

**FINANCE AND RESOURCES ADVISORY COMMITTEE**

**29 August 2013 at 7.00 pm**

**Conference Room, Argyle Road, Sevenoaks**

**AGENDA**

**Membership:**

Chairman: Cllr. Ramsay   Vice-Chairman: Cllr. McGarvey  
Cllrs. Mrs. Bayley, Brookbank, Cooke, Mrs. Davison, Edwards-Winsler, Scholey and Walshe

	<b><u>Pages</u></b>	<b><u>Contact</u></b>
<b>Apologies for Absence</b>		
1. <b>Minutes</b> Minutes of the meeting of the Committee held on 4 June 2013.	(Pages 1 - 4)	
2. <b>Declarations of Interest</b> Any interests not already registered		
3. <b>Actions from Previous Meeting</b>	(Pages 5 - 6)	
4. <b>Update from Portfolio Holder</b>		Councillor Brian Ramsay
5. <b>Referrals from Cabinet or the Audit Committee (if any)</b> None		
6. <b>Annual Treasury Management Report 2012/13</b>	(Pages 7 - 22)	Roy Parsons Tel: 01732 227204
7. <b>Financial Prospects and Budget Strategy 2014/15 and Beyond</b> <i>To Follow</i>		Adrian Rowbotham Tel: 01732 227153
8. <b>Financial Results 2013/14 - to the end of July 2013</b>	(Pages 23 - 60)	Helen Martin Tel: 01732 227483
9. <b>Financial Performance Indicators 2013/14 - to the end of July 2013</b>	(Pages 61 - 66)	Helen Martin Tel: 01732 227483
10. <b>Procurement Strategy Update</b>	(Pages 67 - 80)	Richard Wilson Tel: 01732 227262
11. <b>Work Plan</b>	(Pages 81 - 82)	

### **EXEMPT ITEMS**

(At the time of preparing this agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public.)

To assist in the speedy and efficient despatch of business, Members wishing to obtain factual information on items included on the Agenda are asked to enquire of the appropriate Contact Officer named on a report prior to the day of the meeting.

Should you require a copy of this agenda or any of the reports listed on it in another format please do not hesitate to contact the Democratic Services Team as set out below.

For any other queries concerning this agenda or the meeting please contact:

**The Democratic Services Team (01732 227241)**

**FINANCE AND RESOURCES ADVISORY COMMITTEE**

Minutes of the meeting held on 4 June 2013 commencing at 7.00 pm

Present: Cllrs. Mrs. Bayley, Brookbank, Mrs. Davison, Edwards-Winser, McGarvey, Ramsay and Scholey

Apologies for absence were received from Cllrs. Cooke, Mrs. Dibsdall and Walshe

Cllr. Mrs. Sargeant was also present.

1. To elect a Chairman for the Committee for the ensuing municipal year

Resolved: That Cllr. Ramsay be appointed as Chairman of the Committee for the ensuing municipal year.

(Cllr. Ramsay in the Chair)

2. To elect a Vice-Chairman for the Committee for the ensuing municipal year

Resolved: That Cllr. McGarvey be appointed as Vice-Chairman of the Committee for the ensuing municipal year.

3. Minutes

Officers tabled a response to the actions from the minutes of the Finance Advisory Group meeting held on 23 April 2013.

With regard to the review of the Big Community Fund guidelines a Member requested clarification of who was responsible for the work involved, if it was not the delivery organisation.

*Action1: That the Group Manger – Finance email the Member with the information requested.*

Resolved: That the minutes of the meeting of the Finance Advisory Group held on 23 April 2013 be approved and signed by the Chairman as a correct record.

4. Declarations of Interest

No declarations of interest were made.

5. Update from Portfolio Holder

The Chairman, who was the Portfolio Holder for Finance and Resources, updated the Committee on his work. He indicated that some matters had fallen under his previous Portfolio of Finance and Value for Money. He had held regular meetings with Officers.

## Agenda Item 1 Finance and Resources Advisory Committee - 4 June 2013

He highlighted that spending in the financial year 2012/13 was below budget and Council Tax collection rates had been maintained in that year. Dartford Borough Council had agreed to contribute a higher fee for the Revenues and Benefits Partnership because of the larger workload arising from their Council. There was greater diversity in the investment strategy, utilising money market funds and lending to other local authorities.

The Chairman had encouraged the selling of property, particularly non-operational property and any public toilets, with the exception of the public toilets at Sevenoaks bus station. Space within the Argyle Road offices had been rented out to Moat Housing, Kent County Council and Kent Police.

Long term absence among staff was being managed through greater involvement from line managers, including interviews with the staff involved.

It was noted that the role of the new Committee was still evolving. The Chairman would discuss with Officers the role the Committee could play in talking to Heads of Service regarding budgets and savings. Cabinet would remain the decision making body.

### 6. Referrals from Cabinet or the Audit Committee (if any)

There were none.

### 7. Scope of Officer Responsibilities

The Group Manager – Finance and the Head of Information and Customer Services gave a presentation to the meeting regarding their areas of responsibility and which of these areas came within the remit of the Committee. They also explained which matters they considered would be key upcoming issues.

Within Financial Services the rolling 10-year budget was brought to the Committee's attention as a key issue. The budget could be affected by the Government's upcoming Comprehensive Spending Review (on 26 June 2013), the recent Business Rates Retention Scheme, the Council Tax cap and by Treasury Management interest rates. It was expected the Committee would consider budget monitoring reports and Members would be sent Treasury Management updates from Sector. Other key issues would include the financial impact from the upcoming welfare reforms. Financial Services also had to be aware of any further legislative changes.

Within Information and Customer Services there firstly was an ongoing task to improve IT by gaining efficiency through integration, reducing manual data input and by seeking more self-serving opportunities for customers. Secondly there was the aim to generate and maintain income. Key sources of income had been the print studio, renting out office space and sharing IT systems. Thirdly there was a constant need to maintain and improve the Council's assets.

The Committee also had within its terms of reference Legal Services, partnership working and procurement.

Officers responded to Members' questions. Although other organisations shared the Argyle Road offices the responsibility for Moat and KCC's IT ended at the point they

connected to their own systems while Kent Police had their own IT system completely, for security purposes. All assumptions in the 10 year budget were being reviewed. The existing 4-year savings plan was finishing soon but another plan would be produced if a budget gap was identified.

8. Provisional Outturn 2012/13 and Carry Forward Requests

The Finance Manager introduced the item and stated there was a favourable variance of £294,000 and that this was an improvement on the February forecast outturn variance of £136,000. It was pleasing that despite all the changes within year the figures were both favourable and close to the forecasts by Heads of Service.

Members noted that Vehicle Replacement Fund was a rolling programme and had been taking place over a number of years. Some savings had been made but the funds were still assigned for the replacement of vehicles. Members requested a schedule of vehicle replacements for clarification on how the sums would be accounted.

*Action 2: The Finance Manager to provide a schedule of vehicle replacements to Members of the Committee.*

Members agreed all three carry forward requests were appropriate.

Resolved: It be recommended to Cabinet that:

- (a) the Revenue 'carry forward' requests totalling £35,066 as set out in paragraph 13 of the report be approved; and
- (b) the capital carry forward requests totalling £572,102 as set out in paragraph 15 of the report also be approved.

9. Financial Performance Indicators 2013/14 - to the end of April 2013

The Vice-Chairman commented that the indicator targets for the previous financial year were not displayed in the graphs. He felt they would be helpful.

The figures for sundry debts had been skewed in 2012/13 by a few large debts from other local authorities. Officers clarified that 21 days was the point at which the first reminder was sent. Council sundry debts came from a variety of sources including Licensing, Building Control and rent invoices.

Resolved: That the report be noted.

10. Work Plan

The Chairman tabled a draft work plan for the Committee to consider.

It was proposed that a Members' IT Working Group be established to consider the Council's IT Disaster Recovery Plan, which was expiring soon. A similar IT working group had previously reported to the Services Select Committee, which no longer existed. The Working Group would be tasked to consider this item only. The Plan was part of the Council's overall Disaster Recovery Plan and risk would be managed through that

**Agenda Item 1**  
**Finance and Resources Advisory Committee - 4 June 2013**

process. The Working Group would then wind-up if the Advisory Committee were satisfied with its proposals.

Resolved: That

- (a) a Members' IT Working Group be constituted for the consideration of the IT Disaster Recovery Plan in order to advise the Finance and Resources Advisory Committee; and
- (b) the membership of the IT Working Group be Cllrs. Abraham, Ayres, Mrs. Dibsdall, Piper and Scholey (Chairman).

The Chairman advised that Cllr. Brookbank would be the Deputy Portfolio Holder for property, while Cllr. Scholey would be Deputy Portfolio Holder for IT and Facilities.

Although the Work Plan had suggested moving the meeting scheduled for 23 July 2013 to 3 September 2013 it was agreed that further negotiations would be held to find an alternative date.

On 12 November 2013 the Committee would be considering Service Plans and Service Change Impact Assessments for 2014/15. It was clarified that it would only be those SCIA's which were directly within its remit.

Members agreed that the Committee should consider shared services and a provisional date of 12 November 2013 was proposed for this item. It was noted that it may be delayed depending on when the Committee considered options for the future of the White Oak Leisure Centre. The Shared Services Annual Report would be added to the Members' Portal once published.

The Chairman confirmed that further items could be added to the work plan if Members felt concern at particular matters and that the Committee should consider them.

Many items which were "for information" only would be published on the Members' Portal rather than brought to Committee. The meeting requested that links be sent to Members when an item was published on the Portal. The Head of Information and Customer Services confirmed that the way the Portal worked was currently being reviewed.

The Work Plan, as amended, was agreed.

THE MEETING WAS CONCLUDED AT 8.15 PM

CHAIRMAN

<b>ACTIONS FROM THE MEETING HELD ON 4 JUNE 2013</b>			
<b>Action</b>	<b>Description</b>	<b>Status and last updated</b>	<b>Contact Officer</b>
ACTION 1	That the Group Manger – Finance email the Member with the information requested concerning responsibility for delivery of Big Community Fund projects. (Minute item 3)	The information requested was emailed to the Member on 3 July 2013.	Adrian Rowbotham
ACTION 2	The Finance Manager to provide a schedule of vehicle replacements to Members of the Committee. (Minute item 8)	These details were emailed to Members on 4 July 2013	Helen Martin

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**ANNUAL TREASURY MANAGEMENT REPORT 2012/13**

**Finance and Resources Advisory Committee – 29 August 2013**

Report of the: Group Manager Financial Services

Status: For Consideration

Also considered by: Cabinet – 12 September 2013

Key Decision: No

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**Executive Summary:** This report provides the customary review of investment activity during 2012/13 as required by the Council's Financial Procedure Rules. The report outlines the strategy adopted during the year, shows the position of the investment portfolio at the beginning and the end of the year and gives details of how the fund performed in comparison with previous years and against various benchmarks.

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This report supports the Key Aim of Effective Management of Council Resources.

**Portfolio Holder** Cllr. Ramsay

**Contact Officer** Roy Parsons, Principal Accountant - Ext 7204

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**Recommendation to Finance and Resources Advisory Committee:** That Cabinet be asked to approve the Annual Treasury Management Report for 2012/13.

**Recommendation to Cabinet:** It be RESOLVED that the Annual Treasury Management Report for 2012/13 be approved

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**Reason for recommendation:** As required by both the Council's Financial Procedure Rules and the CIPFA Code, an annual report of treasury management activity is to be presented to Members for approval.

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**Background**

- 1 The Council is required through regulations issued under the Local Government Act 2003 to produce an annual treasury report reviewing treasury management activities and the actual prudential and treasury indicators for 2012/13. This report meets the requirements of both the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management (the Code) and the CIPFA Prudential Code for Capital Finance in Local Authorities (the Prudential Code).
- 2 During 2012/13 the minimum reporting requirements were that the Council should receive the following reports:

## Agenda Item 6

- an annual treasury strategy in advance of the year (Council 21/2/2012)
  - a mid year (minimum) treasury update report (Performance and Governance Committee 13/11/12, Cabinet 6/12/12)
  - an annual report following the year describing the activity compared to the strategy (this report)
- 3 In addition, the Council received a quarterly treasury management update report (Performance and Governance Committee 18/9/12) and regular reports on progress were presented to the Finance Advisory Group.
- 4 The regulatory environment places responsibility on Members for the review and scrutiny of treasury management policy and activities. This report is important in that respect, as it provides details of the outturn position for treasury activities and highlights compliance with the Council's policies previously approved by Members.
- 5 This Council also confirms that it has complied with the requirement under the Code to give prior scrutiny to treasury management reports before they were reported to the full Council. Member training on treasury management issues was undertaken on 27 January 2010 in order to support Members' scrutiny role.
- 6 The financial year 2012/13 continued the challenging environment of previous years with low investment returns and ongoing counterparty risk.

### **Introduction**

- 7 This **annual treasury report** covers:
- (a) The Council's treasury position at the beginning and end of the financial year;
  - (b) Investment Strategy for 2012/13;
  - (c) the economy and interest rates in 2012/13;
  - (d) compliance with treasury limits and prudential indicators;
  - (e) investment rates in 2012/13;
  - (f) investment outturn for 2012/13 and performance; and
  - (g) Icelandic bank defaults.

### **Treasury position at the beginning and end of the financial year**

- 8 The Council's investment portfolio at the beginning and end of the financial year appears at Appendix A, whilst an analysis by maturity and repayment due dates appears at Appendix B.

### Investment Strategy for 2012/13

- 9 The expectation for interest rates within the strategy for 2012/13 anticipated low but rising Bank Rate (starting in quarter 4 of 2014) with similar gradual rises in medium and longer term fixed interest rates over 2012/13. Variable or short-term rates were expected to be the cheaper form of borrowing over the period. Continued uncertainty in the aftermath of the 2008 financial crisis promoted a cautious approach, whereby investments would continue to be dominated by counterparty risk considerations, resulting in relatively low returns compared to borrowing rates.
- 10 The actual movement in gilt yields meant that Public Works Loan Board (PWLB) rates fell during the first quarter of the year to historically low levels. This was caused by a flight to quality into UK gilts from EU sovereign debt, and also from shares, as investors became concerned about the potential for a Lehmans type crisis in the financial markets if the Greek debt crisis were to develop into a precipitous default and exit from the Euro. During the second and third quarters rates rose gradually and agreement of a second bail out for Greece in December saw the flight to quality into gilts reverse somewhat, as confidence rose that the Eurozone crisis was finally subsiding. However, gilt yields then fell back again during February and March as Eurozone concerns returned, with the focus now shifting to Cyprus, and flight to quality flows into gilts resumed. This was a volatile year for PWLB rates, driven by events in the Eurozone which oscillated between crises and remedies.
- 11 **Change in strategy during the year** – the strategy adopted in the original Treasury Management Strategy Report for 2012/13 approved by the Council on 21 February 2012 was subject to revision during the year due to the downgrading of counterparty credit ratings. The Council's minimum rating criteria for lending were reduced and the counterparty cash limit was increased as a result of a smaller pool of institutions meeting the minimum rating requirement.

### The economy and interest rates in 2012/13

- 12 The financial year 2012/13 continued the challenging investment environment of previous years, namely low investment returns and continuing heightened levels of counterparty risk. The original expectation for 2012/13 was that Bank Rate would start gently rising from quarter 4 2014. However, economic growth in the UK was disappointing during the year due to the UK austerity programme, weak consumer confidence and spending, a lack of rebalancing of the UK economy to exporting and weak growth in our biggest export market – the EU. The UK coalition Government maintained its tight fiscal policy stance against a background of warnings from two credit rating agencies that the UK could lose its AAA credit rating. Moody's followed up this warning by actually downgrading the rating to AA+ in February 2013 and Fitch then placed their rating on negative watch, after the Budget statement in March. Key to retaining the AAA rating from Fitch and S&P will be a return to strong economic growth in order to reduce the national debt burden to a sustainable level, within a reasonable timeframe. Weak UK growth resulted in the Bank of England's Monetary Policy Committee increasing quantitative easing (QE) by £50bn in July to a total of £375bn. Bank Rate therefore ended the year unchanged at 0.5% while CPI inflation fell from 3% at the start of the year to end

## Agenda Item 6

at 2.8% in March, with the forecast for a fall back to below 2% pushed back to quarter 1 2016. The EU sovereign debt crisis was an ongoing saga during the year with first Greece and then Cyprus experiencing crises which were met with bailouts after difficult and fraught negotiations.

- 13 Gilt yields oscillated during the year as events in the ongoing Eurozone debt crisis ebbed and flowed, causing corresponding fluctuations in safe haven flows into / out of UK gilts. This, together with a further £50bn of QE in July and widely expected further QE to come, combined to keep PWLB rates depressed for much of the year at historically very low levels.
- 14 As far as investment rates were concerned, the Funding for Lending Scheme, announced in July, resulted in a flood of cheap credit being made available to banks and this has resulted in money market investment rates falling sharply in the second half of the year. However, perceptions of counterparty risk have improved after the European Central Bank statement in July that it would do “whatever it takes” to support struggling Eurozone countries. This has resulted in some return of confidence to move away from only very short term investing.

### Compliance with treasury limits and prudential indicators

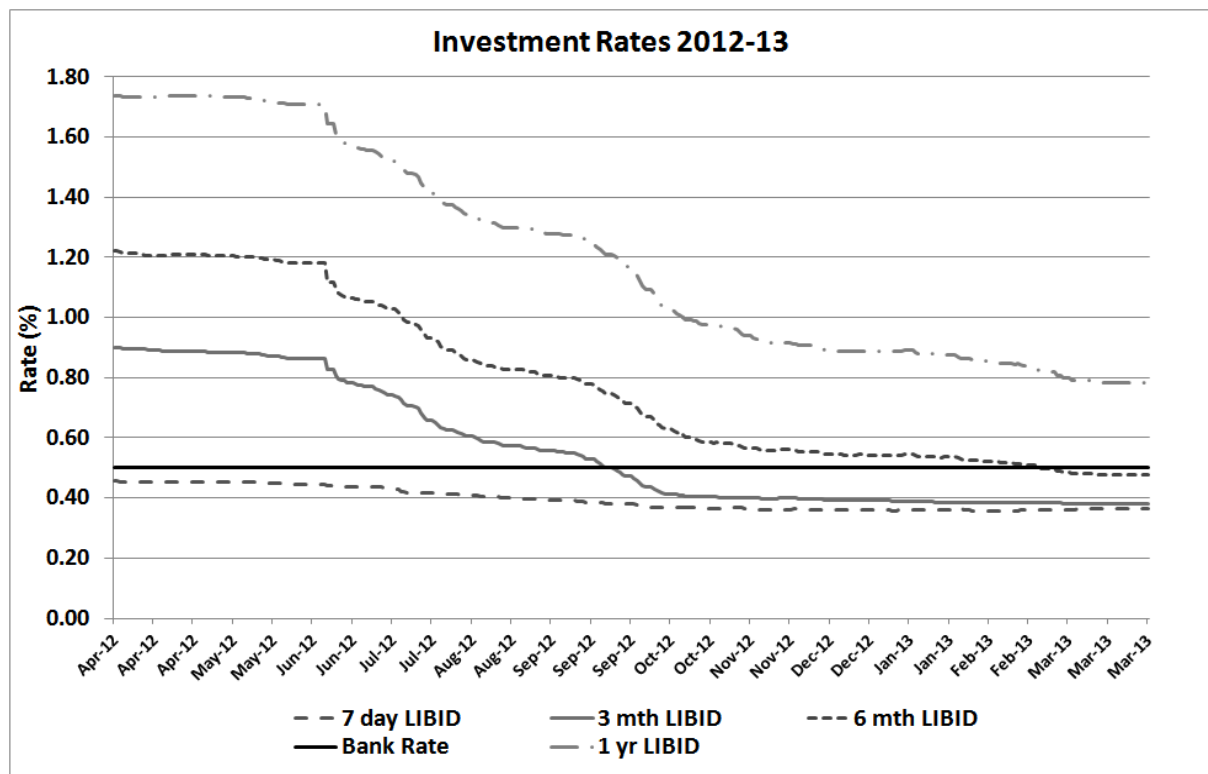
- 15 During 2012/13, the Council complied with its legislative and regulatory requirements. The key actual prudential and treasury indicators detailing the impact of capital expenditure activities during the year, with comparators, are as follows:

	2011/12 Actual (£000)	2012/13 Original (£000)	2012/13 Actual (£000)
Capital expenditure	2,348	1,423	1,337
Total Capital Financing Requirement:			
• Non-HRA	-	-	-
• HRA	-	-	-
• Total	-	-	-
Net borrowing	-	-	-
External debt	-	-	-
Investments			
• Longer than 1 year	-	-	-
• Under 1 year	24,231		26,856
• Total	24,231		26,856

- 16 The investment figures relate to the time left to maturity, not the length at the commencement date and exclude accrued interest. The Landsbanki investment has also been excluded.
- 17 During the year the Council operated within the treasury limits and prudential indicators set out in its Treasury Policy Statement and Annual Treasury Strategy Statement with one exception. Over the weekend from 28 September 2012 to 1 October 2012, the sum of £4.4m was held in the Business Premium Account with Barclays. Together with fixed deposits of £2m, the total held with Barclays was £6.4m, compared with the limit of £6m. This situation was corrected on 1 October 2012.
- 18 The lending list was kept under constant review throughout the year in response to credit rating changes as and when they arose. In order to provide further diversification, the opportunity was taken to open two Money Market Funds, initially with £1m in each and later increased to £3m. The strategy already allowed for investments of up to £5m in any Money Market Fund.
- 19 No institutions in which investments were made during 2012/13 had any difficulty in repaying investments and interest in full during the year.

