

Head of Service	Actuals		Proposed
	11/12 £'000	Budget 12/13 £'000	Budget 13/14 £'000
Community Development	1,140	979	1,014
Development Services	1,413	1,307	1,405
Environmental and Operations	2,528	2,752	2,880
Finance and Human Resources	3,584	3,929	4,029
Housing and Communications	944	875	929
IT and Facilities Management	2,052	2,049	2,103
Legal and Democratic Services	1,837	1,861	1,700
	<u>13,498</u>	<u>13,752</u>	<u>14,060</u>
Direct Services	-0	-64	-64
As Budget Book	<u>13,498</u>	<u>13,688</u>	<u>13,996</u>
Items outside General Fund		-245	-196
		<u>13,443</u>	<u>13,800</u>
<b>Summary</b>			<b>£'000</b>
<b>Budget for 12/13</b>			<b>13,443</b>
Inflation			621
Previous Years Savings			-436
SCIA 2013/14			140
Change in contribution to reserves			32
			<u><u>13,800</u></u>

	Actuals 11/12	Budget 12/13	Proposed Budget 13/14
	£'000	£'000	£'000
Pay Costs	9,099	9,464	9,574
Pay Costs Externally Funded	73	78	112
Premises and Grounds	1,420	1,246	1,281
Transport	60	59	62
Supplies and Services	2,777	2,591	2,651
Agency and Contracted	4,545	3,604	3,721
Agency and Contracted - Direct Services	3,408	3,484	3,630
Agency and Contracted - Partnership payments	2,876	2,709	2,769
Transfer Payments - Benefits	32,538	31,146	25,998
Transfer Payments - Other	529	83	45
Departmental Management and other Heads of Service	651	632	634
Funds drawn from/to Reserves	-430	115	147
Income	-8,527	-7,527	-7,757
Income - Housing Benefits	-33,198	-31,805	-26,658
Recharges	-3,002	-2,796	-2,871
Asset Maintenance	678	671	719
<b>Service expenditure before re-allocation of Support Services and Capital charges</b>	<b>13,498</b>	<b>13,752</b>	<b>14,060</b>

## Net Service Expenditure analysed by Head of Service

	Actuals 11/12	Budget 12/13	Proposed Budget 13/14
	£'000	£'000	£'000
<b>Community Development</b>			
8 to 12 project	23	0	0
All Weather Pitch	-2	-2	-2
Community Activity	20	0	0
Community Safety	191	207	209
Community Development Service Provisions	-15	-2	-2
The Community Plan	50	58	70
Economic Development	43	41	44
Grants to Organisations	185	179	183
Health Improvements	41	41	45
Leisure Contract	339	248	281
Leisure Development	20	20	20
Administrative Expenses - Community Development	8	13	14
STAG Community Arts Centre	100	100	75
Sustainability	16	4	0
Tourism	52	24	28
Youth	71	48	49
<b>Total Service Expenditure</b>	<b>1,140</b>	<b>979</b>	<b>1,014</b>

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	Actuals 11/12	Budget 12/13	Proposed Budget 13/14
	£'000	£'000	£'000
<b>Community Development</b>			
Pay Costs	431	354	365
Pay Costs Externally Funded	73	78	112
Premises and Grounds	74	60	71
Transport	3	9	9
Supplies and Services	158	118	137
Agency and Contracted	734	556	515
Departmental Management and other Heads of Service	24	24	24
Funds drawn from/to Reserves	50	0	0
Income	-407	-220	-220
<b>Service expenditure before re-allocation of Support Services and Capital charges</b>	1,140	979	1,014

