

**FINANCE AND RESOURCES ADVISORY COMMITTEE**

**11 November 2014 at 7.00 pm**  
**Conference Room, Argyle Road, Sevenoaks**

**AGENDA**

**Membership:**

Chairman: Cllr. Ramsay Vice-Chairman: Cllr. Firth  
Cllrs. Mrs. Bayley, Bosley, Cooke, Edwards-Winsler, Maskell, McGarvey, Mrs. Morris,  
Mrs. Purves, Mrs. Sargeant and Scholey

	<b><u>Pages</u></b>	<b><u>Contact</u></b>
<b>Apologies for Absence</b>		
1. <b>Minutes</b> To agree the Minutes of the meeting of the Committee held on 2 September 2014 as a correct record.	(Pages 1 - 6)	
2. <b>Declarations of Interest</b> Any interests not already registered		
3. <b>Actions from Previous Meeting</b>	(Pages 7 - 8)	
4. <b>Update from Portfolio Holder</b>		Councillor Brian Ramsay
5. <b>Referrals from Cabinet or the Audit Committee (if any)</b>		
6. <b>Treasury Management Mid Year Update</b>	(Pages 9 - 20)	Roy Parsons Tel: 01732 227204
7. <b>Shared Services - Costs and Savings</b>	(Pages 21 - 24)	Helen Martin Tel: 01732 227483
8. <b>Budget: Service Reviews and Service Change Impact Assessments (SCIAS)</b>	(Pages 25 - 70)	Adrian Rowbotham Tel: 01732 227153
9. <b>Financial Performance Indicators 2014/15 - to the end of September 2014</b>	(Pages 71 - 78)	Helen Martin Tel: 01732 227483
10. <b>Financial Results 2014/15 - to the end of September 2014</b>	(Pages 79 - 118)	Helen Martin Tel: 01732 227483
11. <b>Work Plan</b>	(Pages 119 - 120)	

### **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 2 September 2014 commencing at 7.00 pm

Present: Cllr. Ramsay (Chairman)

Cllr. Firth (Vice Chairman)

Cllrs. Bosley, Edwards-Winsor, Firth, Maskell, McGarvey, Mrs. Morris,  
Mrs. Purves, Mrs. Sargeant and Scholey

Apologies for absence were received from Cllrs. Mrs. Bayley

13. Minutes

Resolved: That the minutes of the meeting of the Finance and Resources Advisory Committee held on 3 June 2014 be approved and signed by the Chairman as a correct record, subject to the addition of the word 'to' at Minute 15 (c) between 'lending' and 'up'.

14. Declarations of Interest

No additional declarations of interest were made.

15. Actions from Previous Meeting

The actions from the previous meetings were noted. A Member asked whether the advised figure of £4m was going to be enough for the Buckhurst 2 car park development. The Chairman replied that he had been advised by Officers that it was at present. However more information would be known once planning permission had hopefully been granted.

16. Update from Portfolio Holder

The Chairman, and Portfolio Holder for Finance and Resources, updated the Committee on his work since the previous meeting of the Advisory Committee listed below:

- The planning application for the Buckhurst 2 car park proposal had been submitted and was due to be considered at the Development Control Committee on 6 November 2014. If approved the funding proposal would be brought to this committee on 11 November 2014.
- Dependant on any decision as to the use of land at Timberden Farm at Cabinet on 11 September 2014, it was planned to sell the land in lots.
- Meeting Point had been given notice to quit by 30 September 2014. No offers had been made for the building under the community right to buy scheme. Consideration was being given to applying for outline planning permission for offices on the ground floor and residential above in order to enhance the

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### Finance and Resources Advisory Committee - 2 September 2014

resaleable value. There had been talks with the Working Men's Club opposite but it appeared that they were now selling to a well known Public House chain.

- The siting of Swanley Leisure Centre, whether at White Oak or the Olympic site was currently being looked at in a feasibility study.
- He had recently taken a Portfolio Holder decision to endorse the leasehold acquisition of the car park in London Road, Sevenoaks, adjacent to the new Marks & Spencer's store for operation of the pay and display car park. In response to a question he advised that the Council would be liable for any repairs under the lease, and the projected income was deemed sufficient
- The Statement of Accounts would be considered by the Audit Committee on 9 September 2014, he had sat in on the Committee's working group who had been reviewing the 2013/14 Draft Statement of Accounts.
- The main contractor and electrical consultants had been appointed for the new generator which would hopefully be installed within the next 6 months. The old generator would be put to use at Dunbrik.

#### 17. Referrals from Cabinet or the Audit Committee

There were none.

#### 18. Annual Treasury Management Report 2013/14

The Principal Accountant presented a report which provided the customary review of investment activity during 2013/14 as required by the Council's Financial Procedure Rules. He pointed out a small error on paragraph 21 of the report, the omission of the word 'risen' between 'have' and 'from'. The report outlined the strategy adopted during the year, showed the position of the investment portfolio at the beginning and the end of the year and gave details of how the fund performed in comparison with previous years and against various benchmarks. It also highlighted that the overall return on the Council's investments exceeded the budget in 2013/14 by approximately £7,000; the economic situation both globally and within the Eurozone remained volatile; and that treasury management in the past financial year had been conducted against this background with a cautious investment approach. It also advised that the recovery of the Icelandic deposit was ongoing and further updates would be provided as and when monies were received.

With reference to the recovery of the Icelandic deposit the Principal Accountant advised that at the moment 54% of the outstanding amount had been received and the projections were that 100% would be received by 2018/19. It was frustrating however that there was enough money available to pay a further 20% now but that this was held up by Iceland's currency controls requiring approval from the central bank.

An account had now been opened with Handelsbanken, £3m had been invested at 0.45% which in the current environment was the best that could be achieved for an instant access account.

#### Public Sector Equality Duty

Members noted that consideration had been given to impacts under the Public Sector Equality Duty.

Resolved: That Cabinet be asked to approve the Annual Treasury Management Report for 2013/14.

19. Financial Performance Indicators 2014/15 - to the end of July 2014

The Head of Finance presented a report which presented figures on seven internally set performance indicators covering activities that supported information provided in the regular financial monitoring statements. A [replacement Graph 2 – Average monthly cost per employee \(excludes agency staff at Dunbrik\)](#) was tabled.

A Member queried how the Council was performing under the new system where an 8% penalty was imposed on payments not made within 30 days. The Head of Finance advised that 99% of payments were made within the 30 day period, and usually when this was not met it was due to a query or dispute on the amount.

*Action 1: That the Head of Finance circulate a note detailing how the new regulations impacted, and how the Council was performing under them.*

In response to a question she confirmed that Dunbrik did require use of agency staff to cover annual leave but that this did not come out of salaries budget but the trading account budget for supplies and services.

Public Sector Equality Duty

Members noted that consideration had been given to impacts under the Public Sector Equality Duty.

Resolved: That the report be noted.

20. Financial Results 2014/15 to end of July 2014

Members considered the report on the financial results to the end of July 2014. Four months into the financial year the results to date showed an overall favourable variance of £587,000. The year-end position was forecast to be £169,000 better than budget; which was 1.2% of the net budget for the year. The expected outturn was within 0.333% of the gross budget.

A Member asked which Committee would look at whether it was counter productive to raise car parking fees each year when income was less than budgeted. It was pointed out that the loss was largely due to the closure of Old Bligh's and Pembroke Road car parks. Members queried why this loss had not been budgeted for which led to a debate on the accuracy of the budget setting process as there appeared to be a wide variation in individual areas. The Chief Finance Officer advised that the variance in car parking income was less than 2% of the budgeted income. The Chairman advised that this should be looked at by Officers and by the relevant Cabinet Advisory Committees and the Scrutiny Committee process. The Head of Finance advised that the original budgets were set with integrity at a point in time, there would always be unbudgeted events and outturn would not be exactly to target. Chief Officers were asked to provide narratives on any variances in order to highlight any issues.

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## Finance and Resources Advisory Committee - 2 September 2014

### Public Sector Equality Duty

Members noted that consideration had been given to impacts under the Public Sector Equality Duty.

Resolved: That the report be noted.

### 21. Financial Prospects and Budget Strategy 2015/2016 and Beyond

The Chief Finance Officer presented a report which was the first report for the 2015/16 budget setting process. It was the 5th year of using the current Business and Financial Planning Strategy that included the 10-year budget which had proved successful to date and put SDC in a much stronger financial position than most other Councils. He advised that the report was intended to start the debate and the assumptions would be updated as more accurate information became available during the process. Last year the government provided illustrative funding figures for 2015/16 which had been included in the budget, however with it being an election year it remained to be seen what announcements would be made over the coming months.

Since the last 10-year budget had been agreed at Full Council in February, changes that had been made since then were: rolling 10-year budget on for one year and using the Budget Stabilisation - Reserve and Financial Plan Reserve balances.

Appendix B to the report showed a shortfall of £647k (i.e. £65k pa) however, the position was likely to change as Chief Officers were currently reviewing the growth and savings requirements for their services. These would be reported back to the relevant Advisory Committees.

The report would be considered at Cabinet on 11 September 2014, and in the autumn the Cabinet Advisory Committees would get the opportunity to review the Service Plans and Service Change Impact Assessments (SCIAs). A budget update report would then be submitted to Cabinet in December which should almost finalise the budget subject to any late announcements coming from central government.

In response to a question concerning whether the potential setting up of a trading company had been taken into account, the Chief Finance Officer advised that no assumptions had been made for additional income at this stage.

A Member was not happy with the assumption that Council Tax would be increased by 3% in 2016/17 onwards, which was viewed as unrealistic. Members debated this issue, noting that other ways to make up the shortfall would be service cuts. The Chief Finance Officer advised that the Government had set a referendum limit of 2% up to 2015/16 and had not stated what the likely position would be going forward. The Chairman pointed out that Council Tax assumptions had been agreed by Members at Full Council in February.

Councillor Firth moved, and it was duly seconded that the ten year financial planning approach and principles set out in the report be endorsed subject to the Council Tax budget assumption being restated to 2% for 2016/17 onwards. The motion was carried.

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*Action 2: The Chief Finance Officer to produce details of the impact of the lower Council Tax assumption to Advisory Committee Members.*

Public Sector Equality Duty

Members noted that consideration had been given to impacts under the Public Sector Equality Duty.

