

Net Service Expenditure analysed by Head of Service

| | Actuals 14/15 | Budget 15/16 | Proposed Budget 16/17 |
|--|------------------|-----------------|-----------------------------|
| Summary | £'000 | £'000 | £'000 |
| Communities and Business | 839 | 1,054 | 1,061 |
| Corporate Support | 3,247 | 3,325 | 3,372 |
| Environmental and Operational Services | 2,633 | 2,514 | 2,660 |
| Financial Services | 4,847 | 4,997 | 4,212 |
| Housing | 725 | 730 | 735 |
| Legal and Governance | 541 | 634 | 668 |
| Planning Services | 1,060 | 1,295 | 1,288 |
| | 13,892 | 14,549 | 13,996 |
| Direct Services | | -64 | -82 |
| Items outside General Fund | | -232 | -225 |
| | | 14,253 | 13,689 |

| | Actuals | Budget | Proposed |
|--|---------|---------|----------|
| | 14/15 | 15/16 | Budget |
| Summary | £'000 | £'000 | £'000 |
| Pay Costs | 9,761 | 10,887 | 11,156 |
| Premises and Grounds | 1,866 | 1,557 | 1,589 |
| Transport | 64 | 64 | 65 |
| Supplies & Services | 2,301 | 2,185 | 2,217 |
| Supplies & Services IT | 1,093 | 832 | 850 |
| Agency & Contracted | 4,513 | 4,221 | 3,272 |
| Agency & Contracted - Partnerships | 3,178 | 2,968 | 3,021 |
| Agency & Contracted - Direct Services | 3,695 | 3,746 | 3,878 |
| Transfer Payments - Benefits | 29,739 | 29,090 | 29,590 |
| Transfer Payments - Other | 47 | 27 | 38 |
| Support Services | 126 | 50 | 51 |
| Funds drawn to/from Reserves | 509 | -205 | -154 |
| Income - Other | -33,054 | -31,442 | -31,852 |
| Income - Fees and Charges | -6,859 | -5,991 | -6,226 |
| Recharges | -250 | -281 | -281 |
| Recharges - Partnerships | -2,835 | -3,159 | -3,217 |
| | | | |
| Service expenditure before re-allocation of Support Services and Capital charges | 13,892 | 14,549 | 13,996 |
| | | | |
| Direct Services (net) | | -64 | -82 |
| Items outside General Fund | | -232 | -225 |
| | | 14,253 | 13,689 |

Analysis of budget changes between 15/16 and 16/17

| | | |
|-----------------------------------|--|---------------|
| Base Budget 2015/16 | | 14,253 |
| Inflation | | 569 |
| Other Items in Financial Plan | | -721 |
| Net Savings agreed previous years | | -13 |
| New Growth | | 88 |
| New savings/income | | -487 |
| Other adjustments | | 0 |
| Proposed Budget 2016/17 | | 13,689 |

Note 1 15/16 includes costs previously shown as Staff Costs - Other Chief Officers

