

## Net Service Expenditure analysed by Chief Officer

	Actuals 16/17	Budget 17/18	Budget 18/19
Summary	£'000	£'000	£'000
Communities & Business	1,377	1,500	1,532
Corporate Services	2,660	2,845	2,967
Environmental & Operational Services	4,724	4,620	4,811
Financial Services	4,231	4,520	4,481
Planning Services	1,374	1,330	1,284
	14,364	14,815	15,074
Direct Services		(114)	(144)
Items outside General Fund		(231)	(243)
		<b>14,470</b>	<b>14,687</b>

	Actuals 16/17	Budget 17/18	Budget 18/19
Summary	£'000	£'000	£'000
Pay Costs	10,710	11,848	12,339
Premises and Grounds	2,147	1,612	1,685
Transport	72	57	62
Supplies & Services	2,503	2,258	2,264
Supplies & Services IT	796	914	977
Agency & Contracted	4,674	3,540	3,659
Agency & Contracted - Partnerships	2,950	3,074	3,128
Agency & Contracted - Direct Services	3,940	4,031	4,150
Transfer Payments - Benefits	27,357	28,090	28,090
Transfer Payments - Other	115	39	39
Support Services	51	51	52
Funds drawn to/from Reserves	(262)	(310)	(393)
Income - Other	(30,375)	(30,498)	(30,656)
Income - Fees and Charges	(7,638)	(6,338)	(6,678)
Recharges	(255)	(282)	(282)
Recharges - Partnerships	(2,422)	(3,270)	(3,359)
Services and Capital charges	14,364	14,815	15,074
Direct Services (net)		(114)	(144)
Items outside General Fund		(231)	(243)
		<b>14,470</b>	<b>14,687</b>

## Analysis of budget changes between 17/18 and 18/19

Base Budget 2017/18	14,470
Inflation	732
Net Savings agreed previous years	(427)
New Growth	292
New savings/income	(380)
Proposed Budget 2018/19	<b>14,687</b>

## Net Service Expenditure analysed by Chief Officer

	Actuals 16/17 £'000	Budget 17/18 £'000	Budget 18/19 £'000
<b>Communities &amp; Business</b>			
All Weather Pitch	(5)	(5)	(5)
Community Safety	182	183	187
Community Development Service Provisions	(5)	(5)	(6)
The Community Plan	51	53	55
Dunton Green Projects - S106	0	0	0
Economic Development	52	55	57
Economic Development Property	223	269	277
Grants to Organisations	186	183	183
Health Improvements	42	42	44
Homeless	86	152	143
Housing	228	191	214
Housing Initiatives	6	52	53
Homelessness Prevention	0	0	0
Housing Energy Retraining Options (HERO)	0	35	36
Leisure Contract	220	183	175
Leisure Development	20	20	20
Partnership - Home Office	0	0	0
Administrative Expenses - Communities & Business	19	25	26
Administrative Expenses - Housing	10	0	0
Tourism	36	31	31
Choosing Health WK PCT	0	0	0
Community Sports Activation Fund	0	0	0
Homelessness Funding	(10)	0	0
Leader Programme	7	5	5
PCT Initiatives	0	0	0
West Kent Enterprise Advisor Network	0	0	0
West Kent Partnership	0	0	0
Youth	29	31	36
<b>Total Service Expenditure</b>	<b>1,377</b>	<b>1,500</b>	<b>1,532</b>

## Net Service Expenditure analysed by Chief Officer

	Actuals 16/17 £'000	Budget 17/18 £'000	Budget 18/19 £'000
<b>Communities &amp; Business</b>			
Pay Costs	999	1,265	1,399
Premises and Grounds	15	0	0
Transport	16	8	13
Supplies & Services	139	146	163
Supplies & Services IT	5	0	0
Agency & Contracted	729	454	449
Transfer Payments - Other	45	39	39
Funds drawn to/from Reserves	(123)	(76)	(136)
Income - Other	(261)	(159)	(255)
Income - Fees and Charges	(185)	(177)	(141)
Recharges	(2)	0	0
<b>Total Service Expenditure</b>	<b>1,377</b>	<b>1,500</b>	<b>1,532</b>

