payment to PFI contractor	4,016,720	4,016,720	4,142,590
(2,999,845)	PFI Subsidy from Government	(3,000,000)	(3,000,000)	(2,999,850)
45,001	Rents, rates, taxes and other charges	14,000	22,000	14,000
6,856,575	Negative HRA subsidy payable (incl. MRA)	6,623,590	6,900,110	7,751,910
210,409	Increase in Provision for Bad Debts	80,000	80,000	200,000
3,631,521	Depreciation and impairment of fixed assets	4,244,300	3,348,740	3,667,740
21,460	Debt Management Costs	50,910	50,910	52,920
(25,937,612)	Exceptional item - Impairment/(Revaluation Gain) of HRA stock	0	0	0
(6,683,414)	Total Expenditure	19,799,080	19,496,030	20,538,300
(26,986,303)	Net cost of HRA Services as included in the whole authority Income and Expenditure Account	(442,090)	(812,130)	(775,810)
520,968	HRA services share of Corporate and Democratic Core	505,580	505,580	510,480
251,110	HRA share of other amounts included in the whole authority Net Cost of Services but not allocated to specific services	374,340	374,340	331,260
(26,214,226)	Net Cost of HRA services	437,830	67,790	65,930
16,036	Amortisation of premiums and discounts			0
(138,064)	Interest and Investment income	(258,520)	(258,520)	(129,230)
51,278	Loan interest payable	404,730	400,640	242,690
416,040	Pensions interest cost and expected return on pension assets	620	620	620
(25,868,936)	(Surplus) or deficit for the year on HRA services	584,660	210,530	180,010
	STATEMENT OF MOVEMENT ON THE HRA BALANCE			
(25,868,936)	(Surplus) or deficit for year on the HRA Income and Expenditure Account	584,660	210,530	180,010
25,431,608	Net additional amount required by statute to be debited or (credited) to the HRA Balance for the year (see below)	(543,910)	(620)	(261,290)
(437,328.02)	(Increase) or decrease in the Housing Revenue Account Balance	40,750	209,910	(81,280)
(1,232,999)	Housing Revenue Account balance brought forward	(1,240,749)	(1,670,327)	(1,460,417)
(1,670,327)	Housing Revenue Account balance carried forward	(1,199,999)	(1,460,417)	(1,541,697)
	NOTES			
25,612,291	Items included in the HRA Income and Expenditure Account but excluded from the movement on HRA Balance for the year Difference between any other items of income/expenditures in accordance with the SORP	0	0	(260,670)

(563,568)	Net charges made for retirement benefits in accordance with FRS17	(378,620)	(378,620)	(378,620)
	Items not included in the HRA Income and Expenditure Account but included in the movement on HRA Balance for the year			
382,885	Employers contributions payable to the KCC Pensions Fund	378,000	378,000	378,000
0	Capital expenditure funded by the HRA	(543,290)	0	0
0	Transfer to/(from) Major Repairs Reserve	0	0	0
25,431,608	Net additional amount required by statute to be debited or (credited) to the HRA Balance for the year	(543,910)	(620)	(261,290)

Description	2009/10 Actuals	2010/11 Origin	2010/11 Projected	2011/12 Origin		
Insulation	0	10,000	10,000	10,000		
Central Heating	910,177	943,500	943,500	1,172,200		
Structural Works/Underpinning	234	20,000	20,000	20,000		
Adaptations For The Disabled	159,868	200,000	200,000	200,000		
Re-Roofing	205,825	308,000	248,000	341,700		
P.V.C.U Gutters/Fascias/Soffit	54,008	220,800	220,800	134,000		
Kitchen Refurbishments	767,340	965,300	965,300	1,185,000		
Rewiring	359,248	298,100	298,100	253,000		
Bathroom Refurbishment	583,612	740,600	740,600	762,000		
Environmental Improvements	0	80,000	80,000	80,000		
Remodelling Sheltered Accom.	(10,000)	150,000	150,000	50,000		
External Walls	98,874	138,000	138,000	34,000		
Fire Safety Works	31,415	80,000	80,000	50,000		
Garage Works	0	0	0	100,000		
Major Regeneration Works	1,124,772	0	50,000	0		
Brookfield Court Renovation	114,827	20,000	37,500	0		
Digital Tv Upgrades	0	70,000	70,000	200,000		
	4,400,200	4,244,300	4,251,800	4,591,900	4591900	
<i>Financed by:</i>						
Major Repairs Allowance (MRA)	3,306,289	3,348,739	3,348,739	3,407,070	3,387,080	
Major Repairs Reserve (MRR)	1,093,911	310,160	903,061	1,184,830	1,204,820	19,990
Revenue Contribution	0	585,401	0	0		
	4,400,200	4,244,300	4,251,800	4,591,900		

Capital Programme

	Original Budget	Current Budget	Previous years	2010/11	2011/12	2012/13	2013/14
Customers, Homes & Property							
Repairs and renewals funded from capital	75,000	75,000	0	0	75,000	75,000	75,000
Mandatory Disabled Facility Grants							
Expenditure	1,584,000	1,584,000	0	396,000	396,000	396,000	396,000
External Funding	-1,224,000	-1,224,000	0	-306,000	-306,000	-306,000	-306,000
	360,000	360,000	0	90,000	90,000	90,000	90,000
Total - Customers, Homes & Property	435,000	435,000	0	90,000	165,000	165,000	165,000
Strategy, Partnerships & Communications							
Single Grants Fund	300,000	300,000	0	75,000	75,000	75,000	75,000
Total - Strategy, Partnerships & Communications	300,000	300,000	0	75,000	75,000	75,000	75,000
Cultural Services							
Tenterden Leisure Centre	1,100,000	1,100,000	0	0	550,000	550,000	0
Willesborough Community Centre	10,000	10,000	0	0	0	10,000	0
Bushy Royds (Waterside)							
Expenditure	706,342	906,342	105,870	730,472	70,000	0	0
External Funding	-706,342	-906,342	-105,870	-730,472	-70,000	0	0
	0	0	0	0	0	0	0
St Mary's Church							
Expenditure	369,500	1,794,400	128,686	715,600	950,114	0	0
External Funding	-269,500	-1,694,400	-126,436	-715,600	-852,364	0	0
	100,000	100,000	2,250	0	97,750	0	0
Conningbrook Lakes Scoping	25,000	25,000	900	3,500	20,600	0	0
Singleton Village Hall							
Expenditure	250,000	357,015	1,108	0	15,000	340,907	0
External Funding	-250,000	-357,015	-1,108	0	-15,000	-340,907	0
	0	0	0	0	0	0	0
Singleton Open Space							
Expenditure	15,000	350,000	0	3,000	40,000	307,000	0
External Funding	-15,000	-350,000	0	-3,000	-40,000	-307,000	0
	0	0	0	0	0	0	0
Hythe Road Recreation Ground							
Expenditure	60,000	60,000	0	1,820	58,180	0	0
External Funding	-60,000	-60,000	0	-1,820	-58,180	0	0
	0	0	0	0	0	0	0
Great Chart Pavilion							
Expenditure	66,000	66,000	0	3,300	62,700	0	0
External Funding	-66,000	-66,000	0	-3,300	-62,700	0	0
	0	0	0	0	0	0	0
Repton Park							
Expenditure	10,000	70,000	0	300	69,707	0	0
External Funding	-10,000	-70,000	0	-300	-69,707	0	0
	0	0	0	0	0	0	0
Appledore Play Area							
Expenditure	50,000	50,000	0	25,000	25,000	0	0
External Funding	-50,000	-50,000	0	-25,000	-25,000	0	0
	0	0	0	0	0	0	0
Stour Centre Changing							
Expenditure	5,000	120,000	0	60,000	60,000	0	0
External Funding	-5,000	-120,000	0	-60,000	-60,000	0	0
	0	0	0	0	0	0	0
Stour Centre Play Area							
Expenditure	1,000	1,000	0	1,000	0	0	0
External Funding	-1,000	-1,000	0	-1,000	0	0	0
	0	0	0	0	0	0	0
Total Cultural Services	1,235,000	1,235,000	3,150	3,500	668,350	560,000	0
General Fund Total	1,970,000	1,970,000	3,150	168,500	908,350	800,000	240,000
HRA Capital Works							
Programmed Works	0	0	0	4,696,000	4,696,000	4,696,000	4,696,000
HRA New Build							
Expenditure	9,338,237	10,138,237	0	3,400,000	6,738,237	0	0
External Funding	-5,170,000	-5,170,000	0	-2,525,000	-2,645,000	0	0
Total HRA	4,168,237	4,968,237	0	5,571,000	8,789,237	4,696,000	4,696,000
Total Capital Spend	6,138,237	6,938,237	3,150	5,739,500	9,697,587	5,496,000	4,936,000
CAPITAL SUMMARY							