Analysis of budget changes between 12/13 and 13/14 £'000

Base Budget 2012/13 979

Inflation 60

Planned Savings agreed previous years

SCIA 24 (10/11) Stag agreement expiry -25

Approved Budget 2013/14 1,014

## Net Service Expenditure analysed by Head of Service

	Actuals 11/12	Budget 12/13	Proposed Budget 13/14
	£'000	£'000	£'000
<b>Development Services</b>			
Bridleways / Footpath Diversions	2	1	0
Conservation	45	47	50
Planning Policy	428	435	417
LDF Expenditure	-0	0	0
Planning - Appeals	166	163	188
Planning - Counter	-0	-1	-0
Planning - Development Control	499	362	446
Planning - Enforcement	253	269	272
Administrative Expenses - Development Control	21	30	31
<b>Total Service Expenditure</b>	<b>1,413</b>	<b>1,307</b>	<b>1,405</b>

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	Actuals 11/12	Budget 12/13	Proposed Budget 13/14
	£'000	£'000	£'000
<b>Development Services</b>			
Pay Costs	1,623	1,794	1,809
Premises and Grounds	3	1	1
Transport	0	0	1
Supplies and Services	90	64	66
Agency and Contracted	177	64	87
Departmental Management and other Heads of Service	59	60	61
Funds drawn from/to Reserves	-15	42	77
Income	-525	-719	-696
<b>Service expenditure before re-allocation of Support Services and Capital charges</b>	<b>1,413</b>	<b>1,307</b>	<b>1,405</b>

<b>Analysis of budget changes between 12/13 and 13/14</b>	<b>£'000</b>
Base Budget 2012/13	1,307
Inflation	47
<b>Planned Savings agreed previous years</b>	
SCIA 15 (2011/12) LDF Preparation	70
SCIA 15 (2011/12) LDF cost reduction	-35
SCIA 14b (2011/12) Income S106 monitoring	25
SCIA 59 (2011/12) Senior Management Review	-30
<b>SCIAs 2013/14</b>	
SCIA 3 (2013/14) Planning - Legal/Barrister Fees	20
Minor Adjustments	1
<b>Approved Budget 2013/14</b>	<b>1,405</b>

## Net Service Expenditure analysed by Head of Service

	Actuals 11/12	Budget 12/13	Proposed Budget 13/14
	£'000	£'000	£'000
<b>Environmental and Operations</b>			
Asset Maintenance Car Parks	0	15	16
Asset Maintenance CCTV	15	11	12
Asset Maintenance Countryside	8	5	5
Asset Maintenance Direct Services	19	26	27
Asset Maintenance Playgrounds	3	8	8
Asset Maintenance Public Toilets	13	8	8
Building Control Discretionary Work	0	0	-0
Building Control	-14	-130	-84
Car Parks	-1,555	-1,597	-1,663
CCTV	275	245	244
Civil Protection	10	28	32
Dangerous Structures	21	22	23
Dartford Environmental Hub (SDC Costs)	0	-0	0
On-Street Parking	-297	-389	-403
Trade Waste (VAT)	-552	0	0
EH Commercial	18	251	262
EH Animal Control	62	43	1
EH Environmental Protection	669	351	396
Emergency	57	60	62
Estates Management - Grounds	81	94	95
Licensing Partnership Hub (Trading)	0	-0	0
Licensing Partnership Members	0	0	0
Licensing Regime	25	-14	-3
Minibus	1	0	0
Parks and Recreation Grounds	123	91	97
Parks - Rural	56	81	80
Environmental Health Partnership	0	0	0
Public Transport Support	1	1	0
Refuse Collection	2,161	2,204	2,284
Administrative Expenses - Building Control	6	9	9
Administrative Expenses - Community Director	5	14	14
Administrative Expenses - Health	15	24	25
Administrative Expenses - Transport	5	9	9
Street Naming	4	13	13
Street Cleansing	1,214	1,177	1,216
Support - Health and Safety	12	17	18
Support - Direct Services	25	50	52
Taxis	-16	-12	-16
Public Conveniences	55	37	41
<b>Total Service Expenditure</b>	<b>2,528</b>	<b>2,752</b>	<b>2,880</b>