Net Service Expenditure analysed by Chief Officer

| | Actuals | Budget | Proposed |
|--|------------|--------------|--------------|
| | 14/15 | 15/16 | Budget |
| | £'000 | £'000 | 16/17 |
| | | | £'000 |
| Communities and Business | | | |
| Arts Development | 0 | 0 | 0 |
| All Weather Pitch | -2 | -2 | -5 |
| Broadband | 2 | -0 | 0 |
| Business Area Improvement Fund | 0 | 0 | 0 |
| Community Safety | 183 | 173 | 178 |
| Community Development Service Provisions | -5 | -5 | -5 |
| The Community Plan | 46 | 49 | 50 |
| Dunton Green Project | 0 | 0 | 0 |
| Economic Development | 76 | 49 | 51 |
| Economic Development Property | 0 | 242 | 247 |
| Grants to Organisations | 181 | 184 | 185 |
| Health Improvements | 45 | 34 | 35 |
| Healthy Lifestyles (SDC) | 0 | 0 | 0 |
| Leisure Contract | 207 | 227 | 230 |
| Leisure Development | 20 | 20 | 20 |
| Local Strategic Partnership | 0 | 0 | 0 |
| Partnership - Home Office | -0 | 0 | 0 |
| Property Investment Strategy | 0 | 0 | 0 |
| Administrative Expenses - Communities & Business | 7 | 14 | 15 |
| Tourism | 32 | 31 | 32 |
| Choosing Health WK PCT | 0 | 0 | 0 |
| Community Sports Activation Fund | -0 | 0 | 0 |
| Falls Prevention | 0 | 0 | 0 |
| Business Flood Support Scheme | 0 | 0 | 0 |
| Repair & Renew Flood Support Scheme | -0 | 0 | 0 |
| PCT Health Checks | 0 | 0 | 0 |
| New Ash Green | 0 | 0 | 0 |
| PCT Initiatives | -0 | 0 | 0 |
| Sportivate Inclusive Archery Project | 0 | 0 | 0 |
| Troubled Families Project | -0 | 0 | 0 |
| West Kent Partnership | 0 | -0 | 0 |
| West Kent Partnership Business Support | 0 | 0 | 0 |
| Youth | 47 | 38 | 28 |
| Total Service Expenditure | 839 | 1,054 | 1,061 |

Net Service Expenditure analysed by Chief Officer

| | Actuals | Budget | Proposed |
|--|--------------|--------------|--------------|
| | 14/15 | 15/16 | Budget |
| | £'000 | £'000 | 16/17 |
| | | | £'000 |
| Corporate Support | | | |
| Asset Maintenance Argyle Road | 10 | 69 | 70 |
| Asset Maintenance Other Corporate Properties | 47 | 30 | 31 |
| Asset Maintenance Hever Road | 34 | 6 | 36 |
| Asset Maintenance IT | 260 | 263 | 269 |
| Asset Maintenance Leisure | 198 | 167 | 171 |
| Asset Maintenance Support & Salaries | 88 | 92 | 93 |
| Asset Maintenance Sewage Treatment Plants | 39 | 8 | 8 |
| Bus Station | 16 | 15 | 15 |
| Corporate Projects | 85 | 0 | 0 |
| Estates Management - Buildings | -74 | -37 | -21 |
| Housing Premises | -4 | -1 | -0 |
| Administrative Expenses - Corporate Support | 29 | 27 | 24 |
| Administrative Expenses - Human Resources | 14 | 14 | 10 |
| Administrative Expenses - Property | 2 | 4 | 4 |
| Support - Central Offices | 493 | 430 | 426 |
| Support - Contact Centre | 387 | 441 | 449 |
| Support - Central Offices - Facilities | 246 | 247 | 238 |
| Support - General Admin | 241 | 276 | 275 |
| Support - IT | 765 | 906 | 930 |
| Support - Local Offices | 61 | 56 | 57 |
| Support - Nursery | 3 | 0 | 0 |
| Support - Human Resources | 271 | 272 | 249 |
| Support - Property Function | 34 | 39 | 37 |
| Total Service Expenditure | 3,247 | 3,325 | 3,372 |

| | Actuals | Budget | Proposed |
|---|--------------|--------------|--------------|
| | 14/15 | 15/16 | Budget |
| | £'000 | £'000 | 16/17 |
| | | | £'000 |
| Corporate Support | | | |
| Pay Costs | 1,585 | 1,717 | 1,721 |
| Premises and Grounds | 1,139 | 936 | 969 |
| Transport | 4 | 6 | 6 |
| Supplies & Services | 470 | 379 | 373 |
| Supplies & Services IT | 808 | 712 | 727 |
| Agency & Contracted | 148 | 113 | 116 |
| Agency & Contracted - Direct Services | 10 | 10 | 10 |
| Transfer Payments - Other | 3 | 0 | 0 |
| Support Services | 39 | 39 | 40 |
| Funds drawn to/from Reserves | -160 | 0 | 0 |
| Income - Other | -179 | -145 | -145 |
| Income - Fees and Charges | -429 | -304 | -307 |
| Recharges | -60 | -69 | -69 |
| Recharges - Partnerships | -133 | -69 | -69 |
| Service expenditure before re-allocation of Support Services and Capital charges | 3,247 | 3,325 | 3,372 |