Resolved: That it be recommended to Cabinet that the ten year financial planning approach and principles set out in the report be endorsed subject to the Council Tax budget assumption being restated to less than 2% for later years.

22. Work Plan

The work plan was noted.

THE MEETING WAS CONCLUDED AT 8.36 PM

CHAIRMAN

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**ACTIONS FROM THE MEETING HELD ON 2 SEPTEMBER 2014**

<b>Action</b>	<b>Description</b>	<b>Status and last updated</b>	<b>Contact Officer</b>
ACTION 1	That the Head of Finance circulate a note detailing how the new regulations impacted, and how the Council was performing under them.	A note was circulated via email on 15.09.14	Helen Martin 01732 227483
ACTION 2	The Chief Finance Officer to produce details of the impact of the lower Council Tax assumption to Advisory Committee Members.	An email was forwarded to Members on 19.09.14.	Adrian Rowbotham 01732 227153

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## TREASURY MANAGEMENT MID-YEAR UPDATE

### Finance and Resources Advisory Committee – 11 November 2014

Report of the: Chief Finance Officer

Status: For Consideration

Also considered by: Cabinet – 13 November 2014

Key Decision: No

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**Executive Summary:** This report gives details of treasury activity in the first half of the current financial year, recent developments in the financial markets and fulfils the reporting requirements of the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management.

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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 Treasury Management Mid-Year Update for 2014/15.

**Recommendation to Cabinet:** It be RESOLVED that the Treasury Management Mid-Year Update for 2014/15 be approved.

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**Reason for recommendation:** As required by both the Council's Financial Procedure Rules and the CIPFA Code, a mid-year 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 Management Strategy Statement, which includes the Annual Investment Strategy and Minimum Revenue Provision Policy, for the year ahead, a mid-year review report and an annual report covering activities during the previous year.
- 2 During 2014/15 the minimum reporting requirements are that the Council should receive the following reports:
  - an annual treasury strategy in advance of the year (Council 18/2/2014).
  - a mid year treasury update report (this report).

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- an annual report following the year describing the activity compared to the strategy.
- 3 In addition, monthly reports from our treasury management advisors, Capita Asset Services, are emailed to Members of the Finance and Resources Advisory Committee.

### **Introduction**

- 4 The Council operates a balanced budget, which broadly means cash raised during the year will meet its cash expenditure. Part of the treasury management operations ensure this cash flow is adequately planned, with surplus monies being invested in low risk counterparties, providing adequate liquidity initially before considering optimising investment return.
- 5 The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning to ensure the Council can meet its capital spending operations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses, and on occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.
- 6 Accordingly, treasury management is defined as:
- “The management of the local authority's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.”
- 7 This mid-year update report, prepared in compliance with CIPFA's Code of Practice on Treasury Management, covers:
- (a) An economic update for the 2014/15 financial year to 30 September 2014;
  - (b) interest rate forecasts;
  - (c) a review of the Treasury Management Strategy Statement and Annual Investment Strategy;
  - (d) a review of the Council's investment portfolio for 2014/15; and
  - (e) an update on the Icelandic bank investment.

### **Economic Update**

#### Economic performance to date and outlook

#### United Kingdom

- 8 After strong UK GDP quarterly growth of 0.7%, 0.8% and 0.7% in quarters 2, 3 and 4 respectively in 2013, (2013 annual rate 2.7%), and 0.7% in Q1 and 0.9% in Q2 2014 (annual rate 3.2% in Q2), it appears very likely that strong growth will

continue through 2014 and into 2015 as forward surveys for the services and construction sectors, are very encouraging and business investment is also strongly recovering. The manufacturing sector has also been encouraging though the latest figures indicate a weakening in the future trend rate of growth.

- 9 However, for this recovery to become more balanced and sustainable in the longer term, the recovery needs to move away from dependence on consumer expenditure and the housing market to exporting, and particularly of manufactured goods, both of which need to substantially improve on their recent lacklustre performance.
- 10 This overall strong growth has resulted in unemployment falling much faster through the initial threshold of 7%, set by the Monetary Policy Committee (MPC) last August, before it said it would consider any increases in Bank Rate. The MPC has, therefore, subsequently broadened its forward guidance by adopting five qualitative principles and looking at a much wider range of about eighteen indicators in order to form a view on how much slack there is in the economy and how quickly slack is being used up. The MPC is particularly concerned that the current squeeze on the disposable incomes of consumers should be reversed by wage inflation rising back above the level of inflation in order to ensure that the recovery will be sustainable. There also needs to be a major improvement in labour productivity, which has languished at dismal levels since 2008, to support increases in pay rates.
- 11 Most economic forecasters are expecting growth to peak in 2014 and then to ease off a little, though still remaining strong, in 2015 and 2016. Unemployment is therefore expected to keep on its downward trend and this is likely to eventually feed through into a return to significant increases in pay rates at some point during the next three years. However, just how much those future increases in pay rates will counteract the depressive effect of increases in Bank Rate on consumer confidence, the rate of growth in consumer expenditure and the buoyancy of the housing market, are areas that will need to be kept under regular review.
- 12 Also encouraging has been the sharp fall in inflation (CPI), reaching 1.5% in May and July, the lowest rate since 2009. Forward indications are that inflation is likely to fall further in 2014 to possibly near to 1%. Overall, markets are expecting that the MPC will be cautious in raising Bank Rate as it will want to protect heavily indebted consumers from too early an increase in Bank Rate at a time when inflationary pressures are also weak. A first increase in Bank Rate is therefore expected in Q1 or Q2 2015 and they expect increases after that to be at a slow pace to lower levels than prevailed before 2008 as increases in Bank Rate will have a much bigger effect on heavily indebted consumers than they did before 2008.
- 13 The return to strong growth has also helped lower forecasts for the increase in Government debt by £73bn over the next five years, as announced in the 2013 Autumn Statement, and by an additional £24bn, as announced in the March 2014 Budget - which also forecast a return to a significant budget surplus, (of £5bn), in 2018/19. However, monthly public sector deficit figures have disappointed so far in 2014/15.

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### United States

- 14 In September, the Federal Reserve continued with its monthly \$10bn reductions in asset purchases, which started in December 2013. Asset purchases have now fallen from \$85bn to \$15bn and are expected to stop in October 2014, providing strong economic growth continues. First quarter GDP figures for the US were depressed by exceptionally bad winter weather, but growth rebounded very strongly in Q2 to 4.6% (annualised).
- 15 The U.S. faces similar debt problems to those of the UK, but thanks to reasonable growth, cuts in government expenditure and tax rises, the annual government deficit has been halved from its peak without appearing to do too much damage to growth, although the weak labour force participation rate remains a matter of key concern for the Federal Reserve when considering the amount of slack in the economy and monetary policy decisions.

### Eurozone

- 16 The Eurozone is facing an increasing threat from weak or negative growth and from deflation. In September, the inflation rate fell further, to reach a low of 0.3%. However, this is an average for all EZ countries and includes some countries with negative rates of inflation. Accordingly, the ECB took some rather limited action in June to loosen monetary policy in order to promote growth. In September it took further action to cut its benchmark rate to only 0.05%, its deposit rate to -0.2% and to start a programme of purchases of corporate debt. However, it has not embarked yet on full quantitative easing (purchase of sovereign debt).
- 17 Concern in financial markets for the Eurozone subsided considerably during 2013. However, sovereign debt difficulties have not gone away and major issues could return in respect of any countries that do not dynamically address fundamental issues of low growth, international uncompetitiveness and the need for overdue reforms of the economy (as Ireland has done). It is, therefore, possible over the next few years that levels of government debt to GDP ratios could continue to rise for some countries. This could mean that sovereign debt concerns have not disappeared but, rather, have only been postponed.

### China and Japan

- 18 Japan is causing considerable concern as the increase in sales tax in April has suppressed consumer expenditure and growth. In Q2 growth was -1.8% q/q and -7.1% over the previous year. The Government is hoping that this is a temporary blip.
- 19 As for China, Government action in 2014 to stimulate the economy appeared to be putting the target of 7.5% growth within achievable reach but recent data has raised fresh concerns. There are also major concerns as to the creditworthiness of much bank lending to corporates and local government during the post 2008 credit expansion period and whether the bursting of a bubble in housing prices is drawing nearer.

**Interest Rate Forecasts**

20 The Council’s treasury advisor, Capita Asset Services, has provided the following forecast:

	Sep-14	Dec-14	Mar-15	Jun-15	Sep-15	Dec-15	Mar-16	Jun-16	Sep-16	Dec-16	Mar-17	Jun-17
Bank rate	0.50%	0.50%	0.75%	0.75%	1.00%	1.00%	1.25%	1.25%	1.50%	1.75%	2.00%	2.00%
5yr PWLB rate	2.70%	2.70%	2.80%	2.90%	3.00%	3.00%	3.10%	3.20%	3.30%	3.40%	3.50%	3.50%
10yr PWLB rate	3.40%	3.50%	3.60%	3.70%	3.80%	3.90%	4.00%	4.10%	4.10%	4.20%	4.30%	4.30%
25yr PWLB rate	4.00%	4.10%	4.20%	4.30%	4.40%	4.50%	4.60%	4.70%	4.80%	4.80%	4.90%	4.90%
50yr PWLB rate	4.00%	4.10%	4.20%	4.30%	4.40%	4.50%	4.60%	4.70%	4.80%	4.80%	4.90%	4.90%

21 Capita Asset Services undertook a review of its interest rate forecasts in mid August, after the Bank of England’s Inflation Report. By the beginning of September, a further rise in geopolitical concerns, principally over Ukraine but also over the Middle East, had caused a further flight into safe havens like gilts and depressed Public Works Loan Board (PWLB) rates further. However, there is much volatility in rates as news ebbs and flows in negative or positive ways. This latest forecast includes a first increase in Bank Rate in quarter 1 of 2015.

22 Capita Asset Services’ PWLB forecasts are based around a balance of risks. However, there are potential upside risks, especially for longer term PWLB rates, as follows: -

- A further surge in investor confidence that robust world economic growth is firmly expected, causing a flow of funds out of bonds and into equities.
- UK inflation being significantly higher than in the wider EU and US, causing an increase in the inflation premium inherent to gilt yields.