**Investment rates in 2012/13**

- 20 Bank Rate remained at its historic low of 0.5% throughout the year; it has now remained unchanged for four years. Market expectations of the start of monetary tightening were pushed back during the year to early 2015 at the earliest. The Funding for Lending Scheme resulted in a sharp fall in deposit rates in the second half of the year.



## Agenda Item 6

### **Investment outturn for 2012/13 and performance**

- 21 The Council's investment policy is governed by Department of Communities and Local Government (CLG) guidance, which has been implemented in the annual investment strategy approved by the Council on 21 February 2012. This policy sets out the approach for choosing investment counterparties, and is based on credit ratings provided by the three main credit rating agencies supplemented by additional market data (such as rating outlooks, credit default swaps, bank share prices etc.). The strategy was amended later in the financial year, as mentioned earlier in this report, to deal with issues around the restricted number of counterparties.
- 22 With the one exception mentioned above, the investment activity during the year conformed to the approved strategy, and the Council had no liquidity difficulties, which might have led to the need to borrow.
- 23 Appendix C shows the performance of the fund during 2012/13 both in table and graphical form. The table shows the average percentage return on the fund, both monthly and for the whole year and compares them with the average 7-day and 3-month London Interbank Bid (LIBID) rates. The average return achieved by each broker is only a very basic measure of performance, because returns will depend on the number and length of each investment he/she is asked to carry out. If a particular broker is only asked to place short term investments, he/she may well not achieve the same overall rate as a broker who predominantly handles longer term investments for us.
- 24 The graph shows actual monthly receipts for 2010/11, 2011/12 and 2012/13 plus budgeted monthly receipts for 2012/13. The monthly interest budget has been profiled in line with the previous year's monthly weighted average principal.
- 25 Over the course of the year interest receipts amounted to £0.323m compared with a budget of £0.206m. The main reasons why the budget was exceeded were that the Council still had some longer investments at higher interest rates than planned for in the budget, the positive impact on cash flow of delayed capital expenditure and additional capital receipts.
- 26 In 2012/13 the average return on the Council's investments was marginally lower than that of our neighbouring authorities. Our overall rate of return was 1.04% compared with 1.09% for Tonbridge & Malling Borough Council and 1.93% for Tunbridge Wells Borough Council. It should be noted, however, that investment returns are notoriously difficult to compare as they have often been compiled on a different basis (for example, whether or not interest has been compounded, whether or not cashflow generated balances have been included, whether or not externally managed funds have been included and whether or not the figures are net of borrowings). In addition, although we had locked into a few longer term investments at higher interest rates, it appears that the higher average rate of return has been achieved by committing a substantial part of the portfolio to such investments and to a limited number of counterparties.
- 27 Our treasury management advisers, Sector Treasury Services Ltd, recommend the 3-month LIBID figure as a benchmark. This reflects a more realistic neutral investment position for core investments with a medium term horizon and a rate

which is more stable with less fluctuation caused by market liquidity. Historically, this rate has been slightly higher than the 7-day rate and therefore more challenging a comparator, but one which does not necessitate a significantly increased level of risk. The figures calculated by Sector for these two benchmarks are as follows:

- 7-day LIBID uncompounded 0.394%
- 3-month LIBID uncompounded 0.564%

### **Icelandic bank defaults**

- 28 This authority currently has an investment of £1m frozen in Landsbanki Islands hf. The investment was placed on 25 June 2007 at 6.32%, to mature on 25 June 2009.
- 29 The Icelandic Government has stated its intention to honour all its commitments as a result of their banks being placed into receivership. The UK Government, Administrators and other agencies continue to work with the Icelandic Government to help bring this about. The Local Government Association is coordinating the efforts of all UK authorities with Icelandic investments.
- 30 At the current time, the process of recovering assets is still ongoing with the Administrators. Following the successful outcome of legal test cases in the Icelandic Supreme Court in late 2011, the deposits made by local authorities will rank as priority claims. The Administrators have now commenced the process of dividend payments and three such payments have been received amounting to approximately 50% of our claim. The latest assumption is that 100% of the Council's investment (and interest up to 22 April 2009) will be recovered.
- 31 Members have been updated periodically on the latest developments in these efforts.

### **Key Implications**

#### Financial

- 32 The management of the Council's investment portfolio and cash-flow generated balances plays an important part in the financial planning of the authority. The security of its capital and liquidity of its investments is of paramount importance.

#### Legal Implications and Risk Assessment Statement

- 33 Under Section 151 of the Local Government Act 1972, the Section 151 Officer has statutory duties in relation to the financial administration and stewardship of the authority, including securing effective arrangements for treasury management.
- 34 This annual review report fulfils the requirements of The Chartered Institute of Public Finance & Accountancy's Code of Practice on Treasury Management 2009.
- 35 Treasury management has two main risks :

## Agenda Item 6

- Fluctuations in interest rates can result in a reduction in income from investments; and
- A counterparty to which the Council has lent money fails to repay the loan at the required time.

36 Consideration of risk is integral in our approach to treasury management. However, this particular report has no specific risk implications as it is not proposing any new actions, but merely reporting performance over the last year.

### Equality Impacts

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
a. Does the decision being made or recommended through this paper have potential to disadvantage or discriminate against different groups in the community?	No	The recommendation is concerned with investment management and does not directly impact upon a service provided to the community.
b. Does the decision being made or recommended through this paper have the potential to promote equality of opportunity?	No	
c. What steps can be taken to mitigate, reduce, avoid or minimise the impacts identified above?		No mitigating steps are required.

### **Conclusions**

- 37 The overall return on the Council's investments exceeded the budget in 2012/13 by approximately £117,000.
- 38 The economic situation both globally and within the Eurozone in particular remains volatile with inevitable consequences for the UK economy. Treasury management in the past financial year was conducted against this background and with a cautious investment approach.
- 39 Recovery of the Icelandic deposit is ongoing and further updates will be provided as and when monies are received.

### **Appendices:**

Appendix A – Investment portfolio at start and end of financial year

Appendix B – Analysis of investment portfolio by



## Agenda Item 6

maturity and repayment due dates

Appendix C - Investment performance in 2012/13

**Background Papers:**

Treasury Management Strategy for 2012/13 -  
Council 21 February 2012

**Adrian Rowbotham**  
**Group Manager Financial Services**

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**SEVENOAKS DISTRICT COUNCIL**

List of investments as at:- 31-Mar-12

Reference	Name	Country	Group	Amount	Start Date	Comm Rate	End Date	Curr Rate	Terms	Broker
	Santander UK plc (Business Reserve A/C)	U.K.	Santander	0	01-Apr-99			0.60000%	Variable	Direct
	Santander UK plc (Money Market A/C)	U.K.	Santander	0	09-Oct-06			0.80000%	Variable	Direct
	Bank of Scotland plc (Corp Instant Access A/C)	U.K.	Lloyds/HBOS	0	01-Aug-04			0.50000%	Variable	Direct
	Clydesdale Bank plc (Base Tracker Plus - 15 Day)	U.K.	NAB	0	10-Sep-10			0.65000%	Variable	Direct
	Barclays Bank plc (Business Premium A/C)	U.K.		1,231,000	01-Oct-11			0.45000%	Variable	Direct
	National Westminster Bank plc (Liquidity Select)	U.K.	RBS	2,000,000	07-Oct-11			0.80000%	Variable	Direct
IP991	Aberdeen City Council	U.K.		1,000,000	29-Nov-11	0.50000%	29-May-12		6 Months	Sterling
IP1014	Bank of Scotland plc	U.K.	Lloyds/HBOS	1,000,000	14-Feb-12	2.50000%	12-Feb-13		1 Year	Direct
IP1018	Bank of Scotland plc	U.K.	Lloyds/HBOS	1,000,000	24-Feb-12	2.50000%	22-Feb-13		1 Year	Direct
IP1020	Birmingham City Council	U.K.		1,000,000	02-Mar-12	0.50000%	12-Apr-12		6 Weeks	Tradition
IP1021	Birmingham City Council	U.K.		1,000,000	14-Mar-12	0.50000%	01-May-12		7 Weeks	Tradition
IP985	Blaenau Gwent County Borough Council	U.K.		2,000,000	07-Nov-11	0.55000%	08-May-12		6 Months	Sterling
IP1004	Eastleigh Borough Council	U.K.		1,000,000	16-Jan-12	0.42000%	16-Jul-12		6 Months	Direct
IP1015	Lancashire County Council	U.K.		2,000,000	15-Feb-12	0.37000%	18-Apr-12		2 Months	Sterling
IP1007	Lloyds TSB Bank plc	U.K.	Lloyds/HBOS	1,000,000	25-Jan-12	1.75000%	25-Jul-12		6 Months	Direct
IP1009	Lloyds TSB Bank plc	U.K.	Lloyds/HBOS	1,000,000	31-Jan-12	2.00000%	31-Oct-12		9 Months	Direct
IP1010	Lloyds TSB Bank plc	U.K.	Lloyds/HBOS	1,000,000	03-Feb-12	2.00000%	05-Nov-12		9 Months	Direct
IP958	National Westminster Bank plc	U.K.	RBS	2,000,000	22-Mar-11	1.00000%	27-Apr-12	2.50000%	1 Year	Direct
IP997	National Westminster Bank plc	U.K.	RBS	1,000,000	19-Dec-11	1.00000%	18-Jul-12	1.80000%	6 Months	Direct
IP990	Nottingham City Council	U.K.		2,000,000	23-Nov-11	0.50000%	23-May-12		6 Months	R P Martin
IP1002	Salford City Council	U.K.		1,000,000	11-Jan-12	0.38000%	23-Jul-12		6 Months	Sterling
IP1022	Salford City Council	U.K.		1,000,000	16-Mar-12	0.35000%	02-Apr-12		17 Days	Tradition
IP1023	Ulster Bank Ltd	U.K.	RBS	1,000,000	27-Mar-12	0.75000%	27-Apr-12		1 Month	R P Martin
	<b>Total Invested</b>			<b>24,231,000</b>						

Total Invested

**Matured Investment**

IP813	Landsbanki Islands hf	Iceland		1,000,000	25-Jun-07	6.32000%	25-Jun-09		2 Years	R P Martin
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**Other Loan**

	Sevenoaks Leisure Limited			250,000	29-Apr-08	7.00000%	31-Mar-18		10 Years	Direct
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# Agenda Item 6

## SEVENOAKS DISTRICT COUNCIL

List of investments as at:- 31-Mar-13

Reference	Name	Rating	Country	Group	Amount	Start Date	Comm Rate	End Date	Curr Rate	Terms	Broker
	Santander UK plc (Business Reserve A/C)	A+	U.K.	Santander	0	01-Apr-99			0.50000%	Variable	Direct
	Santander UK plc (Money Market A/C)	A+	U.K.	Santander	0	09-Oct-06			0.50000%	Variable	Direct
	Clydesdale Bank plc (Base Tracker Plus - 15 Day)	A	U.K.	NAB	0	10-Sep-10			0.65000%	Variable	Direct
	Barclays Bank plc (Business Premium A/C)	A	U.K.		856,000	01-Oct-11			0.45000%	Variable	Direct
	National Westminster Bank plc (Liquidity Select)	A	U.K.	RBS	1,000,000	07-Oct-11			0.60000%	Variable	Direct
	Ignis Liquidity Fund (Money Market Fund)	AAA	U.K.		3,000,000	11-May-12				Variable	Direct
	Insight Liquidity Fund (Money Market Fund)	AAA	U.K.		1,000,000	11-May-12				Variable	Direct
IP1078	Aberdeen City Council		U.K.		2,000,000	29-Nov-12	0.32000%	29-May-13		6 Months	Sterling
IP1092	Bank of Scotland plc	A	U.K.	Lloyds/HBOS	1,000,000	12-Feb-13	1.10000%	11-Feb-14		1 Year	Direct
IP1095	Bank of Scotland plc	A	U.K.	Lloyds/HBOS	1,000,000	22-Feb-13	1.10000%	21-Feb-14		1 Year	Direct
IP1091	Barclays Bank plc	A	U.K.		1,000,000	04-Feb-13	0.45000%	07-May-13		3 Months	Direct
IP1094	Barclays Bank plc	A	U.K.		1,000,000	15-Feb-13	0.43000%	15-May-13		3 Months	Direct
IP1049	Lloyds TSB Bank plc	A	U.K.		1,000,000	25-Jul-12	3.00000%	04-Jul-13		1 Year	Direct
IP1069	Lloyds TSB Bank plc	A	U.K.	Lloyds/HBOS	1,000,000	31-Oct-12	2.25000%	30-Oct-13		1 Year	Direct
IP1073	Lloyds TSB Bank plc	A	U.K.	Lloyds/HBOS	1,000,000	05-Nov-12	2.25000%	04-Nov-13		1 Year	Direct
IP1026	National Westminster Bank plc	A	U.K.	RBS	2,000,000	27-Apr-12	1.00000%	22-May-13	2.25000%	1 Year	Direct
IP1046	National Westminster Bank plc	A	U.K.	RBS	2,000,000	18-Jul-12	1.00000%	21-Aug-13	2.25000%	1 Year	Direct
IP1083	Nationwide Building Society	A+	U.K.		1,000,000	09-Jan-13	0.44000%	09-Apr-13		3 Months	Tradition
IP1087	Nationwide Building Society	A+	U.K.		2,000,000	23-Jan-13	0.59000%	23-Jul-13		6 Months	Sterling
IP1090	Nationwide Building Society	A+	U.K.		1,000,000	01-Feb-13	0.60000%	01-Aug-13		6 Months	Tradition
IP1096	Nationwide Building Society	A+	U.K.		1,000,000	28-Feb-13	0.58000%	30-Aug-13		6 Months	R P Martin
IP1084	Salford City Council		U.K.		2,000,000	21-Jan-13	0.27000%	18-Apr-13		3 Months	Sterling
IP1089	Ulster Bank Ltd	A-	U.K.	RBS	1,000,000	28-Jan-13	0.65000%	29-Jul-13		6 Months	R P Martin
	<b>Total Invested</b>				<b>26,856,000</b>						

### Matured Investment

IP813	Landsbanki Islands hf		Iceland		504,700	25-Jun-07	6.32000%	25-Jun-09		2 Years	R P Martin
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### Other Loan

	Sevenoaks Leisure Limited				250,000	29-Apr-08	7.00000%	31-Mar-18		10 Years	Direct
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**SEVENOAKS DISTRICT COUNCIL**  
**ANALYSIS OF INVESTMENT POOL FUND 31.3.2013**

MATURITY PROFILE (BY VALUE)

BASED ON PERIOD OF INVESTMENT AT COMMENCEMENT DATE

MATURITY PERIOD	BANKS £'000	B.SOCS £'000	MMFS £'000	OTHER LAs £'000	TOTAL £'000
NOTICE MONEY	1,856		4,000		5,856
15 DAY NOTICE					-
UP TO 1 MONTH					-
1 TO 3 MONTHS	2,000	1,000		2,000	5,000
3 TO 6 MONTHS	1,000	4,000		2,000	7,000
6 MONTHS TO 1 YEAR	5,000				5,000
OVER 1 YEAR	4,000				4,000
	<b>13,856</b>	<b>5,000</b>	<b>4,000</b>	<b>4,000</b>	<b>26,856</b>

MATURITY PROFILE (PERCENTAGE OF TOTAL FUND)

BASED ON PERIOD OF INVESTMENT AT COMMENCEMENT DATE

MATURITY PERIOD	BANKS %	B.SOCS %	MMFS %	OTHER LAs %	TOTAL %
NOTICE MONEY	7.0	-	14.9	-	21.9
15 DAY NOTICE	-	-	-	-	-
UP TO 1 MONTH	-	-	-	-	-
1 TO 3 MONTHS	7.4	3.7	-	7.4	18.5
3 TO 6 MONTHS	3.7	14.9	-	7.4	26.0
6 MONTHS TO 1 YEAR	18.7	-	-	-	18.7
OVER 1 YEAR	14.9	-	-	-	14.9
	<b>51.7</b>	<b>18.6</b>	<b>14.9</b>	<b>14.8</b>	<b>100.0</b>

PROFILE OF REPAYMENTS DUE

	VALUE £'000	% TOTAL FUND
NOTICE MONEY	5,856	21.8
15 DAY NOTICE	-	0.0
DUE WITHIN ONE MONTH	3,000	11.2
DUE WITHIN TWO MONTHS	6,000	22.3
DUE WITHIN THREE MONTHS	-	0.0
DUE WITHIN SIX MONTHS	8,000	29.8
DUE WITHIN ONE YEAR	4,000	14.9
DUE AFTER ONE YEAR	-	0.0
	<b>26,856</b>	<b>100.0</b>

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# Agenda Item 6

## TOTAL INTEREST ON FUND 2012/2013

Broker/Institution	Apr-12			May-12			Jun-12		
	W.A.P	Interest Due	Ave Rate	W.A.P	Interest Due	Ave Rate	W.A.P	Interest Due	Ave Rate
Santander (BR a/c)	0.00	0.00	0.0000%	0.00	0.00	0.0000%	0.00	0.00	0.0000%
Santander (MM a/c)	0.00	0.00	0.0000%	0.00	0.00	0.0000%	0.00	0.00	0.0000%
Clydesdale (15 Day Notice)	0.00	0.00	0.0000%	0.00	0.00	0.0000%	0.00	0.00	0.0000%
Nat West (Liquidity Select)	170,524.72	1,364.20	0.8000%	170,640.59	1,365.12	0.8000%	159,739.98	1,277.92	0.8000%
Ignis (Money Market Fund)	0.00	0.00	0.0000%	57,534.25	431.95	0.7508%	82,191.78	606.73	0.7382%
Insight (Money Market Fund)	0.00	0.00	0.0000%	57,534.25	361.75	0.6288%	82,191.78	519.60	0.6322%
Tradition	194,520.55	1,365.75	0.7021%	169,863.01	1,656.16	0.9750%	164,383.56	1,602.74	0.9750%
RP Martin	268,493.15	1,592.88	0.5933%	290,410.96	2,074.25	0.7142%	164,383.56	1,684.93	1.0250%
Sterling	493,150.68	2,684.38	0.5443%	378,082.19	2,655.34	0.7023%	493,150.68	2,909.59	0.5900%
Direct dealing	756,164.38	14,482.19	1.9152%	1,095,342.47	15,026.58	1.3719%	1,101,369.86	16,380.82	1.4873%
Fund Average	1,882,853.49	21,489.40	1.1413%	2,219,407.71	23,571.16	1.0620%	2,247,411.21	24,982.33	1.1116%
Other Interest		-0.39			0.00			2,297.91	
7 Day LIBID			0.4700%						0.4233%
3 Month LIBID			0.9510%						0.8700%

Broker/Institution	Jul-12			Aug-12			Sep-12		
	W.A.P	Interest Due	Ave Rate	W.A.P	Interest Due	Ave Rate	W.A.P	Interest Due	Ave Rate
Santander (BR a/c)	0.00	0.00	0.0000%	0.00	0.00	0.0000%	0.00	0.00	0.0000%
Santander (MM a/c)	0.00	0.00	0.0000%	0.00	0.00	0.0000%	0.00	0.00	0.0000%
Clydesdale (15 Day Notice)	0.00	0.00	0.0000%	0.00	0.00	0.0000%	0.00	0.00	0.0000%
Nat West (Liquidity Select)	146,239.86	1,169.92	0.8000%	86,032.92	688.26	0.8000%	77,759.95	622.08	0.8000%
Ignis (Money Market Fund)	117,808.22	847.79	0.7196%	254,794.52	1,744.68	0.6847%	246,575.34	1,641.58	0.6658%
Insight (Money Market Fund)	117,808.22	712.99	0.6052%	254,794.52	1,433.41	0.5626%	244,383.56	1,219.09	0.4988%
Tradition	169,863.01	1,404.11	0.8266%	169,863.01	1,002.19	0.5900%	164,383.56	969.86	0.5900%
RP Martin	169,863.01	1,752.05	1.0315%	169,863.01	1,766.30	1.0398%	164,383.56	1,430.14	0.8700%
Sterling	569,863.01	3,004.38	0.5272%	509,589.04	2,293.15	0.4500%	493,150.68	2,219.18	0.4500%
Direct dealing	1,139,726.03	17,107.85	1.5010%	1,034,246.58	19,328.36	1.8688%	1,084,931.51	18,797.26	1.7326%
Fund Average	2,431,171.36	25,999.10	1.0694%	2,479,183.61	28,256.36	1.1397%	2,475,568.17	26,899.19	1.0866%
Other Interest		2,228.27			0.00			1,953.80	
7 Day LIBID			0.4523%			0.4400%			0.4340%
3 Month LIBID			0.7584%			0.6274%			0.6083%