## Analysis of budget changes between 17/18 and 18/19

<b>Base Budget 2017/18</b>	<b>1,500</b>
Inflation (inc pay increments and terms and conditions SCIA 62; 63 14/15)	41
<b>SCIAs 2018/19</b>	
SCIA 16 Leisure contract: reduced management fee	(10)
Other Adjustments	1
<b>Proposed Budget 2018/19</b>	<b>1,532</b>

## Net Service Expenditure analysed by Chief Officer

	Actuals 16/17 £'000	Budget 17/18 £'000	Budget 18/19 £'000
<b>Corporate Services</b>			
Asset Maintenance IT	270	275	277
Civic Expenses	15	16	16
Corporate Projects	48	93	95
Democratic Services	111	138	143
Elections	82	121	129
Land Charges	(82)	(147)	(99)
Register of Electors	159	253	234
Administrative Expenses - Corporate Services	19	25	25
Administrative Expenses - Legal and Democratic	65	50	51
Administrative Expenses - Human Resources	41	10	5
Street Naming	6	5	5
Support - Contact Centre	413	436	445
Support - General Admin	27	37	33
Support - IT	966	1,002	1,069
Support - Legal Function	201	210	226
Support - Local Offices	55	57	31
Support - Nursery	3	0	0
Support - Human Resources	261	264	282
Website	2	0	0
<b>Total Service Expenditure</b>	<b>2,660</b>	<b>2,845</b>	<b>2,967</b>

## Net Service Expenditure analysed by Chief Officer

	Actuals 16/17 £'000	Budget 17/18 £'000	Budget 18/19 £'000
<b>Corporate Services</b>			
Pay Costs	1,691	2,047	2,115
Premises and Grounds	52	3	3
Transport	7	1	1
Supplies & Services	494	271	249
Supplies & Services IT	630	754	767
Agency & Contracted	509	182	202
Agency & Contracted - Direct Services	11	11	12
Transfer Payments - Other	2	0	0
Funds drawn to/from Reserves	5	(37)	(37)
Income - Other	(228)	0	0
Income - Fees and Charges	(421)	(301)	(259)
Recharges	(34)	(31)	(31)
Recharges - Partnerships	(58)	(54)	(54)
<b>Total Service Expenditure</b>	<b>2,660</b>	<b>2,845</b>	<b>2,967</b>

## Analysis of budget changes between 17/18 and 18/19

<b>Base Budget 2017/18</b>	<b>2,845</b>
Inflation (inc pay increments and terms and conditions SCIA 62; 63 14/15)	88
<b>Planned Savings agreed previous years</b>	
2017/18 SCIA 11 Swanley contract	(25)
2017/18 SCIA 12 Customer Service resource reduction	(25)
<b>SCIAs 2018/19</b>	
SCIA 01 Remote access software	(2)
SCIA 02 Reduction in telephony costs from SIP migration	(12)
SCIA 04 Electoral Registration - reduced postage costs	(2)
SCIA 12 Land Charges: income below budget	50
SCIA 13 IT Developers: funding for two years	51
<b>Other Adjustments</b>	<b>(1)</b>
<b>Proposed Budget 2018/19</b>	<b>2,967</b>

## Net Service Expenditure analysed by Chief Officer

	Actuals 16/17	Budget 17/18	Budget 18/19
Environmental & Operational Services	£'000	£'000	£'000
<b>Environmental &amp; Operational Services</b>			
Asset Maintenance Argyle Road	67	72	108
Asset Maintenance Car Parks	19	0	0
Asset Maintenance CCTV	16	17	17
Asset Maintenance Countryside	5	8	8
Asset Maintenance Other Corporate Properties	42	32	48
Asset Maintenance Direct Services	38	38	39
Asset Maintenance Hever Road	36	37	38
Asset Maintenance Leisure	226	174	178
Asset Maintenance Playgrounds	8	8	8
Asset Maintenance Support & Salaries	85	99	83
Asset Maintenance Sewage Treatment Plants	3	8	9
Asset Maintenance Public Toilets	6	7	7
Bus Station	8	17	17
Car Parks	(1,684)	(1,870)	(1,911)
CCTV	271	250	258
Civil Protection	28	50	47
Dartford Environmental Hub (SDC Costs)	0	0	0
Car Parking - On Street	(446)	(470)	(492)
EH Commercial	301	283	279
EH Animal Control	22	1	1
EH Environmental Protection	401	371	391
Emergency	62	65	66
Parking Enforcement - Tandridge DC	0	0	0
Energy Efficiency	28	29	29
Estates Management - Buildings	19	(21)	(18)
Estates Management - Grounds	123	110	116
Gypsy Sites	(38)	(20)	(26)
Disabled Facilities Grant Administration	(24)	(20)	(20)
Housing Premises	(4)	0	1
Kent Resource Partnership	0	0	0
Licensing Partnership Hub (Trading)	0	0	0
Licensing Regime	(3)	(4)	3
Markets	(192)	(185)	(182)
Parks - Greensand Commons Project	(22)	0	0
Parks and Recreation Grounds	80	114	120
Parks - Rural	165	114	121
Private Sector Housing	165	196	198
Refuse Collection	2,551	2,562	2,684
Administrative Expenses - Health	7	21	12
Administrative Expenses - Licensing	0	0	10
Administrative Expenses - Property	4	4	5
Administrative Expenses - Transport	7	8	8
Street Cleansing	1,331	1,374	1,415