23 Downside risks currently include:

- The situation over Ukraine poses a major threat to EZ and world growth if it was to deteriorate into economic warfare between the West and Russia where Russia resorted to using its control over gas supplies to Europe.
- UK strong economic growth is currently dependent on consumer spending and the unsustainable boom in the housing market. The boost from these sources is likely to fade after 2014.
- A weak rebalancing of UK growth to exporting and business investment causing a weakening of overall economic growth beyond 2014.

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- Weak growth or recession in the UK's main trading partners - the EU and US, inhibiting economic recovery in the UK.
- A return to weak economic growth in the US, UK and China causing major disappointment in investor and market expectations.
- A resurgence of the Eurozone sovereign debt crisis caused by ongoing deterioration in government debt to GDP ratios to the point where financial markets lose confidence in the financial viability of one or more countries and in the ability of the ECB and Eurozone governments to deal with the potential size of the crisis.
- Recapitalising of European banks requiring more government financial support.
- Lack of support by populaces in Eurozone countries for austerity programmes, especially in countries with very high unemployment rates e.g. Greece and Spain, which face huge challenges in engineering economic growth to correct their budget deficits on a sustainable basis.
- Italy: the political situation has improved but it remains to be seen whether the new government is able to deliver the austerity programme required and a programme of overdue reforms. Italy has the third highest government debt mountain in the world.
- France: after being elected on an anti austerity platform, President Hollande has embraced a €50bn programme of public sector cuts over the next three years. However, there could be major obstacles in implementing this programme. Major overdue reforms of employment practices and an increase in competitiveness are also urgently required to lift the economy out of stagnation.
- Monetary policy action failing to stimulate sustainable growth in western economies, especially the Eurozone and Japan.
- Heightened political risks in the Middle East and East Asia could trigger safe haven flows back into bonds.
- There are also increasing concerns that the reluctance of western economies to raise interest rates significantly for some years, plus the huge Quantitative Easing measures which remain in place (and may be added to by the ECB in the near future), has created potentially unstable flows of liquidity searching for yield and therefore heightened the potential for an increase in risks in order to get higher returns. This is a return of the same environment which led to the 2008 financial crisis.

### **Treasury Management Strategy and Annual Investment Strategy update**

- 24 The Treasury Management Strategy Statement (TMSS) and Prudential Indicators for 2013/14 were approved by the Council on 18 February 2014. There are no



policy changes to the TMSS thus far and the details in this report merely update the position in the light of updated economic data.

- 25 The same goes for the Council's Prudential Indicators, namely the Capital Financing Requirement, External Debt and the Operational Boundary and the Limits To Borrowing Activity.

### **Investment Portfolio 2014/15**

- 26 In accordance with the Code, it is the Council's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Council's risk appetite. As described above, it is a very difficult investment market in terms of earning the level of interest rates commonly seen in previous decades as rates are very low and in line with the 0.5% Bank Rate. Indeed, the Funding for Lending scheme has reduced market investment rates even further. The potential for a prolonging of the Eurozone sovereign debt crisis, and its impact on banks, prompts a low risk and short term strategy. Given this risk environment, investment returns are likely to remain low.
- 27 The Council held £41.970m of investments as at 30 September 2014 (£33.050m at 31 March 2014) and the investment portfolio yield for the first six months of the year is 0.57% against 7 Day and 3 Month LIBID benchmarks of 0.34% and 0.41% respectively. A full list of investments held as at 30 September 2014 appears in the Appendix.
- 28 The approved limits within the Annual Investment Strategy were breached just once during the first six months of 2014/15. At the end of July 2014, an oversight resulted in the balance held in the Business Premium Account at Barclays to reach £4.055m, which, together with £2m of fixed deposits, exceeded the £6m limit we had set. The position was corrected the following day.
- 29 The Council's budgeted investment return for 2014/15 is £268k and performance for the year to date is £12k below budget. At this stage, the year-end forecast is expected to remain at £12k below budget.

### **Icelandic bank defaults**

- 30 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. The bank went into administration during the global financial crisis in October 2008.
- 31 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 has been coordinating the efforts of all UK authorities with Icelandic investments.
- 32 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 rank as priority claims. The Administrators have now commenced the process of

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dividend payments and four such payments have been received amounting to approximately 54% of our claim. The latest assumption is that 100% of the Council's investment (and interest up to 22 April 2009) will be recovered in the period up to 2018/19.

- 33 In January and February 2014, a large number of local authorities sold their collective claims against the Landsbanki estate via a competitive auction process. The price at which the sale was concluded did not meet the Council's reserve and hence we remain part of a small group of authorities still holding their claims.
- 34 Members have been updated periodically on the latest developments in these efforts.

### **Key Implications**

#### Financial

- 35 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

- 36 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.
- 37 This annual review report fulfils the requirements of The Chartered Institute of Public Finance & Accountancy's Code of Practice on Treasury Management 2009.
- 38 Treasury management has two main risks :
- 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.
- 39 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 six months.

#### 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	No	The recommendation is concerned with investment management and does not directly impact upon a service provided to the community.

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
discriminate against different groups in 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**

- 40 The overall return on the Council’s investments up to the end of September 2014 is £12k below budget and is forecast to remain at that level by the end of the financial year.
- 41 The economic situation both globally and within the Eurozone remains volatile, and this will have consequences for the UK economy. Treasury management in the current and recent financial years has been conducted against this background and with a cautious investment approach.
- 42 Recovery of the Icelandic deposit is ongoing and further updates will be provided as and when monies are received.

**Appendices:** Investment Portfolio at 30 September 2014

**Background Papers:** Treasury Management Strategy for 2014/15 - Council 18 February 2014  
<http://cds.sevenoaks.gov.uk/ieListDocuments.aspx?CId=121&MId=1666&Ver=4>

**Adrian Rowbotham  
 Chief Finance Officer**

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**SEVENOAKS DISTRICT COUNCIL**

List of Investments as at:- 30-Sep-14

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			0.40000%	Variable	Direct
	Santander UK plc (Money Market A/C)	A	U.K.	Santander	0	09-Oct-06			0.40000%	Variable	Direct
	Clydesdale Bank plc (Base Tracker Plus - 15 Day)	A	U.K.	NAB	0	10-Sep-10			0.30000%	Variable	Direct
	Barclays Bank plc (Business Premium A/C)	A	U.K.		1,970,000	01-Oct-11			0.35000%	Variable	Direct
	Barclays Bank plc (Flexible IBCA)	A	U.K.		2,000,000	01-Jun-14			0.45000%	Variable	Direct
	National Westminster Bank plc (Liquidity Select)	A	U.K.	RBS	1,000,000	07-Oct-11			0.25000%	Variable	Direct
	National Westminster Bank plc (95 Day Notice)	A	U.K.	RBS	3,000,000	24-May-13			0.35000%	Variable	Direct
	Svenska Handelsbanken AB (Deposit A/C)	AA-	Sweden		3,000,000	23-Jul-14			0.45000%	Variable	Direct
	Ignis Liquidity Fund (Money Market Fund)	AAA	U.K.		5,000,000	11-May-12				Variable	Direct
	Insight Liquidity Fund (Money Market Fund)	AAA	U.K.		5,000,000	11-May-12				Variable	Direct
IP1155	Bank of Scotland plc	A	U.K.	Lloyds/HBOS	1,000,000	11-Feb-14	0.95000%	10-Feb-15		1 Year	Direct
IP1156	Bank of Scotland plc	A	U.K.	Lloyds/HBOS	1,000,000	21-Feb-14	0.95000%	20-Feb-15		1 Year	Direct
IP1177	Coventry Building Society	A	U.K.		1,000,000	15-Jul-14	0.45000%	15-Oct-14		3 Months	R P Martin
IP1186	Coventry Building Society	A	U.K.		1,000,000	29-Aug-14	0.45000%	28-Nov-14		3 Months	Tradition
IP1131	Lloyds Bank plc	A	U.K.	Lloyds/HBOS	2,000,000	08-Oct-13	0.98000%	07-Oct-14		1 Year	Direct
IP1136	Lloyds Bank plc	A	U.K.	Lloyds/HBOS	1,000,000	30-Oct-13	0.98000%	29-Oct-14		1 Year	Direct
IP1138	Lloyds Bank plc	A	U.K.	Lloyds/HBOS	1,000,000	04-Nov-13	0.98000%	03-Nov-14		1 Year	Direct
IP1160	Lloyds Bank plc	A	U.K.	Lloyds/HBOS	1,000,000	08-Apr-14	0.95000%	07-Apr-15		1 Year	Direct
IP1165	Lloyds Bank plc	A	U.K.	Lloyds/HBOS	1,000,000	29-Apr-14	0.95000%	28-Apr-15		1 Year	Direct
IP1167	Lloyds Bank plc	A	U.K.	Lloyds/HBOS	1,000,000	06-May-14	0.95000%	05-May-15		1 Year	Direct
IP1174	Lloyds Bank plc	A	U.K.	Lloyds/HBOS	1,000,000	03-Jul-14	0.95000%	03-Jul-15		1 Year	Direct
IP1176	Nationwide Building Society	A	U.K.		1,000,000	09-Jul-14	0.64000%	09-Jan-15		6 Months	Tradition
IP1182	Nationwide Building Society	A	U.K.		1,000,000	06-Aug-14	0.64000%	06-Feb-15		6 Months	Tradition
IP1185	Nationwide Building Society	A	U.K.		1,000,000	29-Aug-14	0.64000%	27-Feb-15		6 Months	R P Martin
IP1189	Nationwide Building Society	A	U.K.		2,000,000	23-Sep-14	0.66000%	23-Mar-15		6 Months	Tradition
IP1180	Skipton Building Society	BBB-	U.K.		1,000,000	22-Jul-14	0.43000%	22-Oct-14		3 Months	Sterling
IP1184	Skipton Building Society	BBB-	U.K.		1,000,000	29-Aug-14	0.43000%	01-Dec-14		3 Months	Direct
IP1151	Ulster Bank Ltd	A-	U.K.	RBS	1,000,000	29-Jan-14	0.85000%	28-Jan-15		1 Year	R P Martin
IP1179	Yorkshire Building Society	BBB+	U.K.		1,000,000	22-Jul-14	0.40000%	22-Oct-14		3 Months	Sterling
	<b>Total Invested</b>				<u>41,970,000</u>						
	<b>Matured Investment</b>										
IP813	Landsbanki Islands hf		Iceland		452,300	25-Jun-07	6.32000%	25-Jun-09		2 Years	R P Martin
	<b>Other Loan</b>										
	Sevenoaks Leisure Limited				250,000	29-Apr-08	7.00000%	31-Mar-18		10 Years	Direct

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## **SHARED SERVICES – COSTS AND SAVINGS**

### **Finance and Resources Advisory Committee - 11 November 2014**

Report of Chief Finance Officer

Status: For Information

Key Decision: No

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**This report supports the Key Aim of** effective management of Council resources.