Capital Programme

	Original Budget	Current Budget	Previous years	2010/11	2011/12	2012/13	2013/14
Customers, Homes & Property	435,000	435,000	0	90,000	165,000	165,000	165,000
Customers, Homes & Property							
Strategy, Partnerships & Communications	300,000	300,000	0	75,000	75,000	75,000	75,000
Cultural Services	1,235,000	1,235,000	3,150	3,500	668,350	560,000	0
GENERAL FUND	1,970,000	1,970,000	3,150	168,500	908,350	800,000	240,000
HOUSING REVENUE ACCOUNT	4,168,237	4,968,237	0	5,571,000	8,789,237	4,696,000	4,696,000
	6,138,237	6,938,237	3,150	5,739,500	9,697,587	5,496,000	4,936,000
Funding Statement							
Capital Receipts	1,970,000	2,270,000	3,150	468,500	608,350	500,000	240,000
Borrowing HRA	4,168,237	4,668,237	0	575,000	4,093,237	0	0
Borrowing GF	0	0	0	0	0	0	0
External grants HRA	5,170,000	5,170,000	0	2,525,000	2,645,000	0	0
External grants GF	2,656,842	4,898,757	233,414	1,846,492	1,558,951	953,907	306,000
Repairs and Renewals Reserve	0	0	0	0	0	0	0
Major Repairs Reserve HRA	0	0	0	4,696,000	4,696,000	4,696,000	4,696,000
Other Reserve GF	0	0	0	0	300,000	300,000	0
	13,965,079	17,006,994	236,564	10,110,992	13,901,538	6,449,907	5,242,000
External Grants							
Growth Area Funding	269,500	1,349,400	15,436	715,600	618,364	0	0
Section 106	1,108,342	1,810,357	106,978	739,892	315,587	647,907	0
Disabled Facility Grants	1,224,000	1,224,000	0	306,000	306,000	306,000	306,000
Interreg	0	234,000	0	0	234,000	0	0
Big lottery Fund	50,000	50,000	0	25,000	25,000	0	0
KCC (Disabled access)	5,000	120,000	0	60,000	60,000	0	0
Other smaller grants (St Mary's Church)	0	111,000	111,000	0	0	0	0
Homes & Community Agency	5,170,000	5,170,000	0	2,525,000	2,645,000	0	0
	7,826,842	10,068,757	233,414	4,371,492	4,203,951	953,907	306,000

PLANNED MAINTENANCE PROGRAMME FUNDING - SUMMARY

Repairs and Renewals	2010/11	2011/12	2012/13	2013/14
Opening Position 1st April	677,815	631,815	585,815	539,815
Capital Commitments				
Conningbrook Scoping	0	(25,000)	0	0
Feasibility Studies	(50,000)	(25,000)	(50,000)	(50,000)
Repairs and Renewals Programme	(150,000)	(150,000)	(150,000)	(150,000)
Other works approved	(25,000)	(25,000)	(25,000)	(25,000)
Land disposal expenditure	0	(75,000)	0	0
Receipts Forecast				
Civic Centre Rent	104,000	104,000	104,000	104,000
Capital Receipts for Capital works	75,000	150,000	75,000	75,000
Forecast Capital Resources	631,815	585,815	539,815	493,815
Net Movement	(46,000)	(46,000)	(46,000)	(46,000)

DISCRETIONARY & STATUTORY FEES 2011/12

LICENSING FEES

Item	Statutory or Discretionary		VAT Indicator	Charge 2009/10 £	Charge 2010/11 £	Proposed Charge 2011/12 £	% Increase on 10/11	
Licensing Act								
Premises - new application	Statutory	Fee band - A	NB	100.00	100.00	100.00	0.00%	
		Fee band - B	NB	190.00	190.00	190.00	0.00%	
		Fee band - C	NB	315.00	315.00	315.00	0.00%	
		Fee band - D - if exclusively or primarily for supply, sale or consumption of alcohol <u>double</u> the fee	NB	450.00	450.00	450.00	0.00%	
		Fee band - E - if exclusively or primarily for supply, sale or consumption of alcohol <u>triple</u> the fee	NB	635.00	635.00	635.00	0.00%	
		Premises allowing 5000+ people attract additional fees		See regulations for details				
		Premises where only licensable activity is regulated entertainment & premises is education, church hall, village hall or similar		No fee payable				
Premises - annual fee	Statutory	Fee band - A	NB	70.00	70.00	70.00	0.00%	
		Fee band - B	NB	180.00	180.00	180.00	0.00%	
		Fee band - C	NB	295.00	295.00	295.00	0.00%	
		Fee band - D - if exclusively or primarily for supply, sale or consumption of alcohol <u>double</u> the fee	NB	320.00	320.00	320.00	0.00%	
		Fee band - E - if exclusively or primarily for supply, sale or consumption of alcohol <u>triple</u> the fee	NB	350.00	350.00	350.00	0.00%	
		Premises allowing 5000+ people attract additional fees			0.00	0.00	0.00%	
Personal	Statutory		NB	37.00	37.00	37.00	0.00%	
Temporary Event Notice	Statutory		NB	21.00	21.00	21.00	0.00%	
Change of address notification	Statutory		NB	10.50	10.50	10.50	0.00%	
etc)	Statutory		NB	10.50	10.50	10.50	0.00%	
Designated premises supervisor variation	Statutory		NB	23.00	23.00	23.00	0.00%	
Premises licence transfer	Statutory		NB	23.00	23.00	23.00	0.00%	
Club registration change	Statutory		NB	10.50	10.50	10.50	0.00%	
Club name or rules notification	Statutory		NB	10.50	10.50	10.50	0.00%	
Interim Authority Notice	Statutory		NB	23.00	23.00	23.00	0.00%	
Provisional Statement	Statutory		NB	315.00	315.00	315.00	0.00%	
Freeholder notification of licensing matters	Statutory		NB	21.00	21.00	21.00	0.00%	
Minor Variation	Statutory		NB	89.00	89.00	89.00	0.00%	
Animal Welfare and Public Health Licences								
Dog Breeding Establishments	Discretionary	New Licence	NB	130.00	133.00	200.00	50.38%	
	Discretionary	Renewal	NB	105.00	108.00	120.00	11.11%	

