## Net Service Expenditure analysed by Head of Service

|   | Actuals 12/13  | <b>Budget 13/14</b> | Proposed Budget<br>14/15 |
|---|----------------|---------------------|--------------------------|
|   | £'000          | £'000               | £'000                    |
| Communities and Business                                  | 966            | 1,014               | 997                      |
| Planning Services   | 1,261          | 1,405               | 1,300                    |
| Environmental and Operational Services Financial Services | 2,816<br>4,374 | 2,533<br>4,597      | 2,523<br>5,022           |
| Housing   | 4,374<br>728   | 4,597<br>779        | 5,022<br>722             |
| Corporate Support   | 2,842          | 3,102               | 3,208                    |
| Legal and Governance                                      | 592            | 630                 | 608                      |
|   |                |                     | -                        |
| Total Service Expenditure                                 | 13,579         | 14,060              | 14,380                   |
| Direct Services   |                | -64                 | -64                      |
|   |                | 13,996              | 14,316                   |
| Items outside General Fund                                |                | -196                | -180                     |
|   | =              | 13,800              | 14,136                   |
| Analysis of budget changes between 13/14 and 14           | /15            |                     |                          |
| Base Budget 2013/14                                       |                |                     | 13,800                   |
| Inflation   |                |                     | 488                      |
| Planned Savings agreed previous years                     |                |                     | -99                      |
| SCIAS 2014/15<br>Growth                                   |                |                     | 327                      |
| Savings   |                |                     | -380                     |
|   |                |                     |                          |
| Proposed Budget 2014/15                                   |                | :                   | 14,136                   |

|   | Actuals 12/13<br>£'000 | Budget 13/14<br>£'000 | Proposed Budget<br>14/15<br>£'000 |
|---|------------------------|-----------------------|-----------------------------------|
| Pay Costs                                   | 9,088                  | 9,744                 | 10,095                            |
| Pay Costs Externally Funded                 | 40                     | 0                     | 0                                 |
| Premises and Grounds                        | 1,815                  | 1,616                 | 1,639                             |
| Transport                                   | 52                     | 62                    | 62                                |
| Supplies & Services                         | 2,060                  | 2,218                 | 2,235                             |
| Supplies & Services IT                      | 623                    | 726                   | 700                               |
| Agency & Contracted                         | 3,951                  | 3,813                 | 4,147                             |
| Agency & Contracted - Partnerships          | 3,405                  | 2,624                 | 2,622                             |
| Agency & Contracted - Direct Services       | 3,442                  | 3,630                 | 3,690                             |
| Transfer Payments - Benefits                | 34,039                 | 26,140                | 27,590                            |
| Transfer Payments - Other                   | 117                    | 45                    | 37                                |
| Staff Costs - Other Chief Officers          | 678                    | 672                   | 456                               |
| Support Services                            | 117                    | 50                    | 50                                |
| Funds drawn to/from Reserves                | 480                    | 5                     | -133                              |
| Capital Charges                             | 0                      | 0                     | 0                                 |
| Income - Other                              | -37,066                | -28,603               | -29,918                           |
| Income - Fees and Charges                   | -5,662                 | -5,550                | -5,786                            |
| Recharges                                   | -302                   | -322                  | -298                              |
| Recharges - Partnerships                    | -3,298                 | -2,810                | -2,808                            |
| not budget lines                            | 0                      | 0                     | 0                                 |
| Service expenditure before re-allocation of |                        |                       |                                   |
| Support Services and Capital charges        | 13,579                 | 14,060                | 14,380                            |
| Direct Services (net)                       |                        | -64                   | -64                               |
| Items outside General Fund                  |                        | -196                  | -180                              |
|   | _                      | 13,800                | 14,136                            |

## Net Service Expenditure analysed by Chief Officer

| Communities and Business         \$\frac{1}{2}\$ project         0         0         0           Arts Development         0         0         0           All Weather Pitch         -2         -2         -2           Big Community Fund         0         0         0           Broadband         0         0         0         0           Community Activity         -0         0         0         0           Community Development Service Provisions         -11         -2         -5           The Community Plan         59         70         45           Economic Development         41         44         46           Grants to Organisations         178         183         181           Health Improvements         42         45         45           Leisure Contract         259         281         295           Leisure Development         20         20         20           Local Strategic Partnership         0         0         0           Partnership - Child         0         0         0           Partnership - Home Office         -0         0         0           Administrative Expenses - Communities & Business         9   | Net Service Expenditure analysed by Ciner Officer | Actuals <b>12/13</b> | Budget<br>13/14 | Proposed<br>Budget 14/15 |