**Portfolio Holder** Cllr. Ramsay

**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**

- 1 On 24 January 2013 Members of the Finance Advisory Group were presented with a report on the implementation costs and savings for partnership working. Members asked for this report to be added to the forward programme.

#### **Current Partnerships in Place**

- 2 Appendix A lists all of the shared services arrangements currently in place and also those that have ended.

#### **Changes in the last year**

- 3 Since April 2013 we have entered into a new agreement with Tonbridge and Malling Borough Council to operate a Building Control Partnership.
- 4 The arrangement for providing services to Sevenoaks Town Council for maintenance at the theatre ended in June 2014.

#### **Future Partnerships**

- 5 Officers continue to have discussions with other local authorities regarding future partnership opportunities.

#### **Key Implications**

##### Financial

This report is for information only and there are, therefore, no financial implications arising from this report. The listed partnership arrangements have been entered into by

## Agenda Item 7

the Council in order to achieve financial savings, deliver increased efficiencies and to improve resilience of service delivery.

### Legal Implications and Risk Assessment Statement.

There are no legal implications.

There are no new risks associated with this report. Each partnership proposal would include a risk assessment.

### Community Impact and Outcomes

The partnership working arrangements in Appendix A have delivered financial savings usually through reducing the cost of management or back office services, thus delivering a financial benefit to local residents whilst maintaining customer facing services.

### 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	
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?		

### **.Appendices**

Appendix A – Register of Shared Working Arrangements

### **Background Papers:**

Report to Finance Advisory Group Council 24 January 2013 Partnership Working – Costs and Savings

<http://cds.sevenoaks.gov.uk/ieListDocuments.aspx?CId=126&MId=1485&Ver=4>

**Adrian Rowbotham**  
**Chief Finance Officer**



**Sevenoaks District Council**

**Register of Shared Working Arrangements**

Description	Type	Start Date	Partner Organisation(s)	Implementation Costs £000	Annual Savings £000
<b>Current Shared Services</b>					
Shared Financial Management System	Contractual	Nov-01	Tandridge	Nil	6
Licensing Partnership	Shared Service	May-06	Tunbridge Wells & Maidstone	50	38
Public Convenience Cleaning	Contractual	Apr-08	Tandridge	Nil	12
Bottle Bank Emptying	Contractual	Dec-08	Dartford	Nil	3
Out of Hours Service	Contractual	Sep-09	Tonbridge & Malling	Nil	12
Equalities Officer	Shared Officer	Jan-10	Tunbridge Wells and Tonbridge & Malling	Nil	15
Print Services	Contractual	Jan-10	Dartford	Nil	10
Police co-location Phase 1	Shared Service	Jun-10	Kent Police	Nil	4
Revenues, Benefits, Audit & Fraud	Shared Service	Dec-10	Dartford	417 (10/11-14/15)	250
Property Services – Asset Management	Contractual	Apr-11	Tandridge	Nil	13
Procurement & Risk Management	Shared Service	Apr-11	Dartford	Nil	Cost Neutral
Shared CCTV Manager	Shared Management	Apr-11	Tunbridge Wells	Nil	25
Shared Senior Parking Engineer	Shared Officer	Apr-11	Tonbridge & Malling	Nil	24
Building Control Service	Shared Service	Oct-14	Tonbridge & Malling	10	41
Moat Housing co-location	Shared Service	Nov-11	Moat	30	9
Tree Advice	Contractual	Apr-12	Dartford	Nil	7
Environmental Health	Shared Service	Apr-12	Dartford	243 (11/12-16/17)	150
Police Reception	Shared Service	Oct-12	Kent Police	180	18
Kent CC co-location	Shared Service	Dec-12	Kent County Council	Nil	5
Product Support (Shared Fin Mgt System)	Contractual	Apr-13	Tandridge	Nil	3

**Total**

**645**

Description	Type	Start Date	Partner Organisation(s)	Implementation Costs	Annual Savings
<b>Ended Shared Services</b>					
Shared Environmental Health Manager (Replaced by Shared Service)	Shared Management	Sept 2008 to March 2011	Dartford	n/a	n/a
Internal Audit (Replaced by Shared Service)	Shared Management	Oct 2008 to Oct-10	Dartford	n/a	n/a
Benefit Fraud (Replaced by Shared Service)	Shared Management	April 2009 to Oct-10	Dartford	n/a	n/a
Democratic Services	Shared Management	Nov 2010 to Jan 2012	Dartford	Nil	20
Legal Services	Shared Management	April 2009 to March 2011	Tonbridge & Malling	Nil	25
GIS Service	Contractual	Oct 2009 to Mar 2012	Dartford	Nil	15
Maternity cover for Tonbridge & Malling Community Safety Co-ordinator 0.4 FTE	Shared Management	Jan-11	Tonbridge and Malling	Nil	15
Shared Head of Development Services	Shared Management	Oct-08	Tunbridge Wells	Nil	20
Shared Building Control Manager	Shared Management	Oct 2011 to Sept 2013	Tonbridge & Malling	Nil	26
STAG maintenance	Contractual	Jan 09 to June 14	Sevenoaks Town Council	Nil	14

**BUDGET 2015/16: SERVICE REVIEWS AND SERVICE PLAN IMPACT ASSESSMENTS (SCIAs)**

**Finance and Resources Advisory Committee – 11 November 2014**

Report of Chief Finance Officer

Status: For Decision

Also considered by: Strategy and Performance Advisory Committee – 7 October 2014

Housing and Community Safety Advisory – 8 October 2014

Economic and Community Development Advisory Committee – 21 October 2014

Local Planning and Environment Advisory Committee – 23 October 2014

Key Decision: No

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**Executive Summary:** This report sets out updates to the 2015/16 budget within the existing framework of the 10-year budget and savings plan. The report presents proposals that have been identified which need to be considered, together with further suggestions made by the Advisory Committees, before finalising the budget for 2015/16.

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**Portfolio Holder** Cllr. Ramsay

**Contact Officer(s)** Adrian Rowbotham Ext. 7153

Helen Martin Ext. 7483

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**Recommendation to each Advisory Committee:**

- (a) Advise Cabinet with views on the growth and savings proposals identified in Appendix C (if applicable to this Advisory Committee).
  - (b) Advise Cabinet with further suggestions for growth and savings for the services within the terms of reference of the Advisory Committee.
- 

**Reason for recommendation:** It is important that the views of the Advisory Committees are taken into account in the budget process to ensure that the Council's resources are used in the most suitable manner.

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## Agenda Item 8

### Introduction and Background

- 1 The Council's financial strategy over the past ten years has worked towards increasing financial sustainability and it has been successful through the use of a number of strategies including:
  - implementing efficiency initiatives;
  - significantly reducing the back office function;
  - improved value for money;
  - maximising external income;
  - the movement of resources away from low priority services; and
  - an emphasis on statutory rather than non-statutory services.
- 2 Over this period the Council has focused on delivering high quality services based on Members' priorities and consultation with residents and stakeholders. In financial terms, the adoption of this strategy has to date allowed the Council to move away from its reliance on general fund reserves which has ensured that the general fund reserves have remained largely unchanged.
- 3 Due to the level of funding and other potential changes and uncertainties, it is increasingly difficult to anticipate with sufficient accuracy what the level of Government settlement is likely to be after 2015/16. However, using the data sources available to the Council, this report sets out a budget position over the 10-year period but recognises that this is a constantly changing situation and more accurate data will become available in future months.
- 4 In setting its budget for 2011/12 onwards, the Council recognised the need to address both the short-term reduction in Government funding as well as the longer-term need to reduce its reliance on reserves. The outcome was a 10-year budget, together with a four-year savings plan, that ensured the Council's finances were placed on a stable footing but that also allowed for flexibility between budget years.
- 5 With the amount of Revenue Support Grant provided by Government continuing to reduce at a significant rate it is important that the council aims to become more self-sufficient by having a balanced economy with local solutions. These solutions include:
  - continuing savings;
  - below inflation increases;
  - council tax; and
  - increased income.
- 6 The intention of this report is to provide Members of each Advisory Committee an opportunity to give their views on potential growth and savings items that could be

included in the updated 10-year budget that will be presented to Council on 17 February 2015.

- 7 The 'Financial Prospects and Budget Strategy 2015/16 and Beyond' report has been presented to Cabinet to start the budget setting process for 2015/16.
- 8 This report presents members with the following documents relating to the budget for 2015/16:
  - Service Overviews relating to the Advisory Committee (Appendix A);
  - Summary of the Council's agreed savings plan and growth items (Appendix B);
  - New growth and savings items proposed (Appendix C);
  - Service Change Impact Assessment forms (SCIAs) for the new growth and savings items relating to the Advisory Committee – if applicable (Appendix D);
  - 10-year budget (Appendix E);
  - Budget timetable (Appendix F).

### **Service Overviews**

- 9 This is a new document as it is the intention to provide Members with improved information during the budget setting process to provide context and inform any growth and savings ideas that Members may put forward.
- 10 The Service Overviews cover a summary of what each service provides, importantly a summary of current and future issues or pressures and details of current budget levels and previous savings for each service.
- 11 Additional information will also be sent to Members of each Advisory Committee to provide greater detail.
- 12 Appendix A contains the Service Overviews for those services directly relevant to this Advisory Committee.

### **Savings Plan**

- 13 Appendix B to this report sets out a summary of the savings and growth items approved by Council since the 10-year budget strategy was first used in 2011/12, which have allowed the Council to deliver a 10 year balanced budget.
- 14 The savings plan requires a total of £4.8 million to be saved between 2011/12 and 2015/16 which is an average saving of nearly £1m per annum. In the eleven years from 2005/06, over £10m of savings will then have been made.
- 15 Further savings are scheduled to be made in later years as agreed by Council.