Analysis of budget changes between 15/16 and 16/17

| | |
|---|--------------|
| Base Budget 2015/16 | 3,325 |
| Inflation (inc pay increments and terms and conditions SCIA 62; 63 14/15) | 94 |
| Asset maintenance inflation | 9 |
| Planned Savings agreed previous years | |
| SCIA 21 Channel Shift Programme | -20 |
| SCIAs 2016/17 | |
| SCIA 04 Loss of Asset Maintenance Income | 13 |
| SCIA 05 Asset maintenance at Hever Road | 30 |
| SCIA 06 Insurance Premium Tax (part) | 1 |
| SCIA 11 Reduction in Utility cost | -15 |
| SCIA 12 Reductions in maintenance and consumables costs (part) | -15 |
| SCIA 13 Increased Print Income | -10 |
| SCIA 20 Pay costs saving (part) | -40 |
| Other Adjustments between Chief Officers | 0 |
| Proposed Budget 2016/17 | 3,372 |

Net Service Expenditure analysed by Chief Officer

| | Actuals | Budget | Proposed |
|--|--------------|--------------|--------------|
| | 14/15 | 15/16 | Budget |
| | £'000 | £'000 | 16/17 |
| | | | £'000 |
| Environmental and Operational Services | | | |
| Asset Maintenance Car Parks | 20 | 19 | 19 |
| Asset Maintenance CCTV | 15 | 16 | 17 |
| Asset Maintenance Countryside | 5 | 8 | 8 |
| Asset Maintenance Direct Services | 49 | 37 | 37 |
| Asset Maintenance Playgrounds | 1 | 14 | 8 |
| Asset Maintenance Public Toilets | 0 | 14 | 7 |
| Building Control Discretionary Work | 3 | -9 | -9 |
| Building Control Partnership Hub (SDC Costs) | 0 | -0 | 0 |
| Building Control | -113 | -159 | -128 |
| Car Parks | -1,658 | -1,797 | -1,841 |
| Car Parking - On Street | -440 | -442 | -447 |
| CCTV | 260 | 238 | 243 |
| Civil Protection | 26 | 34 | 38 |
| Dangerous Structures | 19 | 10 | 10 |
| Dartford Environmental Hub (SDC Costs) | 0 | -0 | 0 |
| EH Commercial | 257 | 260 | 279 |
| EH Animal Control | 24 | 1 | 1 |
| EH Environmental Protection | 377 | 368 | 366 |
| Emergency | 61 | 64 | 66 |
| Estates Management - Grounds | 125 | 98 | 102 |
| Kent Resource Partnership | 0 | 0 | 0 |
| Land Charges | -116 | -98 | -139 |
| Licensing Partnership Hub (Trading) | 0 | -0 | 0 |
| Licensing Partnership Members | 0 | 0 | 0 |
| Licensing Regime | 10 | -0 | 7 |
| Markets | -183 | -190 | -187 |
| Parks and Recreation Grounds | 118 | 98 | 100 |
| Parks - Rural | 62 | 103 | 109 |
| Building Control Partnership Implementation & Projec | 0 | 0 | 0 |
| Public Transport Support | 0 | 0 | 0 |
| Refuse Collection | 2,359 | 2,415 | 2,502 |
| Administrative Expenses - Building Control | 5 | 9 | 9 |
| Administrative Expenses - Direct Services | 0 | 0 | 0 |
| Administrative Expenses - Health | 11 | 26 | 21 |
| Administrative Expenses - Transport | 10 | 10 | 8 |
| Street Naming | 5 | 15 | 15 |
| Street Cleansing | 1,235 | 1,255 | 1,334 |
| Support - Health and Safety | 14 | 18 | 19 |
| Support - Direct Services | 39 | 54 | 56 |
| Taxis | -26 | -18 | -13 |
| Public Conveniences | 56 | 43 | 45 |
| Air Quality (Ext Funded) | 3 | 0 | 0 |
| Total Service Expenditure | 2,633 | 2,514 | 2,660 |