|---|---|----------------------|-----------------|--------------------------|
| 8 to 12 project       0       0       0         Arts Development       0       0       0         All Weather Pitch       -2       -2       -2         Big Community Fund       0       0       0         Broadband       0       0       0         Community Activity       -0       0       0         Community Safety       205       209       179         Community Development Service Provisions       -11       -2       -5         The Community Plan       59       70       45         Economic Development       41       44       69         Grants to Organisations       178       183       181         Health Improvements       42       45       45         Leisure Contract       259       281       295         Leisure Development       20       20       20         Local Strategic Partnership       0       0       0         Partnership - Child       0       0       0         Leisure Development       20       20       20         Leisure Contract       259       281       295         Leisure Contract       259       281       29 <th></th> <th>£'000</th> <th>£'000</th> <th>£'000</th>  |   | £'000                | £'000           | £'000                    |
| Arts Development       0       0       0         All Weather Pitch       -2       -2       -2         Big Community Fund       0       0       0         Broadband       0       0       0         Community Activity       0       0       0         Community Safety       205       209       179         Community Development Service Provisions       -11       -2       -5         The Community Plan       59       70       45         Economic Development       41       44       69         Grants to Organisations       178       183       181         Health Improvements       42       45       45         Leisure Contract       259       281       295         Leisure Development       20       20       20         Leisure Development       20       20   | Communities and Business                          |                      |                 |                          |
| All Weather Pitch         -2         -2         -2           Big Community Fund         0         0         0           Broadband         0         0         0           Community Activity         -0         0         0           Community Safety         205         209         179           Community Development Service Provisions         -11         -2         -5           The Community Plan         59         70         45           Economic Development         41         44         69           Grants to Organisations         178         183         181           Health Improvements         42         45         45           Leisure Contract         259         281         295           Leisure Development         20         20         20           Leisure Development         0         0         0           Leisure Development         0  | 8 to 12 project                                   | 0                    | 0               | 0                        |
| Big Community Fund         0         0         0           Broadband         0         0         0           Community Activity         -0         0         0           Community Safety         205         209         179           Community Development Service Provisions         -11         -2         -5           The Community Plan         59         70         45           Economic Development         41         44         69           Grants to Organisations         178         183         181           Health Improvements         42         45         45           Leisure Contract         259         281         295           Leisure Development         20         20         20           Leisure Development         20         20         20           Leisure Development         20         20         20           Leisure Development         20         0         0           Development         20         20         20           Leisure Development         20         20         20           Leisure Development         0         0         0           Leisure Development         0 <td< td=""><td>Arts Development</td><td>0</td><td>0</td><td>0</td></td<> | Arts Development                                  | 0                    | 0               | 0                        |
| Broadband         0         0         80           Community Activity         -0         0         0           Community Safety         205         209         179           Community Development Service Provisions         -11         -2         -5           The Community Plan         59         70         45           Economic Development         41         44         69           Grants to Organisations         178         183         181           Health Improvements         42         45         45           Leisure Contract         259         281         295           Leisure Development         20         20         20           Leisure Development         20         0         0           Partnership - Child         0<   | All Weather Pitch                                 | -2                   | -2              | -2                       |
| Community Activity         -0         0         0           Community Safety         205         209         179           Community Development Service Provisions         -11         -2         -5           The Community Plan         59         70         45           Economic Development         41         44         69           Grants to Organisations         178         183         181           Health Improvements         42         45         45           Leisure Contract         259         281         295           Leisure Development         20         20         20           Local Strategic Partnership         0         0         0           Partnership - Child         0         0         0           Partnership - Home Office         -0         0         0           Administrative Expenses - Communities & Business         9         14         14           STAG Community Arts Centre         100         75         0           Sustainability         4         0         0           Tourism         24         28         29           Choosing Health WK PCT         -0         0         0           Fal  | Big Community Fund                                | 0                    | 0               | 0                        |