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	Actuals 11/12	Budget 12/13	Proposed Budget 13/14
	£'000	£'000	£'000
<b>Environmental and Operations</b>			
Pay Costs	2,292	2,268	2,253
Premises and Grounds	466	415	409
Transport	35	30	32
Supplies and Services	510	556	583
Agency and Contracted	549	270	267
Agency and Contracted - Direct Services	3,310	3,386	3,528
Agency and Contracted - Partnership payments	255	880	885
Transfer Payments - Other	259	0	0
Departmental Management and other Heads of Service	28	34	35
Funds drawn from/to Reserves	-96	0	0
Income	-5,014	-4,392	-4,407
Recharges	-124	-768	-782
Asset Maintenance	58	73	76
<b>Service expenditure before re-allocation of Support Services and Capital charges</b>	2,528	2,752	2,880

<b>Analysis of budget changes between 12/13 and 13/14</b>	<b>£'000</b>
<b>Base Budget 2012/13</b>	2,752
<b>Inflation</b>	89
<b>Planned Savings agreed previous years</b>	
SCIA 22b (2011/12) Parking - reduce administration costs	-14
<b>SCIAS 2013/14</b>	
SCIA 1 (2013/14) Income - Building Control	50
<b>Other Adjustments between Heads of Service</b>	
Asset Maintenance	3
<b>Approved Budget 2013/14</b>	<b>2,880</b>



## Net Service Expenditure analysed by Head of Service

	Actuals 11/12	Budget 12/13	Proposed Budget 13/14
	£'000	£'000	£'000
<b>Finance and Human Resources</b>			
Benefits Admin	1,276	828	863
Benefits Grants	-659	-659	-659
Dartford Partnership Hub (SDC costs)	-524	0	0
Housing Advances	3	5	5
Local Tax	208	154	127
Members	313	395	407
Misc. Finance	2,036	2,155	2,276
Dartford Partnership Implementation & Project Costs	-0	0	-30
Administrative Expenses - Corporate Director	2	5	7
Administrative Expenses - Chief Executive	6	20	13
Administrative Expenses - Finance	17	39	42
Administrative Expenses - Personnel	14	13	14
Support - Audit Function	126	139	145
Support - Exchequer and Procurement	134	140	135
Support - Finance Function	147	234	222
Support - General Admin	177	147	139
Support - Nursery	2	0	0
Support - Personnel	208	225	233
Treasury Management	99	90	90
<b>Total Service Expenditure</b>	<b>3,584</b>	<b>3,929</b>	<b>4,029</b>

	Actuals 11/12	Budget 12/13	Proposed Budget 13/14
	£'000	£'000	£'000
<b>Finance and Human Resources</b>			
Pay Costs	2,027	2,247	2,281
Premises and Grounds	106	122	123
Transport	2	5	4
Supplies and Services	794	840	849
Agency and Contracted	2,406	2,197	2,504
Agency and Contracted Partnership payments	2,621	1,829	1,885
Transfer Payments - Benefits	32,538	31,146	25,998
Transfer Payments - Other	7	0	0
Funds drawn from/to Reserves	-163	0	0
Income	-915	-750	-998
Income - Housing Benefits	-33,198	-31,805	-26,658
Recharges	-2,705	-1,902	-1,960
<b>Service expenditure before re-allocation of Support Services and Capital charges</b>	<b>3,520</b>	<b>3,929</b>	<b>4,029</b>

Analysis of budget changes between 12/13 and 13/14 £'000

Base Budget 2012/13 3,929

Inflation 214

Planned Savings agreed previous years

SCIA 38 (2011/12) Revenues and Benefits - Partnership - further  
efficiencies target (£60k split 50:50) -30