| | Actuals 14/15 £'000 | Budget 15/16 £'000 | Proposed Budget 16/17 £'000 |
|---|---------------------------|--------------------------|--------------------------------------|
| Environmental and Operational Services | | | |
| Pay Costs | 2,230 | 2,343 | 2,398 |
| Premises and Grounds | 632 | 567 | 568 |
| Transport | 39 | 33 | 34 |
| Supplies & Services | 559 | 558 | 565 |
| Supplies & Services IT | 102 | 0 | 0 |
| Agency & Contracted | 423 | 373 | 417 |
| Agency & Contracted - Partnerships | 978 | 1,018 | 1,050 |
| Agency & Contracted - Direct Services | 3,684 | 3,736 | 3,868 |
| Transfer Payments - Other | 0 | 0 | 0 |
| Support Services | 19 | 11 | 11 |
| Funds drawn to/from Reserves | 0 | 0 | 0 |
| Income - Other | -768 | -623 | -596 |
| Income - Fees and Charges | -4,851 | -4,440 | -4,554 |
| Recharges | 2 | 0 | 0 |
| Recharges - Partnerships | -418 | -1,062 | -1,101 |
| | | | |
| Service expenditure before re-allocation of Support Services and Capital charges | 2,633 | 2,514 | 2,660 |

Analysis of budget changes between 15/16 and 16/17

| | |
|---|--------------|
| Base Budget 2015/16 | 2,513 |
| Inflation (inc pay increments and terms and conditions SCIA 62; 63 14/15) | 131 |
| Planned Savings agreed previous years | 0 |
| SCIAS 2016/17 | |
| SCIA 02 Fly Tipping | 36 |
| SCIA 06 Insurance Premium Tax (part) | 4 |
| SCIA 08 Playgrounds Asset maintenance | -7 |
| SCIA 09 Toilets Asset maintenance | -8 |
| SCIA 12 Reductions in maintenance and consumables costs (part) | -9 |
| Other Adjustments between Chief Officers | 0 |
| | |
| Proposed Budget 2016/17 | 2,660 |

Net Service Expenditure analysed by Chief Officer

| | Actuals | Budget | Proposed |
|---|--------------|--------------|--------------|
| | 14/15 | 15/16 | Budget |
| | £'000 | £'000 | 16/17 |
| | | | £'000 |
| Financial Services | | | |
| Action and Development | 4 | 7 | 7 |
| Benefits Admin | 642 | 794 | 785 |
| Benefits Grants | -659 | -659 | -659 |
| Consultation and Surveys | 0 | 4 | 4 |
| Corporate Management | 863 | 1,092 | 1,119 |
| Corporate Savings | 0 | -163 | -379 |
| Counter Fraud | 0 | 0 | 92 |
| Dartford Partnership Hub (SDC costs) | 0 | 0 | 0 |
| Equalities Legislation | 14 | 18 | 18 |
| External Communications | 174 | 150 | 153 |
| Housing Advances | 1 | 2 | 1 |
| Local Tax | 86 | 120 | 46 |
| Members | 377 | 418 | 427 |
| Misc. Finance | 2,604 | 2,410 | 1,802 |
| Dartford Partnership Implementation & Project Costs | 0 | -30 | 0 |
| Performance Improvement | -20 | 6 | -1 |
| Administrative Expenses - Chief Executive | 10 | 36 | 29 |
| Administrative Expenses - Financial Services | 31 | 35 | 34 |
| Administrative Expenses - Transformation and Strategy | 4 | 6 | 5 |
| Support - Audit Function | 134 | 146 | 176 |
| Support - Exchequer and Procurement | 137 | 135 | 137 |
| Support - Finance Function | 150 | 213 | 149 |
| Support - General Admin | 175 | 145 | 152 |
| Treasury Management | 121 | 112 | 114 |
| Total Service Expenditure | 4,847 | 4,997 | 4,212 |