## Agenda Item 8

### Proposed Growth Items

- 16 Growth items are items that are in addition to non-service issues and risks, such as grant settlements, impacts of economic change and other pressures highlighted in the 'Financial Prospects and Budget Strategy 2015/16 and Beyond' report considered by Cabinet on 12 September 2014.
- 17 A list of the growth items proposed can be found in Appendix C and a summary by Advisory Committee is shown in the following table:

<b>Advisory Committee</b>	<b>Annual Impact £000</b>	<b>10-year Budget Impact £000</b>
Economic and Community Development	-	-
Finance and Resources	381	3,610
Housing and Community Safety	-	-
Local Planning and Environment	28	280
Strategy and Performance	-	-
<b>Total</b>	<b>409</b>	<b>3,890</b>

### Proposed Savings Items

- 18 A number of savings items are also being proposed which can also be found in Appendix C and a summary by Advisory Committee is shown in the following table:

<b>Advisory Committee</b>	<b>Annual Impact £000</b>	<b>10-year Budget Impact £000</b>
Economic and Community Development	-	-
Finance and Resources	(301)	(1,990)
Housing and Community Safety	(85)	(670)
Local Planning and Environment	-	-
Strategy and Performance	-	-
<b>Total</b>	<b>(386)</b>	<b>(2,660)</b>

### Financial Summary

- 19 It is increasingly difficult to produce an accurate forecast at this early stage due to the level of uncertainty, in particular for Government Support. The assumptions currently included take into account the latest information available but a number of assumptions may change before the final budget meeting in February 2015.
- 20 Since the 'Financial Prospects and Budget Strategy 2015/16 and Beyond' report was presented to Cabinet on 2 September 2014, no further information has been obtained concerning Government Support.

- 21 Interest receipts are currently being reviewed as we work with our treasury advisors, Capita Asset Services. Different scenarios are being modelled to see which option is the most viable and realistic. The outcome will be included in the report to Cabinet on 11 December 2014. The current assumption uses the current 3 month LIBID (London Inter-Bank Bid) rate increased in line with the Capita Bank Base Rate forecast. This results in increased interest receipts over the 10-year budget due to increased bank base rate forecasts compared to one year ago, and higher balances pending use in the property investment strategy.
- 22 The 10-year budget attached at Appendix E includes the changes in interest receipts and the growth and savings proposals put forward in this report.
- 23 It is proposed to put any remaining balance into the Financial Plan Reserve which would be able to fund year 11 (2025/26) of the budget, should it still be available when the budget is set in February, it will also provide further flexibility with the 10-year budget should it be needed.
- 24 Views of the Advisory Committees on the growth and savings items proposed together with any additional suggestions will be considered by Cabinet at its meeting on 11 December 2014.

### **Process and Timetable**

- 25 This report is the second stage of the budget process as shown in the Budget Timetable (Appendix F).
- 26 It is possible that Advisory Committees may have to re-address service budgets in January if significant changes have taken place (including government support changes) leading to a large and unmanageable deficit.

### **Key Implications**

#### Financial

All financial implications are covered elsewhere in this report.

#### Legal Implications and Risk Assessment Statement.

There are no legal implications.

For the effective management of our resources and in order to achieve a sustainable budget it is essential that all service cost changes and risks are identified and considered.

Current and future pressures are included in the Service Overviews and each Service Change Impact Assessment (SCIA) includes the likely impacts including a risk analysis.

Financial risks will be reviewed again when the Cabinet publishes its proposals for the annual budget.

## Agenda Item 8

### 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?	Yes	Individual equality impact assessments have been completed for all service Change Impact Assessments (SCIAs) to ensure the decision making process is fair and transparent.
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?		

### **Conclusions**

Members' consideration and scrutiny of the relevant services is an essential and key element in the business and financial planning process. Any growth items agreed which are outside the existing 10-year budget will require additional savings, and subsequent service changes, to ensure a balanced budget position.

By incorporating the proposed growth and savings items into the 10-year budget, it will allow an annual contribution to be made to the Financial Plan Reserve which will help to fund the council into year 11 (2025/26) and beyond.

### **Appendices**

Appendix A – Service Overviews relating to this Advisory Committee.

Appendix B – Summary of the Council's agreed savings plan and growth items.

Appendix C – New growth and savings items proposed.

Appendix D - Service Change Impact Assessment forms (SCIAs) for the new growth and savings items relating to this Advisory Committee (if applicable).

Appendix E – 10-year budget.

Appendix F – Budget timetable.



**Background Papers:**

- a) Report to Council 18 February 2014 – Budget and Council Tax Setting 2014/15
- b) Report to Cabinet 11 September 2014 – Financial Prospects and Budget Strategy 2015/16 and Beyond
- c) Budget details and performance reports

<http://cds.sevenoaks.gov.uk/ieDocHome.aspx?bcr=1>

**Adrian Rowbotham**  
**Chief Finance Officer**

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**Finance and Resources: 2015/16 Budget Setting  
Service Overviews (SOs)**

**Appendix A**

<b>Service</b>	<b>Service Area</b>	<b>Chief Officer</b>
<b>Audit</b>	<b>Finance</b>	<b>Adrian Rowbotham</b>

**Service Overview:**

The Audit Service has operated in partnership with Dartford Borough Council since October 2010 and is based at Dartford. The service employs six full time equivalent employees of which four are employed by Sevenoaks District Council.

The Internal Audit Service provides assurance to the Council regarding the effectiveness of internal controls and governance processes. It delivers a risk based Annual Audit Plan to take account of the Council's key priorities and relevant regulatory requirements. The Internal Audit plan for 2014/15 sets out that 18 audit reviews will be completed.

The Internal Audit service also provides support to the work of the Council's External Auditor and the Council's Audit Committee.

Co-ordinating the Council's risk management strategy and framework and offering advice regarding the management of strategic and operational risks is also the responsibility of the Internal Audit service.

**Current and Future Pressures:**

Implementation of the new Public Sector Internal Audit Standards (PSIAS).

For the Internal Audit Service continue to add more value to the Council through its Internal Audit Plan and through wider work.

Ensuring the Council continues to manage risks effectively as it takes on new projects to contribute to becoming more financially self sufficient.

<b>2014/15 Budget (£'000)</b>	<b>Gross</b>	<b>Income</b>	<b>Net</b>	<b>Savings</b>	<b>Year</b>	<b>Amount (£'000)</b>
Audit Function	192	(48)	144			

**Finance and Resources: 2015/16 Budget Setting  
Service Overviews (SOs)**

**Appendix A**

Service	Service Area	Chief Officer
Finance	Finance	Adrian Rowbotham

**Service Overview:**

The Finance Team consists of 9.2 full time equivalent employees and provides the following key tasks:

- Budget setting – producing a balanced budget and continuing to use the 10-year budget approach;
- Budget monitoring – expert finance advice and support to add value to services;
- Annual accounts – completion is required by 30 June each year to a high standard;
- Investments in line with Treasury Management Policy;
- Creditors and debtors; and
- Cashiering and bank reconciliations

**Current and Future Pressures:**

The Council has a good reputation for its financial management and has achieved this with the support of a Finance Team that is currently the smallest in Kent. Continuing to provide high quality support and advice to deliver a balanced budget whilst Government funding continues to reduce is a pressure that the team will face.

The Government also has a desire to ensure that the annual accounts are completed two months earlier than the current 30 June deadline by 2018. Ensuring high quality accounts are published by such a deadline will be a pressure on the team.

2014/15 Budget (£'000)	Gross	Income	Net	Savings (£'000)	Year	Amount
Finance Function	209	-	209	Re-structure and review processes	2011/12	(40)
Exchequer and Procurement	134	-	134	Rationalisation of financial systems	2012/13	(50)
Treasury Management	101	-	101	66 London Road rates & rents	2014/15	(76)
General Admin.	142	-	142	Efficiency review	2014/15	(40)
Misc Finance inc. Pension Fund	2,327	-	2,327			

**Finance and Resources: 2015/16 Budget Setting  
Service Overviews (SOs)**

**Appendix A**

Service	Service Area	Chief Officer
Local Tax	Finance	Adrian Rowbotham

**Service Overview:**

The Revenues Service has operated in partnership with Dartford Borough Council since December 2010 and is based at Sevenoaks, contributing its share towards the annual £250,000 saving from the shared revenues and benefits service. The Local Tax team employs 25 full time equivalent employees of which 15 are employed by Sevenoaks District Council.

The main responsibilities of the Local Tax service are:

- Administration, billing and collection of Council Tax, Business Rates and Housing Benefit Overpayments.
- Recovery of Council Tax, Business Rates and Housing Benefit Overpayments.
- Maintenance of the Council Tax and Business Rates databases.
- Provision of telephone, face to face and electronic services to the customer which aim to meet their needs.

**Current and Future Pressures:**

The change from Council Tax Benefit to Council Tax Support in April 2013 has impacted on the demands of the team as working age residents previously receiving 100% benefit are now required to pay a proportion of their Council Tax. As a result an increased number of residents are issued a council tax bill and a proportion of these require support from the council to help them make their payments in a way that is affordable to them. Inevitably as the number of customer's increases there is also a proportionate increase in the level of recovery work.

The introduction of Universal Credit may also create pressures for the council tax team. This significant change to how people manage their money may have an impact on their ability to pay council tax.

The change to localised business rates aimed to incentivise local authorities to support business growth in their areas has raised the profile of this tax as a funding stream for this council and could cause a future growth in workload that could create pressures for the team.

2014/15 Budget (£'000)				Savings (£'000)		
	Gross	Income	Net		Year	Amount
Local Tax	602	(423)	179	Joint working savings above target	2011/12	Share of (50)
				Further efficiencies from joint working	2013/14	Share of (30)

**Finance and Resources: 2015/16 Budget Setting  
Service Overviews (SOs)**

**Appendix A**

Agenda Item 8

Service	Service Area	Chief Officer
Legal	Legal and Governance	Christine Nuttall

**Service Overview:**

The Legal Service team employs 4.3 full time equivalent employees and primarily supports other teams in the delivery of Council services. The team delivers a comprehensive service dealing with a wide range of legal issues providing advice, advocacy, negotiation and drafting skills across a broad spectrum of law. The main areas of work include:

- Contract & procurement
- Housing
- Information Law, including monitoring the use of RIPA and advising on Freedom of Information and the Environmental Information Regulations
- Licensing, including advising members and officers on all licensing matters and attending licensing hearings
- Litigation, including housing benefit prosecutions, environmental prosecutions, injunctions, judicial review and debt recovery
- Planning, including the drafting section 106 agreements, planning inquiries, drafting notices and attending Planning Committee
- Property

**Current and Future Pressures:**

The Council operates what we believe to be the smallest Legal Service in the County. On occasions, particularly for difficult or contentious legal work, the requirements clients have of the Legal Service can cause pressures for the service. The Council's proposal to seek financial self sufficiency may also cause increased work loads for the Legal Services team, particularly in relation to property matters.