Broker/Institution	Oct-12			Nov-12			Dec-12		
	W.A.P	Interest Due	Ave Rate	W.A.P	Interest Due	Ave Rate	W.A.P	Interest Due	Ave Rate
Santander (BR a/c)	0.00	0.00	0.0000%	0.00	0.00	0.0000%	0.00	0.00	0.0000%
Santander (MM a/c)	0.00	0.00	0.0000%	0.00	0.00	0.0000%	0.00	0.00	0.0000%
Clydesdale (15 Day Notice)	0.00	0.00	0.0000%	0.00	0.00	0.0000%	0.00	0.00	0.0000%
Nat West (Liquidity Select)	91,701.90	733.62	0.8000%	83,425.66	667.41	0.8000%	86,263.20	690.11	0.8000%
Ignis (Money Market Fund)	254,794.52	1,569.26	0.6159%	246,575.34	1,335.38	0.5416%	254,794.52	1,292.91	0.5074%
Insight (Money Market Fund)	254,794.52	1,195.13	0.4691%	246,575.34	1,060.88	0.4302%	254,794.52	1,015.02	0.3984%
Tradition	169,863.01	920.27	0.5418%	164,383.56	756.16	0.4600%	219,178.08	949.04	0.4330%
RP Martin	169,863.01	1,477.81	0.8700%	164,383.56	1,421.92	0.8650%	169,863.01	1,392.88	0.8200%
Sterling	454,794.52	1,889.86	0.4155%	580,821.92	1,997.81	0.3440%	679,452.05	2,191.23	0.3225%
Direct dealing	1,213,698.63	19,662.20	1.6200%	1,071,232.88	18,904.38	1.7647%	1,035,068.49	19,302.20	1.8648%
Fund Average	2,609,510.12	27,448.15	1.0519%	2,557,398.27	26,143.94	1.0223%	2,699,413.89	26,833.38	0.9940%
Other Interest		2,493.02			0.00			2,120.12	
7 Day LIBID			0.4113%			0.4000%			0.4000%
3 Month LIBID			0.5610%			0.5200%			0.5200%

Broker/Institution	Jan-13			Feb-13			Mar-13		
	W.A.P	Interest Due	Ave Rate	W.A.P	Interest Due	Ave Rate	W.A.P	Interest Due	Ave Rate
Santander (BR a/c)	0.00	0.00	0.0000%	0.00	0.00	0.0000%	0.00	0.00	0.0000%
Santander (MM a/c)	0.00	0.00	0.0000%	0.00	0.00	0.0000%	0.00	0.00	0.0000%
Clydesdale (15 Day Notice)	0.00	0.00	0.0000%	0.00	0.00	0.0000%	0.00	0.00	0.0000%
Nat West (Liquidity Select)	86,321.81	690.57	0.8000%	78,021.07	473.70	0.6071%	78,057.40	468.34	0.6000%
Ignis (Money Market Fund)	254,794.52	1,151.38	0.4519%	230,136.99	1,035.62	0.4500%	254,794.52	1,126.35	0.4421%
Insight (Money Market Fund)	254,794.52	969.86	0.3806%	230,136.99	840.95	0.3654%	178,082.19	630.70	0.3542%
Tradition	254,794.52	1,051.23	0.4126%	230,136.99	1,058.63	0.4600%	208,219.18	1,013.70	0.4868%
RP Martin	219,178.08	1,455.89	0.6643%	306,849.32	1,223.56	0.3988%	246,575.34	1,236.44	0.5014%
Sterling	553,424.66	1,938.63	0.3503%	460,273.97	1,810.41	0.3933%	509,589.04	2,004.38	0.3933%
Direct dealing	1,210,958.90	19,741.92	1.6303%	967,123.29	16,569.03	1.7132%	934,246.58	16,629.59	1.7800%
Fund Average	2,834,267.02	26,999.49	0.9526%	2,502,678.60	23,011.90	0.9195%	2,409,564.25	23,109.51	0.9591%
Other Interest		0.00			2,493.02			5,049.24	
7 Day LIBID			0.4000%			0.4000%			0.4000%
3 Month LIBID			0.5200%			0.5200%			0.5200%

Broker/Institution	Cumulative Totals		
	W.A.P	Interest Due	Ave Rate
Santander (BR a/c)	0.00	0.00	0.0000%
Santander (MM a/c)	0.00	0.00	0.0000%
Clydesdale (15 Day Notice)	0.00	0.00	0.0000%
Nat West (Liquidity Select)	1,314,729.07	10,211.25	0.7767%
Ignis (Money Market Fund)	2,254,794.52	12,783.63	0.5670%
Insight (Money Market Fund)	2,175,890.41	9,959.38	0.4577%
Tradition	2,279,452.05	13,749.86	0.6032%
RP Martin	2,504,109.59	18,509.04	0.7391%
Sterling	6,175,342.47	27,598.36	0.4469%
Direct dealing	12,644,109.59	211,932.38	1.6761%
Fund Average	29,348,427.70	304,743.90	1.0384%
Other Interest		18,634.99	
7 Day LIBID			0.4219%
3 Month LIBID			0.6581%

- N.B.**
- These are the gross interest receipts rather than the interest remaining in the General Fund
  - Interest due on the Landsbanki investment has been removed from the calculations as from 25/6/2008

**INVESTMENT RETURNS**

	Actuals 10/11	Actuals 11/12	Actuals 12/13	Budget 12/13	Variance	Forecast 12/13
APR	31,431	21,722	21,489	13,502	7,987	21,500
MAY	36,831	21,983	23,571	15,074	8,497	23,600
JUN	36,164	25,342	27,280	15,944	11,336	27,300
JUL	33,361	25,498	28,227	16,070	12,157	28,200
AUG	27,858	29,446	28,256	17,425	10,831	28,300
SEP	23,532	26,586	28,853	17,156	11,697	28,800
OCT	26,352	30,200	29,941	17,603	12,338	29,900
NOV	25,254	27,636	26,144	18,323	7,821	26,100
DEC	24,240	24,871	28,954	19,730	9,224	29,000
JAN	27,832	26,525	26,999	20,578	6,421	27,000
FEB	22,501	22,078	25,505	18,355	7,150	25,500
MAR	21,179	25,935	28,159	16,240	11,919	28,200
	<b>336,535</b>	<b>307,822</b>	<b>323,378</b>	<b>206,000</b>	<b>117,378</b>	<b>323,400</b>

**INVESTMENT RETURNS (CUMULATIVE)**

	Actuals 10/11	Actuals 11/12	Actuals 12/13	Budget 12/13	Variance	Forecast 12/13
APR	31,431	21,722	21,489	13,502	7,987	21,500
MAY	68,262	43,705	45,060	28,576	16,484	45,100
JUN	104,426	69,047	72,340	44,520	27,820	72,400
JUL	137,787	94,545	100,567	60,590	39,977	100,600
AUG	165,645	123,991	128,823	78,015	50,808	128,900
SEP	189,177	150,577	157,676	95,171	62,505	157,700
OCT	215,529	180,777	187,617	112,774	74,843	187,600
NOV	240,783	208,413	213,761	131,097	82,664	213,700
DEC	265,023	233,284	242,715	150,827	91,888	242,700
JAN	292,855	259,809	269,714	171,405	98,309	269,700
FEB	315,356	281,887	295,219	189,760	105,459	295,200
MAR	336,535	307,822	323,378	206,000	117,378	323,400

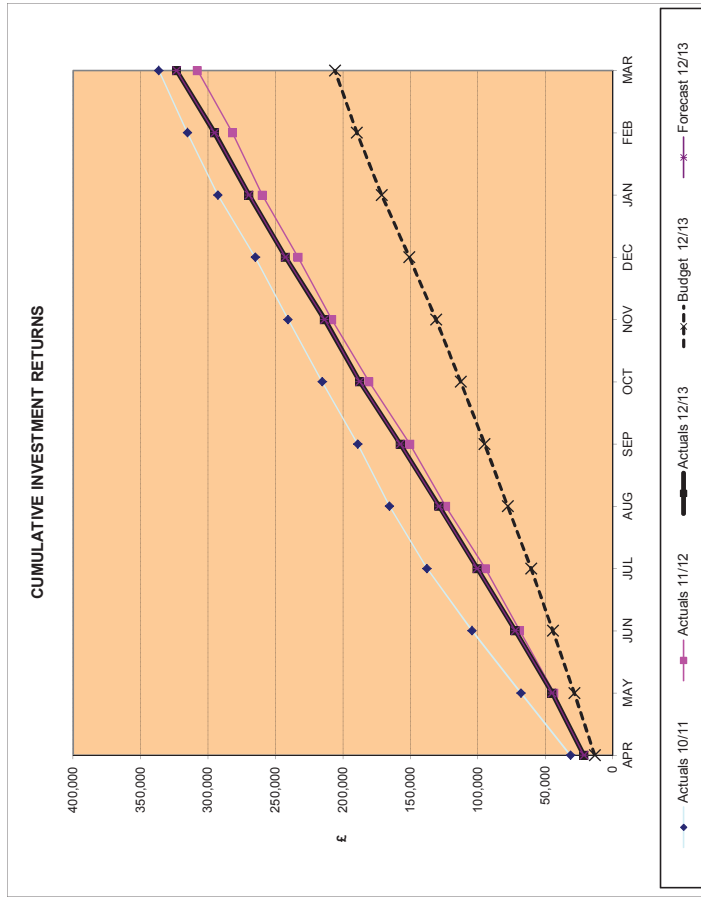
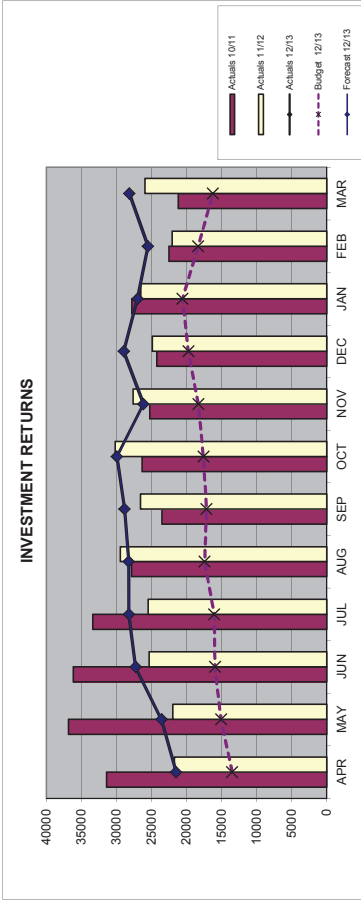
BUDGET FOR 2012/13 206,000  
 FORECAST OUTTURN 323,400

CODE:- YHAA 96900

N.B.

- 1) These are the gross interest receipts rather than the interest remaining in the General Fund
- 2) Interest due on the Landsbanki investment has been removed from the calculations as from 25/6/2008

Fund Average 1.0384%  
 7 Day LIBID 0.4219%  
 3 Month LIBID 0.6581%





**FINANCIAL RESULTS 2013/14 – to the end of July 2013**

**Finance and Resources Advisory Committee – 29 August 2013**

Report of                      Group Manager Financial Services

Status:                        For consideration

Key Decision:                No

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**This report supports the Key Aim of** Effective Management of Council Resources

**Portfolio Holder**        Cllr. Ramsey

**Contact Officer(s)**      Helen Martin Ext. 7483

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**Recommendation to Finance and Resources Advisory Committee:** That the report be noted.

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**Introduction and Background**

**Overall Financial Position**

1. Four months into the year the results to date show an overall favourable variance of £495,000.
2. The year-end position is forecast to be £80,000 better than budget.

**Key Issues for the year to date**

3. **Income** – investment income is performing above target and is forecast to be better than budgeted at the year-end. This is due to higher than estimated balances and slightly higher rates being achieved during the year so far, and a favourable forecast is shown to reflect this position.
4. All other main income sources, with the exception of car parking, are achieving or exceeding budget targets at the end of July.
5. **Pay costs** – the actual expenditure to date on SDC funded salaried staff is £129,000 below budget, but £106,000 of that relates to Direct Services and will be offset by agency staff costs held within the trading account. A small favourable variance would be expected at this time because the budget for 2013/14 includes provision for 1% pay award which has only just been agreed nationally but not yet paid.

## Agenda Item 8

6. **Other** – Direct Services' results show a positive variance of £64,000 compared to budget.
7. Costs amounting to £30,000 were incurred in facilitating the sale of 66 London Road.

### **Year End Forecast**

8. The year-end position is forecast to be £80,000 better than budget.
9. Extra investment income is a significant favourable variance; however interest rates are expected to remain low into the future. Income from council tax court costs is expected to be above budget for the year.
10. Following the sale of 66 London Road, there will be a saving on rent and rates at that site. Expenditure is forecast to be £76,000 below budget.
11. The contracts for markets at Sevenoaks and Swanley were re-tendered in 12/13 following the voluntary liquidation of the previous operators. Income from these new contracts is forecast to be £62,000 worse than budget.
12. The review of the senior management structure will not take effect until 1 September and as a result the full salary saving will not be met in 2013/14 although this shortfall is expected to be met from other Corporate savings.

### **Risk areas**

13. The current economic situation continues to have a real and potential impact on the Council's finances:
  - the investment strategy is constantly under review in light of the changing long term credit ratings which affects the number of organisations the Council can invest in;
  - property related income such as Development Control (particularly pre-application fees and S106 monitoring), Building Control, Land Charges and Capital Receipts remain vulnerable;
  - the Benefits workload is at a higher level than before the recession. Agency staff are being used to address the workload and to fill any vacancies due to uncertainties relating to Universal Credit;
  - Council Tax collection rates, though currently in line with the previous year, could be affected by increased unemployment and squeezed household incomes; and
14. Planned savings through the generation of income, particularly from new partnership working, remain risk areas for the current and for future years.

**Key Implications**

Financial

The financial implications are set out elsewhere in this report.

Legal Implications and Risk Assessment Statement.

Under section 151 of the Local Government Act 1972, the Section 151 officer has statutory duties in relation to the financial administration and stewardship of the authority.

Detailed budget monitoring is completed on a monthly basis where all variances are explained. Future risk items are also identified.

Equality Impacts

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
a. Does the decision being made or recommended through this paper have potential to disadvantage or discriminate against different groups in the community?	No	The recommendation is concerned with sound control of the Councils finances and does not directly impact on services provided to the community
b. Does the decision being made or recommended through this paper have the potential to promote equality of opportunity?	No	
c. What steps can be taken to mitigate, reduce, avoid or minimise the impacts identified above?		No mitigating steps are required

**Appendices**

Appendix – July Budget Monitoring Reports

**Adrian Rowbotham**

**Group Manager Financial Services**

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## **Budget Monitoring Sheets for July 2013**

### **Contents**

- 1 Commentaries
- 2 Overall Summary
- 3 Overall Summary by Head of Service
- 4 Cumulative Salary Monitoring
- 5 Direct Services Trading accounts
- 6 Investment Income
- 7 Staffing Statistics
- 8 Reserves.
- 9 Capital
- 10 Income Graphs

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**BUDGET MONITORING - Strategic Commentary - As at 31 July 2013**

**Overall Financial Position**

1. Four months into the year the results to date show an overall favourable variance of £495,000.
2. The year-end position is forecast to be £80,000 better than budget.

**Key Issues for the year to date**

3. **Income** – investment income is performing above target and is forecast to be better than budgeted at the year-end. This is due to higher than estimated balances and slightly higher rates being achieved during the year so far, and a favourable forecast is shown to reflect this position.
4. All other main income sources, with the exception of car parking, are achieving or exceeding budget targets at the end of July.
5. **Pay costs** – the actual expenditure to date on SDC funded salaried staff is £129,000 below budget, but £106,000 of that relates to Direct Services and will be offset by agency staff costs held within the trading account. A small favourable variance would be expected at this time because the budget for 2013/14 includes provision for 1% pay award which has only just been agreed nationally but not yet paid.
6. **Other** – Direct Services’ results show a positive variance of £64,000 compared to budget.
7. Costs amounting to £30,000 were incurred in facilitating the sale of 66 London Road.

**Year End Forecast**

8. The year-end position is forecast to be £80,000 better than budget.
9. Extra investment income is a significant favourable variance, however interest rates are expected to remain low into the future. Income from council tax court costs is expected to be above budget for the year.
10. Following the sale of 66 London Road, there will be a saving on rent and rates at that site. Expenditure is forecast to be £76,000 below budget.

ITEM 1  
(1)

11. The contracts for markets at Sevenoaks and Swanley were re-tendered in 12/13 following the voluntary liquidation of the previous operators. Income from these new contracts is forecast to be £62,000 worse than budget.
12. The review of the senior management structure will not take effect until 1 September and as a result the full salary saving will not be met in 2013/14 although this shortfall is expected to be met from other Corporate savings.

**Risk areas**

13. The current economic situation continues to have a real and potential impact on the Council's finances:
  - the investment strategy is constantly under review in light of the changing long term credit ratings which affects the number of organisations the Council can invest in;
  - property related income such as Development Control (particularly pre-application fees and S106 monitoring), Building Control, Land Charges and Capital Receipts remain vulnerable;
  - the Benefits workload is at a higher level than before the recession. Agency staff are being used to address the workload and to fill any vacancies due to uncertainties relating to Universal Credit;
  - Council Tax collection rates, though currently in line with the previous year, could be affected by increased unemployment and squeezed household incomes; and
14. Planned savings through the generation of income, particularly from new partnership working, remain risk areas for the current and for future years.

**Contacts:**

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Adrian Rowbotham	Group Manager – Financial Services	ext 7153
Helen Martin	Head of Finance	ext 7483



## Community Development – July 2013 Commentary

Service	Variance to date £'000 (Minus is bad news)	Forecast Annual Variance £000	Explanation of variance and action planned (including changes from previous month)
Choosing Health WK PCT	20		This is external funding received in advance and will be spent by the year end.
Partnership – Home Office (Ext Funded)	11		This is external funding received in advance and will be spent by the year end.
Salaries – Ext Funded	-10		Additional expenditure for Dartford health work fully funded by Dartford BC.
Capital – Big Community Fund	-14		Big Community Fund grant payments are made throughout the year and funds are transferred from earmarked reserves at the year end. The revenue budget will be zero at the year end following transfer of earmarked funds.
Capital – Parish Projects	15		No projects have come forward so far this year.

### Future Issues/Risk Areas

A £3k underspend on the youth activity van is predicted as this currently requires very little maintenance.

**Lesley Bowles**  
**Head of Community Development**  
**August 2013**

**Development Services – July 2013 Commentary**

Service	Variance to date £'000 (Minus is bad news)	Forecast Annual Variance £000	Explanation of variance and action planned (including changes from previous month)
Planning – Appeals	13		There remains no expenditure on consultants or legal support so far this year but appeals are in the pipeline, including the forthcoming public inquiry at Broom Hill in Swanley, which will bring expenditure back into line with budget
Planning – Development Control	55		This is the result of an underspend on salaries (see below) and fee income exceeding forecast. Planning application fees to date are £32k above expectations, while pre-application fees are in line with budget, representing a significant improvement on last year. Income from planning application fees is however prone to fluctuations and it is too soon to conclude that the budgeted income will be exceeded over the year.
Salaries	18		The current underspend is due to a variety of factors including filling vacant posts, staff sickness, an element of part time working and reduced corporate costs due to the departure of the Director.
Capital – Affordable Housing	-93		Met from monies secured by S106 planning obligations. This will be financed at the end of the year.

**Future Issues/Risk Areas**

Legal challenges to the applications at Forge Field and Sevenoaks Boxing Club.

**Chief Planning Officer  
August 2013**

**Environmental & Operational Services – July 2013 Commentary**

Service	Variance to date £'000 (Minus is bad news)	Forecast Annual Variance £000	Explanation of variance and action planned (including changes from previous month)
Building Control	31		Income £19,800 above profile. Shared manager arrangement with T&MBC ends end of September, loss of income in full year of £22,000. Savings on structural checking fees and use of agency staff to cover full time Building Surveyor post.
Car Parks	-14		Car parks income £16,600 below profile on pay and display income.
EH Animal Control	-10	-12	Over expenditure on kennel fees and vet treatments for stray dogs.
EH Environmental Protection	16	10	Savings on air quality monitoring costs.
Licensing Regime	-9	-20	Budget contains £42,000 of unidentified income which will not be realised. Partly offset by income above profile on fees and savings on various expenditure items.
Markets	-20	-62	Income budget for Swanley market £62,000 greater than tender price accepted.
On-Street Parking	11		Income £10,000 above profile on pay and display.
Parks and Recreation Grounds	-13		Overspend on parks and recreation areas offset by other underspends on estate management – grounds and parks rural.
Refuse Collection	13		One off grant received from Salvation Army for textile recycling. Being used to cover recycling assistant post for 1 extra day/week.
Salaries – Operational Services	106	106	Savings on Direct Services salaries due to vacancies partly offset by use of agency staff to maintain services. Reflected in Direct Services Trading accounts.
Direct Services – Refuse	43	100	Underspend on salaries due to vacancies offset partly by additional costs on agency staff and vehicle repairs.
Direct Services – Street Cleaning	10	23	Savings on salaries due to chargehand post vacancy and transport costs partly offset by fuel costs.
Direct Services – Green Waste	14	-20	Income £24,000 above profile due to increased purchase of garden waste permits.