DISCRETIONARY & STATUTORY FEES 2011/12

LICENSING FEES

Item	Statutory or Discretionary		VAT Indicator	Charge 2009/10 £	Charge 2010/11 £	Proposed Charge 2011/12 £	% Increase on 10/11
	Discretionary	Variation	NB	105.00	108.00	120.00	11.11%
	Discretionary	Concurrent 2nd application	NB	22.00	23.00	60.00	160.87%
Animal Boarding Establishments	Discretionary	New Licence	NB	130.00	133.00	200.00	50.38%
	Discretionary	Renewal	NB	105.00	108.00	120.00	11.11%
	Discretionary	Variation	NB	105.00	108.00	120.00	11.11%
	Discretionary	Concurrent 2nd application	NB	22.00	23.00	60.00	160.87%
Home Boarding	Discretionary	New Licence	NB	65.00	67.00	75.00	11.94%
	Discretionary	Renewal	NB	51.00	52.00	58.00	11.54%
Pet Shops	Discretionary	New Licence	NB	130.00	133.00	200.00	50.38%
	Discretionary	Renewal	NB	105.00	108.00	120.00	11.11%
	Discretionary	Variation	NB	105.00	108.00	120.00	11.11%
	Discretionary	Concurrent 2nd application	NB	22.00	23.00	60.00	160.87%
Riding Establishments	Discretionary	New Licence	NB	130.00	133.00	200.00	50.38%
	Discretionary	Renewal	NB	45.00	46.00	65.00	41.30%
	Discretionary	Variation	NB	45.00	46.00	65.00	41.30%
	Discretionary	Concurrent 2nd application	NB	22.00	23.00	30.00	30.43%
Dangerous Wild Animals	Discretionary	New Licence	NB	380.00	390.00	410.00	5.13%
	Discretionary	Renewal	NB	260.00	267.00	281.00	5.24%
	Discretionary	Variation	NB	260.00	267.00	281.00	5.24%
	Discretionary	Concurrent 2nd application	NB	65.00	67.00	71.00	5.97%
Zoos	Discretionary	Consideration	NB	920.00	943.00	994.00	5.41%
	Discretionary	Licence	NB	1520.00	1558.00	1640.00	5.26%
	Discretionary	Renewal	NB	2280.00	2337.00	2460.00	5.26%
	Discretionary	Dispensation - 14(1)(a)	NB	370.00	379.00	400.00	5.54%
Public Health Licences							
Acupuncture	Discretionary	Initial registration practitioner/premises	NB	140.00	144.00	149.00	3.47%
	Discretionary	Additional practitioner/premises	NB	60.00	62.00	91.00	46.77%
	Discretionary	Minor variation	NB	86.00	88.00	25.00	-71.59%
Tattooing	Discretionary	Initial registration practitioner/premises	NB	270.00	277.00	287.00	3.61%
	Discretionary	Additional practitioner/premises	NB	60.00	62.00	91.00	46.77%
	Discretionary	Minor variation	NB	86.00	88.00	25.00	-71.59%
Electrolysis	Discretionary	Initial registration practitioner/premises	NB	140.00	144.00	149.00	3.47%
	Discretionary	Additional practitioner/premises	NB	60.00	62.00	91.00	46.77%
	Discretionary	Minor variation	NB	86.00	88.00	25.00	-71.59%
Cosmetic Piercing (excluding ear piercing)	Discretionary	Initial registration practitioner/premises	NB	270.00	277.00	287.00	3.61%

DISCRETIONARY & STATUTORY FEES 2011/12

LICENSING FEES

Item	Statutory or Discretionary		VAT Indicator	Charge 2009/10 £	Charge 2010/11 £	Proposed Charge 2011/12 £	% Increase on 10/11
	Discretionary	Additional practitioner/premises	NB	60.00	62.00	91.00	46.77%
	Discretionary	Minor variation	NB	86.00	88.00	25.00	-71.59%
Ear Piercing	Discretionary	Initial registration practitioner/premises	NB	140.00	144.00	149.00	3.47%
	Discretionary	Additional practitioner/premises	NB	60.00	62.00	91.00	46.77%
	Discretionary	Minor variation	NB	86.00	88.00	25.00	-71.59%
Hairdressing	Statutory	Registration		No fee payable			
Sex Establishments Licence	Approved by the Licensing and Health Committee on the 17 January 2011						
Sex Establishments Licence	Discretionary	Grant	NB	2670.00	2737.00	2832.80	3.50%
	Discretionary	Renewal	NB	1920.00	500.00	1867.10	273.42%
	Discretionary	Transfer	NB	1760.00	1804.00	517.00	-71.34%
Street Trading and Consents							
Publicity Displays	Statutory			No fee payable			
Street Collection Permit	Statutory			No fee payable			
Street Trading Licence	Discretionary	Yearly	NB	63.00	65.00	67.00	3.08%
Casual Street Trading Licence for market	Discretionary	Monthly	NB	21.00	22.00	23.00	4.55%
Street Trading Consent	Discretionary	Yearly	NB	63.00	65.00	67.00	3.08%
Street Trading Consent Rents							
Furners Wood Lay-by - cherry stall	Discretionary	Monthly rents	NB	67.00	69.00	72.00	4.35%
Great Chart - A28 Tenterden bound - Food	Discretionary	Monthly rents	NB	139.00	142.00	148.00	4.23%
Food	Discretionary	Monthly rents	NB	49.00	50.00	52.00	4.00%
Great Chart - A28 Ashford bound - Food	Discretionary	Monthly rents	NB	139.00	142.00	148.00	4.23%
Food	Discretionary	Monthly rents	NB	49.00	50.00	52.00	4.00%
Food	Discretionary	Monthly rents	NB	67.00	69.00	72.00	4.35%
Hothfield - A20 Maidstone bound - Food	Discretionary	Monthly rents	NB	139.00	142.00	148.00	4.23%
Hothfield - A20 Ashford bound - Non Food	Discretionary	Monthly rents	NB	67.00	69.00	72.00	4.35%
Hothfield - A20 Ashford bound - Food	Discretionary	Monthly rents	NB	139.00	142.00	148.00	4.23%
Henwood	Discretionary	Monthly rents	NB	165.00	169.00	176.00	4.14%
Recreation Ground Road car park	Discretionary	Monthly rents	NB	206.00	211.00	220.00	4.27%
Potters Corner, Hothfield	Discretionary	Monthly rents	NB	139.00	142.00	148.00	4.23%
Brunswick Road	Discretionary	Monthly rents	NB	107.00	142.00	148.00	4.23%
Hall Avenue, Sevington	Discretionary	Max 28 days use per year	NB	185.00	190.00	200.00	5.26%