The cost of knowledge materials and staff training may rise beyond the budget but these are essential to the provision of the service.

2014/15 Budget (£'000)	Gross	Income	Net	Savings (£'000)	Years	Amount
Legal Function	226	(36)	190	Partnership Working	2011/12	(25)
				Additional Income (Section 106)	2011/12	(30)
				Share of corporate savings targets	2011/12	(5)
					2012/13	(10)

**Finance and Resources: 2015/16 Budget Setting  
Service Overviews (SOs)**

**Appendix A**

Service	Service Area	Chief Officer
IT	Corporate Support	Jim Carrington-West

**Service Overview:**

The Council's IT Service employs 12 full time equivalent employees to provide a robust, secure and supported technical and work environment for Officers, Members and visitors.

The IT team are also responsible for investigating new technologies that will assist the Council in becoming more efficient and enabling more effective communication with customers. This includes seeking innovative ways of using technology to support the use of information within the Council.

The Team also provide a cartographic service delivering high quality mapping and map based analysis and manage the Local Land and Property Gazetteer and the use of addresses based information within the Council.

**Current and Future Pressures:**

Maintaining and upgrading the Council's IT network in accordance with the needs of the Council's Officer, Members, services and partners whilst ensuring compliance with security standards and within capital budget limits is an ongoing challenge. At the same time the service is proud of the high level of service offered through the Service Desk and managing the services resources to ensure projects and service desk calls are consistently delivered to deadline can create pressures.

As the Council continues to seek increased paper-less working and opportunities to work in partnership this increases demands on the IT Service.

2014/15 Budget (£'000)	Gross	Income	Net	Savings (£'000)	Year	Amount
IT	764	-	764	IT Support – reduce general costs	2011/12	(41)
Asset Maintenance – IT	260	-	260	Internet provision – reduce charges	2011/12	(40)
				Agresso and IDOX – reduce support costs	2011/12 2012/13	(23) (50)
				Information Systems and IT Support – reviewing staffing resources	2011/12 2013/14	(30) (20)

**Finance and Resources: 2015/16 Budget Setting  
Service Overviews (SOs)**

**Appendix A**

		2014/15	(60)
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Service	Service Area	Chief Officer
Property and Facilities Management	Corporate Support	Jim Carrington- West

**Service Overview:**

The Property team employs 3.65 full time equivalent employees and is responsible for the management of the Council's property assets. This includes acquiring land and property to support the achievement of the Council's objective, manage and maintenance of assets and disposal of surplus land and property. The team also manage and maintain the Council's tenanted properties, provides a maintenance service to a neighbouring council and provides technical and specialist advice to Officers and Members on property related matters.

The Facilities Management team employs 13 full time equivalent employees also includes the Scanning and Indexing team, the Post Room and the Print Studio. The main responsibilities of the Facilities Management service include document management, postal and courier services, a comprehensive design and print service, maintenance and security of the Council offices and the processing of purchase and sales orders.

**Current and Future Pressures:**

The Council's Property function is being restructured to further increase the Council's ability to shape the economic development of the District and to support the Council's ambition to move towards financial self sufficiency. This requires the team to seek investment opportunities and support Council projects that generate either a financial return or a community benefit.

Asset maintenance on our properties is becoming more frequent, especially at the leisure centres and sewerage plants. Ensuring solutions are found within the available budget is a challenge.

The Facilities Management team are critical in delivering a successful move to a paper-less office environment and modernising working practices through the electronic scanning and indexing of information. The increase in scanning workload as more services adopt paper-less working practices and will place pressure on a small team of officers.

The Print Studios current and future pressures are related to raising income levels and managing the increased workload that this necessitates whilst maintaining the high quality product and service it offers.

2014/15 Budget (£'000)	Gross	Income	Net	Savings (£'000)	Year	Amount
Property	57	-	57	Facilities Management Staffing review	2011/12	(45)



**Finance and Resources: 2015/16 Budget Setting  
Service Overviews (SOs)**

**Appendix A**

					2012/13	(30)
Central Offices - Facilities	265	(8)	257	Window Cleaning, Hand Dryers, Building Cleaning, Microfilming	2011/12	(25)

*Continued on next page*

<b>2014/15 Budget (£'000)</b>	<b>Gross</b>	<b>Income</b>	<b>Net</b>	<b>Savings (£'000)</b>	<b>Year</b>	<b>Amount</b>
Central Offices	484	(35)	449	IT and FM share of corporate targets	2011/12	(7)
					2012/13	(7)
Asset Maintenance - Properties	362	-	362	Central Offices target savings	2011/12	(5)
Bus Station	20	(6)	14	Property – review processes and restructure	2011/12	(75)
					2013/14	(75)
Housing Premises	13	(21)	(8)	Property – income from Tandridge	2011/12	(13)
Estates Mgt - Buildings	97	(163)	(66)	External print income increase	2014/15	(10)
				Efficiency review	2014/15	(20)

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Summary of the Council's Agreed Savings and Growth Items

Appendix B

SCIA		Description	2011/12 £000	2012/13 £000	2013/14 £000	2014/15 £000	2015/16 £000	Later Years £000	Total £000
Year	No.								
		<b>Economic and Community Development</b>							
2014/15	2	Broadband and business growth (reversal of temporary growth item)						(80)	
2014/15	20	Building Control: Shared working with Tonbridge & Malling BC					(9)		
		<b>Finance and Resources</b>							
2011/12	62,63	Staff terms and conditions - savings agreed by Council 18/10/11					(117)	(979)	
2014/15	18	Corporate Projects (reversal of temporary growth item)						(60)	
2014/15	21	Customer Services: Channel shift programme						(20)	
		<b>Housing and Community Safety</b>							
2014/15	13	Housing efficiency review - Housing Initiatives (reversal of temporary savings item)					7		
		<b>Local Planning and Environment</b>							
2014/15	15	Planning: Use CIL funds for monitoring						(50)	
2014/15	16	Planning: Efficiency review					(35)		
		<b>Total Savings</b>	<b>(2,984)</b>	<b>(841)</b>	<b>(314)</b>	<b>(479)</b>	<b>(154)</b>	<b>(1,049)</b>	<b>(4,618)</b>
		<b>Total Growth</b>	<b>371</b>	<b>45</b>	<b>50</b>	<b>327</b>		<b>(140)</b>	<b>793</b>
		<b>Net Savings</b>	<b>(2,613)</b>	<b>(796)</b>	<b>(264)</b>	<b>(152)</b>	<b>(154)</b>	<b>(1,189)</b>	<b>(3,825)</b>

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**New Growth and Savings Proposals**

**Appendix C**

<b>Growth</b>		Description	Year	Ongoing	Annual Impact £000	10-year Budget Impact £000
SCIA Year	No.					
<b>Economic and Community Development</b>						
none						
<b>Finance and Resources</b>						
2015/16	1	Staffing: Employers National Insurance increase from April 2016 - implications due to change in legislation	2016/17	yes	200	1,800
2015/16	2	Estates Management: loss of income following previous sale of assets	2015/16	yes	48	480
2015/17	3	Estates Management: STAG - loss of maintenance income	2015/16	yes	14	140
2015/16	4	IT: Microsoft licence price increase	2015/16	yes	45	450
2015/16	5	IT: 'COCO' compliance additional costs	2015/16	yes	32	320
2015/16	6	Legal: income reduction	2015/16	yes	32	320
2015/16	7	Treasury Management: debit and credit card fees	2015/16	yes	10	100
<b>Housing and Community Safety</b>						
none						
<b>Local Planning and Environment</b>						
2015/16	8	Parks Rural: Timberden Farm - loss of rent when sold	2015/16	yes	28	280
<b>Strategy and Performance</b>						
none						
<b>Total</b>					<b>409</b>	<b>3,890</b>

<b>Savings</b>		Description	Year	Ongoing	£000	£000
SCIA Year	No.					
<b>Economic and Community Development</b>						
none						
<b>Finance and Resources</b>						
2015/16	9	Finance: Business Rates Discretionary Relief	2015/16	yes	(106)	(1,060)
2015/16	10	Finance: External audit fee reduction	2015/16	3 years	(30)	(90)
2015/16	11	Dartford BC partnerships: revised split of costs	2015/16	no	(90)	(90)
2015/16	12	Legal: efficiency savings to offset the income reduction	2015/16	yes	(32)	(320)
2015/16	13	Property: additional income from Argyle Road office rent	2015/16	yes	(18)	(180)
2015/16	14	Revenues: Council Tax court costs	2015/16	yes	(25)	(250)
<b>Housing and Community Safety</b>						
2015/16	15	Youth: Youth Development efficiency savings	2015/16	yes	(10)	(100)
2015/16	16	Community Safety: Project costs to be matched by ext. funding	2015/16	yes	(5)	(50)
2015/16	17	Housing Advice: Bed and breakfast reduction	2015/16	no	(10)	(10)
2015/16	18	Housing Advice: Private Sector Letting scheme	2015/16	no	(10)	(10)
2015/16	19	Housing Standards: Disabled Facility Grants	2015/16	yes	(50)	(500)
<b>Local Planning and Environment</b>						
none						
<b>Strategy and Performance</b>						
none						
<b>Total</b>					<b>(386)</b>	<b>(2,660)</b>

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**SERVICE CHANGE IMPACT ASSESSMENT**

**SCIA 1 (15/16)**

<b>Chief Officer:</b>	Chief Finance Officer	<b>Service:</b>	All services with staff
<b>Activity</b>	All activities with staff	<b>No. of Staff:</b>	362.93 fte

<b>Activity Budget Change</b>	2015/16 Growth / (Saving) £000	Later Years Comments (ongoing, one-off, etc.)
Employers National Insurance increase from 06/04/16	-	£200,000 from 2016/17 ongoing

**Reasons for and explanation of proposed change in service**

The Government has introduced a single tier pension from 2016 which will mean the abolition of 'contracting out'. To fund this change, all employees will pay A Rate National Insurance and employer National Insurance Band D contributions will increase from 10.4% to 13.8%.