## Agenda Item 8

Service	Variance to date £'000 (Minus is bad news)	Forecast Annual Variance £000	Explanation of variance and action planned (including changes from previous month)
Direct Services – Pest Control	-11	-15	Income £13,000 below profile on wasp nest treatments.
Direct Services – Grounds	-9	-14	Income fixed. Over expenditure on salaries, agency costs and transport costs.
Direct Services – Depot	13		Income £11,500 above profile due to increased workload of the two man construction teams and out-of-hours work.
Direct Services – Trading Accounts (overall)	64	58	Income £20,700 above profile. Expenditure £51,000 below profile.

Future Issues/Risk Areas

## Finance & Human Resources – July 2013 Commentary

Service	Variance to date £'000 (Minus is bad news)	Forecast Annual Variance £000	Explanation of variance and action planned (including changes from previous month)
Dartford Partnership Hub (SDC Costs)	-77		Additional resources to help address the Benefits increased workload. Both partners have agreed to provide additional funding. SDC element from the Housing Benefit Subsidy Reserve.
Dartford Partnership Implementation & Project Costs	-85		Council Tax Support funding due from KCC and Police.
Local Tax	139	20	Additional Council Tax court costs income.
Members	17		Awaiting new Members' Allowances scheme.
Misc. Finance	51	76	Savings on rent and rates for 66 London Road following the sale of the site.
Support – Finance Function	30		Work on non Finance partnerships is currently being contained within original resources.
Treasury Management	-6	-11	Additional costs of debit/credit card transactions.
Salaries – Finance & Human Resources	-48		Agency staff are being used to help address the Benefits increased workload and to fill vacant posts due to the uncertain future caused by Universal Credit.
Salaries – Director, PA & Secretariat	44		Vacancies in Secretariat team.
Future Issues/Risk Areas			

**Group Manager – Financial Services  
August 2013**

ITEM 1  
(7)

Housing & Communications – July 2013 Commentary

Service	Variance to date £'000 (Minus is bad news)	Forecast Annual Variance £000	Explanation of variance and action planned (including changes from previous month)
Housing	17		Several Invoices were expected to be paid but are outstanding. These are being chased.
Private Sector Housing	13		Prior to new arrangements, part of a Housing Standard/Energy Conservation Officer post is paid for by external funding.
Salaries – Ext Funded	19		This is external funding (several vacant posts) pending new arrangements. This does not affect Council budgets.
Capital – Improvement Grants (West Kent & SDC)	102		It is difficult to predict when works will be completed, however the current forecast is correct.
Capital – SDC / RHPCG	-30		This will be funded at year end from existing funds.

Future Issues/Risk Areas

Head of Housing & Communications  
August 2013

ITEM 1  
(8)

## Information and Customer Services – July 2013 Commentary

Service	Variance to date £'000 (Minus is bad news)	Forecast Annual Variance £000	Explanation of variance and action planned (including changes from previous month)
Estates Management – Buildings	-27	-30	£30k costs associated with facilitating the sale of 66 London Road.
Support – Central Offices – Facilities	10		Current underspend in FM salaries. Salaries currently being redistributed across FM and Property to reflect new structure.
Support – General Admin	5	-12	£12k underachievement on internal print matches equal forecast underspend from Legal and Democratic Services.
Support – Property Function	-11		Current overspend in Property salaries. Salaries currently being redistributed across FM and Property to reflect new structure.
Salaries	14		Underspend is due to vacancies throughout the year in IT Services and underspend showing in FM Salaries that is due to be redistributed across FM and Property to reflect new structure.

Future Issues/Risk Areas

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**Head of Information & Customer Services  
August 2013**

**Legal & Democratic Services – July 2013 Commentary**

Service	Variance to date £'000 (Minus is bad news)	Forecast Annual Variance £000	Explanation of variance and action planned (including changes from previous month)
Admin Expenses – Legal and Democratic	13	12	Due to the reduction in Committee reports we anticipate an underspend on internal printing.
Corporate Management	18	48	The variance to date of £18k reflects a current underspend on salary recharges as a result of the senior management restructure. These charges will be reviewed once the new structure has taken full effect in September 2013. The forecast annual variance of £48k will off set the adverse variance of the same value within Corporate Savings.
Corporate Savings	-9	-48	Review of senior management structure does not take effect until 1 September as a result the full year saving (£242k) will not be in full in 2013/14. Savings in the corporate management budget will off-set the short fall this year and the full saving will be delivered in future years.
Performance Improvement	15		The Council has received new burdens income from the Government in relation to the community rights elements of the Localism Act. The monies are not ring fenced and will be used to support service expenditure through the remainder of the year.
Register of Electors	33		£22.5k relates to print costs for the annual canvass which has been delayed in 2013 by Government; costs are now likely to be incurred in September. £6.5k is the Government grant for the introduction of individual electoral registration; costs will be drawn down over the coming months.

**Future Issues/Risk Areas**

Corporate Savings – Vacancy pot contributions remain a future risk. With a reduced workforce and low turnover in the first part of the year achieving a £100k saving from vacant posts is uncertain.

**Head of Legal & Democratic Services  
August 2013**



**2. Overall Summary**  
**July 13 - Final**

	Period		Period		Period		Y-T-D		Y-T-D		Y-T-D		Annual		Annual		2012/13		
	Budget	Actual	Variance	£'000	%	Budget	Actual	Variance	£'000	%	Budget	Actual	Variance	£'000	Forecast (including Accruals)	Variance	£'000	Actual	
<b>Community and Planning</b>																			
Community Development	64	27	37	58.3		408	355	53	13.1		1,014	1,011	3		1,014	1,011	3	966	
Development Services	111	110	0	0.3		446	366	80	17.9		1,400	1,400	-		1,400	1,400	-	1,261	
Environmental and Operations	168	168	1	0.3		1,025	947	78	7.6		2,513	2,597	-84		2,513	2,597	-84	2,816	
Housing and Communications	78	68	10	13.1		384	369	14	3.7		929	929	-		929	929	-	858	
<b>Total Community and Planning</b>	<b>421</b>	<b>373</b>	<b>49</b>	<b>11.5</b>		<b>2,263</b>	<b>2,037</b>	<b>225</b>	<b>10.0</b>		<b>5,855</b>	<b>5,937</b>	<b>-81</b>		<b>5,855</b>	<b>5,937</b>	<b>-81</b>	<b>5,902</b>	
<b>Corporate Resources</b>																			
Finance and Human Resources	246	220	26	10.5		1,012	907	106	10.4		4,041	3,953	88		4,041	3,953	88	3,636	
IT and Facilities Management	143	194	-51	-35.8		1,026	1,038	-12	-1.2		2,843	2,885	-42		2,843	2,885	-42	2,582	
Legal and Democratic Services	154	120	33	21.6		551	464	87	15.8		1,320	1,305	15		1,320	1,305	15	1,459	
<b>Total Corporate Resources</b>	<b>542</b>	<b>535</b>	<b>8</b>	<b>1.5</b>		<b>2,590</b>	<b>2,409</b>	<b>181</b>	<b>7.0</b>		<b>8,204</b>	<b>8,143</b>	<b>61</b>		<b>8,204</b>	<b>8,143</b>	<b>61</b>	<b>7,677</b>	
<b>NET EXPENDITURE (1)</b>	<b>964</b>	<b>907</b>	<b>56</b>	<b>5.9</b>		<b>4,852</b>	<b>4,446</b>	<b>406</b>	<b>8.4</b>		<b>14,060</b>	<b>14,080</b>	<b>-20</b>		<b>14,060</b>	<b>14,080</b>	<b>-20</b>	<b>13,579</b>	
<i>Adjustments to reconcile to Amount to be met from Reserves</i>																			
Direct Services Trading Accounts	-21	-21	-	-		-102	-166	64	62.7		-64	-121	58		-64	-121	58	-73	
Capital charges outside General Fund	-5	-5	0	7.1		-19	-21	1	7.1		-58	-58	-		-58	-58	-	-54	
Support Services outside General Fund	-11	-11	0	0.0		-46	-46	0	0.0		-138	-138	-		-138	-138	-	-167	
Redundancy Costs - all	-	-	-	-		-	-	-	-		-	-	-		-	-	-	-	
<b>NET EXPENDITURE (2)</b>	<b>926</b>	<b>869</b>	<b>57</b>	<b>6.1</b>		<b>4,685</b>	<b>4,214</b>	<b>471</b>	<b>10.1</b>		<b>13,800</b>	<b>13,762</b>	<b>38</b>		<b>13,800</b>	<b>13,762</b>	<b>38</b>	<b>13,285</b>	
Government Grant	-458	-458	-	0.0		-1,833	-1,833	-	-		-5,498	-5,498	-		-5,498	-5,498	-	-4,646	
Council Tax Requirement - SDC	-727	-727	-	0.0		-2,909	-2,909	-	-		-8,728	-8,728	-		-8,728	-8,728	-	-9,251	
<b>NET EXPENDITURE (3)</b>	<b>-259</b>	<b>-316</b>	<b>57</b>	<b>-21.9</b>		<b>-57</b>	<b>-528</b>	<b>471</b>	<b>827.6</b>		<b>-426</b>	<b>-464</b>	<b>38</b>		<b>-426</b>	<b>-464</b>	<b>38</b>	<b>-612</b>	
<i>Summary including investment income</i>																			
Net Expenditure	-259	-316	57	-21.9		-57	-528	471	827.6		-426	-464	38		-426	-464	38	-612	
Investment Impairment	-	-	-	-		-	-	-	-		-	-	-		-	-	-	-	
Interest and Investment Income	-22	-26	4	-19.1		-78	-101	24	30.2		-229	-270	41		-229	-270	41	-323	
<b>Overall total</b>	<b>-281</b>	<b>-342</b>	<b>61</b>	<b>21.7</b>		<b>-135</b>	<b>-630</b>	<b>495</b>	<b>367.3</b>		<b>-655</b>	<b>-735</b>	<b>80</b>		<b>-655</b>	<b>-735</b>	<b>80</b>	<b>-935</b>	
Planned appropriation (from)/to Reserves																			
Supplementary appropriation from Reserves																			
Surplus																			
															655	655	-	-	-
															-	-	-	-	-
															-	-80	80	-	-935

3. Net Service Expenditure for each Head of Service - analysed by Budget area															
July 13 - Final															
Community Development															
Period		Period		Period		Period		Y-T-D		Y-T-D		Y-T-D		2012/13	
Budget		Actual		Variance		Variance		Budget		Actual		Variance		Actual	
£'000		£'000		£'000		%		£'000		£'000		%		£'000	
<b>SDC Funded</b>															
1	0	1	58.9	5	4	1	22.1	14	14	14	9	-	-	14	9
-0	-0	0	-	-1	-1	0	4.4	-2	-2	-2	-2	-	-	-2	-2
-0	-6	5	-	-1	-6	5	743.4	-2	-2	-2	-11	-	-	-2	-11
17	14	4	22.0	70	62	8	11.3	209	209	209	205	-	-	209	205
3	6	-3	-124.4	21	28	-7	-32.5	44	44	44	41	-	-	44	41
2	2	0	0.1	163	163	0	0.1	183	183	183	178	-	-	183	178
4	4	0	4.8	15	14	1	4.9	45	45	45	42	-	-	45	42
31	32	-1	-2.1	84	78	6	6.8	281	281	281	259	-	-	281	259
5	5	-	-	10	10	-	-	20	20	20	20	-	-	20	20
-	-0	0	-	25	25	0	1.5	75	75	75	100	-	-	75	100
6	8	-3	-43.9	23	26	-3	-12.4	70	70	70	59	-	-	70	59
1	-1	2	261.4	17	16	1	7.0	28	28	28	24	-	-	28	24
3	2	0	10.7	-18	-19	1	5.4	-	-	-	-	-	-	-	-
11	1	10	91.3	23	14	9	41.0	49	46	46	39	-	-	46	39
83	67	16	19.3	436	413	23	5.2	1,014	1,011	1,011	966	-	-	1,011	966
<b>Total Community Development (SDC Funded)</b>															
<b>Externally Funded</b>															
-	-	-	-	-	1	-1	-	-	-	-	-	-	-	-	-
-22	-50	28	128.5	-20	-40	20	102.4	-	-	-	-	-	-	-	-
-	1	-1	-	-	4	-4	-	-	-	-	-	-	-	-	-
3	7	-4	-129.8	-8	-19	11	131.8	-	-	-	-	-	-	-	-
-	-0	0	-	-	-1	1	-	-	-	-	-	-	-	-	-
-	3	-3	-	-	-3	3	-	-	-	-	-	-	-	-	-
-19	-40	21	114.1	-28	-59	31	110.0	-	-	-	-	-	-	-	-
<b>Total Community Development (Ext Funded)</b>															
<b>Total Community Development</b>															
64	27	37	58.3	408	355	53	13.1	1,014	1,011	1,011	966	-	-	1,011	966

**3. Net Service Expenditure for each Head of Service - analysed by Budget area**  
**July 13 - Final**

**Development Services**

	Period			Period			Period			Y-T-D			Y-T-D			Y-T-D			Annual			2012/13		
	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Actual	£'000	
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
Administrative Expenses - Development Control	3	5	-3	10	9	2	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	17.0	21
Conservation	4	4	0	17	15	2	11.1	11.1	11.1	11.1	11.1	11.1	11.1	11.1	11.1	11.1	11.1	11.1	11.1	11.1	11.1	11.1	11.1	44
LDF Expenditure	-	-	-	-	0	-0	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Planning - Appeals	15	14	1	62	49	13	20.8	20.8	20.8	20.8	20.8	20.8	20.8	20.8	20.8	20.8	20.8	20.8	20.8	20.8	20.8	20.8	20.8	166
Planning - Counter	-0	-0	0	-0	-0	0	-	-	-	-	-	-	-	-	-	-0	-0	-0	-0	-0	-0	-0	-0	-
Planning - Development Control	38	36	2	153	98	55	35.8	35.8	35.8	35.8	35.8	35.8	35.8	35.8	35.8	35.8	35.8	35.8	35.8	35.8	35.8	35.8	35.8	429
Planning - Enforcement	22	22	0	90	87	3	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	3.6	259
Planning Policy	28	26	3	113	105	8	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3	7.3	342
<b>Total Development Services</b>	<b>111</b>	<b>107</b>	<b>3</b>	<b>446</b>	<b>363</b>	<b>83</b>	<b>18.6</b>	<b>18.6</b>	<b>18.6</b>	<b>18.6</b>	<b>18.6</b>	<b>18.6</b>	<b>18.6</b>	<b>18.6</b>	<b>18.6</b>	<b>18.6</b>	<b>18.6</b>	<b>18.6</b>	<b>18.6</b>	<b>18.6</b>	<b>18.6</b>	<b>18.6</b>	<b>18.6</b>	<b>1,261</b>

3. Net Service Expenditure for each Head of Service - analysed by Budget area													
July 13 - Final													
Environmental and Operational Services													
Period	Period			Period			Period			2012/13			
	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Annual Budget	Annual Forecast (including Accruals)	Annual Variance	Actual
	£'000	£'000	£'000	£'000	£'000	%	£'000	£'000	%	£'000	£'000	£'000	£'000
Administrative Expenses - Building Control	1	1	0	20.6	3	2	1	40.7	9	9	-	8	
Administrative Expenses - Direct Services	-	-0	0	-	-	-	-0	-	-	-	-	-	
Administrative Expenses - Health	2	2	0	19.1	8	4	5	56.7	25	25	-	12	
Administrative Expenses - Transport	1	0	0	44.4	3	2	1	35.3	9	9	-	7	
Air Quality (Ext Funded)	-	-6	6	-	-	-	-	-	-	-	-	-	
Asset Maintenance Car Parks	1	-	1	100.0	5	-	5	100.0	16	16	-	55	
Asset Maintenance CCTV	1	-	1	100.0	4	2	1	37.7	12	12	-	14	
Asset Maintenance Countryside	0	-	0	-	2	-	2	100.0	5	5	-	2	
Asset Maintenance Direct Services	2	-	2	100.0	9	1	9	94.1	27	27	-	25	
Asset Maintenance Playgrounds	1	1	0	23.6	3	1	2	80.9	8	8	-	-	
Asset Maintenance Public Toilets	1	-	1	100.0	3	0	3	92.9	8	8	-	-	
Building Control	-7	-27	20	281.9	-28	-59	31	107.9	-85	-85	-	-58	
Building Control Discretionary Work	-0	1	-1	-	-0	-1	1	-	-0	-0	-	2	
Car Parks	-160	-148	-12	-7.7	-504	-490	-14	-2.8	-1,663	-1,663	-	-1,448	
CCTV	13	19	-6	-42.0	118	116	3	2.2	244	244	-	271	
Civil Protection	2	2	0	19.0	12	11	2	14.6	32	32	-	25	
Dangerous Structures	2	1	0	22.4	8	6	1	15.7	23	23	-	20	
Dartford Environmental Hub (SDC Costs)	-0	0	-0	-	-0	-	-0	-	-	-	-	-	
EH Animal Control	0	5	-5	-	0	10	-10	-	1	13	-12	22	
EH Commercial	22	26	-4	-19.6	87	84	4	4.1	262	262	-	239	
EH Environmental Protection	31	27	4	12.2	150	135	16	10.3	396	386	10	355	
Emergency	5	5	0	8.2	21	20	1	3.9	62	62	-	58	
Environmental Health Partnership	-	-3	3	-	-	-	-	-	-	-	-	-	
Estates Management - Grounds	8	7	1	10.1	32	26	6	18.8	95	95	-	86	
Land Charges	-11	-12	1	8.4	-34	-42	8	23.0	-91	-91	-	-85	
Licensing Partnership Hub (Trading)	-0	-4	4	-	-0	-5	5	-	-	-	-	-	
Licensing Partnership Members	-	-	-	-	-	-	-	-	-	-	-	-	
Licensing Regime	-2	2	-4	-216.8	9	18	-9	-92.3	-3	17	-20	10	
Markets	-25	-23	-2	-8.6	-87	-67	-20	-23.0	-261	-198	-62	-156	
On-Street Parking	-52	-47	-6	-11.0	-141	-152	11	7.9	-403	-403	-	-345	
Parks and Recreation Grounds	8	13	-4	-55.6	32	45	-13	-40.7	97	97	-	124	
Parks - Rural	7	5	2	24.2	27	23	3	11.6	80	80	-	65	
Public Conveniences	3	4	-1	-49.8	18	20	-2	-11.0	41	41	-	49	
Public Transport Support	0	0	-0	-	0	0	-0	-	0	0	-	1	
Refuse Collection	207	215	-8	-3.7	833	820	13	1.6	2,284	2,284	-	2,248	
Street Cleansing	103	102	1	1.4	409	406	3	0.7	1,216	1,216	-	1,163	
Street Naming	1	0	1	63.4	4	3	2	36.0	13	13	-	3	

Support - Direct Services	4	2	2	46.5	17	11	7	37.7	52	52	-	39
Support - Health and Safety	1	1	1	37.4	6	4	2	34.5	18	18	-	20
Taxis	-2	-4	2	93.5	-5	-6	1	28.3	-16	-16	-	-12
<b>Total Environmental and Operational Services</b>	<b>168</b>	<b>168</b>	<b>1</b>	<b>0.3</b>	<b>1,025</b>	<b>947</b>	<b>78</b>	<b>7.6</b>	<b>2,513</b>	<b>2,597</b>	<b>-84</b>	<b>2,816</b>