Support - Central Offices	373	433	450
Support - Central Offices - Facilities	255	266	290
Support - General Admin	233	278	234
Support - Health and Safety	11	21	17
Support - Direct Services	61	57	58
Support - Procurement	0	6	6
Support - Property Function	41	42	48
Taxis	(14)	(7)	(11)
Public Conveniences	55	45	46
<b>Total Service Expenditure</b>	<b>4,724</b>	<b>4,620</b>	<b>4,811</b>

#### Net Service Expenditure analysed by Chief Officer

	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>
	<b>16/17</b>	<b>17/18</b>	<b>18/19</b>
	£'000	£'000	£'000
<b>Environmental &amp; Operational Services</b>			
Pay Costs	2,704	2,946	3,030
Premises and Grounds	2,063	1,592	1,665
Transport	42	40	41
Supplies & Services	810	706	722
Supplies & Services IT	36	6	6
Agency & Contracted	553	599	670
Agency & Contracted - Partnerships	801	749	763
Agency & Contracted - Direct Services	3,930	4,019	4,138
Support Services	51	51	52
Funds drawn to/from Reserves	(167)	0	0
Income - Other	(845)	(1,237)	(1,290)
Income - Fees and Charges	(4,872)	(4,006)	(4,127)
Recharges	(30)	(38)	(38)
Recharges - Partnerships	(353)	(808)	(822)
<b>Total Service Expenditure</b>	<b>4,724</b>	<b>4,620</b>	<b>4,811</b>

#### Analysis of budget changes between 17/18 and 18/19

<b>Base Budget 2017/18</b>	<b>4,620</b>
Inflation (inc pay increments and terms and conditions SCIA 62; 63 14/15)	151
<b>SCIAs 2018/19</b>	
SCIA 05 Emergency Planning & Property Services - savings from previous restructure	(12)
SCIA 06 Argyle Road Offices - savings on energy costs	(10)
SCIA 07 Leisure - asset maintenance fee no longer paid	(17)
SCIA 08 Scanning - reduction of vacant post	(25)
SCIA 09 Vehicle Replacement Fund: top up	47
SCIA 10 Asset Maintenance: increase	50
Other Adjustments	7
<b>Proposed Budget 2018/19</b>	<b>4,811</b>

## Net Service Expenditure analysed by Chief Officer

	Actuals	Budget	Approved
	16/17	17/18	Budget
	£'000	£'000	18/19
			£'000
<b>Financial Services</b>			
Action and Development	0	7	7
Benefits Admin	708	181	174
Benefits Grants	(659)	(25)	(25)
Consultation and Surveys	0	4	4
Corporate Management	915	970	995
Corporate - Other	0	136	134
Dartford Partnership Hub (SDC costs)	0	0	0
Equalities Legislation	14	19	19
External Communications	140	196	192
Housing Advances	1	1	1
Local Tax	147	93	(21)
Members	404	428	428
Misc. Finance	1,809	1,689	1,734
Performance Improvement	(1)	(1)	(1)
Administrative Expenses - Chief Executive	13	30	30
Administrative Expenses - Finance	44	35	33
Administrative Expenses - Transformation and Strategy	7	5	5
Support - Counter Fraud	30	54	52
Support - Audit Function	172	177	177
Support - Exchequer and Procurement	126	105	103
Support - Finance Function	144	193	218
Support - General Admin	87	110	111
Treasury Management	132	113	114
<b>Total Service Expenditure</b>	<b>4,231</b>	<b>4,520</b>	<b>4,481</b>