DISCRETIONARY & STATUTORY FEES 2011/12

LICENSING FEES

Item	Statutory or Discretionary		VAT Indicator	Charge 2009/10 £	Charge 2010/11 £	Proposed Charge 2011/12 £	% Increase on 10/11
Chilham Mill	Discretionary		NB	139.00	142.00	148.00	4.23%
Henwood Carpark	Discretionary	Monthly rents	NB	NA	325.00	408.00	25.54%
Council Land							
Charity	Discretionary			No fee payable			
Commercial (eg circuses and funfairs)	Discretionary	per operating day	NB	205.00	210.00	220.00	4.76%
	Discretionary	per non-operating day	NB	145.00	149.00	155.00	4.03%
Food Hygiene							
Level 2 course	Discretionary		EX	58.00	59.00	62.00	5.08%
Block booking - weekday per day	Discretionary		EX	378.00	387.00	426.00	10.08%
Block booking - weekday per person	Discretionary		EX	26.00	27.00	30.00	11.11%
Block booking - weekend per day	Discretionary		EX	583.00	598.00	665.00	11.20%
Block booking - weekend per person	Discretionary		EX	26.00	27.00	30.00	11.11%
Re-sit (at time of next course)	Discretionary		EX	12.00	15.00	16.00	6.67%
Re-sit (oral)	Discretionary		EX	35.00	36.00	38.00	5.56%
Food Safety Charges							
Food Surrender Certificate	Discretionary		NB	68.00	70.00	75.00	7.14%
Disposal	Discretionary	Per hour	NB	73.00	75.00	81.00	8.00%
plus tipping charge at cost	Charged by tip			NA			
Export Certificate for food manufacture	Discretionary		NB	113.00	116.00	125.00	7.76%
Miscellaneous							
Scrap Metal Dealer Registration	Statutory			No fee payable			
Replacement certificates if not specifically set	Discretionary		NB	10.50	10.50	11.00	4.76%
Gambling Act							
Approved by the Licensing and Health Committee on the 17 January 2011							
New small casino	Statutory Maximum	New application	NB	6285.00	6285.00	6285.00	0.00%
		Annual fee	NB	3575.00	3575.00	3575.00	0.00%
		Variation	NB	2580.00	2580.00	2580.00	0.00%
		Transfer	NB	1500.00	1500.00	1500.00	0.00%
		Re-instatement	NB	1260.00	1260.00	1260.00	0.00%
		Provisional statement	NB	6285.00	6285.00	6285.00	0.00%
		Provisional statement holders	NB	2240.00	2240.00	2240.00	0.00%
		Copy licence	NB	25.00	25.00	25.00	0.00%
New large casino	Statutory Maximum	Notification of change	NB	50.00	50.00	50.00	0.00%
		New application	NB	7540.00	7540.00	7540.00	0.00%
		Annual fee	NB	7215.00	7215.00	7215.00	0.00%
		Variation	NB	3410.00	3410.00	3410.00	0.00%

DISCRETIONARY & STATUTORY FEES 2011/12

LICENSING FEES

Item	Statutory or Discretionary		VAT Indicator	Charge 2009/10 £	Charge 2010/11 £	Proposed Charge 2011/12 £	% Increase on 10/11
		Transfer	NB	1760.00	1760.00	1760.00	0.00%
		Re-instatement	NB	1985.00	1985.00	1985.00	0.00%
		Provisional statement	NB	7540.00	7540.00	7540.00	0.00%
		Provisional statement holders	NB	3700.00	3700.00	3700.00	0.00%
		Copy licence	NB	25.00	25.00	25.00	0.00%
		Notification of change	NB	50.00	50.00	50.00	0.00%
Regional casino	Statutory Maximum	New application	NB	11880.00	11880.00	11880.00	0.00%
		Annual fee	NB	11140.00	11140.00	11140.00	0.00%
		Variation	NB	5570.00	5570.00	5570.00	0.00%
		Transfer	NB	4055.00	4055.00	4055.00	0.00%
		Re-instatement	NB	4055.00	4055.00	4055.00	0.00%
		Provisional statement	NB	11880.00	11880.00	11880.00	0.00%
		Provisional statement holders	NB	5785.00	5785.00	5785.00	0.00%
		Copy licence	NB	25.00	25.00	25.00	0.00%
Notification of change	NB	50.00	50.00	50.00	0.00%		
Bingo club	Statutory Maximum	New application	NB	2160.00	2160.00	2160.00	0.00%
		Annual fee	NB	670.00	670.00	670.00	0.00%
		Variation	NB	1475.00	1475.00	1475.00	0.00%
		Transfer	NB	820.00	820.00	820.00	0.00%
		Re-instatement	NB	820.00	820.00	820.00	0.00%
		Provisional statement	NB	2160.00	2160.00	2160.00	0.00%
		Provisional statement holders	NB	890.00	890.00	890.00	0.00%
		Copy licence	NB	25.00	25.00	25.00	0.00%
Notification of change	NB	50.00	50.00	50.00	0.00%		
Betting Premises (excluding tracks)	Statutory Maximum	New application	NB	2160.00	2160.00	2160.00	0.00%
		Annual fee	NB	430.00	430.00	430.00	0.00%
		Variation	NB	1245.00	1245.00	1245.00	0.00%
		Transfer	NB	820.00	820.00	820.00	0.00%
		Re-instatement	NB	820.00	820.00	820.00	0.00%
		Provisional statement	NB	2160.00	2160.00	2160.00	0.00%
		Provisional statement holders	NB	890.00	890.00	890.00	0.00%
		Copy licence	NB	25.00	25.00	25.00	0.00%
Notification of change	NB	50.00	50.00	50.00	0.00%		
Tracks	Statutory Maximum	New application	NB	1690.00	1690.00	1690.00	0.00%
		Annual fee	NB	670.00	670.00	670.00	0.00%
		Variation	NB	1130.00	1130.00	1130.00	0.00%

DISCRETIONARY & STATUTORY FEES 2011/12

LICENSING FEES

Item	Statutory or Discretionary		VAT Indicator	Charge 2009/10 £	Charge 2010/11 £	Proposed Charge 2011/12 £	% Increase on 10/11
		Transfer	NB	820.00	820.00	820.00	0.00%
		Re-instatement	NB	820.00	820.00	820.00	0.00%
		Provisional statement	NB	1690.00	1690.00	1690.00	0.00%
		Provisional statement holders	NB	890.00	890.00	890.00	0.00%
		Copy licence	NB	25.00	25.00	25.00	0.00%
		Notification of change	NB	50.00	50.00	50.00	0.00%
Family Entertainment Centres	Statutory Maximum	New application	NB	1690.00	1690.00	1690.00	0.00%
		Annual fee	NB	580.00	580.00	580.00	0.00%
		Variation	NB	760.00	760.00	760.00	0.00%
		Transfer	NB	820.00	820.00	820.00	0.00%
		Re-instatement	NB	820.00	820.00	820.00	0.00%
		Provisional statement	NB	1690.00	1690.00	1690.00	0.00%
		Provisional statement holders	NB	735.00	735.00	735.00	0.00%
		Copy licence	NB	25.00	25.00	25.00	0.00%
Notification of change	NB	50.00	50.00	50.00	0.00%		
Adult Gaming Centre	Statutory Maximum	New application	NB	1690.00	1690.00	1690.00	0.00%
		Annual fee	NB	670.00	670.00	670.00	0.00%
		Variation	NB	670.00	670.00	670.00	0.00%
		Transfer	NB	820.00	820.00	820.00	0.00%
		Re-instatement	NB	820.00	820.00	820.00	0.00%
		Provisional statement	NB	1690.00	1690.00	1690.00	0.00%
		Provisional statement holders	NB	890.00	890.00	890.00	0.00%
		Copy licence	NB	25.00	25.00	25.00	0.00%
Notification of change	NB	25.00	25.00	25.00	0.00%		
Temporary Use Notices	Statutory Maximum	New application	NB	200.00	200.00	200.00	0.00%
		Copy licence	NB	25.00	25.00	25.00	0.00%
Licensed Premises Gaming Machine Permit	Statutory Maximum	Grant	NB	150.00	150.00	150.00	0.00%
		Existing operator grant	NB	100.00	100.00	100.00	0.00%
		Variation	NB	100.00	100.00	100.00	0.00%
		Transfer	NB	25.00	25.00	25.00	0.00%
		Annual Fee	NB	50.00	50.00	50.00	0.00%
		Change of name	NB	25.00	25.00	25.00	0.00%
Copy of permit	NB	15.00	15.00	15.00	0.00%		
Licensed Premises Automatic Notification Process	Statutory Maximum	Notification	NB	50.00	50.00	50.00	0.00%
Club Gaming Permits	Statutory	Grant	NB	200.00	200.00	200.00	0.00%