SCIA 40 (2011/12) Lease Cars - Cease scheme administration -9

SCIA 59 (2011/12) Senior Management Review -30

SCIAs 2013/14

Other Adjustments between Heads of Service

Transferred to ICT -6

Asset Maintenance salaries returned to General Fund -39

Approved Budget 2013/14

**4,029**

## Net Service Expenditure analysed by Head of Service

	Actuals 11/12	Budget 12/13	Proposed Budget 13/14
	£'000	£'000	£'000
<b>Housing and Communications</b>			
Home Improvement Agency (prev. Care and Repair)	39	39	0
Consultation and Surveys	0	2	3
Energy Efficiency	16	6	22
External Communications	113	143	147
Gypsy Sites	-6	-20	-23
Homeless	194	104	113
Housing	394	367	436
Housing Initiatives	8	8	8
Homelessness Prevention	0	0	0
Needs and Stock Surveys	15	13	13
Housing Option - Trailblazer/HERO Project	0	0	-0
Private Sector Housing	164	195	189
Administrative Expenses - Housing	11	13	17
Support - General Admin	-10	0	0
Leader Programme	5	4	4
<b>Total Service Expenditure</b>	<b>944</b>	<b>875</b>	<b>929</b>

## Appendix D

	Actuals 11/12 £'000	Budget 12/13 £'000	Proposed Budget 13/14 £'000
<b>Housing and Communications</b>			
Pay Costs	641	732	781
Premises and Grounds	26	26	18
Transport	1	0	0
Supplies and Services	118	87	91
Agency and Contracted	254	158	198
Departmental Management and other Heads of Service	23	23	26
Funds drawn from/to Reserves	324	156	116
Income	-444	-307	-302
<b>Service expenditure before re-allocation of Support Services and Capital charges</b>	944	875	929

Analysis of budget changes between 12/13 and 13/14 £'000

Base Budget 2012/13 875

Inflation 32

Planned Savings agreed previous years

Salaries Contra to Disabled Facilities Grant 22

**SCIAS 2013/14**

Approved Budget 2013/14 929

## Net Service Expenditure analysed by Head of Service

	Actuals 11/12	Budget 12/13	Proposed Budget 13/14
	£'000	£'000	£'000
<b>IT and Facilities Management</b>			
Asset Maintenance IT	300	300	290
Administrative Expenses - IT	16	25	25
Support - Contact Centre	407	408	427
Support - Central Offices - Facilities	259	252	260
Support - General Admin	280	263	258
Support - IT	739	749	789
Support - Local Offices	50	53	55
<b>Total Service Expenditure</b>	<b>2,052</b>	<b>2,049</b>	<b>2,103</b>

## Appendix D

	Actuals 11/12	Budget 12/13	Proposed Budget 13/14
	£'000	£'000	£'000
<b>IT and Facilities Management</b>			
Pay Costs	1,196	1,197	1,253
Premises and Grounds	15	14	14
Transport	6	7	8
Supplies and Services	917	717	710
Agency and Contracted	94	102	106
Departmental Management and other Heads of Service	41	41	41
Funds drawn from/to Reserves	-112	0	0
Income	-405	-329	-318
Asset Maintenance	300	300	290
<b>Service expenditure before re-allocation of Support Services and Capital charges</b>	<b>2,052</b>	<b>2,049</b>	<b>2,103</b>

Analysis of budget changes between 12/13 and 13/14 £'000

Base Budget 2012/13 2,049

Inflation 52

**Planned Savings agreed previous years**

SCIA 40 (2011/12) Lease Cars - Cease scheme administration -1

SCIA 49 (2011/12) Information Systems and IT Support - review staffing resources -20