**Key Stakeholders Affected**

None

**Likely impacts and implications of the change in service (include Risk Analysis)**

All services with staff will face an increased cost to pay for the additional employers National Insurance contributions. This change will add 1.5% to the cost of staffing.

**Risk to Service Objectives (High / Medium / Low)**

Low

<b>2014/15 Budget</b>	<b>£'000</b>	<b>Performance Indicators</b>		
<b>Operational Cost</b>	888	<b>Code &amp; Description</b>	<b>Actual</b>	<b>Target</b>
<b>Income</b>	-	n/a		
<b>Net Cost</b>	888			

**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	It is unlikely that this increase in cost would make any individual services unviable.
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?		



**SCIA 2 (15/16)**

<b>Chief Officer:</b>	Corporate Support	<b>Service:</b>	Property & Facilities Management (FM)
<b>Activity</b>	Estates Management	<b>No. of Staff:</b>	3.65 fte

Activity Budget Change	2015/16 Growth / (Saving) £000	Later Years Comments (ongoing, one-off, etc.)
Rental income which not be achieved, due to disposals or vacant properties.	48	Ongoing

**Reasons for and explanation of proposed change in service**

A review of rental income has been completed taking into account recent disposals and vacant properties. This includes 27-37 High Street, Swanley being vacant, pending disposal or redevelopment, where rental and service charge income was previously £35,066.

Capital receipts have been obtained for properties that have been disposed of.

**Key Stakeholders Affected**

None

**Likely impacts and implications of the change in service (include Risk Analysis)**

Rental income to the Property & FM Budget will reduce by £48,000 per annum ongoing, as a consequence.

**Risk to Service Objectives (High / Medium / Low)**

Low

<b>2014/15 Budget</b>	<b>£'000</b>	<b>Performance Indicators</b>		
<b>Operational Cost</b>	97	<b>Code &amp; Description</b>	<b>Actual</b>	<b>Target</b>
<b>Income</b>	(163)	n/a		
<b>Net Cost</b>	(66)	n/a		

**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	This reduction in income has no impact on different groups in 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?		

**SCIA 3 (15/16)**

<b>Chief Officer:</b>	Corporate Support	<b>Service:</b>	Property & Facilities Management (FM)
<b>Activity</b>	Estates Management	<b>No. of Staff:</b>	3.65 fte

<b>Activity Budget Change</b>	2015/16 Growth / (Saving) £000	Later Years Comments (ongoing, one-off, etc.)
Loss of fee income from Stag Theatre - FM Management	14	Ongoing

**Reasons for and explanation of proposed change in service**

Following the retirement of Joe Burrows from the Property Team, the work which he undertook managing the mechanical and electrical (M&E) maintenance for the Stag Theatre, can no longer be delivered. Joe had previously worked on the installation of the M&E services at the Stag and therefore had specific knowledge for which the Stag retained his services via SDC.

Therefore, the fees of £14,000 which SDC charged the Charity which runs the Stag Theatre are no longer able to be charged.

**Key Stakeholders Affected**

None

**Likely impacts and implications of the change in service (include Risk Analysis)**

Fees and charges income to the Property & FM Budget will reduce by £14,000 per annum from now on, as a consequence.

**Risk to Service Objectives (High / Medium / Low)**

**Low**

<b>2014/15 Budget</b>	<b>£'000</b>	<b>Performance Indicators</b>		
<b>Operational Cost</b>	97	<b>Code &amp; Description</b>	<b>Actual</b>	<b>Target</b>
<b>Income</b>	(163)	n/a		
<b>Net Cost</b>	(66)	n/a		

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	This reduction in income has no impact on different groups in 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?		

**SCIA 4 (15/16)**

<b>Chief Officer:</b>	Corporate Support	<b>Service:</b>	IT Services
<b>Activity</b>	Software Maintenance	<b>No. of Staff:</b>	12 fte

Activity Budget Change	2015/16 Growth / (Saving) £000	Later Years Comments (ongoing, one-off, etc.)
Microsoft Software Licence Costs	45	Ongoing

**Reasons for and explanation of proposed change in service**

The Council purchases it's Microsoft Licensing through an agreed government buying framework called the 'Public Sector Agreement 2009'. This framework agreement was negotiated between Microsoft UK, the Cabinet Office and the Office of Government Commerce (now Crown Commercial Service) in 2009.

The agreement allowed local authorities to purchase Microsoft Software Licensing through the framework at a fixed price for either 3, 4 or 5 years. This Council opted to use the 4 year fixed price model which could be extended for a further 12 months. This contract started on the 1<sup>st</sup> August 2011 and is scheduled to end on the 31<sup>st</sup> July 2015, the opportunity to exercise a 12 month extension will not be used as the new PSA14 / PSA15 agreement between Microsoft and Central Government will enable the Council to make use of new Cloud based technologies like Office 365.

The increase in price of Microsoft Licensing has been caused because of the following two reasons:

1. Prices have been locked at 2011 levels and were not linked to inflation
2. Under the PSA 2012 agreement, Sterling and Euro pricing were adjusted and owing to a weak pound meant that the cost of Microsoft Licensing within the UK substantially increased
3. Microsoft no longer offer 'per device' licensing which the Council is currently using. Device licensing at the time was slightly more expensive than 'per user' but the number of devices in use was about 40% less than the number of users on the system which made it a more affordable option.

**SERVICE CHANGE IMPACT ASSESSMENT**

4. Microsoft are now providing more value added services, for example Office 365 and mobile device management as part of the core license.

**Key Stakeholders Affected**

All users of Council IT systems

**Likely impacts and implications of the change in service (include Risk Analysis)**

Failure to account for this increase in budget will result in a net overspend on future revenue budgets.

**Risk to Service Objectives (High / Medium / Low)**

Medium

2014/15 Budget	£'000	Performance Indicators		
Operational Cost	764	Code & Description	Actual	Target
Income	0	n/a		
Net Cost	764			

**Equality Impacts**

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
d. Does the decision being made or recommended through this paper have potential to disadvantage or discriminate against different groups in the community?	No	This growth item will allow frontline services to continue to operate in the same way they do at present.
e. Does the decision being made or recommended through this paper have the potential to promote equality of opportunity?	No	
f. What steps can be taken to mitigate, reduce, avoid or minimise the impacts		

Agenda Item 8

**SERVICE CHANGE IMPACT ASSESSMENT**

**Appendix D**

Consideration of impacts under the Public Sector Equality Duty:		
Question	Answer	Explanation / Evidence
identified above?		

**SCIA 5 (15/16)**

<b>Chief Officer:</b>	Corporate Support	<b>Service:</b>	IT Services
<b>Activity</b>	Code of Connection compliance	<b>No. of Staff:</b>	12 fte

Activity Budget Change	2015/16 Growth / (Saving) £000	Later Years Comments (ongoing, one-off, etc.)
IT system security products	32	Ongoing

**Reasons for and explanation of proposed change in service**

The IT network at Sevenoaks District Council is connected to a central government network called the 'Public Service Network' or 'PSN' for short.

The network enables the secure transfer of information between local and central government departments. The connection is heavily used by Revenues and Benefits, Electoral Registration and is frequently used by IT, Finance and Customer Services.

In order to connect to the PSN, Councils must ensure that their IT security meets Central Government requirements. The Council was already meeting many of these; however there were some areas where new systems and processes have had to be implemented. These new systems have resulted in an increased revenue cost.

**Key Stakeholders Affected**

All users of Council IT systems

**Likely impacts and implications of the change in service (include Risk Analysis)**

Failure to account for this increased cost will result in a net overspend in future years. Not complying with Central Government requirements will result in our disconnection from the PSN and a resultant adverse

impact on public services.

**Risk to Service Objectives (High / Medium / Low)**

High

2014/15 Budget	£'000	Performance Indicators		
Operational Cost	764	Code & Description	Actual	Target
Income	0	n/a		
Net Cost	764			

**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	If this change is not implemented, the Council would be disconnected from the PSN which will result in out of date Benefits information being used which would mean that customers may not receive the amounts they are entitled to.
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?		



**SCIA 7 (15/16)**

<b>Chief Officer:</b>	Chief Finance Officer	<b>Service:</b>	Treasury Management
<b>Activity</b>	Debit and credit card fees	<b>No. of Staff:</b>	n/a

<b>Activity Budget Change</b>	2015/16 Growth / (Saving) £000	Later Years Comments (ongoing, one-off, etc.)
Increased cost of debit and credit card transactions	10	ongoing

**Reasons for and explanation of proposed change in service**

A fee is payable for each debit and credit card transaction. Use of these payment methods by council customers to pay for services continues to rise. This fee is not currently passed on to customers as we do not wish to discourage payment and it generally remains a cheaper option than paying by cash.

**Key Stakeholders Affected**

All customers who pay for council services.

**Likely impacts and implications of the change in service (include Risk Analysis)**

No impact

Risk to Service Objectives (High / Medium / Low)

Low

2014/15 Budget	£'000	Performance Indicators		
Operational Cost	56	Code & Description	Actual	Target
Income	-	n/a		
Net Cost	56			

**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	Offering a range of payment methods reduces the likelihood of different groups being unable to pay.
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?		

**SCIA 9 (15/16)**

<b>Chief Officer:</b>	Chief Finance Officer	<b>Service:</b>	Misc. Finance
<b>Activity</b>	Business Rates – Discretionary Relief	<b>No. of Staff:</b>	n/a

<b>Activity Budget Change</b>	2015/16 Growth / (Saving) £000	Later Years Comments (ongoing, one-off, etc.)
Business Rates – Discretionary Relief budget no longer required	(106)	ongoing

**Reasons for and explanation of proposed change in service**

When the Council previously awarded 20% discretionary relief to businesses, the Council paid a proportion of it. Since the change to the business rates retention scheme, any discretionary relief awarded is charged to the Collection Fund and the Council receives its share of the total business rates collected. A separate budget for this purpose is therefore no longer required.

**Key Stakeholders Affected**

None

**Likely impacts and implications of the change in service (include Risk Analysis)**

None as the change in regulations has resulted in a different treatment of discretionary relief for business rates.

**Risk to Service Objectives (High / Medium / Low)**

Low

<b>2014/15 Budget</b>	<b>£'000</b>	<b>Performance Indicators</b>		
<b>Operational Cost</b>	106	<b>Code &amp; Description</b>	<b>Actual</b>	<b>Target</b>
<b>Income</b>	-	n/a		
<b>Net Cost</b>	106			

**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 change in regulations has resulted in a different treatment of discretionary relief for business rates. This has no impact on business rates customers.
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?		