DISCRETIONARY & STATUTORY FEES 2011/12

LICENSING FEES

Item	Statutory or Discretionary		VAT Indicator	Charge 2009/10 £	Charge 2010/11 £	Proposed Charge 2011/12 £	% Increase on 10/11
	Maximum	Grant (Club Premises Certificate holder)	NB	100.00	100.00	100.00	0.00%
		Existing operator grant	NB	100.00	100.00	100.00	0.00%
		Variation	NB	100.00	100.00	100.00	0.00%
		Renewal	NB	200.00	200.00	200.00	0.00%
		Renewal (Club Premises Certificate holder)	NB	100.00	100.00	100.00	0.00%
		Annual Fee	NB	50.00	50.00	50.00	0.00%
		Copy of permit	NB	15.00	15.00	15.00	0.00%
Club Machine Permits	Statutory Maximum	Grant	NB	200.00	200.00	200.00	0.00%
		Grant (Club Premises Certificate holder)	NB	100.00	100.00	100.00	0.00%
		Existing operator grant	NB	100.00	100.00	100.00	0.00%
		Variation	NB	100.00	100.00	100.00	0.00%
		Renewal	NB	200.00	200.00	200.00	0.00%
		Renewal (Club Premises Certificate holder)	NB	100.00	100.00	100.00	0.00%
		Annual Fee	NB	50.00	50.00	50.00	0.00%
Copy of permit	NB	15.00	15.00	15.00	0.00%		
Family Entertainment Centre Gaming Machine Permit	Statutory Maximum	Grant	NB	300.00	300.00	300.00	0.00%
		Renewal	NB	300.00	300.00	300.00	0.00%
		Existing operator grant	NB	100.00	100.00	100.00	0.00%
		Change of name	NB	25.00	25.00	25.00	0.00%
Prize Gaming Permits	Statutory Maximum	Copy of permit	NB	15.00	15.00	15.00	0.00%
		Grant	NB	300.00	300.00	300.00	0.00%
		Renewal	NB	300.00	300.00	300.00	0.00%
		Existing operator grant	NB	100.00	100.00	100.00	0.00%
		Change of name	NB	25.00	25.00	25.00	0.00%
		Copy of permit	NB	15.00	15.00	15.00	0.00%
Hackney Carriage/Private Hire Approved by the Licensing and Health Committee on the 17 January 2011							
Drivers Licence			NB	49.00	49.00	49.00	0.00%
Vehicle Licence			NB	290.00	290.00	290.00	0.00%
Joint Drivers Licence - additional			NB	16.00	16.00	16.00	0.00%
Private Hire Operators		1-3 Vehicles	NB	73.00	73.00	73.00	0.00%
		4-10 Vehicles	NB	310.00	310.00	310.00	0.00%
		11-20 Vehicles	NB	620.00	620.00	620.00	0.00%
Drivers Badges			NB	15.00	15.00	15.00	0.00%
Vehicle Plates/brackets			NB	17.00	17.00	17.00	0.00%
Internal Vehicle Plate			NB	15.00	15.00	15.00	0.00%

DISCRETIONARY & STATUTORY FEES 2011/12

LICENSING FEES

Item	Statutory or Discretionary		VAT Indicator	Charge 2009/10 £	Charge 2010/11 £	Proposed Charge 2011/12 £	% Increase on 10/11
Knowledge Test			NB	30.00	30.00	30.00	0.00%
2nd Knowledge Test			NB	30.00	30.00	30.00	0.00%
Fee for Returned (Bounced) Cheques			NB	16.00	16.00	16.00	0.00%
Transfer of vehicle licence (including plate)			NB	16.00	16.00	16.00	0.00%
Replacement Licence			NB	16.00	16.00	16.00	0.00%
CRB			NB	36.00	36.00	36.00	0.00%

VAT Indicator NB = Non Business no VAT

VAT Indicator EX = Exempt from VAT

DISCRETIONARY FEES 2011/12

Charge for the Supply of Information and Photocopies of Documents

Item	Description/Comments	VAT Indicator	Charge 2009/10 £	Charge 2010/11 £	Proposed Charge 2011/12 £
General Photocopying	Per sheet of photocopy (for the first 10 sheets)	VT	0.30	0.31	0.32
	Further Copies	VT	0.15	0.15	0.16
Fax	First Page	VT	1.15	1.18	1.22
	Each page thereafter	VT	0.60	0.62	0.64
Notices and Extracts	Authenticated Building Control Regulation Approval or Completion Certificate (photocopy - copying charge only)	VT	6.50	6.66	6.89
	Architects Plans (A3 & A4)	VT	0.30	0.31	0.32
	Architects Plans (A2+)	VT	5.10	5.23	5.41
Fact sheets	Major Development Proposals in Ashford (per page)	VT	1.40	1.44	1.49
	All other fact sheets (per page)	VT	0.30	0.31	0.32
	Requests for Planning Information	VT	45.00	46.13	47.74
	Requests for Building Control Information	VT	45.00	46.13	47.74
	Inspection of approved Building Regulation Plans	VT	45.00	46.13	47.74
	Gas and Pipeline Extracts	VT	5.50	5.64	5.84
	Hard Copy Provision of Weekly List	VT	143.00	146.58	151.71
	Postage and Packing	VT	0.30	0.31	0.32

Sale of Documents and Room Hire

Item	Description/Comments	VAT Indicator	Charge 2009/10 £	Charge 2010/11 £	Proposed Charge 2011/12 £
Minutes	Council and Committees	- per annum	146.35	150.01	155.26
	(excluding the Planning Committee)	- per cycle	29.60	30.34	31.40
	Executive only	- per annum	97.00	99.43	102.91
		- per cycle	19.85	20.35	21.06
	Planning Committee only	- per annum	97.00	99.43	102.91

		- per cycle	VT	19.85	20.35	21.06
	A single committee and its Sub- Committee	- per annum	VT	49.20	50.43	52.20
	(excluding the Planning Committee)	- per cycle	VT	10.20	10.46	10.83
Agendas and Reports	Council and Committees	- per annum	VT	262.00	268.55	277.95
	(excluding the Planning Committee)	- per cycle	VT	52.85	54.17	56.07
	Executive only	- per annum	VT	490.00	502.25	519.83
		- per cycle	VT	21.00	21.53	22.28
	Planning Committee only	- per annum	VT	490.00	502.25	519.83
		- per cycle	VT	21.00	21.53	22.28
	A single committee and its Sub- Committee	- per annum	VT	52.85	54.17	56.07
	(excluding the Planning Committee)	- per cycle	VT	11.00	11.28	11.67
	<i>NB The Democratic Services Manager may determine a higher charge where the Agenda and Reports are in excess of 200 pages</i>					
Retrieval of Minutes & Agendas for third parties		- per hour	VT	79.20	81.18	
Other Publications	Annual Budget Book / Statement of Accounts					
	- requested by individuals		VT	7.10	7.28	7.53
	- requested by commercial bodies		VT	34.90	35.77	37.02
	Council Year Book		VT	2.85	2.92	3.02
	Copy of Lease, Order etc		VT	6.25	6.41	6.63
	Copy of Byelaws - Statutory Fee		VT	0.20	0.21	0.22
Room Hire	Council Chamber	- Up to 4 hours	VT	134.50	137.86	142.69
		- Full Day	VT	236.10	242.00	250.47
		- Evening after	VT	216.50	221.91	229.68
	Committee Rooms	- Up to 4 hours	VT	70.50	72.26	74.79
		- Full Day	VT	126.60	129.77	134.31
		- Evening after	VT	121.85	124.90	129.27