| Community Safety         205         209         179           Community Development Service Provisions         -11         -2         -5           The Community Plan         59         70         45           Economic Development         41         44         69           Grants to Organisations         178         183         181           Health Improvements         42         45         45           Leisure Contract         259         281         295           Leisure Development         20         20         20           Local Strategic Partnership         0         0         0           Partnership - Child         0         0         0           Partnership - Home Office         -0         0         0           Administrative Expenses - Communities & Business         9         14         14           STAG Community Arts Centre         100         75         0           Sustainability         4         0         0           Tourism         24         28         29           Choosing Health WK PCT         -0         0         0           Falls Prevention         0         0         0           New As  | Broadband   | 0                    | 0               | 80                       |
| Community Development Service Provisions         -11         -2         -5           The Community Plan         59         70         45           Economic Development         41         44         69           Grants to Organisations         178         183         181           Health Improvements         42         45         45           Leisure Contract         259         281         295           Leisure Development         20         20         20           Leisure Development         20         20         20         20           Leisure Development         20         20         20         20         20           Leisure Development         20         0         0         0         0         0         0         0         0         0         0         0         0         0         0  | Community Activity                                | -0                   | 0               | 0                        |
| The Community Plan         59         70         45           Economic Development         41         44         69           Grants to Organisations         178         183         181           Health Improvements         42         45         45           Leisure Contract         259         281         295           Leisure Development         20         20         20           Local Strategic Partnership         0         0         0           Partnership - Child         0         0         0           Partnership - Home Office         -0         0         0           Administrative Expenses - Communities & Business         9         14         14           STAG Community Arts Centre         100         75         0           Sustainability         4         0         0           Tourism         24         28         29           Choosing Health WK PCT         -0         0         0           Falls Prevention         0         0         0           PCT Health Checks         0         0         0           New Ash Green         0         0         0           PCT Initiatives         0   | Community Safety                                  | 205                  | 209             | 179                      |
| Economic Development         41         44         69           Grants to Organisations         178         183         181           Health Improvements         42         45         45           Leisure Contract         259         281         295           Leisure Development         20         20         20           Leisure Development         20         20         20         20           Leisure Development         20         <  | Community Development Service Provisions          | -11                  | -2              | -5                       |
| Grants to Organisations       178       183       181         Health Improvements       42       45       45         Leisure Contract       259       281       295         Leisure Development       20       20       20         Local Strategic Partnership       0       0       0       0         Partnership - Child       0       0       0       0       0         Partnership - Home Office       -0       0       0       0       0         Administrative Expenses - Communities & Business       9       14       14       14         STAG Community Arts Centre       100       75       0       0         Sustainability       4       0       0       0         Tourism       24       28       29         Choosing Health WK PCT       -0       0       0       0         Falls Prevention       0       0       0       0         PCT Health Checks       0       0       0       0         New Ash Green       0       0       0       0         PCT Initiatives       0       0       0       0         Toubled Families Project       0       0   | The Community Plan                                | 59                   | 70              | 45                       |
| Health Improvements       42       45       45         Leisure Contract       259       281       295         Leisure Development       20       20       20         Local Strategic Partnership       0       0       0         Partnership - Child       0       0       0         Partnership - Home Office       -0       0       0         Administrative Expenses - Communities & Business       9       14       14         STAG Community Arts Centre       100       75       0         Sustainability       4       0       0         Tourism       24       28       29         Choosing Health WK PCT       -0       0       0         Falls Prevention       0       0       0         PCT Health Checks       0       0       0         New Ash Green       0       0       0         PCT Initiatives       0       0       0         Troubled Families Project       0       0       0         West Kent Partnership Business Support       0       0       0         West Kent Partnership Business Support       0       0       0         West Kent Partnership Resident  | Economic Development                              | 41                   | 44              | 69                       |
| Leisure Contract         259         281         295           Leisure Development         20         20         20           Local Strategic Partnership         0         0         0           Partnership - Child         0         0         0           Partnership - Home Office         -0         0         0           Administrative Expenses - Communities & Business         9         14         14           STAG Community Arts Centre         100         75         0           Sustainability         4         0         0           Tourism         24         28         29           Choosing Health WK PCT         -0         0         0           Falls Prevention         0         0         0           PCT Health Checks         0         0         0           New Ash Green         0         0         0           PCT Initiatives         0         0         0           Troubled Families Project         0         0         0           West Kent Partnership         0         0         0           West Kent Partnership Business Support         0         0         0           Youth         39  | Grants to Organisations                           | 178                  | 183             | 181                      |