3. Net Service Expenditure for each Head of Service - analysed by Budget area

July 13 - Final

Finance and Human Resources

	Period			Y-T-D			Y-T-D			Annual			2012/13	
	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Forecast (including Accruals)	Annual Variance	Budget	Actual
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Administrative Expenses - Chief Executive	1	0	1	4	3	2	4	3	2	36.1	13	13	13	7
Administrative Expenses - Community Director	1	0	1	5	1	4	5	1	4	75.5	14	14	14	7
Administrative Expenses - Corporate Director	1	0	0	2	3	-1	2	3	-1	-54.2	7	7	7	6
Administrative Expenses - Finance	3	1	2	14	10	4	14	10	4	31.3	42	42	42	29
Administrative Expenses - Personnel	2	1	1	4	1	3	4	1	3	81.9	16	11	16	14
Benefits Admin	1	0	1	-99	-117	17	-99	-117	17	17.6	863	863	863	1,008
Benefits Grants	-43	-47	4	-172	-176	4	-172	-176	4	2.1	-659	-659	-659	-659
Dartford Partnership Hub (SDC costs)	154	179	-25	612	689	-77	612	689	-77	-12.7	-2	-2	-2	-541
Dartford Partnership Implementation & Project Costs	14	6	9	-145	-60	-85	-145	-60	-85	-58.8	-30	-30	-30	-
Housing Advances	-	-	-	5	2	2	5	2	2	48.7	5	2	5	3
Local Tax	-36	-149	113	-226	-365	139	-226	-365	139	61.6	127	107	127	346
Members	34	26	8	136	119	17	136	119	17	12.3	407	407	407	366
Misc. Finance	49	141	-92	617	566	51	617	566	51	8.3	2,276	2,200	2,276	2,157
Support - Audit Function	-	-	-	-18	-18	-	-18	-18	-	-	145	145	145	161
Support - Exchequer and Procurement	11	10	0	42	41	2	42	41	2	4.2	135	135	135	127
Support - Finance Function	19	11	8	74	44	30	74	44	30	40.9	222	222	222	130
Support - General Admin	10	11	-1	51	55	-5	51	55	-5	-9.4	137	142	137	152
Support - Nursery	-	0	-0	-	1	-1	-	1	-1	-	-	-	-	3
Support - Personnel	19	17	2	78	72	6	78	72	6	7.7	233	233	233	209
Treasury Management	8	13	-5	30	36	-6	30	36	-6	-18.8	90	101	90	111
<b>Total Finance and Human Resources</b>	<b>246</b>	<b>220</b>	<b>26</b>	<b>1,012</b>	<b>907</b>	<b>106</b>	<b>1,012</b>	<b>907</b>	<b>106</b>	<b>10.4</b>	<b>4,041</b>	<b>3,953</b>	<b>4,041</b>	<b>3,636</b>

3. Net Service Expenditure for each Head of Service - analysed by Budget area															
July 13 - Final															
<u>Housing and Communications</u>															
Period	Period		Period		Period		Y-T-D		Y-T-D		Y-T-D		2012/13		
	Budget	Actual	Variance	%	Budget	Actual	Variance	%	Budget	Actual	Variance	Annual Budget	Annual Forecast (including Accruals)	Annual Variance	Actual
	£'000	£'000	£'000	%	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Administrative Expenses - Housing	1	2	-1	-37.8	6	6	-0	-1.7	17	17	-	17	17	-	12
Consultation and Surveys	-	-	-	-	-	-	-	-	3	3	-	3	3	-	-
Energy Efficiency	2	8	-6	-335.5	7	12	-4	-58.1	22	22	-	22	22	-	22
External Communications	12	10	3	20.9	49	53	-4	-7.9	147	147	-	147	147	-	136
Gypsy Sites	-1	-4	3	571.0	-7	-10	3	47.6	-23	-23	-	-23	-23	-	-24
Homeless	9	9	-0	-3.8	32	39	-7	-22.7	113	113	-	113	113	-	116
Homelessness Funding	3	1	2	73.4	12	4	7	62.5	-	-	-	-	-	-	-
Homelessness Prevention	-	0	-0	-	-	7	-7	-	-	-	-	-	-	-	-
Housing	34	26	8	24.1	217	200	17	7.8	432	432	-	432	432	-	378
Housing Initiatives	1	0	1	95.5	3	3	-0	-17.0	8	8	-	8	8	-	9
Housing Option - Trailblazer	-	8	-8	-	-	4	-4	-	-	-	-	-	-	-	-
Leader Programme	1	1	0	4.6	3	3	0	5.5	9	9	-	9	9	-	9
Needs and Stock Surveys	-	-	-	-	-	-	-	-	13	13	-	13	13	-	13
Private Sector Housing	16	7	9	58.1	63	50	13	20.2	189	189	-	189	189	-	174
Support - General Admin	-	-0	0	-	-	-1	1	-	-	-	-	-	-	-	-6
<b>Total Housing and Communications</b>	<b>78</b>	<b>68</b>	<b>10</b>	<b>13.1</b>	<b>384</b>	<b>369</b>	<b>14</b>	<b>3.7</b>	<b>929</b>	<b>929</b>	<b>-</b>	<b>929</b>	<b>929</b>	<b>-</b>	<b>858</b>

3. Net Service Expenditure for each Head of Service - analysed by Budget area														
July 13 - Final														
IT & Facilities Management														
Period	Period		Period		Period		Y-T-D		Y-T-D		Y-T-D		2012/13	
	Budget	Actual	Variance	£'000	%	Budget	Actual	Variance	£'000	%	Budget	Actual	Forecast (including Accruals)	Annual Variance
£'000	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000
Administrative Expenses - IT	2	2	1	23.9		8	4	4	4	47.9	25	25	25	-
Administrative Expenses - Property	0	0	-0	-		1	0	1	1	66.9	4	4	4	-
Asset Maintenance Argyle Road	10	1	9	85.1		20	21	-1	-1	-4.5	50	50	50	-
Asset Maintenance IT	10	12	-2	-16.9		44	46	-3	-3	-6.1	290	290	290	-
Asset Maintenance Leisure	23	29	-6	-27.6		33	38	-5	-5	-13.9	165	165	165	-
Asset Maintenance Other Corporate Properties	-	1	-1	-		10	4	6	6	61.6	30	30	30	-
Asset Maintenance Sewage Treatment Plants	-	-	-	-		4	0	4	4	90.0	8	8	8	-
Asset Maintenance Support & Salaries	8	12	-4	-52.2		32	37	-5	-5	-16.1	95	95	95	-
Bus Station	-1	-0	-1	-62.5		7	4	3	3	44.9	14	14	14	-
Estates Management - Buildings	-18	-5	-13	-73.3		12	39	-27	-27	-226.7	-76	-46	-46	-30
Housing Premises	1	1	-1	-102.0		-9	-7	-2	-2	-24.7	-8	-8	-8	-10
Support - Central Offices	-9	4	-13	-148.7		269	267	2	2	0.9	405	405	405	-
Support - Central Offices - Facilities	15	19	-4	-27.0		75	65	10	10	13.5	260	260	260	-
Support - Contact Centre	36	30	5	14.3		129	121	8	8	6.0	410	410	410	-
Support - General Admin	13	10	3	20.9		68	63	5	5	7.4	258	270	270	-12
Support - IT	44	63	-19	-42.3		281	283	-2	-2	-0.8	789	789	789	-
Support - Local Offices	4	4	0	0.4		21	20	0	0	2.1	55	55	55	-
Support - Property Function	5	9	-4	-74.5		22	32	-11	-11	-49.6	65	65	65	-
<b>Total IT &amp; Facilities Management</b>	<b>143</b>	<b>194</b>	<b>-51</b>	<b>-35.8</b>		<b>1,025</b>	<b>1,037</b>	<b>-12</b>	<b>-12</b>	<b>-1.2</b>	<b>2,838</b>	<b>2,880</b>	<b>2,880</b>	<b>-42</b>



**3. Net Service Expenditure for each Head of Service - analysed by Budget area**  
**July 13 - Final**

**Legal and Democratic Services**

	Period			Period			Period			Y-T-D			Y-T-D			Y-T-D			Annual			Annual		
	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance	Budget	Actual	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Action and Development	1	-	1	100.0	2	-	2	100.0	2	-	2	100.0	7	7	-	7	7	-	7	7	-	7	7	-
Administrative Expenses - Legal and Democratic	6	2	4	65.5	35	23	13	36.1	35	23	13	36.1	79	67	12	79	67	12	79	67	12	79	67	12
Civic Expenses	0	-	0	-	14	14	0	0.5	14	14	0	0.5	15	15	-	15	15	-	15	15	-	15	15	-
Committee Admin	9	8	0	4.0	34	33	2	4.5	34	33	2	4.5	103	103	-	103	103	-	103	103	-	103	103	-
Corporate Management	67	64	4	5.2	270	251	18	6.8	270	251	18	6.8	930	882	48	930	882	48	930	882	48	930	882	48
Corporate Savings	-4	-	-4	-100.0	-9	-	-9	-100.0	-9	-	-9	-100.0	-268	-220	-48	-268	-220	-48	-268	-220	-48	-268	-220	-48
Elections	31	24	7	23.2	65	57	8	12.4	65	57	8	12.4	71	71	-	71	71	-	71	71	-	71	71	-
Equalities Legislation	-	-	-	-	17	14	3	19.8	17	14	3	19.8	17	14	3	17	14	3	17	14	3	17	14	3
Performance Improvement	-	2	-2	-	6	-9	15	255.9	6	-9	15	255.9	6	6	-	6	6	-	6	6	-	6	6	-
Register of Electors	27	4	23	84.4	44	12	33	73.2	44	12	33	73.2	135	135	-	135	135	-	135	135	-	135	135	-
Support - Legal Function	17	17	0	1.6	73	70	3	3.5	73	70	3	3.5	226	226	-	226	226	-	226	226	-	226	226	-
<b>Total Legal and Democratic Services</b>	<b>154</b>	<b>120</b>	<b>33</b>	<b>21.6</b>	<b>551</b>	<b>464</b>	<b>87</b>	<b>15.8</b>	<b>551</b>	<b>464</b>	<b>87</b>	<b>15.8</b>	<b>1,320</b>	<b>1,305</b>	<b>15</b>	<b>1,320</b>	<b>1,305</b>	<b>15</b>	<b>1,320</b>	<b>1,305</b>	<b>15</b>	<b>1,459</b>	<b>1,459</b>	<b>-</b>

4. Cumulative Salary Monitoring

July 13 - Final

Chief Executive, PA & Secretariat

**Total Chief Executives Dept**

Director, PA & Secretariat

Finance & Human Resources

IT & Facilities Management

Legal & Democratic Services

**Total Corporate Resources**

Director, PA & Secretariat

Community Development

Development Services

Housing & Communications

Operational Services

Building Control

Environmental Health

Licensing

Parking & Amenity Services

**Total Community and Planning Services**

**Sub Total**

Council Wide - Vacant Posts

Performance Award Contingency

Market Premiums

**TOTAL SDC Funded Salary Costs**

Externally Funded & Funded from other sources (gross figures). Overspendings here are matched by external funding and represent additional resources secured for the Council since the budget was set.

Community Development Ext.

Housing Ext.

**TOTAL All Salary Costs**

Less Allocs to Trading a/cs inc Ext Funded TASK

Less Allocations to Capital and Asset maint. etc

**Check total to Pay Costs**

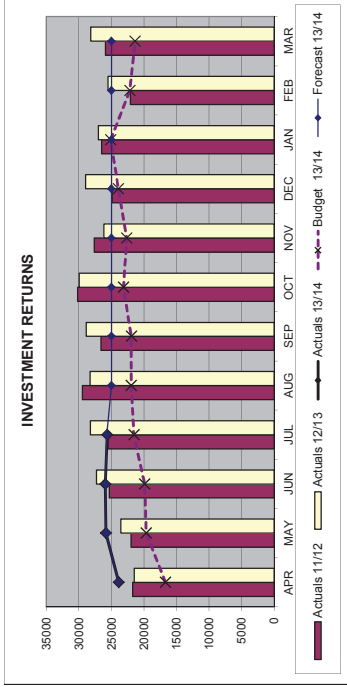
Period	Period		Period		Y-T-D		Y-T-D		Y-T-D		Annual Budget £'000	Annual Forecast (including Accruals) £'000	Annual Variance £'000
	Budget	Actual	Variance	%	Budget	Actual	Variance	%	Budget	Variance			
17	17	17	0	2.2	69	69	0	0.5	208	208	208	208	-
17	17	17	0	2.2	69	69	0	0.5	208	208	208	208	-
22	22	22	-0	-1.3	92	92	-1	-0.8	281	281	281	281	-
240	254	254	-14	-6.0	944	992	-48	-5.1	2,860	2,860	2,860	2,860	-
71	74	74	-3	-4.0	283	269	14	4.9	848	848	848	848	-
51	50	50	1	2.1	209	208	1	0.3	635	635	635	635	-
384	400	400	-17	-4.3	1,528	1,562	-34	-2.2	4,624	4,624	4,624	4,624	-
14	3	3	12	80.6	57	13	44	77.2	172	172	172	172	-
31	33	33	-2	-7.7	123	128	-5	-4.3	369	369	369	369	-
151	151	151	-0	-0.0	604	586	18	3.0	1,813	1,813	1,813	1,813	-
52	52	52	0	0.8	210	214	-4	-2.1	630	630	630	630	-
285	261	261	24	8.4	1,139	1,032	106	9.3	3,416	3,310	3,416	3,310	106
32	28	28	4	12.9	128	121	7	5.8	384	384	384	384	-
50	50	50	1	1.0	201	204	-2	-1.1	604	604	604	604	-
24	21	21	4	15.1	97	92	5	4.7	291	291	291	291	-
40	38	38	2	5.7	160	157	3	1.7	479	479	479	479	-
680	636	636	44	6.5	2,719	2,548	172	6.3	8,158	8,052	8,158	8,052	106
1,081	1,053	1,053	28	2.6	4,316	4,178	138	3.2	12,990	12,884	12,990	12,884	106
-4	-	-	-4	-100.0	-9	-	-9	-100.0	-68	-68	-68	-68	-
-	-	-	-	-	-	-	-	-	48	48	48	48	-
-	-	-	-	-	-	-	-	-	42	42	42	42	-
1,077	1,053	1,053	24	2.2	4,307	4,178	129	3.0	13,012	12,906	13,012	12,906	106
9	11	11	-1	-12.9	37	47	-10	-25.4	112	112	112	112	-
16	13	13	4	23.3	65	47	19	28.8	196	196	196	196	-
26	23	23	3	10.1	103	94	9	9.1	309	309	309	309	-
1,102	1,076	1,076	26	2.4	4,410	4,272	138	3.1	13,320	13,214	13,320	13,214	106
-243	-219	-219	-23	-9.6	-971	-868	-103	-10.6	-2,913	-2,913	-2,913	-2,913	-
-	0	0	-0	-	-	0	-0	-	-	-	-	-	-
860	857	857	3	0.4	3,439	3,403	36	1.0	10,408	10,302	10,408	10,302	106

**DIRECT SERVICES SUMMARY**

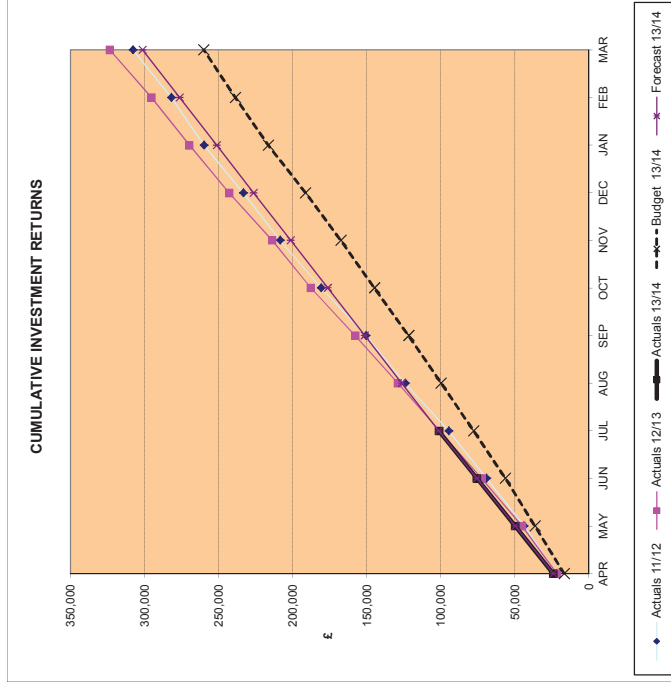
	PERIOD						Y-T-D				ANNUAL				Y-T-D NET VARIANCE				ANNUAL NET VARIANCE			
	Budget	Actual	Actual / Budget	Variance	Budget	Actual	Actual / Budget	Variance	Budget	Forecast	Variance	Net Budget by Service	Net Actual by Service	Variance by Service	Net Budget by Service	Net Actual by Service	Variance by Service					
	£'000	£'000	%	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000					
<b>Income</b>																						
Refuse	-182	-181	-1%	-1	-732	-732	0%	-732	-2,197	-2,197	43	18	-25	43	53	-47	100					
Street Cleaning	-96	-97	0%	0	-386	-387	0%	-387	-1,157	-1,157	1	14	4	10	43	20	23					
Trade	-26	-35	36%	9	-156	-155	-1%	-1	-364	-350	-14	-46	-48	2	-35	-35						
Workshop	-44	-43	-2%	-1	-177	-183	3%	6	-531	-540	9	-3	-5	2	-10	-10						
Green Waste	-50	-53	5%	3	-178	-203	14%	24	-408	-430	22	-64	-79	14	-70	-50	-20					
Premises Cleaning	-7	-7	0%	0	-52	-52	1%	1	-108	-108	5	-17	-13	-4	-5	4	-9					
Cesspools	-21	-20	-4%	-1	-83	-85	3%	2	-250	-250	2	-10	-8	-3	-31	-25	-6					
Pest Control	-14	-11	-20%	-3	-33	-20	-39%	-13	-80	-60	-20	-6	5	-11	15	-15						
Grounds	-10	-10	0%	0	-41	-41	0%	0	-126	-126	14	-1	7	-9	-11	3	-14					
Fleet	-66	-63	-4%	-3	-265	-260	-2%	-5	-795	-795	14	14	-4	4	2	2						
Depot	-17	-20	13%	2	-76	-88	15%	12	-274	-274	13	1	1	13	2	2						
Emergency	-4	-4	0%	0	-16	-16	0%	0	-48	-48	2	1	-1	2	2	2						
<b>Total Income</b>	<b>-539</b>	<b>-545</b>	<b>1%</b>	<b>6</b>	<b>-2,195</b>	<b>-2,222</b>	<b>1%</b>	<b>27</b>	<b>-6,339</b>	<b>-6,335</b>	<b>-4</b>	<b>-102</b>	<b>-166</b>	<b>64</b>	<b>-64</b>	<b>-121</b>	<b>58</b>					
<b>Expenditure</b>																						
Refuse	187	173	8%	15	750	707	6%	43	2,250	2,150	100											
Street Cleaning	100	100	0%	0	400	391	2%	9	1,200	1,177	23											
Trade	27	26	7%	2	110	107	2%	3	329	315	14											
Workshop	43	53	-22%	-10	174	178	-3%	-4	521	530	-9											
Green Waste	25	36	-43%	-11	114	124	-9%	-10	338	380	-42											
Premises Cleaning	9	7	14%	1	34	39	-14%	-5	103	112	-9											
Cesspools	18	20	-11%	-2	73	78	-7%	-5	219	225	-6											
Pest Control	7	7	0%	0	27	25	7%	2	80	75	5											
Grounds	10	13	-24%	-3	40	48	-22%	-9	114	129	-15											
Fleet	66	61	7%	5	265	256	4%	9	795	795												
Depot	21	24	-17%	-3	90	89	2%	2	276	276												
Emergency	4	4	10%	0	17	15	10%	2	50	50												
<b>Total Expenditure</b>	<b>519</b>	<b>524</b>	<b>-1%</b>	<b>-6</b>	<b>2,093</b>	<b>2,056</b>	<b>2%</b>	<b>37</b>	<b>6,275</b>	<b>6,214</b>	<b>61</b>	<b>-102</b>	<b>-166</b>	<b>64</b>	<b>-64</b>	<b>-121</b>	<b>58</b>					
<b>Net</b>	<b>-21</b>	<b>-21</b>	<b>0%</b>	<b>0</b>	<b>-102</b>	<b>-166</b>	<b>63%</b>	<b>64</b>	<b>-64</b>	<b>-121</b>	<b>58</b>											

**INVESTMENT RETURNS**

	Actuals		Budget	Variance	Forecast
	11/12	12/13			
APR	21,722	21,489	16,680	7,209	23,900
MAY	21,983	23,571	19,662	6,159	25,800
JUN	25,342	27,280	19,910	6,014	25,900
JUL	25,498	28,227	21,538	4,122	25,700
AUG	29,446	28,256	21,963	25,000	25,000
SEP	26,586	28,853	21,931	25,000	25,000
OCT	30,200	29,941	23,118	25,000	25,000
NOV	27,636	26,144	22,656	25,000	25,000
DEC	24,871	28,954	23,914	25,000	25,000
JAN	26,525	26,999	25,109	25,000	25,000
FEB	22,078	25,505	22,172	25,000	25,000
MAR	25,935	28,159	21,347	25,000	25,000
	<b>307,822</b>	<b>323,378</b>	<b>260,000</b>	<b>23,504</b>	<b>301,300</b>