Net Service Expenditure analysed by Chief Officer

| | Actuals 14/15 | Budget 15/16 | Proposed Budget 16/17 |
|--|------------------|-----------------|-----------------------------|
| | £'000 | £'000 | £'000 |
| Housing | | | |
| Energy Efficiency | 26 | 25 | 43 |
| Gypsy Sites | -19 | -30 | -31 |
| Homeless | 94 | 79 | 92 |
| Disabled Facilities Grant Administration | 1 | 0 | -20 |
| Housing | 437 | 438 | 432 |
| Housing Initiatives | 6 | 13 | 6 |
| Homelessness Prevention | 4 | 0 | 0 |
| Needs and Stock Surveys | 0 | 0 | 0 |
| Housing Energy Retraining Options (HERO) | 0 | 0 | 0 |
| Private Sector Housing | 153 | 178 | 185 |
| Administrative Expenses - Housing | 12 | 18 | 18 |
| Sevenoaks Switch and Save | 2 | 0 | 0 |
| Homelessness Funding | 0 | -0 | 0 |
| Leader Programme | 10 | 10 | 10 |
| Total Service Expenditure | 725 | 730 | 735 |

| | Actuals 14/15 £'000 | Budget 15/16 £'000 | Proposed Budget 16/17 £'000 |
|---|---------------------------|--------------------------|--------------------------------------|
| Housing | | | |
| Pay Costs | 662 | 757 | 785 |
| Premises and Grounds | 37 | 11 | 9 |
| Transport | 0 | 0 | 0 |
| Supplies & Services | 15 | 22 | 22 |
| Supplies & Services IT | 1 | 0 | 0 |
| Agency & Contracted | 208 | 158 | 134 |
| Agency & Contracted - Direct Services | 0 | 0 | 0 |
| Transfer Payments - Other | 31 | 27 | 38 |
| Funds drawn to/from Reserves | 33 | 13 | 10 |
| Income - Other | -211 | -188 | -171 |
| Income - Fees and Charges | -52 | -70 | -92 |
| Recharges | 0 | 0 | 0 |
| | | | |
| Service expenditure before re-allocation of Support Services and Capital charges | 725 | 730 | 735 |
| | | | |
| Analysis of budget changes between 15/16 and 16/17 | | | |
| Base Budget 2015/16 | | | 730 |
| Inflation (inc pay increments and terms and conditions SCIA 62; 63 14/15) | | | 28 |
| Planned Savings agreed previous years | | | |
| SCIA 17 (15/16) Bed and Breakfast - reverse one off saving | | | 10 |
| SCIA 18 (15/16) Private Sector Letting - reverse one-off saving | | | 10 |
| SCIAs 2016/17 | | | |
| SCIA 12 Reductions in maintenance and consumables costs (part) | | | -3 |
| SCIA 16 Housing Register | | | -15 |
| SCIA 17 Disabled Facility Grants - fee income | | | -20 |
| SCIA 18 Private Sector Lettings Reduced Contribution | | | -5 |
| Other Adjustments between Chief Officers | | | 0 |
| | | | |
| Proposed Budget 2016/17 | | | 735 |

Net Service Expenditure analysed by Chief Officer

| | Actuals 14/15 | Budget 15/16 | Proposed Budget 16/17 |
|--|------------------|-----------------|-----------------------------|
| | £'000 | £'000 | £'000 |
| Legal and Governance | | | |
| Civic Expenses | 15 | 15 | 16 |
| Democratic Services | 112 | 139 | 132 |
| Elections | 57 | 73 | 80 |
| Register of Electors | 131 | 139 | 184 |
| Administrative Expenses - Legal and Governance | 63 | 65 | 49 |
| Support - Legal Function | 162 | 202 | 208 |
| | <hr/> | <hr/> | <hr/> |
| Total Service Expenditure | 541 | 634 | 668 |