| Leisure Development         20         20         20           Local Strategic Partnership         0         0         0           Partnership - Child         0         0         0           Partnership - Home Office         -0         0         0           Administrative Expenses - Communities & Business         9         14         14           STAG Community Arts Centre         100         75         0           Sustainability         4         0         0           Tourism         24         28         29           Choosing Health WK PCT         -0         0         0           Falls Prevention         0         0         0           PCT Health Checks         0         0         0           New Ash Green         0         0         0           PCT Initiatives         0         0         0           Troubled Families Project         0         0         0           West Kent Partnership         0         0         0           West Kent Partnership Business Support         0         0         0           Youth         39         49         48   | Health Improvements                               | 42                   | 45              | 45                       |
| Local Strategic Partnership         0         0         0           Partnership - Child         0         0         0           Partnership - Home Office         -0         0         0           Administrative Expenses - Communities & Business         9         14         14           STAG Community Arts Centre         100         75         0           Sustainability         4         0         0           Tourism         24         28         29           Choosing Health WK PCT         -0         0         0           Falls Prevention         0         0         0           PCT Health Checks         0         0         0           New Ash Green         0         0         0           PCT Initiatives         0         0         0           Troubled Families Project         0         0         0           West Kent Partnership         0         0         0           West Kent Partnership Business Support         0         0         0           Youth         39         49         48  | Leisure Contract                                  | 259                  | 281             | 295                      |
| Partnership - Child       0       0       0         Partnership - Home Office       -0       0       0         Administrative Expenses - Communities & Business       9       14       14         STAG Community Arts Centre       100       75       0         Sustainability       4       0       0         Tourism       24       28       29         Choosing Health WK PCT       -0       0       0         Falls Prevention       0       0       0         PCT Health Checks       0       0       0         New Ash Green       0       0       0         PCT Initiatives       0       0       0         Troubled Families Project       0       0       0         West Kent Partnership       0       0       0         West Kent Partnership Business Support       0       0       0         Youth       39       49       48  | Leisure Development                               | 20                   | 20              | 20                       |
| Partnership - Home Office         -0         0         0           Administrative Expenses - Communities & Business         9         14         14           STAG Community Arts Centre         100         75         0           Sustainability         4         0         0           Tourism         24         28         29           Choosing Health WK PCT         -0         0         0           Falls Prevention         0         0         0           PCT Health Checks         0         0         0           New Ash Green         0         0         0           PCT Initiatives         0         0         0           Troubled Families Project         0         0         0           West Kent Partnership         0         0         0           West Kent Partnership Business Support         0         0         0           Youth         39         49         48  | Local Strategic Partnership                       | 0                    | 0               | 0                        |
| Administrative Expenses - Communities & Business       9       14       14         STAG Community Arts Centre       100       75       0         Sustainability       4       0       0         Tourism       24       28       29         Choosing Health WK PCT       -0       0       0         Falls Prevention       0       0       0         PCT Health Checks       0       0       0         New Ash Green       0       0       0         PCT Initiatives       0       0       0         Troubled Families Project       0       0       0         West Kent Partnership       0       0       0         West Kent Partnership Business Support       0       0       0         Youth       39       49       48   | Partnership - Child                               | 0                    | 0               | 0                        |
| STAG Community Arts Centre       100       75       0         Sustainability       4       0       0         Tourism       24       28       29         Choosing Health WK PCT       -0       0       0         Falls Prevention       0       0       0         PCT Health Checks       0       0       0         New Ash Green       0       0       0         PCT Initiatives       0       0       0         Troubled Families Project       0       0       0         West Kent Partnership       0       0       0         West Kent Partnership Business Support       0       0       0         Youth       39       49       48  | Partnership - Home Office                         | -0                   | 0               | 0                        |
| Sustainability       4       0       0         Tourism       24       28       29         Choosing Health WK PCT       -0       0       0         Falls Prevention       0       0       0         PCT Health Checks       0       0       0         New Ash Green       0       0       0         PCT Initiatives       0       0       0         Troubled Families Project       0       0       0         West Kent Partnership       0       0       0         West Kent Partnership Business Support       0       0       0         Youth       39       49       48  | Administrative Expenses - Communities & Business  | 9                    | 14              | 14                       |
| Tourism       24       28       29         Choosing Health WK PCT       -0       0       0         Falls Prevention       0       0       0         PCT Health Checks       0       0       0         New Ash Green       0       0       0         PCT Initiatives       0       0       0         Troubled Families Project       0       0       0         West Kent Partnership       0       0       0         West Kent Partnership Business Support       0       0       0         Youth       39       49       48   | STAG Community Arts Centre                        | 100                  | 75              | 0                        |