Fees are inclusive of VAT

DISCRETIONARY FEES 2011/12

Cemetery Charges - Bybrook and Willesborough Cemeteries

Item	Description/Comments	VAT Indicator	Charge 2009/10 £	Charge 2010/11 £	Proposed Charge 2011/12 £
COMPOSITE BURIAL FEE FOR NEW GRAVES (Includes Digging Fee, Purchase of Right of Burial for 30 years and wooden cross)	(1) Single Grave Depth	EX	915.00	938.00	971.00
	(2) Double Grave Depth	EX	1,010.00	1035.00	1071.00
	(3) Triple Grave Depth	EX	1,180.00	1210.00	1252.00
	(4) Child up to and including 16 years <i>(NB If grave required to be reopened to enable further family burial(s) the fees in (2) and (3) apply</i>		FREE		
	(5) Cremated Remains - Garden of Remembrance Willesborough	EX	328.00	336.00	348.00
REOPENING OF EXISTING GRAVES	(1) Single Grave Depth	EX	530.00	543.00	562.00
OPENING OF PRE-PURCHASED GRAVES	(2) Double Grave Depth	EX	435.00	446.00	462.00
	(3) Cremated Remains	EX	91.00	93.00	96.00
Additional fee for Saturday interment	(consideration will be given in special circumstances)		By negotiation		
<i>Non standard grave sizes may incur an additional charge</i>					
<i>NB: A SURCHARGE OF 100% ON THE ABOVE SCALE OF CHARGES IS MADE FOR PERSONS WHO LIVE OUTSIDE ASHFORD BOROUGH. (THIS IS COMMON PRACTICE WITH OTHER AUTHORITIES)</i>					

Cemetery Charges - Tenterden Cemetery

Item	Description/Comments	VAT Indicator	Charge 2009/10 £	Charge 2010/11 £	Proposed Charge 2011/12 £
COMPOSITE BURIAL FEE FOR NEW GRAVES	(1) Single Grave Depth	EX	970.00	994.00	1029.00
	(2) Single Grave Depth (plus purchase of right of burial in adjoining grave) (ie single depth charge plus purchase charge)	EX	1,385.00	1420.00	1470.00

(Includes Digging Fee, Purchase of Right of Burial for 30 years and	(3) Child up to and including 16 years	EX		FREE	
	(4) Cremated Remains - Garden of Remembrance - Small Plot	EX	274.00	281.00	291.00
	(5) Cremated Remains - Garden of Remembrance - Large Plot	EX	386.00	396.00	410.00
REOPENING OF EXISTING GRAVES	(1) Single Grave Depth	EX	495.00	507.00	525.00
OPENING OF PRE-PURCHASED GRAVES	(2) Double Grave Depth	EX	584.00	599.00	620.00
	(3) Cremated Remains	EX	149.00	153.00	158.00
Additional fee for Saturday interments	(consideration will be given in special circumstances		By negotiation		
<i>Non standard grave sizes may incur an additional charge</i>					
<i>NB: A SURCHARGE OF 100% ON THE ABOVE SCALE OF CHARGES IS MADE FOR PERSONS WHO LIVE OUTSIDE ASHFORD BOROUGH. (THIS IS COMMON PRACTICE WITH OTHER AUTHORITIES)</i>					

Cemetery Charges - All Cemeteries

Item	Description/Comments	VAT Indicator	Charge 2009/10 £	Charge 2010/11 £	Proposed Charge 2011/12 £
PURCHASE OF RIGHT OF BURIAL FOR 30 YEARS Applies to prepurchase of graves and where burial rights were not purchased prior to introduction of composite	(1) One grave space	EX	417.00	427.00	442.00
	(2) One cremation plot - Willesborough	EX	232.00	238.00	246.00
	- Tenterden - Small Plot	EX	108.00	111.00	115.00
	- Tenterden - Large Plot	EX	232.00	238.00	246.00
RIGHT TO ERECT A MEMORIAL	(1) Right to erect a headstone or tablet (including inscription to one person)				
	- Adult	EX	137.00	140.00	145.00
	- Child to 16 years	EX	FREE		
	(2) Right to erect a kerbstone (including inscription to one person)	EX			
- Adult	EX	196.00	201.00	208.00	

	- Child to 16 years	EX	FREE		
	(3) Additional inscription (per person after first)	EX	45.00	46.00	48.00
PURCHASE OF WOODEN CROSS INCLUDING PLAQUE	(Ashford Borough Cemeteries only)	EX	33.00	34.00	35.00
		EX			
FAMILY MANAGED BURIALS	Additional administrative cost of this option	EX	135.50	139.00	144.00
FAMILY HISTORY SEARCH	Per Name	EX	20.00	21.00	22.00
	Over 4 Names	EX	65.00	67.00	69.00
NB A SURCHARGE OF 100% ON THE ABOVE SCALE OF CHARGES IS MADE FOR PERSONS WHO LIVE OUTSIDE ASHFORD BOROUGH					
MAINTENANCE OF GRAVES	(1) Maintenance and Planting twice yearly with plants supplied by the Council	NB	127.00	130.00	135.00
	(2) Cleaning of kerbstone (per annum)	NB	75.00	77.00	80.00
	(3) Cleaning of headstone or memorial (per annum)	NB	126.00	129.00	134.00

WOODLAND BURIALS

Item	Description/Comments	VAT Indicator	Charge 2009/10 £	Charge 2010/11 £	Proposed Charge 2011/12 £
BYBROOK CEMETERY	Composite Woodland Burial Fee including coffin and tree *				
	- one grave space	EX	720.00	738.00	764.00
	- two adjacent grave spaces	EX	1,357.00	1391.00	1440.00
	Woodland Burial Fee excluding coffin, but including tree	EX			
	- one grave	EX	589.00	604.00	625.00
	- two adjacent graves	EX	1,100.00	1128.00	1167.00
	Interment of cremated remains (in grave space) including casket and tree*	EX	506.00	519.00	537.00
Selection of grave space	EX	71.00	73.00	76.00	
	(* These fees may be prepaid)				
TENTERDEN CEMETERY	Composite Woodland Burial Fee including coffin and tree *				
	- one grave space	EX	774.00	793.00	821.00
	- two adjacent grave spaces	EX	1,410.00	1445.00	1496.00
	Woodland Burial Fee excluding coffin, but including tree	EX			
- one grave	EX	642.00	658.00	681.00	

	- two adjacent graves	EX	1,156.00	1185.00	1226.00
	Interment of cremated remains (in grave space) including casket and tree*	EX	565.00	579.00	599.00
	Selection of grave space (* These fees may be prepaid)	EX	71.00	73.00	76.00
ALL CEMETERIES	Further interment of cremated remains including casket				
	- Ashford	EX	105.00	108.00	112.00
	- Tenterden	EX	159.00	163.00	169.00
	Interment of a child to 16 years (NOT including coffin or tree)	EX	FREE		
	Grave reservation	EX	142.00	146.00	151.00
	Selection of grave space	EX	71.50	73.00	76.00
NB: A SURCHARGE OF 100% ON THE ABOVE SCALE OF CHARGES IS MADE FOR PERSONS WHO LIVE OUTSIDE ASHFORD BOROUGH					
MEMORIAL BENCH WITH DEDICATION INSCRIPTION (Subject to space being available)		EX	520.00	533.00	552.00