**SCIAS 2013/14**

**Other Adjustments between Heads of Service**

IT Software 17

Transferred from Finance 6

Approved Budget 2013/14 **2,103**

## Net Service Expenditure analysed by Head of Service

	Actuals 11/12	Budget 12/13	Proposed Budget 13/14
	£'000	£'000	£'000
<b>Legal and Democratic Services</b>			
Action and Development	11	6	7
Asset Maintenance Argyle Road	30	50	50
Asset Maintenance Other Corporate Properties	34	30	30
Asset Maintenance Hever Road	0	0	6
Asset Maintenance Leisure	143	92	165
Asset Maintenance Support & Salaries	101	115	95
Asset Maintenance Sewage Treatment Plants	13	11	8
Bus Station	10	13	14
Civic Expenses	14	14	15
Corporate Management	879	908	930
Corporate Savings	0	-48	-300
Committee Admin	85	102	103
Elections	68	67	71
Equalities Legislation	13	17	17
Estates Management - Buildings	-48	-113	-96
Housing Premises	-8	-9	-8
Land Charges	-116	-121	-91
Markets	-281	-240	-241
Performance Improvement	5	6	6
Register of Electors	118	131	135
Administrative Expenses - Legal and Democratic	58	77	79
Administrative Expenses - Property	1	4	4
Support - Central Offices	410	426	405
Support - Legal Function	242	236	233
Support - Property Function	56	88	65
<b>Total Service Expenditure</b>	<b>1,837</b>	<b>1,861</b>	<b>1,700</b>

## Appendix D

	Actuals 11/12	Budget 12/13	Proposed Budget 13/14
	£'000	£'000	£'000
<b>Legal and Democratic Services</b>			
Pay Costs	889	870	832
Premises and Grounds	730	608	644
Transport	12	7	7
Supplies and Services	190	210	216
Agency and Contracted	382	355	146
Departmental Management and other Heads of Service	450	449	446
Funds drawn from/to Reserves	-58	0	0
Income	-1,079	-937	-945
Asset Maintenance	320	298	353
<b>Service expenditure before re-allocation of Support Services and Capital charges</b>	1,837	1,861	1,700

	£'000
<b>Analysis of budget changes between 12/13 and 13/14</b>	
Base Budget 2012/13	1,861
Inflation	121
<b>Planned Savings agreed previous years</b>	
SCIA 5 (2011/12) Asset Maintenance	70
SCIA 35 (2011/12) Property - review processes and restructure Original	-75
SCIA 35 (2011/12) Property - review processes and restructure Revision	35
SCIA 40 (2011/12) Lease Cars - Cease scheme administration	-5
SCIA 59 (2011/12) Senior Management Review	-242
<b>SCIAs 2013/14</b>	
SCIA 4 (2013/14) Land Charges Income	40
SCIA 5 (2013/14) Audit Fees	-40
SCIA 6 (2013/14) Argyle Rents KCC/MOAT	-20
SCIA 7 (2013/14) Argyle Rents Police	-15
SCIA 8 (2013/14) Market Related Supplements	-10
<b>Other Adjustments between Heads of Service</b>	
IT Software	-17
Asset Maintenance	-3
<b>Approved Budget 2013/14</b>	1,700



	Actuals	Budget	Proposed
	11/12	12/13	Budget
	£'000	£'000	13/14
			£'000
<b>Direct Services</b>			
Pay Costs	2,778	2,848	2,913
Premises and Grounds	0	207	214
Transport	0	2,393	2,477
Supplies and Services	-4	878	909
Agency and Contracted	0	-138	-138
Agency and Contracted - Direct Servic	0	0	0
Departmental Management and othe	0	0	0
Funds drawn from/to Reserves	0	0	0
Support Services	143	118	122
Capital Financing	47	54	54
Income	-2,964	-6,423	-6,613
Asset Maintenance	0	0	0
<b>Total Service Expenditure</b>	<b>0</b>	<b>-64</b>	<b>-64</b>

#### Analysis of budget changes between 12/13 and 13/14

Base Budget 2012/13	net	-64
Inflation		135
Inflation recharged to services		-135
Planned Savings agreed previous years		0
SCIAS 2013/14		0
Other adjustments		0
<b>Approved Budget 2013/14</b>		<b>-64</b>