	Actuals		Budget	Variance	Forecast
	11/12	12/13			
APR	21,722	21,489	16,680	7,209	23,900
MAY	43,705	45,060	36,342	13,368	49,700
JUN	69,047	72,340	56,252	19,382	75,600
JUL	94,545	100,567	77,790	23,504	101,300
AUG	123,991	128,823	99,753	126,300	126,300
SEP	150,577	157,676	121,684	151,300	151,300
OCT	180,777	187,617	144,802	176,300	176,300
NOV	208,413	213,761	167,458	201,300	201,300
DEC	233,284	242,715	191,372	226,300	226,300
JAN	259,809	269,714	216,481	251,300	251,300
FEB	281,887	295,219	238,653	276,300	276,300
MAR	307,822	323,378	260,000	301,300	301,300



BUDGET FOR 2013/14 260,000  
 FORECAST OUTTURN 301,300

CODE:- YHAA 96900

**N.B.**

- 1) These are the gross interest receipts rather than the interest remaining in the General Fund
- 2) Interest due on the Landsbanki investment has been removed from the calculations as from 25/6/2008

Fund Average 0.8738%  
 7 Day LIBID 0.3954%  
 3 Month LIBID 0.5383%

STAFFING STATISTICS  
JULY 2013

	BDGT FTE	BOOK FTE	STAFF FTE	AGENCY STAFF	CASUAL FTE	TOTAL FTE	COMMENTS / VARIATIONS	JUNE TOTALS
<b>CHIEF EXECUTIVES</b>								
Chief Executive's Office	3.00	2.00	2.00	0.00	0.00	2.00	Budget includes 1 apprentice post.	2.00
<b>SUB TOTAL</b>	<b>3.00</b>	<b>2.00</b>	<b>2.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2.00</b>		<b>2.00</b>
<b>CORPORATE RESOURCES</b>								
Director, Secretaries	6.38	5.71	2.00	0.00	0.00	7.71	Budget includes Secretariat (although report to HR). Includes 1 Temp post for maternity cover.	6.71
Human Resources	6.54	5.81	0.00	0.00	0.00	5.81	Previously included in Financial Services.	6.62
Finance	60.46	57.35	6.00	1.40	0.00	64.75	No longer includes Human Resources (stand alone) or Contact Centre (now in IT and Facilities Management). Property still included (3.81).	64.45
Legal, Electoral, Democratic Services & Policy & Performance	15.34	14.73	0.00	0.00	0.00	14.73		15.34
Legal, Electoral & Democratic Services	13.53	12.92	0.00	0.00	0.00	12.92		13.53
IT & Facilities Management	1.81	1.81	0.00	0.00	0.00	1.81	1.61 budgeted to Legal, Electoral and Dem Services. 0.2 worked in Housing & Comms but inc. in P&P.	1.81
<b>SUB TOTAL</b>	<b>41.30</b>	<b>35.46</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>35.46</b>	Now includes Contact Centre. 1 apprentice post (IT).	<b>34.46</b>
<b>SUB TOTAL</b>	<b>130.02</b>	<b>119.06</b>	<b>8.00</b>	<b>1.40</b>	<b>0.00</b>	<b>128.46</b>		<b>127.58</b>
<b>COMMUNITY AND PLANNING SERVICES</b>								
Director & PA	2.00	1.00	0.00	0.00	0.00	1.00	Includes budget for post of PA to Director of CPS	1.00
Community Development	8.54	10.74	0.00	0.00	1.47	12.21	Includes Graduate Trainee.	12.89
Environmental & Operational Services	149.76	140.76	16.08	0.50	0.50	157.34		158.29
SDS & CCTV	113.77	106.23	15.08	0.50	0.00	121.81	Includes Grounds Maintenance.	121.76
Env Health	12.57	12.57	1.00	0.00	0.00	13.57		13.57
Licensing	8.81	9.35	0.00	0.00	0.00	9.35		10.35
Parking & Amenity	14.61	12.61	0.00	0.00	0.00	12.61		12.61
Development Services	47.19	48.49	2.00	0.00	0.00	50.49		49.49
Building Control	7.81	6.81	0.00	0.00	0.00	6.81	Includes seconded officer from TMBC (Agency budget) and Apprentice.	8.81
Housing & Communications	14.89	12.24	0.00	0.00	0.00	12.24	1 post is part externally funded.	14.24
<b>SUB TOTAL</b>	<b>230.19</b>	<b>220.04</b>	<b>18.08</b>	<b>1.97</b>	<b>0.00</b>	<b>240.09</b>		<b>244.72</b>
<b>EXTERNALLY FUNDED POSTS</b>								
Community Development	2.54	2.54	0.00	0.00	0.00	2.54		2.54
Environmental & Operational Services	0.00	0.00	0.00	0.00	0.00	0.00		0.00
Development Services	0.00	0.00	0.00	0.00	0.00	0.00		0.00
Housing & Communications	6.00	4.49	0.00	0.00	0.00	4.49	1 post is part funded by SDC (see Housing permanent posts).	4.49
<b>SUB TOTAL</b>	<b>8.54</b>	<b>7.03</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>7.03</b>		<b>7.03</b>
<b>TOTALS</b>	<b>371.75</b>	<b>348.13</b>	<b>26.08</b>	<b>3.37</b>	<b>0.00</b>	<b>377.58</b>		<b>381.33</b>
<b>Number of staff paid in July:</b>								
374 permanent, 10 casuals								

**Reserves**

	01/04/13 £000	Movement in month £000	Cumulative to date £000	Balance as at end July 13 £000	31/3/14 budget £000	31/3/14 forecast £000
<b>Provisions</b>						
Edenbridge Relief Road Compensation	0	0	0	0	0	0
Accumulated Absences	152		152	152	152	152
Municipal Mutual Insurance (MMI)	305		305	305	305	305
Others	34		34	34	34	34
	<b>491</b>	<b>0</b>	<b>0</b>	<b>491</b>	<b>491</b>	<b>491</b>
<b>Capital Receipts(Gross)</b>						
	1,693	27	2,206	3,899	1,693	3,900
Note: this balance will reduce at year end as the receipts are used to finance capital expenditure						
<b>Earmarked Reserves</b>						
Financial Plan	5,224			5,224	5,224	5,224
Budget Stabilisation	4,051		1	4,052	4,703	4,703
New Homes Bonus	594			594	120	714
Housing Benefit subsidy	1,021			1,021	1,408	1,408
Asset Maintenance	1,000			1,000	1,000	1,000
First Time Sewerage	915			915	915	915
Vehicle Renewal	508			508	288	288
Reorganisation (previously Termination)	386			386	386	386
LDF	520			520	597	597
Community Development	460		-9	451	460	460
Carry Forward Items	144		-30	114	0	0
Action and Development	395			395	396	396
Vehicle Insurance	277			277	277	277
Pension Valuation	810			810	810	810
Big Community Fund	110			110	100	100
Rent Deposit Guarantees	112			112	112	112
Local Strategic Partnership	76			76	76	76
Homelessness Prevention	197		-20	177	197	197
IT Asset Maintenance	315			315	0	0
Others	516	1	6	522	516	516
	<b>17,631</b>	<b>1</b>	<b>-52</b>	<b>17,579</b>	<b>17,585</b>	<b>18,179</b>
<b>General Fund</b>						
Required Minimum	1,500				1,500	1,500
Available Balance	2,213				2,213	2,213
	<b>3,713</b>				<b>3,713</b>	<b>3,713</b>
<b>TOTAL</b>	<b>23,528</b>				<b>23,482</b>	<b>26,283</b>

9. Capital

July 13 - Final

COMMDEV Big Community Fund - Capital  
 COMMDEV Parish Projects  
 DEVCONT Affordable Housing  
 ENVOPS Vehicle Purchases  
 HOUSING Improvement Grants  
 HOUSING WKHA Adaps for Disab Financing Costs Advances  
 HOUSING SDC - HMO Grants  
 HOUSING RHPCG 10-11 SDC  
 HOUSING RHPCG - Discretionary Grants  
 ICT Police Co-Location

Period	Period		Period		Y-T-D		Y-T-D		Y-T-D		Annual Budget	Annual Forecast (including Accruals)	Annual Variance
	Budget	Actual	Variance	%	Budget	Actual	Variance	%	Budget	Actual			
-	5	-	-5	-	-	14	-14	-	-	-	-	-	-
-	-	-	-	-	15	-	15	100.0	-	-	61	61	-
-	93	-	-93	-	-	93	-93	-	-	-	-	-	-
-	-	-	-	-	-	8	-8	-	-	-	-	-	-
29	43	-14	-47.7	-	118	74	43	36.9	-	353	353	-	-
21	8	12	59.7	-	83	24	59	70.7	-	250	250	-	-
-	-	-	-	-	-	2	-2	-	-	-	-	-	-
-	-	-	-	-	-	6	-6	-	-	-	-	-	-
-	5	-5	-100	-	-	22	-22	-	-	-	-	-	-
-	-	-	-	-	-	1	-1	-	-	-	-	-	-
<b>50</b>	<b>155</b>	<b>-105</b>	<b>-209.4</b>		<b>216</b>	<b>245</b>	<b>-28</b>	<b>-13.1</b>		<b>664</b>	<b>664</b>	<b>-</b>	<b>-</b>

Improvement Grants budget shown net of Government grant.

# CUMULATIVE INCOME FIGURES

July 2013

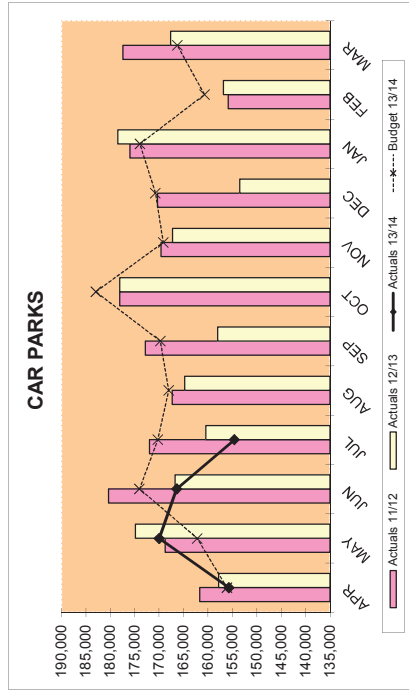
	Comparison of 12/13 and 13/14, where a minus is 'bad news'	MANAGER'S PROFILED BUDGET	Variance, where a minus is 'bad news'	ANNUAL BUDGET	Annual Forecast
<b>CAR PARKS</b>	<b>646,641</b>	<b>662,577</b>	<b>-15,936</b>	<b>2,024,027</b>	<b>2,024,027</b>
<b>ON-STREET PARKING</b>	<b>300,153</b>	<b>287,579</b>	<b>12,574</b>	<b>844,190</b>	<b>844,190</b>
<b>LAND CHARGES</b>	<b>61,779</b>	<b>56,590</b>	<b>5,189</b>	<b>157,225</b>	<b>157,225</b>
<b>BUILDING CONTROL</b>	<b>168,537</b>	<b>154,020</b>	<b>14,517</b>	<b>462,069</b>	<b>462,069</b>
<b>DEVELOPMENT CONTROL</b>	<b>252,862</b>	<b>224,980</b>	<b>27,882</b>	<b>674,972</b>	<b>674,972</b>
	<b>1,429,971</b>	<b>1,385,746</b>	<b>44,225</b>	<b>4,162,483</b>	<b>4,162,483</b>



10 Car Parks Graphs

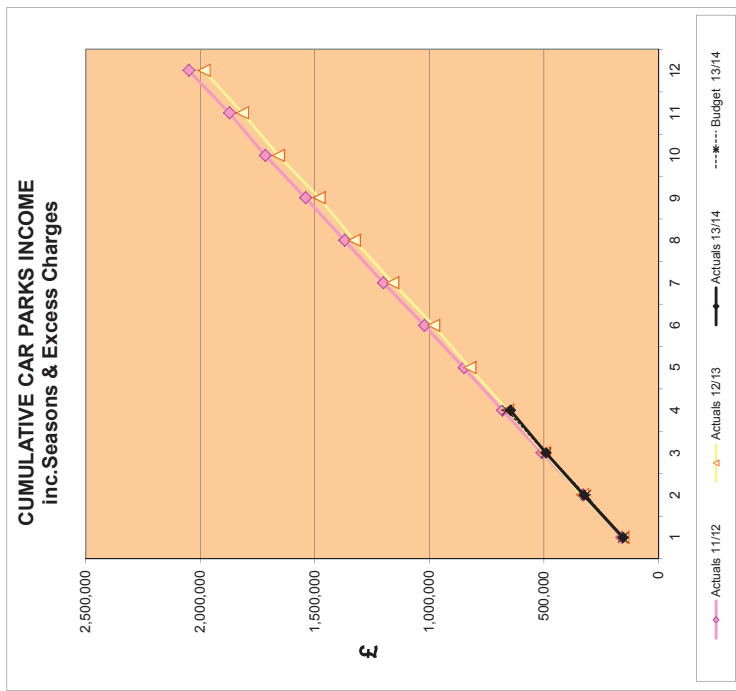
CAR PARKS (HWCARPK)

	Actuals 11/12	Actuals 12/13	Actuals 13/14	Increase / decrease from 12/13 to 13/14	Budget 13/14	Variance (Actuals-Budget)	Manager's Forecast
1 APR	161,707	157,819	155,699	-2,120	156,090	-391	
2 MAY	168,722	174,830	169,965	-4,865	162,201	7,764	
3 JUN	180,368	166,750	166,396	-354	174,024	-7,628	
4 JUL	171,960	160,431	154,581	-5,850	170,262	-15,681	
5 AUG	167,336	164,734	168,016	164,734	168,016	-168,016	
6 SEP	172,793	157,977	169,718	-157,977	169,718	-169,718	
7 OCT	178,067	178,029	182,945	-178,029	182,945	-182,945	
8 NOV	169,631	167,264	169,150	-167,264	169,150	-169,150	
9 DEC	170,349	153,501	170,747	-153,501	170,747	-170,747	
10 JAN	175,979	178,423	173,935	-178,423	173,935	-173,935	
11 FEB	155,870	156,797	160,682	-156,797	160,682	-160,682	
12 MAR	177,420	167,622	166,257	-167,622	166,257	-166,257	
	<b>2,050,202</b>	<b>1,984,176</b>	<b>646,641</b>	<b>-1,337,535</b>	<b>2,024,027</b>	<b>-1,377,386</b>	<b>2,024,027</b>



CAR PARKS (CUMULATIVE)

	Actuals 11/12	Actuals 12/13	Actuals 13/14	Cumulative increase / decrease from 12/13 to 13/14	Budget 13/14	Variance (Column E-G)	Manager's Forecast
APR	161,707	157,819	155,699	-2,120	156,090	-391	
MAY	330,429	332,649	325,664	-6,985	318,291	7,373	
JUNE	510,797	499,399	492,060	-7,339	492,315	-255	
JUL	682,757	659,830	646,641	-13,189	662,577	-15,936	
AUG	850,093	824,563	824,563	-824,563	0	0	
SEP	1,022,886	982,541	982,541	-982,541	0	0	
OCT	1,200,953	1,160,569	1,160,569	-1,160,569	0	0	
NOV	1,370,584	1,327,834	1,327,834	-1,327,834	0	0	
DEC	1,540,933	1,481,334	1,481,334	-1,481,334	0	0	
JAN	1,716,912	1,659,757	1,659,757	-1,659,757	0	0	
FEB	1,872,782	1,816,554	1,816,554	-1,816,554	0	0	
MAR	2,050,202	1,984,176	1,984,176	-1,984,176	0	0	2,024,027



JULY 2013

HWCARPK

	Actuals	Budget	(Monthly)
DAY TICKETS	***0	559,479	134,795
EXCESS / PENALTY CHARGES	***1/***3	-	-
SEASON TICKETS	***2	99,446	19,464
OTHER (inc.Res.Pkg)	***9	2,320	-
WAIVERS	3404	-	300
RENT	94500	1,332	22
	<b>646,641</b>	<b>662,577</b>	<b>154,581</b>

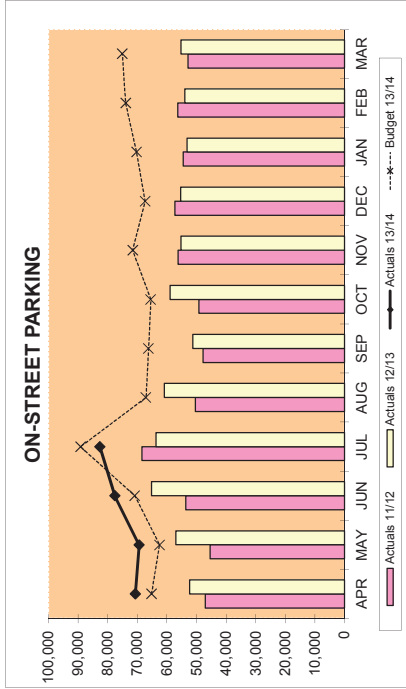
CUMULATIVE BREAKDOWN

	Actual (Cumulative)	Budget
DAY TICKETS	538,193	559,479
EXCESS / PENALTY CHARGES	-	-
SEASON TICKETS	102,084	99,446
OTHER (inc.Res.Pkg)	1,650	2,320
WAIVERS	670	-
RENT	4,044	1,332
	<b>646,641</b>	<b>662,577</b>

**10 On-Street / Enforcement Graphs**

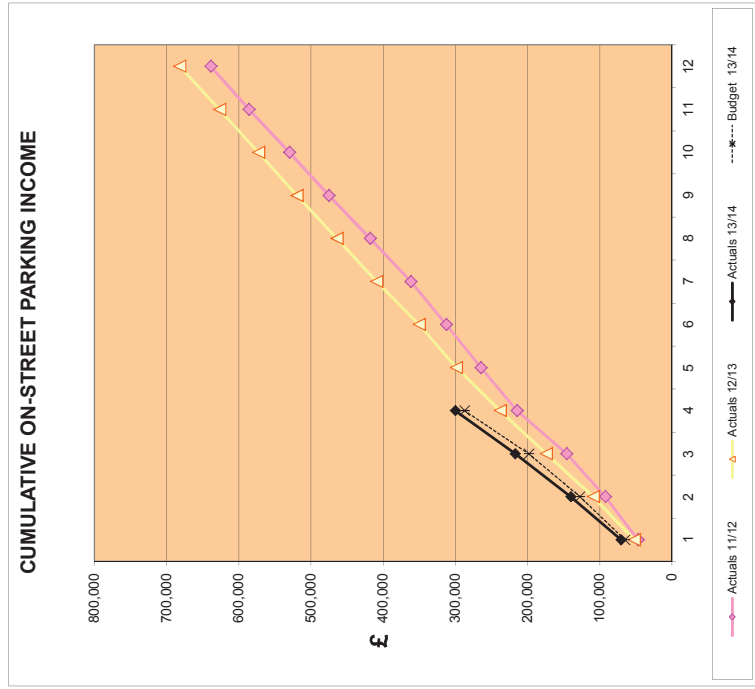
**ON-STREET PARKING (HWDCRIM / HWENFORC)**

	Actuals 11/12	Actuals 12/13	Actuals 13/14	Increase / decrease from 12/13 to 13/14	Budget 13/14	Variance (Actuals-Budget)	Manager's Forecast
1 APR	47,046	52,328	70,633	18,304	65,155	5,478	
2 MAY	45,408	56,995	69,381	12,386	62,451	6,930	
3 JUN	53,666	65,190	77,535	12,344	70,836	6,699	
4 JUL	68,376	63,657	82,605	18,948	89,137	-6,532	
5 AUG	50,350	60,822		-60,822	67,046	-67,046	
6 SEP	47,762	51,221		-51,221	66,166	-66,166	
7 OCT	49,209	58,926		-58,926	65,418	-65,418	
8 NOV	56,170	55,213		-55,213	71,494	-71,494	
9 DEC	57,330	55,356		-55,356	67,290	-67,290	
10 JAN	54,468	53,183		-53,183	70,241	-70,241	
11 FEB	56,324	53,925		-53,925	73,934	-73,934	
12 MAR	52,883	55,254		-55,254	75,022	-75,022	
	<b>638,992</b>	<b>682,071</b>	<b>300,153</b>	<b>-381,918</b>	<b>844,190</b>	<b>-544,037</b>	<b>844,190</b>



**ON-STREET PARKING (CUMULATIVE)**

	Actuals 11/12	Actuals 12/13	Actuals 13/14	Cumulative increase / decrease from 12/13 to 13/14	Budget 13/14	Variance (Column E-G)	Manager's Forecast
APR	47,046	52,328	70,633	18,304	65,155	5,478	
MAY	92,454	109,324	140,014	30,690	127,606	12,408	
JUNE	146,120	174,514	217,548	43,034	198,442	19,106	
JUL	214,496	238,171	300,153	61,982	287,579	12,574	
AUG	264,846	298,993		-298,993	0	0	
SEP	312,608	350,214		-350,214	0	0	
OCT	361,817	409,140		-409,140	0	0	
NOV	417,987	464,353		-464,353	0	0	
DEC	475,317	519,709		-519,709	0	0	
JAN	529,785	572,892		-572,892	0	0	
FEB	586,109	626,817		-626,817	0	0	
MAR	638,992	682,071		-682,071	0	0	844,190