VAT Indictor NB = Non Business no VAT

VAT Indicator EX = Exempt from VAT

DISCRETIONARY FEES 2011/12

Planning Services

Item	Description/Comments		VAT Indicator	Charge 2009/10 £	Charge 2010/11 £	Proposed Charge 2011/12 £
Pre-Application Advice	Level 1 will be charged for written advice on all proposals that will require consent from the Local Planning Authority under the Planning Acts, other than those listed above and in levels 2 and 3		VT	65.40	67.00	To be repc April
	Level 2 will be charged for written advice on all minor developments		VT	130.00	133.00	
	Level 3 will be charged for meetings with officers (If the meeting is on site then travelling time will be included in the assessment)	per hour or part thereof	VT	327.00	335.00	
Amendments to Planning Permissions	Per Submission for all minor and other applications	Statutory Fee	VT	65.40	67.00	67.00
	Per submission for all mayor applications	Statutory Fee	VT	130.00	133.00	133.00
	<i>Payment will be refunded if the amendments are considered too significant and a fresh application is required</i>	Statutory Fee				
Compliance Check (Confirmation that a development has been built in accordance with the approved plans	For domestic Development		VT	65.40	67.00	69.00
	For a Domestic proposal that requires a site visit		VT	130.00	133.00	138.00
Research of Planning History	To confirm whether or not permitted development rights have been removed from a dwelling (Copies of Decision Notices are charged extra)		VT	32.70	34.00	35.00
Formal Complaint under High Hedges Legalisation			VT	390.00	400.00	400.00

Fees are inclusive of VAT

VAT Indicator VT = Standard Rate 15% to 31.12.09 17½% from 1.1.10

#REF!

SPORTING HIRE CHARGES

Item	Description/Comments	VAT Indicator	Charge 2009/10 £	Charge 2010/11 £	Proposed Charge 2011/12 £	% Increase on 10/11
Football Pitch at Spearpoint Adult	Per season	VT	405.00	415.00	430.00	3.61%
Football Pitch at Spearpoint Junior	Per season	VT	189.00	194.00	201.00	3.61%
Football pitch at Hythe Road	Per season	VT	216.00	221.00	229.00	3.62%
Match Pitch Hire, Mini Soccer Centre	Per season	VT	189.00	194.00	201.00	3.61%
Grass Training Mini Soccer centre	Per Hour	VT	19.50	20.00	21.00	5.00%
Linden Grove Muga Adult	Per Hour	VT	19.00	19.00	20.00	5.26%
Linden Grove Muga Junior	Per Hour	VT	16.20	17.00	18.00	5.88%
Football Pitch Hire Sandyacres	At discretion of Ernie Warren (Leaseholder)					
Courtside Large hard court	Per Hour	VT	29.75	30.00	31.00	3.33%
Courtside Small hard court	Per Hour	VT	21.50	22.00	23.00	4.55%
Courtside Netball show courts	Per Hour	VT	27.00	28.00	29.00	3.57%
Courtside All courts	Per Hour	VT	81.00	83.00	86.00	3.61%
Courtside casual court hire tennis	Per Hour	VT	5.50	6.00	6.50	8.33%
Courtside casual court hire netball	Per Hour	VT	16.20	17.00	18.00	5.88%
Meeting Room hire	Per Hour	VT	16.20	17.00	18.00	5.88%
Table tennis	Per Hour	VT	3.80	4.00	4.50	12.50%

All price changes effective September 1st 2008 subject to approval.

SPORTING ACTIVITY CHARGES

Item	Description/Comments	VAT Indicator	Charge 2009/10 £	Charge 2010/11 £	Proposed Charge 2011/12 £	% Increase on 10/11 £
Brazilian Soccer School:						
School Breakfast Club	Per Term	EX	17.30	18.00	19.00	6%
After School Club	Per Term	EX	34.55	35.00	36.00	3%
Evening/Saturday sessions	Per Term	EX	48.60	50.00	52.00	4%
Evening/Saturday sessions	Half Term	EX	29.70	30.00	31.00	3%
Evening/Saturday sessions	Per session (60-90 min session)	EX	4.85	5.00	5.20	4%
Socatots:						
Sessions	Per Term	EX	48.60	50.00	52.00	4%

Membership	One off to include kit, ball, skills booklets	EX	32.40	33.00	34.00	3%
Courtside:						
Holiday courses	Per Week	EX	29.70	30.00	31.00	3%
Holiday courses	Per day advance	EX	6.45	7.00	7.20	3%
Holiday courses	Per day on the day	EX	8.65	9.00	10.00	11%
Junior Tennis Club	Per session	EX	2.70	3.00	3.50	17%
Adult Return to Netball	Per session	EX	3.25	3.00	3.50	17%
Adult Return to Netball	One off membership	EX	3.25	3.00	3.50	17%

All price changes effective September 1st 2009 subject to approval.

Fees are inclusive of VAT

VAT Indicator SR = Standard Rate 15% to 31.12.09 17½% from 1.1.10

VAT Indicator VT = Standard Rate VAT 20%

VAT Indicator EX = Exempt from VAT

DISCRETIONARY FEES 2011/12

Monitoring Centre

Item	Description/Comments	VAT Indicator	Charge 2009/10 £	Charge 2010/11 £	Proposed Charge 2011/12	% Increase on 10/11 £
Telecare/Lifeline						
Telecare Lifeline Installation	One Off Payment per client	VT	25.75	26.00	27.00	3.85%
Telecare Lifeline Installation (Equipment postal service)	One Off Payment per client	VT	15.00	15.00	16.00	6.67%
Telecare Lifeline Monitoring and Equipment Hire - existing	} Monthly Fee per client	VT	10.80	11.00		
	} Annual Fee per client	VT	129.60	133.00	137.60	3.46%
Telecare Lifeline Monitoring and Equipment Hire including TES - new customers	Annual Fee per client	VT		142.95	147.95	3.50%
Telecare Monitoring Fee only - for purchased equipment	Annual	VT	20.20	21.00	21.74	3.52%
Telecare Monitoring Fee only - for purchased equipment - from 01/04/11	Annual	VT			78.00	
Supply of Second Pendant sensor	One off payment per client	VT	55.64	57.00	59.00	3.51%
Supply of Keysafe	One Off Payment per client	VT	40.56	42.00		
Supply of Keysafe - new style	One Off Payment per client	VT			62.94	
Supply of Key release Door Chain	One off Payment per client	VT	19.50	20.00		
Supply of Key release Door Chain - new style	One Off Payment per client	VT			24.58	
Purchase Unit Equipment Maintenance	Annual (Year 2 onwards)	VT			25.00	
Telecare/Lifeline Equipment	Replacement of Equipment due to Damage/Non Return	VT	161.14	165.00	171.00	3.64%
Loneworker (external only)						
Loneworker Registration Fee	One off Payment per client	VT	12.85	13.00	14.00	7.69%
Loneworker Monitoring	Monthly Fee per client	VT	9.28	10.00	10.50	5.00%
Optyma Intruder Alarms						
Guardian Staff Safety	Monthly Fee	VT	57.75	59.00	61.00	3.39%