| | Actuals | Budget | Proposed |
|---|------------|------------|------------|
| | 14/15 | 15/16 | Budget |
| | £'000 | £'000 | 16/17 |
| | | | £'000 |
| Legal and Governance | | | |
| Pay Costs | 457 | 473 | 446 |
| Premises and Grounds | 24 | 25 | 26 |
| Transport | 8 | 11 | 12 |
| Supplies & Services | 209 | 206 | 193 |
| Supplies & Services IT | 19 | 10 | 11 |
| Agency & Contracted | 101 | 155 | 199 |
| Funds drawn to/from Reserves | 18 | -60 | -60 |
| Income - Other | -240 | -148 | -148 |
| Income - Fees and Charges | -56 | -40 | -10 |
| | | | |
| Service expenditure before re-allocation of Support Services and Capital charges | 541 | 634 | 668 |

Analysis of budget changes between 15/16 and 16/17

| | |
|---|------------|
| Base Budget 2015/16 | 634 |
| Inflation (inc pay increments and terms and conditions SCIA 62; 63 14/15) | 38 |
| Planned Savings agreed previous years | 0 |
| SCIAS 2016/17 | |
| SCIA 7 Individual Electoral Registration | 40 |
| SCIA 12 Reductions in maintenance and consumables costs (part) | -17 |
| Other Adjustments between Chief Officers | |
| SCIA 21 15/16 Back Office Savings - reallocated | -27 |
| | |
| Proposed Budget 2016/17 | 668 |

Net Service Expenditure analysed by Chief Officer

| | Actuals 14/15 | Budget 15/16 | Proposed Budget 16/17 |
|--|------------------|-----------------|-----------------------------|
| | £'000 | £'000 | £'000 |
| Planning Services | | | |
| Conservation | 40 | 46 | 48 |
| Planning Policy | 459 | 389 | 457 |
| LDF Expenditure | 53 | 0 | 0 |
| Neighbourhood Plan | 0 | 0 | 0 |
| Planning - Appeals | 180 | 196 | 193 |
| Planning - CIL Administration | 3 | 0 | -50 |
| Planning - Counter | -0 | -0 | 0 |
| Planning - Development Management | 71 | 352 | 324 |
| Planning - Enforcement | 249 | 279 | 282 |
| Fort Halstead | -22 | 0 | 0 |
| Administrative Expenses - Planning Services | 28 | 34 | 35 |
| Administrative Expenses - Policy and Environment | 0 | 0 | 0 |
| Total Service Expenditure | 1,060 | 1,295 | 1,288 |

| | Actuals 14/15 £'000 | Budget 15/16 £'000 | Proposed Budget 16/17 £'000 |
|---|---------------------------|--------------------------|--------------------------------------|
| Planning Services | | | |
| Pay Costs | 1,653 | 1,820 | 1,876 |
| Premises and Grounds | 0 | 1 | 1 |
| Transport | 1 | 0 | 0 |
| Supplies & Services | 89 | 63 | 65 |
| Supplies & Services IT | 21 | 2 | 2 |
| Agency & Contracted | 112 | 84 | 85 |
| Transfer Payments - Other | 12 | 0 | 0 |
| Funds drawn to/from Reserves | 107 | 61 | 76 |
| Income - Other | -5 | 0 | 0 |
| Income - Fees and Charges | -931 | -716 | -797 |
| Recharges | 0 | -20 | -20 |
| | | | |
| Service expenditure before re-allocation of Support Services and Capital charges | 1,060 | 1,295 | 1,288 |

Analysis of budget changes between 15/16 and 16/17

| | |
|---|--------------|
| Base Budget 2015/16 | 1,295 |
| Inflation (inc pay increments and terms and conditions SCIA 62; 63 14/15) | 69 |
| Planned Savings agreed previous years | |
| SCIA 15 (14/15) Use of CIL Funds for Monitoring | -50 |
| SCIAs 2016/17 | |
| SCIA 12 Reductions in maintenance and consumables costs (part) | -6 |
| SCIA 19 Efficiency Review | -20 |
| Other Adjustments between Chief Officers | 0 |
| | |
| Proposed Budget 2016/17 | 1,288 |