| Choosing Health WK PCT       -0       0       0         Falls Prevention       0       0       0         PCT Health Checks       0       0       0         New Ash Green       0       0       0         PCT Initiatives       0       0       0         Troubled Families Project       0       0       0         West Kent Partnership       0       0       0         West Kent Partnership Business Support       0       0       0         Youth       39       49       48  | Sustainability                                    | 4                    | 0               | 0                        |
| Falls Prevention         0         0         0           PCT Health Checks         0         0         0           New Ash Green         0         0         0           PCT Initiatives         0         0         0           Troubled Families Project         0         0         0           West Kent Partnership         0         0         0           West Kent Partnership Business Support         0         0         0           Youth         39         49         48  | Tourism   | 24                   | 28              | 29                       |
| PCT Health Checks       0       0       0         New Ash Green       0       0       0         PCT Initiatives       0       0       0         Troubled Families Project       0       0       0         West Kent Partnership       0       0       0         West Kent Partnership Business Support       0       0       0         Youth       39       49       48   | Choosing Health WK PCT                            | -O                   | 0               | 0                        |
| New Ash Green         0         0         0           PCT Initiatives         0         0         0           Troubled Families Project         0         0         0           West Kent Partnership         0         0         0           West Kent Partnership Business Support         0         0         0           Youth         39         49         48   | Falls Prevention                                  | 0                    | 0               | 0                        |
| PCT Initiatives         0         0         0           Troubled Families Project         0         0         0           West Kent Partnership         0         0         0           West Kent Partnership Business Support         0         0         0           Youth         39         49         48   | PCT Health Checks                                 | 0                    | 0               | 0                        |
| Troubled Families Project         0         0         0           West Kent Partnership         0         0         0           West Kent Partnership Business Support         0         0         0           Youth         39         49         48   | New Ash Green                                     | 0                    | 0               | 0                        |
| West Kent Partnership000West Kent Partnership Business Support000Youth394948  | PCT Initiatives                                   | 0                    | 0               | 0                        |
| West Kent Partnership Business Support000Youth394948  | Troubled Families Project                         | 0                    | 0               | 0                        |
| Youth 39 49 48  | West Kent Partnership                             | 0                    | 0               | 0                        |
|   | West Kent Partnership Business Support            | 0                    | 0               | 0                        |
| Total Service Expenditure         966         1,014         997   | Youth   | 39                   | 49              | 48                       |
|   | Total Service Expenditure                         | 966                  | 1,014           | 997                      |

|   | Actuals<br>12/13<br>£'000 | Budget<br>13/14<br>£'000 | Proposed<br>Budget 14/15<br>£'000 |
|---|---------------------------|--------------------------|-----------------------------------|
| Communities and Business  |                           | 2000                     |                                   |
| Pay Costs   | 439                       | 477                      | 507                               |
| Pay Costs Externally Funded   | 40                        | 0                        | 0                                 |
| Premises and Grounds  | 77                        | 71                       | 73                                |
| Transport   | 4                         | 9                        | 7                                 |
| Supplies & Services   | 142                       | 137                      | 128                               |
| Supplies & Services IT  | 0                         | 0                        | 0                                 |
| Agency & Contracted   | 621                       | 515                      | 537                               |
| Staff Costs - Other Chief Officers  | 25                        | 24                       | -O                                |
| Support Services  | 4                         | 0                        | 0                                 |
| Funds drawn to/from Reserves  | -60                       | 0                        | -20                               |
| Income - Other  | -268                      | -187                     | -187                              |
| Income - Fees and Charges   | -57                       | -33                      | -49                               |
| Recharges   | 0                         | 0                        | 0                                 |
| Service expenditure before re-allocation of Support   |                           |                          |                                   |
| Services and Capital charges  | 966                       | 1,014                    | 997                               |
| Analysis of budget changes between 13/14 and 14/15  Base Budget 2013/14   |                           |                          | 1,014                             |
| Inflation   |                           |                          | 32                                |
| Planned Savings agreed previous years   |                           |                          |                                   |
| SCIA 24 (2010/11) STAG Agreement  |                           |                          | -75                               |
| SCIAS 2014/15 SCIA 1 (2014/15) Admin Costs External Funding SCIA 2 (2014/15) Broadband & Business Development SCIA 7 (2014/15) Efficiency Review SCIA 22 (2014/15) Reduction re West Kent Partnership |                           |                          | 10<br>80<br>-10<br>-6             |
| Other Adjustments between Chief Officers  |                           |                          |                                   |
| SCIA 59 (2011/12) Adjustments following Senior Manage   | ment Review               |                          | -48                               |
| Proposed Budget 2014/15   |                           |                          | 997                               |