DISCRETIONARY FEES 2011/12

Property Services

Item	Description/Comments	VAT Indicator	Charge 2009/10 £	Charge 2010/11 £	Proposed Charge 2011/12 £
Licences - valuation	If external valuers are appointed, the charge will be the amount invoiced by the valuer. £225 represents their normal minimum charge.	EX	231.75	238.00	246.00
Licences - inspection/administration	The cost of the site inspection has not previously been charged for. The fee may be £75 or £100 depending upon whether a new boundary fence needs to be erected.	VT	154.50	158.00	164.00
Land sales - valuation	If external valuers are appointed, the charge will be the amount invoiced by the valuer. £225 represents their normal minimum charge.	EX	231.75	238.00	246.00
Land sales - inspection/administration	Cost of the site inspection	VT	154.50	158.00	164.00
Easements - valuation	If external valuers are appointed, the charge will be the amount invoiced by the valuer. £225 represents their normal minimum charge.	EX	231.75	238.00	246.00
Easements - administration		VT	103.00	106.00	110.00
Release of covenant - valuation	If external valuers are appointed, the charge will be the amount invoiced by the valuer. £225 represents their normal minimum charge.	EX	231.75	238.00	246.00
Release of covenant - administration		VT	103.00	106.00	110.00
Boundary disputes	Charge only applies if unlawful encroachment on Council land is found to have occurred. Final cost will depend upon complexity of dispute.	EX	154.50	158.00	164.00
Wayleaves - inspection/administration	The cost of the site inspection has not previously been charged for.	VT	103.00	106.00	110.00

Fees are exclusive of VAT

VAT Indicator SR = Standard Rate 15% to 31.12.09 17½% from 1.1.10

VAT Indicator EX = Exempt from VAT

VAT Indicator VT = Standard Rate VAT 20%

DISCRETIONARY FEES 2011/12

Legal Changes					
Item	Description/Comments	VAT Indicator	Minimum Charge 2009/10 £	Minimum Charge 2010/11 £	Minimum Charge 2011/12 £
S9 Agreements	(including caution/note on Register)	NB	244.10	250.00	260.00
S9 Transfers	Plus Land Registry Fees	NB	201.60	210.00	220.00
S106 agreements		NB	318.25	326.00	750.00
Grazing Licences		NB	79.55	82.00	85.00
Licences to Assign		NB	159.15	164.00	170.00
Sales or Easements	Up to £2,500 in value	NB	212.20	218.00	250.00
Sales	over £2,500 - Basic Fee plus 1% of sale price	NB	265.25	272.00	285.00
Ellingham Leases		NB	265.25	272.00	285.00
Ellingham lease renewals					195.00
Surrenders		NB	159.15	164.00	170.00
Landlord consent etc		NB	53.05	55.00	60.00
Transfer of Equity (mortgage)		NB	169.95	175.00	185.00
Redemptions		NB	53.05	55.00	95.00
Mortgagees Enquiries		NB	69.00	71.00	75.00
Release of expired Statutory Charge		NB	79.55	82.00	85.00
Waiver (Improvement Grant)		NB	79.55	82.00	85.00
Notice of Charge		NB	47.90	50.00	52.00
Counterpart Lease		NB	42.50	44.00	46.00
Engross Transfer/conveyance		NB	26.50	28.00	30.00
Notice to Assign		NB	47.90	50.00	52.00
Wayleaves		NB	127.45	130.00	135.00

Where an actual recharge (based on hours worked) exceeds minimum figures above, the actual charge is to be levied unless commercial in which case an uplift of a minimum of 50% should be considered with Team Leader or Head of Service.

VAT Indicator NB = Non Business no VAT

DISCRETIONARY FEES 2011/12

Land Charges

Item	Description/Comments	VAT Indicator	Charge 2009/10 £	Charge 2010/11 £	Proposed Charge 2011/12 £	% Increase on 10/11
	All Land Charges Fees are to be set at on full cost recovery Basis - these need to be reviewed periodically throughout the year to ensure that this is achieved.					
Standard Search Fee	Domestic Properties	NB	140.00	At Cost Recovery		
	Non-Domestic Properties	NB	190.00			
Extra Questions		NB	11.50			

VAT Indicator NB = Non Business no VAT

Street Administration

Item	Description/Comments	VAT Indicator	Charge 2009/10 £	Charge 2010/11 £	Charge 2011/12 £	% Increase on 10/11
Street Naming and numbering	1 Unit (£45)	NB	37.00	37.95	40.00	5.40%
	2-10 units (£38 per unit)	NB			38.00	
	Over 10 units (£34 per unit)	NB			34.00	
New Street Name		NB			100.00	
Rename Existing Street		NB			150.00	
Address Change	per property	NB	58.50	59.95	62.00	3.42%

VAT Indicator NB = Non Business no VAT

Building Control

Item	Description/Comments	VAT Indicator	Charge 2009/10 £	Charge 2010/11 £	Charge 2011/12 £	% Increase on 10/11
Discretionary Works	Including Party Wall surveying, Fire Risk assessments, Access audits, SBEM, SAP ratings and other surveying activities	VT	At cost recovery			

Exempt Letters		VT	31.95	32.75	34.00	3.82%
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Fees are exclusive of VAT

VAT Indicator VT = Standard Rate VAT 20%

Waste Collection

Item	Description/Comments	VAT Indicator	Charge 2009/10 £	Charge 2010/11 £	Proposed Charge £	% Increase on 10/11
Bulk Collection		VT	20.00	21.00	22.54	7.33%

Fees are exclusive of VAT

VAT Indicator VT = Standard Rate VAT 20%

Chilmington Road Travellers Site

Item	Description/Comments	VAT Indicator	Charge 2009/10 £	Charge 2010/11 £	Proposed Charge 2011/12 £	% Increase on 10/11
Rent		NB	36.00	36.90	38.00	2.98%

VAT Indicator NB = Non Business no VAT

Allotment Rents

Item	Description/Comments	VAT Indicator	Charge 2009/10 £	Charge 2010/11 £	Proposed Charge 2011/12 £	% Increase on 10/11
Rent		EX	3.90	4.00	4.00	0.00%

VAT Indicator NB = Non Business no VAT

Concessionary Fares

Item	Description/Comments	VAT Indicator	Charge 2009/10 £	Charge 2010/11 £	Proposed Charge 2011/12 £	% Increase on 10/11
Companion Pass	This annual charge is pro rata quarterly depending on date of issue.	VT	22.00	22.50	23.00	2.22%

Fees are exclusive of VAT

VAT Indicator VT = Standard Rate VAT 20%

Ashford Voice

Item	Description/Comments	VAT Indicator	Charge 2009/10 £	Charge 2010/11 £	Proposed Charge 2011/12 £	% Increase on 10/11
Advertising Charge	Back page	VT	700.00	717.50	743.00	3.55%
	4 page insert	VT	2,800.00	2,870.00	2970.00	3.48%

Fees are exclusive of VAT

VAT Indicator VT = Standard Rate VAT 20%

Council Tax Collection

Item	Description/Comments	VAT Indicator	Charge 2009/10 £	Charge 2010/11 £	Proposed Charge 2011/12 £	% Increase on 10/11
Court costs	Summons costs	NB	30.00	30.00	30.00	0.00%
	Liability oreders	NB	70.00	90.00	90.00	0.00%

VAT Indicator NB = Non Business no VAT

Homelessness

Item	Description/Comments	VAT Indicator	Charge 2009/10 £	Charge 2010/11 £	Proposed Charge 2011/12 £	% Increase on 10/11
Copy of File		VT	10.80	11.05	12.00	8.60%

Fees are exclusive of VAT

VAT Indicator VT = Standard Rate VAT 20%