**JULY 2013**

**HWDCRIM / HWENFORC**

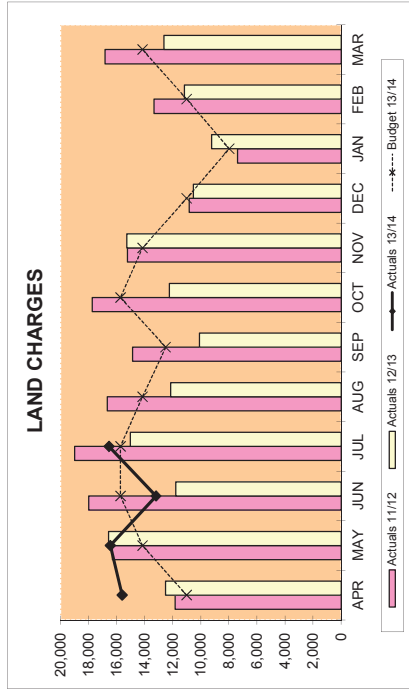
	Actual (Cumulative)	Budget	(Monthly)
PENALTY NOTICES	3403	46,860	12,704
WAIVERS	3404	3,427	1,372
RESIDENTS PERMITS	3406	19,591	6,195
ON STREET PARKING	3300	154,392	41,391
BUSINESS PERMITS	3408	32,041	9,876
OTHER	9999	147	-
EXCESS CHARGE	****1	43,694	11,068
	<b>300,153</b>	<b>287,579</b>	<b>82,605</b>

**CUMULATIVE BREAKDOWN**

**10 Land Charges Graphs**

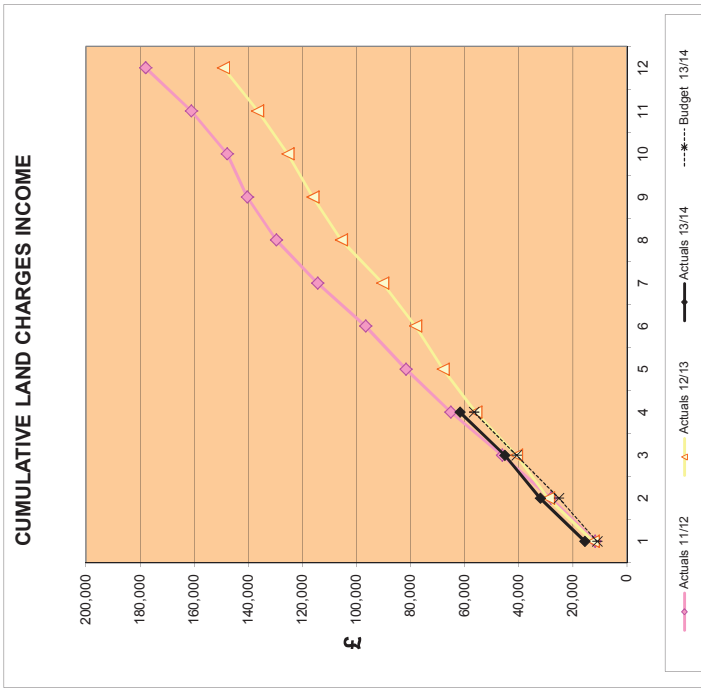
**LAND CHARGES (LPLNDCH)**

	Actuals 11/12	Actuals 12/13	Actuals 13/14	Increase / decrease from 12/13 to 13/14	Budget 13/14	Variance (Actuals-Budget)	Manager's Forecast
1 APR	11,836	12,520	15,600	3,080	11,000	4,600	
2 MAY	16,303	16,579	16,455	-124	14,150	2,305	
3 JUN	17,994	11,786	13,180	1,394	15,720	-2,540	
4 JUL	18,987	15,021	16,544	1,523	15,720	824	
5 AUG	16,658	12,139	14,150	-12,139	14,150	-14,150	
6 SEP	14,863	10,100	12,500	-10,100	12,500	-12,500	
7 OCT	17,740	12,235	15,720	-12,235	15,720	-15,720	
8 NOV	15,228	15,271	14,150	-15,271	14,150	-14,150	
9 DEC	10,819	10,536	11,000	-10,536	11,000	-11,000	
10 JAN	7,369	9,220	7,965	-9,220	7,965	-7,965	
11 FEB	13,340	11,165	11,000	-11,165	11,000	-11,000	
12 MAR	16,826	12,637	14,150	-12,637	14,150	-14,150	
	<b>177,963</b>	<b>149,208</b>	<b>61,779</b>	<b>-87,430</b>	<b>157,225</b>	<b>-95,446</b>	<b>157,225</b>



**LAND CHARGES (CUMULATIVE)**

	Actuals 11/12	Actuals 12/13	Actuals 13/14	Cumulative increase / decrease from 12/13 to 13/14	Budget 13/14	Variance (Column E-G)	Manager's Forecast
APR	11,836	12,520	15,600	3,080	11,000	4,600	
MAY	28,139	29,099	32,055	2,956	25,150	6,905	
JUNE	46,133	40,885	45,235	4,350	40,870	4,365	
JUL	65,120	55,906	61,779	5,873	56,590	5,189	
AUG	81,778	68,044	68,044	-68,044	0	0	
SEP	96,641	78,145	78,145	-78,145	0	0	
OCT	114,381	90,379	90,379	-90,379	0	0	
NOV	129,609	105,651	105,651	-105,651	0	0	
DEC	140,428	116,186	116,186	-116,186	0	0	
JAN	147,797	125,407	125,407	-125,407	0	0	
FEB	161,137	136,571	136,571	-136,571	0	0	
MAR	177,963	149,208	149,208	-149,208	0	0	157,225



**JULY 2013**

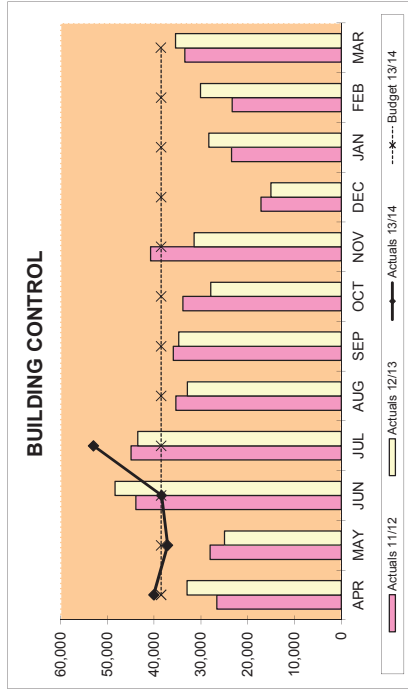
**LPLNDCH**

	Received (Month)	Percentage (Month)	Percentage (Month 12/13)	(Cumulative)
Searches Received - Paper	£105	59	22.7%	211
Searches Received - Electronic	£86	105	40.4%	382
Searches Received - Personal	£0	96	36.9%	340
	<b>260</b>	<b>100.0%</b>	<b>100.0%</b>	<b>933</b>

**10 Building Control Graphs**

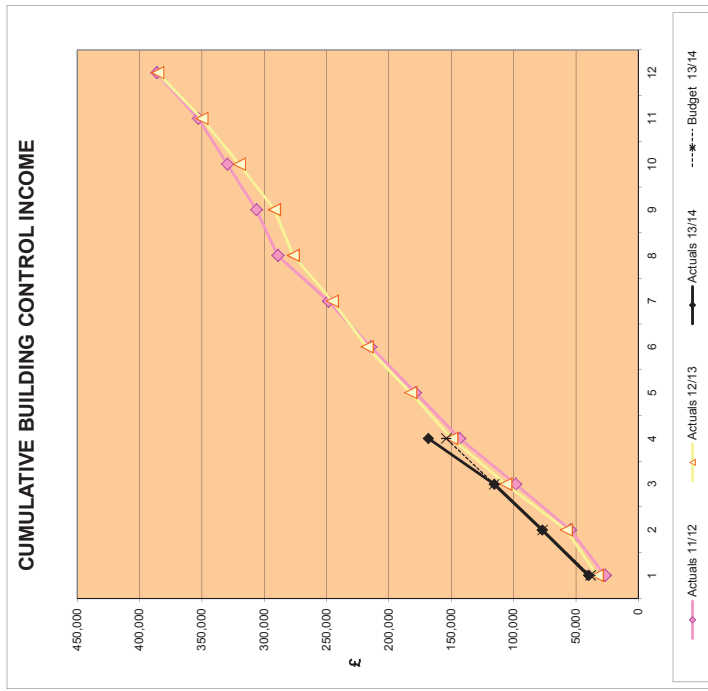
**BUILDING CONTROL (DVBCFEE)**

	Actuals 11/12	Actuals 12/13	Actuals 13/14	Increase / decrease from 12/13 to 13/14	Budget 13/14	Variance (Actuals-Budget)	Manager's Forecast
1 APR	26,583	32,975	40,068	7,094	38,505	1,563	
2 MAY	28,008	24,976	37,100	12,124	38,505	-1,405	
3 JUN	43,878	48,352	38,370	-9,982	38,505	-135	
4 JUL	44,902	43,510	52,998	9,488	38,505	14,493	
5 AUG	35,321	32,905		-32,905	38,505	-38,505	
6 SEP	35,890	34,735		-34,735	38,505	-38,505	
7 OCT	33,837	27,882		-27,882	38,505	-38,505	
8 NOV	40,725	31,440		-31,440	38,505	-38,505	
9 DEC	17,118	15,031		-15,031	38,505	-38,505	
10 JAN	23,425	28,290		-28,290	38,505	-38,505	
11 FEB	23,315	30,097		-30,097	38,505	-38,505	
12 MAR	33,397	35,403		-35,403	38,514	-38,514	
	<b>386,399</b>	<b>385,596</b>	<b>168,537</b>	<b>-217,059</b>	<b>462,069</b>	<b>-293,532</b>	<b>462,069</b>



**BUILDING CONTROL (CUMULATIVE)**

	Actuals 11/12	Actuals 12/13	Actuals 13/14	Cumulative Increase / decrease from 12/13 to 13/14	Budget 13/14	Variance (Column E-G)	Manager's Forecast
APR	26,583	32,975	40,068	7,094	38,505	1,563	
MAY	54,591	57,951	77,168	19,218	77,010	158	
JUNE	98,469	106,303	115,539	9,236	115,515	24	
JUL	143,371	149,813	168,537	18,724	154,020	14,517	
AUG	178,692	182,719		-182,719		0	
SEP	214,582	217,453		-217,453		0	
OCT	248,419	245,335		-245,335		0	
NOV	289,144	276,776		-276,776		0	
DEC	306,262	291,807		-291,807		0	
JAN	329,687	320,096		-320,096		0	
FEB	353,002	350,193		-350,193		0	
MAR	386,399	385,596		-385,596		0	462,069



**JULY 2013**

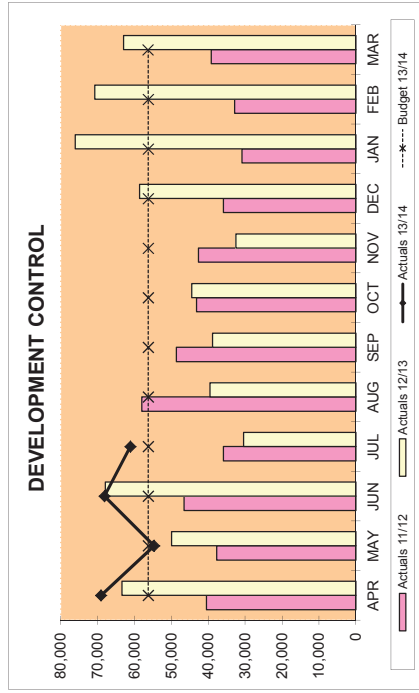
**DVBCFEE**

	Actual (Cumulative)	Budget	(Monthly)
Plan Fee	3066	85,876	23,537
Inspection Fee	3067	56,416	27,329
Other	9999	11,728	2,133
	<b>168,537</b>	<b>154,020</b>	<b>52,998</b>

10 Development Control Graphs

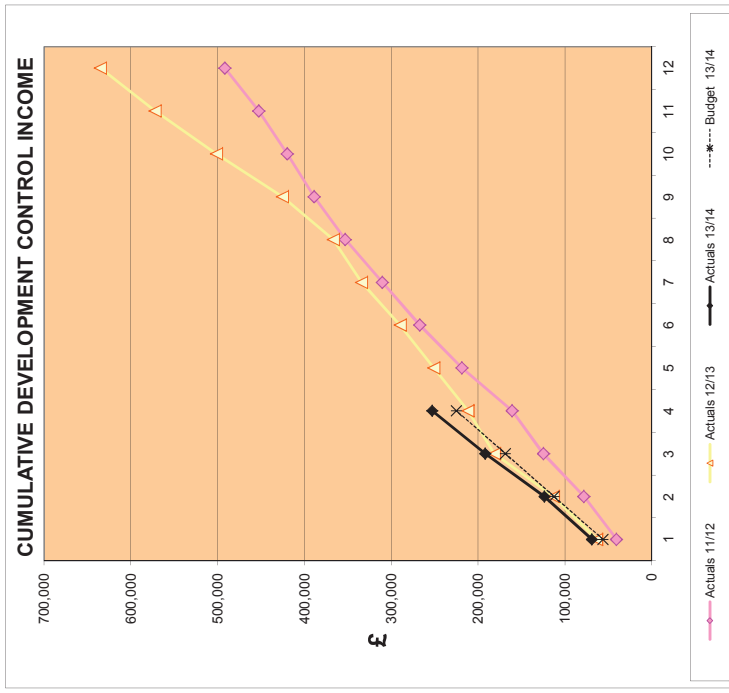
DEVELOPMENT CONTROL (DVDEVCT)

	Actuals 11/12	Actuals 12/13	Actuals 13/14	Increase / decrease from 12/13 to 13/14	Budget 13/14	Variance (Actuals-Budget)	Manager's Forecast
1 APR	40,515	63,378	69,061	5,682	56,245	12,816	
2 MAY	37,722	49,955	54,683	4,728	56,245	-1,562	
3 JUN	46,543	67,875	68,069	194	56,245	11,824	
4 JUL	35,903	30,448	61,049	30,601	56,245	4,804	
5 AUG	57,980	39,527		-39,527	56,245	-56,245	
6 SEP	48,611	38,837		-38,837	56,245	-56,245	
7 OCT	43,214	44,434		-44,434	56,245	-56,245	
8 NOV	42,649	32,532		-32,532	56,245	-56,245	
9 DEC	35,907	58,588		-58,588	56,245	-56,245	
10 JAN	30,824	76,016		-76,016	56,245	-56,245	
11 FEB	32,829	70,715		-70,715	56,245	-56,245	
12 MAR	39,201	62,921		-62,921	56,277	-56,277	
	<b>491,898</b>	<b>635,226</b>	<b>252,862</b>	<b>-382,365</b>	<b>674,972</b>	<b>-422,110</b>	<b>674,972</b>



DEVELOPMENT CONTROL (CUMULATIVE)

	Actuals 11/12	Actuals 12/13	Actuals 13/14	Cumulative Increase / decrease from 12/13 to 13/14	Budget 13/14	Variance (Column E-G)	Manager's Forecast
APR	40,515	63,378	69,061	5,682	56,245	12,816	
MAY	78,237	113,333	123,743	10,410	112,490	11,253	
JUNE	124,780	181,209	191,813	10,604	168,735	23,078	
JUL	160,683	211,657	252,862	41,205	224,980	27,882	
AUG	218,663	251,184		-251,184		0	
SEP	267,274	290,020		-290,020		0	
OCT	310,488	334,454		-334,454		0	
NOV	353,137	366,986		-366,986		0	
DEC	389,044	425,574		-425,574		0	
JAN	419,868	501,590		-501,590		0	
FEB	452,697	572,305		-572,305		0	
MAR	491,898	635,226		-635,226		0	674,972



JULY 2013

DVDEVCT

	Actual	Budget
Planning Application Fees	3009	(Monthly) 54,322
Other	9999	-
Pre-application Fees	94301	16,628
Monitoring Fees	94302	1,350
	<b>252,862</b>	<b>224,980</b>

CUMULATIVE BREAKDOWN

	Actual (Cumulative)	Budget
	231,318	198,920
	19,294	16,628
	2,250	9,432
	<b>252,862</b>	<b>224,980</b>

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**FINANCIAL PERFORMANCE INDICATORS 2013/14 – TO THE END OF JULY 2013**

**Finance and Resources Advisory Committee – 29 August 2013**

Report of                      Group Manager Financial Services

Status:                        For consideration

Key Decision:                No

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**This report supports the Key Aim of** Effective Management of Council Resources

**Portfolio Holder**        Cllr. Ramsey

**Contact Officer(s)**      Helen Martin Ext. 7483

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**Recommendation to Finance and Resources Advisory Committee:** That the report be noted.

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**Introduction and Background**

1. This report presents figures on seven internally set performance indicators covering activities that support information provided in the regular financial monitoring statements.
2. Information is provided on targets for the financial year, and figures for the previous year are given for comparison.
3. Use of these indicators assists management in highlighting areas where performance has an impact on financial outturn for the authority.

**Key Implications**

Financial

There are no financial implications arising from this report.

Legal Implications and Risk Assessment Statement.

Under section 151 of the Local Government Act 1972, the Section 151 officer has statutory duties in relation to the financial administration and stewardship of the authority.

## Agenda Item 9

### Equality Impacts

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
a. Does the decision being made or recommended through this paper have potential to disadvantage or discriminate against different groups in the community?	No	The recommendation is concerned with sound control of the Councils finances and does not directly impact on services provided to the community
b. Does the decision being made or recommended through this paper have the potential to promote equality of opportunity?	No	
c. What steps can be taken to mitigate, reduce, avoid or minimise the impacts identified above?		No mitigating steps are required

### **Appendices**

Appendix – Performance Indicators – July 2013

### **Adrian Rowbotham**

### **Group Manager Financial Services**

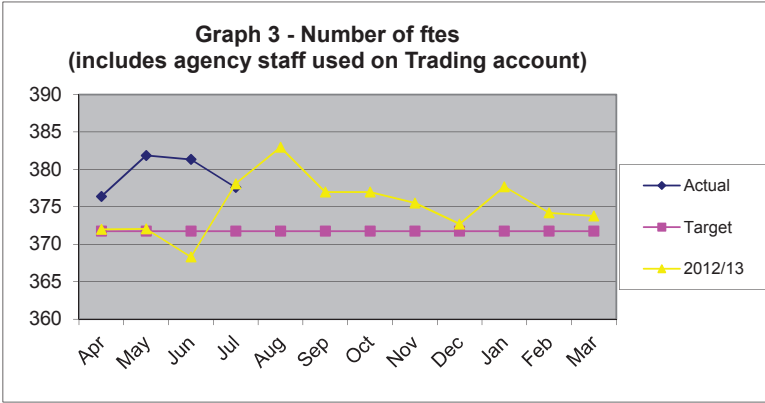
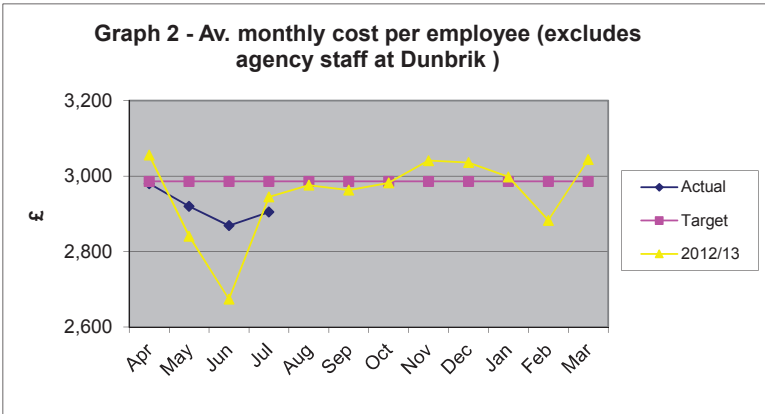
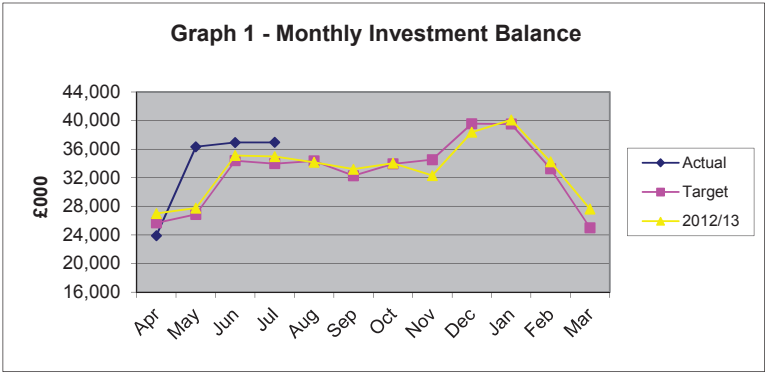