## Net Service Expenditure analysed by Chief Officer

	Actuals	Budget	Approved
	16/17	17/18	Budget
	£'000	£'000	18/19
			£'000
<b>Financial Services</b>			
Pay Costs	3,098	3,174	3,263
Premises and Grounds	18	16	17
Transport	6	7	5
Supplies & Services	931	1,045	1,040
Supplies & Services IT	108	152	201
Agency & Contracted	2,291	2,199	2,230
Agency & Contracted - Partnerships	1,829	1,993	2,026
Transfer Payments - Benefits	27,357	28,090	28,090
Funds drawn to/from Reserves	116	(217)	(258)
Income - Other	(28,878)	(29,102)	(29,111)
Income - Fees and Charges	(550)	(575)	(692)
Recharges	(189)	(192)	(192)
Recharges - Partnerships	(1,905)	(2,069)	(2,138)
<b>Total Service Expenditure</b>	<b>4,231</b>	<b>4,520</b>	<b>4,481</b>

## Analysis of budget changes between 17/18 and 18/19

Base Budget 2017/18	4,520
Inflation (inc pay increments and terms and conditions SCIA 62; 63 14/15)	125
Planned Savings agreed previous years	
2015/16 SCIA 10 External audit fee	30
2017/18 SCIA 25 Internal enforcement agents	(104)
SCIAs 2018/19	
SCIA 14 Audit fees: reduction in fees	(30)
SCIA 15 Shared Services: efficiency savings	(50)
SCIA 17 Public Notice Advertising: reduced expenditure	(10)
<b>Approved Budget 2018/19</b>	<b>4,481</b>

## Net Service Expenditure analysed by Chief Officer

	Actuals 16/17 £'000	Budget 17/18 £'000	Budget 18/19 £'000
<b>Planning Services</b>			
Building Control Discretionary Work	0	(9)	0
Building Control Partnership Members	0	0	0
Building Control Partnership Hub (SDC Costs)	0	0	0
Building Control	(79)	(98)	(112)
Community Housing Fund	0	0	0
Conservation	80	49	91
Dangerous Structures	7	3	3
Housing	140	0	0
Needs and Stock Surveys	0	0	0
Planning Policy	469	571	598
LDF Expenditure	0	0	0
Building Control Partnership Implementation & Project Costs	0	0	0
Planning - Appeals	264	197	202
Planning - CIL Administration	(50)	(50)	(49)
Planning - Counter	(0)	0	0
Planning - Development Management	214	329	214
Planning - Enforcement	265	286	283
Fort Halstead	0	0	0
Administrative Expenses - Building Control	12	10	11
Administrative Expenses - Planning Services	52	43	44
<b>Total Service Expenditure</b>	<b>1,374</b>	<b>1,330</b>	<b>1,284</b>

## Net Service Expenditure analysed by Chief Officer

	Actuals 16/17 £'000	Budget 17/18 £'000	Budget 18/19 £'000
<b>Planning Services</b>			
Pay Costs	2,218	2,416	2,531
Premises and Grounds	1	1	1
Transport	1	1	1
Supplies & Services	129	91	91
Supplies & Services IT	18	2	2
Agency & Contracted	592	106	108
Agency & Contracted - Partnerships	320	331	338
Transfer Payments - Other	68	0	0
Funds drawn to/from Reserves	(93)	20	38
Income - Other	(162)	0	0
Income - Fees and Charges	(1,611)	(1,279)	(1,460)
Recharges	0	(21)	(21)
Recharges - Partnerships	(106)	(339)	(346)
<b>Total Service Expenditure</b>	<b>1,374</b>	<b>1,330</b>	<b>1,284</b>

## Analysis of budget changes between 17/18 and 18/19

Base Budget 2017/18	1,330
Inflation (inc pay increments and terms and conditions SCIA 62; 63 14/15)	41
<b>SCIAs 2018/19</b>	
SCIA 19 Planning: increased income	(170)
SCIA 19 Planning: additional staffing	94
<b>Other Adjustments</b>	(11)
<b>Proposed Budget 2018/19</b>	<b>1,284</b>