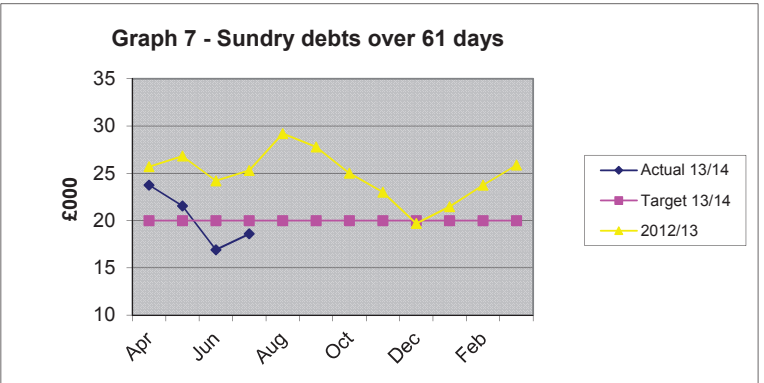
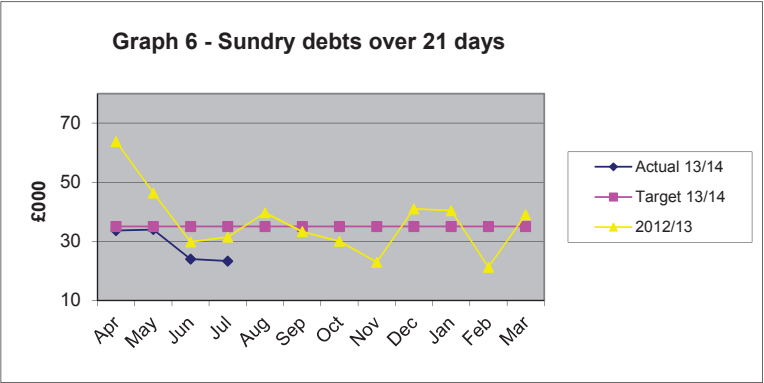
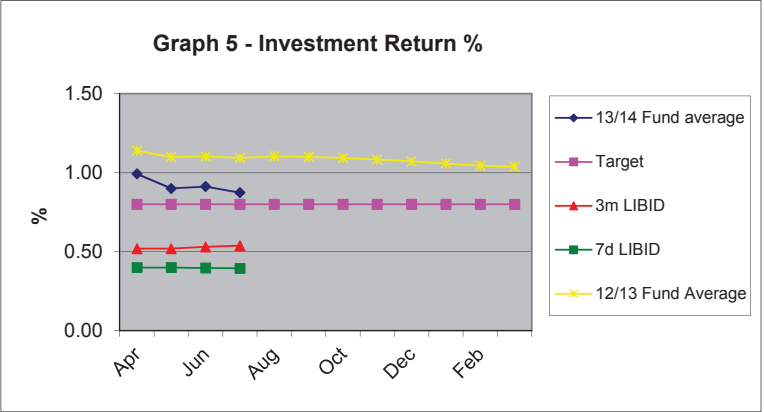
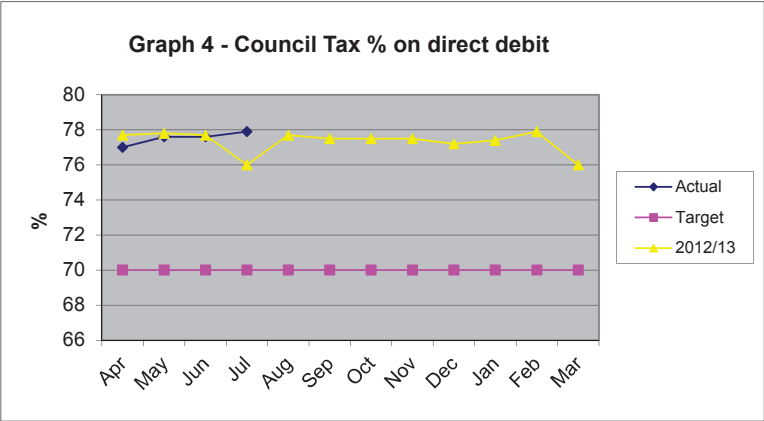
**Finance & Resources Advisory Committee Finance Indicators 2013/14  
as at end July 2013**

Description	target	actual	Variance	notes	graph
Monthly investment balance £000	26,859	36,953	10,094	37.6%	1
				Total investments at month end. From April 2013, precepts are paid in 12 instalments of roughly £5m. (Previous years we paid in 10 instalments - not June or December). The target figures have been updated to reflect the Balance Sheet position as at 31/03/13.	
Average monthly cost per employee (non cumulative) £	2,928	2,905	-23	-0.8%	2
				Target is annual pay budget divided by budget ftes, figures include agency and casual staff. Actuals excludes costs and fte of Agency staff at Dunbrik.	
Number of ftes	373.2	377.6	4.4	1.2%	3
				Target is budgeted ftes.	
Council Tax % collected for 2013/14	40.0	39.3	-0.7	-1.8%	-
				LPIFS 19. Monthly cumulative figures	
NNDR % collected for 2013/14	40.0	41.0	1.0	2.5%	-
				LPIFS 20. Monthly cumulative figures.	
Council Tax payers % on direct debit	70.0	77.6	7.6	10.9%	4
				LPIFS8 - % on direct debit	
Investment return %	0.80	0.87	0.07	9.2%	5
3 month LIBID		0.54			
7 day LIBID		0.40			
				Cumulative return on investments. Target is budget assumption	
Sundry debtors: debts over 21 days £000	35	23,398	-12	-33.1%	6
				21 days is taken as the base as the first reminder is issued after 3 wks.	
Sundry debtors: debts over 61 days £000	20	18,622	-1	-6.9%	7
				61 days is when the third reminder is issued (debts exclude items on 'indefinite hold', e.g. debtors in administration)	

# Agenda Item 9

Finance & Resources Advisory Committee Finance Indicators 2013/14  
as at end July 2013





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**PROCUREMENT STRATEGY UPDATE**

**Finance and Resources Advisory Committee – 29 August 2013**

Report of                      Head of Environmental & Operational Services

Status:                        For Consideration

Key Decision:                No

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**This report supports the Council Promise to provide value for money**

**Portfolio Holder**        Cllr. Ramsay

**Contact Officer(s)**     Richard Wilson (Ext. 7262)  
Lee Banks (Ext. 7161)

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**Recommendation to Finance and Resources Advisory Committee:**

To recommend to Cabinet the adoption of the updated Procurement Strategy

---

**Reason for recommendation:** To ensure that the Council has in place an appropriate strategy that guides all procurement activity across the council.

---

**Introduction and Background**

- 1     The Council's current Procurement Strategy was adopted by Cabinet in September 2010. Since this time the Council's Officer Procurement Group has kept the Strategy under review to ensure it continues to comply with relevant legislation and best practice in procurement as well as supporting the Council in meeting its priorities.
  
- 2     With the Council adopting its new vision and promises and the introduction of The Public Services (Social Value) Act it is evident that the current Procurement Strategy requires updating to ensure it continues to provide an appropriate framework for all procurement activity across the council.

**Updates to the Procurement Strategy**

- 3     The Procurement Strategy as adopted in 2010 continues to provide a robust framework for procurement activity across the council by ensuring key principles are considered in the award of any contract for goods or services.
  
- 4     It is a requirement of the Strategy that any amendments required to it are reported to Members for their consideration and approval. In summary the Procurement Strategy at Appendix A includes the following updates:

## Agenda Item 10

- Revised Council Vision & Promises section (page 1 of the Strategy) to reflect those adopted by Council;
  - Addition of a Social Value principle (page 2 of the Strategy) to reflect new requirements placed up on the Council through The Public Services (Social Value) Act; and
  - The introduction of an Effective Practice & Decision Making section (page 3 of the Strategy) to improve the clarity of the Strategy. All of the content in this new section was previously included as 'Procurement Principles'.
- 5 Minor amendments have been made to more accurately reflect the role of the Council's Officer Procurement Group and the design and layout of the Strategy has been updated to align with other policy and strategy documents and to improve the readability of the document.

### **Other Options Considered and/or Rejected**

- 6 No further options have been considered by Officers. The update to the Strategy is imperative to support best practice procurement across the council. Members may wish to recommend any other areas that the Strategy should consider to further improve the Council's approach to procurement.

### **Key Implications**

#### Financial

- 7 The Procurement Strategy is designed to support the delivery of best value in all decision making in the purchase of goods and services. Adoption of the updated Procurement Strategy will continue to promote effective use of council resources and value for money.

#### Legal Implications and Risk Assessment Statement

- 8 Failure to follow appropriate procurement guidance and legislation has the potential to create significant complications for a local authority. The Strategy promotes best practice and Officers are clear on the requirements to adhere to financial and contract procedure rules, and to take the professional advice of the Council's legal service to ensure guidance and legislation is followed in all procurement activity.
- 9 The Council's Officer Procurement Group plays a key role in minimising risk to the Council and regular Internal Audit reviews provide assurance that appropriate practices are being followed and recommendations for improvement will be made where this is not the case.

Equality Impacts

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
a. Does the decision being made or recommended through this paper have potential to disadvantage or discriminate against different groups in the community?	No	A core principle within the Council's Procurement Strategy is consideration of Equality and Diversity and the positive benefits that can be brought to the council and the community through procurement activity.  An impact assessment will be completed to support the Cabinet in making their decision on the strategy in accordance with Council policy.
b. Does the decision being made or recommended through this paper have the potential to promote equality of opportunity?	Yes	
c. What steps can be taken to mitigate, reduce, avoid or minimise the impacts identified above?		None.

**Conclusions**

Updates to the council's Procurement Strategy have been recommended to Members to ensure that the framework that guides the decision making on all purchases of goods and services is in accordance with relevant legislation and best practice in procurement as well as supporting the Council in meeting its priorities.

Subject to the consideration of the Finance and Resources Advisory Committee it is recommended that the updated Strategy put forward is recommended for adoption by Cabinet.

**Appendices**

Appendix – Procurement Strategy

**Background Papers:**

Council Vision and Promises

<http://cds.sevenoaks.gov.uk/documents/s4900/Item%205b%20The%20Developing%20Vision.pdf>  
<http://cds.sevenoaks.gov.uk/documents/s4900/Item%205b%20The%20Developing%20Vision.pdf>

The Public Services (Social Value) Act

<http://www.legislation.gov.uk/ukpga/2012/3/contents>

**Mr Richard Wilson**

**Head of Environmental & Operational Services**

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# Sevenoaks District Council

# Procurement Strategy



### Procurement Strategy

This strategy sets out a clear framework for procurement at Sevenoaks District Council. It reflects the Council Vision and Promises and aligns with the financial and contract procedure rules set out in the Council's Constitution.

The Strategy is reviewed annually by the Council's Officer Procurement Group and updated as necessary to reflect developments in best practice procurement. Where updates are required the Procurement Strategy is reported to Members for approval.

**We are always interested in ways to improve our approach to the Procurement and welcome your suggestions.**

#### **Contact us**

Policy & Performance  
Sevenoaks District Council  
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Kent TN13 1HG

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policy@sevenoaks.gov.uk

#### Publication details

#### **Purpose of the Procurement Strategy**

To ensure that the Council adopts appropriate principles in the purchase of goods and services, in accordance with legislation and its own contract and financial procedure rules.

#### **Publication date**

August 2013

	Page
<b>1. Background &amp; Introduction</b>	<b>1</b>
■ Introduction	1
■ Council Vision & Promises	1
■ Procurement at Sevenoaks District Council	1
<b>2. Procurement Principles</b>	<b>2</b>
■ Best Value	2
■ Social Value	2
■ Sustainability	2
■ Equality & diversity	2
■ Collaboration & working in partnership	2
■ Supporting Local Business and SME's	2
<b>3. Effective Practice &amp; Decision Making</b>	<b>3</b>
■ Effective practice	3
■ Ethical behaviour	3
■ Decision making	3
■ Continuous Improvement	3
■ Risk Management	4
■ Staffing-related issues	4
<b>4. Additional Information</b>	<b>5</b>
■ Links to plans and strategies	5
■ Guidance for officers	5
■ Guidance for suppliers	5

## 1. Background & Information

### Introduction

Procurement is the process of acquiring goods, works and services from a range of suppliers. The process spans the whole cycle from the identification of needs through to the end of a services contract or the end of the useful life of an asset.

Procurement is broader than just buying or commissioning, it is about securing goods and services that best meet the needs of service users and the local community.

Procurement is a tool that when used effectively helps the Council to achieve its overall objectives. It remains critical to deliver best value in procurement but that does not mean that the key focus should be on price. It is important that procurement decisions are made in line with wider service and Council objectives. For Sevenoaks District Council this means considering environmental, social and community benefits alongside financial cost. Striking this balance is at the heart of best value procurement

### Council Vision & Promises

All procurement activity is undertaken to help the Council achieve its vision and promises. The vision of the District Council can be summarised as:

**“Pride in the District of Sevenoaks by working with the Community as a whole, to sustain and develop a fair, safe and thriving local economy.”**

The Council’s promises are to:

- Provide value for money;
- Work in partnership to keep the District of Sevenoaks safe;

Continue to collect rubbish efficiently and effectively;

- Protect the Green Belt; and
- Support and develop the local economy.

The principal aim of this Procurement Strategy is to set a clear framework for best value procurement that enables the Council to achieve these promises and deliver its vision for the District.

### Procurement at Sevenoaks District Council

Procurement is a key function that is embedded across all Council services. The Council has an established Officer Procurement Group with the primary objective to embed best practice procurement across the Council and oversee and champion improvement in procurement practices across the Council. Each Officer on the Procurement Group acts as a ‘Procurement Champion’ within their service area to ensure a best practice approach is adopted whenever a procurement exercise is undertaken. ‘Procurement Champions’ are supported by independent advice from the Council’s Legal Service.

This approach ensures the Council has a pool of procurement experience to draw on to deliver its aim of embedding best practice procurement across the Council.

The production of annual Procurement Plans is a key tool for services. They set out what needs to be procured each year, at what point in time and by which procurement method, i.e. quote, tender or EU procurement. The Procurement Plans form the basis for all procurement activity at Sevenoaks District Council.

## 2. Procurement Principles

### Best Value

The Council seeks to deliver the best value for money in the procurement of all goods and services. This may not always be the lowest price but the procurement option that delivers the best value for money over the whole life of the product or contract.

An assessment of best value will incorporate a number of the principles set out in this strategy.

### Social Value

The Public Services (Social Value) Act 2012 requires the Council to consider, at pre-procurement stage, how what is to be procured may improve social, environmental and economic well being of the District.

The Council will consider how social value could be improved through its procurement and will consult with the community on the design of procurement specifications to enhance social value where it is necessary to do so.

The Social Value Act is applied only to public service contracts and framework agreements to which Parts A and B of Schedule 3 of the Public Contracts Regulations 2006 apply and only those within this that are above EU thresholds in value.

### Sustainability

Sustainability is an important consideration when making procurement decisions. It ensures that the Council considers the environmental impact of its procurement decisions. Environmental impact is assessed at the key stages of procurement to ensure that principles of waste reduction, recycling and use of environmentally acceptable materials are met.

Tools have been developed to assist officers in applying sustainability considerations, primarily through 'Pre-Purchase Questionnaires'.

### Equality and Diversity

All procurement procedures comply with the Council's Equalities Statement and the Disability Discrimination Act.

The Council has regard to appropriate workforce strategies through the procurement process and includes an assessment of a potential suppliers approach to equalities and diversity as part of the tender evaluation criteria.

Tools have been developed to ensure officers apply Equalities criteria to procurement decisions including through 'Impact Assessment' templates.

### Collaboration and Working in Partnership

The Council is committed to collaborating with other local authorities and organisations in the procurement process whenever it is appropriate. At each point a procurement need arises the Council always considers whether working in partnership or collaborating could deliver better outcomes or value for money.

### Supporting Local Business and Small and Medium Enterprises

The Council is committed to supporting local businesses and community organisations, as well as small and medium enterprises (SMEs) to compete for and win contracts, insofar as it is possible within the legal framework.

## 3. Effective Practice & Decision Making

### Effective practice

The Council fulfils its statutory duties meeting both EU Directives and UK statutory requirements, and taking account of case law that emerges. The Council also ensures that it follows the rules set out in its Constitution.

No one individual is permitted to authorise all stages of the procurement process. The authority to release funds from a budget is separated from the authority to certify the purchase, so as to ensure that at least two people are involved in determining that the purchase is legitimate, necessary and that it delivers value for money.

The Council's Officer Procurement Group oversees and champions best practice in procurement and works to ensure effective practice in all procurement. The Group is supported by advice from the Council's Legal Service and periodic Internal Audit reviews provide valuable feedback on the effectiveness of procurement practice.

### Ethical behaviour

The highest standards of professional behaviour are expected from all Councillors and Officers in their dealings with partners and suppliers. The Council must always act with integrity and, where possible, with openness in undertaking procurement.

Any conflicts of interest in the procurement process are documented and managed in line with the Council's Constitution.

The Council must always act fairly with suppliers in all matters, including prompt payment in accordance with agreed terms. There is no favouritism or bias shown towards one supplier over another. Procurement decisions must always be communicated clearly.

### Decision Making

Procurement decisions are based on clear and justifiable evidence. They are transparent and have an audit trail which can be scrutinised.

Criteria are established prior to invitations to tender to enable a balanced assessment to be made which takes into account quality, deliverability and fitness for purpose. Such criteria are shared with potential suppliers.

Procurement decisions are always made on the basis of the whole life evaluation of quotes and tenders.

### Continuous Improvement

Procurement opportunities are always seen as an opportunity to improve. This can be improved outcomes for service users or the local community, better performance levels or reduced cost.

Continuous improvement is also applied to the on going training and development of officers involved in the procurement process and the tools the Council uses to assist in procurement activity. This includes the use of annual procurement plans, flow charts of procurement rules, user friendly guides and best practice advice on the Council Intranet and the use of the South East Business (SEB) portal.

Where contracts run for a number of years the contract is sufficiently flexible to provide for continuous improvement through the period of the contract.

## 3. Effective Practice & Decision Making

(continued)

### Risk Management

The Council ensures that any risk to the authority or the community it serves, is properly recognised in all its procurement dealings. Risks are identified, evaluated and managed at every stage of the procurement process in accordance with the Council's risk management strategy and framework.

### Staffing-related issues

Employees affected by any procurement process are consulted and those who may transfer as a consequence of a procurement decision will be protected under the Transfer and Undertaking Protection Regulations (TUPE).

The Council is committed to ensuring that contractors are good employers, and will look to ensure that contractors (and their subcontractors) utilise local labour wherever possible, particularly for apprenticeship schemes and similar.

## 4. Additional Information

### Links to plans and strategies

The Council's Procurement Strategy is aligned to the commitments made in a number of other Council plans and strategies. These include the:

- Council's Constitution;
- Financial Procedure Rules;
- Contract Procedure Rules;
- Financial Strategy;
- Human Resources Strategy;
- Equality Statement;
- IT Strategy; and
- Risk Management Strategy.

### Guidance for officers

Further procurement guidance is available on the Council's Intranet. This information includes:

- Procurement Policies;
- 'How to' Procurement Guides; and
- Best practice tools and advice.

### Guidance for suppliers

Further procurement guidance is available to all potential suppliers on the Council's website. This information includes:

- Suppliers Guide;
- Financial Thresholds for contracts and tenders;
- Contract Register (through SEB Portal); and
- Current Contract Opportunities (through SEB Portal).



# Sevenoaks District Council

## Procurement Strategy

If you have any comments about this document or require further copies, please contact:

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Further information about Procurement is available on the Council's website at [www.sevenoaks.gov.uk/procurement](http://www.sevenoaks.gov.uk/procurement)

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**Finance & Resources Advisory Committee Work Plan 2013/14**

<b>29 August 2013</b>	<b>12 November 2013</b>	<b>21 January 2014</b>	<b>June 2014</b>
<p>Annual Treasury Management Report 2012/13</p> <p>Procurement Strategy Update</p> <p>Financial Performance Indicators 2013/14 – to the end of July 2013</p> <p>Financial Results 2013/14 – to the end of July 2013</p>	<p>Treasury Management Statutory Report</p> <p>Review of Service Plans/SCIAs</p> <p>White Oak Leisure Centre</p> <p>Shared Services</p> <p>Financial Performance Indicators 2013/14 – to the end of September 2013</p> <p>Financial Results 2013/14 – to the end of September 2013</p>	<p>Treasury Management Strategy 2014/15</p> <p>White Oak Leisure Centre</p> <p>Financial Performance Indicators 2013/14 – to the end of November 2013</p> <p>Financial Results 2013/14 – to the end of November 2013</p>	<p>Provisional Outturn 2013/14 and Carry Forward Requests</p> <p>Financial Performance Indicators 2013/14 – to the end of March 2014</p> <p>Provisional Outturn 2013/14 and Carry Forward Requests</p>

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