**SCIA 10 (15/16)**

<b>Chief Officer:</b>	Chief Finance Officer	<b>Service:</b>	Corporate Management
<b>Activity</b>	External Audit fees	<b>No. of Staff:</b>	n/a

<b>Activity Budget Change</b>	2015/16 Growth / (Saving) £000	Later Years Comments (ongoing, one-off, etc.)
External Audit fees reduction	(30)	Until 2017/18 when a new contract is awarded

<b>Reasons for and explanation of proposed change in service</b>	Grant Thornton were awarded the external audit contract for the South East England region from 2013/14 until 2017/18. This has resulted in the audit of the annual accounts being completed at a reduced cost and the cost of auditing grant claims is also reducing due to the improvements made by the Benefits Service. These reductions have been reported to the Audit Committee.
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<b>Key Stakeholders Affected</b>	None.
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<b>Likely impacts and implications of the change in service (include Risk Analysis)</b>	None.
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<b>Risk to Service Objectives (High / Medium / Low)</b>	Low
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2014/15 Budget	£'000	Performance Indicators		
Operational Cost	130	Code & Description	Actual	Target
Income	-	n/a		
Net Cost	130			

**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	No impact.
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?		

**SCIA 11 (15/16)**

<b>Chief Officer:</b>	Chief Finance Officer	<b>Service:</b>	Revenues, Benefits, Audit, Anti-Fraud, Environmental Health
<b>Activity</b>	Partnerships with Dartford Borough Council	<b>No. of Staff:</b>	60.26 fte

Activity Budget Change	2015/16 Growth / (Saving) £000	Later Years Comments (ongoing, one-off, etc.)
Revised split of partnership costs between Sevenoaks DC and Dartford BC	(90)	One-off

**Reasons for and explanation of proposed change in service**

As part of the agreements with Dartford BC, cost sharing arrangements are reviewed annually and revised if there is a significant change in activity levels between the partners.

In recent years, activity levels in Benefits in particular have changed due to the demographic differences between the two authorities resulting in the number of benefit changes increasing at a greater rate in Dartford BC.

As the economic position improves, activity levels may return to their original levels. This is why the saving is only included for one year but will be reviewed during each annual budget process.

**Key Stakeholders Affected**

Dartford BC

**Likely impacts and implications of the change in service (include Risk Analysis)**

None.

**Risk to Service Objectives (High / Medium / Low)**

Low

2014/15 Budget	£'000	Performance Indicators		
Operational Cost*	3,058	Code & Description	Actual	Target
Income	-	n/a		
Net Cost	3,058			

\*SDC contribution to the partnership hub costs.

**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	This saving has no impact on service levels.
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?		



**SCIA 13 (15/16)**

<b>Chief Officer:</b>	Corporate Support	<b>Service:</b>	Property & Facilities Management (FM)
<b>Activity</b>	Central Offices	<b>No. of Staff:</b>	3.65 fte

<b>Activity Budget Change</b>	2015/16 Growth / (Saving) £000	Later Years Comments (ongoing, one-off, etc.)
Argyle Road Rental Income	(18)	Ongoing

**Reasons for and explanation of proposed change in service**

Increased income derived from the rental of surplus capacity within the Argyle Road offices to MOAT Housing and Kent County Council.

**Key Stakeholders Affected**

None

**Likely impacts and implications of the change in service (include Risk Analysis)**

Rental income to the Property budget will increase by £18,000 per annum ongoing.

**Risk to Service Objectives (High / Medium / Low)**

Low

<b>2014/15 Budget</b>	<b>£'000</b>	<b>Performance Indicators</b>		
<b>Operational Cost</b>	484	<b>Code &amp; Description</b>	<b>Actual</b>	<b>Target</b>
<b>Income</b>	(35)	n/a		
<b>Net Cost</b>	449	n/a		

**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	This increase in income has no impact on different groups in 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?		

**SCIA 14 (15/16)**

<b>Chief Officer:</b>	Chief Finance Officer	<b>Service:</b>	Revenues
<b>Activity</b>	Revenues Court Costs	<b>No. of Staff:</b>	n/a

<b>Activity Budget Change</b>	2015/16 Growth / (Saving) £000	Later Years Comments (ongoing, one-off, etc.)
Increased Revenues Court costs income	(25)	ongoing

<b>Reasons for and explanation of proposed change in service</b>	In recent years an increased number of summonses have been issued due to non-payment of Council Tax and Business Rates. Resources within the Revenues Service have been moved to increase the recovery function and the costs are a legitimate charge to cover the work required to recover this income.
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<b>Key Stakeholders Affected</b>	This additional income is due to an increase in volume, not an increased charge so there is no additional impact on stakeholders.
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<b>Likely impacts and implications of the change in service (include Risk Analysis)</b>	This change takes into account current volumes, which may change over time and impact on the ability to collect the total amount.
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<b>Risk to Service Objectives (High / Medium / Low)</b>	Medium
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<b>2014/15 Budget</b>	<b>£'000</b>	<b>Performance Indicators</b>		
<b>Operational Cost</b>	999	<b>Code &amp; Description</b>	<b>Actual</b>	<b>Target</b>
<b>Income</b>	(276)	n/a		
<b>Net Cost</b>	723			

**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	Residents who do not pay their Council Tax are liable to be taken to court if officers consider it to be the correct course of action. This SCIA does not change the current situation.
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?		

## Ten Year Budget - Revenue

	Budget 2014/15	Plan 2015/16	Plan 2016/17	Plan 2017/18	Plan 2018/19	Plan 2019/20	Plan 2020/21	Plan 2021/22	Plan 2022/23	Plan 2023/24	Plan 2024/25
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Expenditure</b>											
Net Service Expenditure c/f	13,800	14,136	14,338	14,876	15,752	16,195	16,546	17,345	17,754	18,163	18,574
Inflation	488	533	551	518	714	567	596	409	409	411	409
Superannuation Fund deficit: actuarial increase	0	0	0	520	0	0	390	0	0	0	0
Net savings (approved in previous years)	(152)	(154)	(323)	(162)	(301)	(216)	(187)	0	0	0	0
<i>New growth</i>	0	209	200	0	0	0	0	0	0	0	0
<i>New savings</i>	0	(386)	110	0	30	0	0	0	0	0	0
Net Service Expenditure b/f	14,136	14,338	14,876	15,752	16,195	16,546	17,345	17,754	18,163	18,574	18,983
<b>Financing Sources</b>											
Government Support											
: Revenue Support Grant	(2,225)	(1,503)	(1,344)	(1,201)	(1,072)	(956)	(851)	(757)	(672)	(596)	(527)
: Retained Business Rates	(1,898)	(1,951)	(1,990)	(2,030)	(2,071)	(2,112)	(2,154)	(2,197)	(2,241)	(2,286)	(2,332)
New Homes Bonus	(1,389)	(1,802)	(2,215)	(1,329)	(1,329)	(1,329)	(1,329)	(1,329)	(1,329)	(1,329)	(1,329)
Council Tax	(9,011)	(9,244)	(9,577)	(9,921)	(10,277)	(10,646)	(11,028)	(11,423)	(11,831)	(12,254)	(12,692)
Interest Receipts	(244)	(262)	(449)	(675)	(643)	(612)	(574)	(530)	(485)	(439)	(393)
Contributions to/(from) Reserves	(192)	(183)	(183)	(303)	(303)	(303)	(303)	(303)	(129)	(129)	(585)
<b>Total Financing</b>	<b>(14,959)</b>	<b>(14,945)</b>	<b>(15,758)</b>	<b>(15,459)</b>	<b>(15,695)</b>	<b>(15,958)</b>	<b>(16,239)</b>	<b>(16,539)</b>	<b>(16,687)</b>	<b>(17,033)</b>	<b>(17,858)</b>
<b>Budget Gap (surplus)/deficit</b>	<b>(823)</b>	<b>(607)</b>	<b>(882)</b>	<b>293</b>	<b>500</b>	<b>588</b>	<b>1,106</b>	<b>1,215</b>	<b>1,476</b>	<b>1,541</b>	<b>1,125</b>
<b>Contribution to/(from) Stabilisation Reserve</b>	<b>823</b>	<b>607</b>	<b>882</b>	<b>(293)</b>	<b>(500)</b>	<b>(588)</b>	<b>(1,106)</b>	<b>(1,215)</b>	<b>(1,476)</b>	<b>(1,541)</b>	<b>(1,125)</b>
<b>Unfunded Budget Gap (surplus)/deficit</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Remaining balance / (shortfall) in Budget

Stabilisation reserve:	6,291	7,018	8,020	7,727	7,227	6,639	5,533	4,318	2,842	1,301	176
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<b>Assumptions</b>	
Revenue Support Grant:	-32% in 15/16, -10% later years
Retained Business Rates:	2% all years
Rates:	
Council Tax:	1.99% in 15/16, 3% later years
Interest Receipts:	0.75% in 15/16, 1.2% in 16/17, 1.8% later years
Pay award:	1% in 15/16, 1.5% in 16/17 - 17/18, 2% later years
Other costs:	2.25% in all years
Income:	3.5% in all years

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2015/16 Budget Setting Timetable

	Date	Committee
<b>Stage 1</b>		
<b>Financial Prospects and Budget Strategy 2015/16 and Beyond</b>	2 September	Finance & Resources AC
	11 September	Cabinet
↓		
<b>Stage 2</b>		
<b>Review of Service Plans and Service Change Impact Assessments (SCIAs)</b>	7 October	Strategy & Performance AC
	8 October	Housing & Comm. Safety AC
	21 October	Economic & Comm. Dev. AC
	23 October	Local Planning & Env. AC
	11 November	Finance & Resources AC
↓		
<b>Stage 3</b>		
<b>Budget Update</b> (incl. Service Change Impact Assessments (SCIAs), feedback from Advisory Committees & Other Consultation)	11 December	Cabinet
↓		
<b>Stage 4</b>		
<b>Budget Update</b> (incl. Government Support information)	15 January	Cabinet
↓		
<b>Stage 5</b>		
<b>Budget Update and further review of Service Change Impact Assessments (if required)</b>	January	Advisory Committees
↓		
<b>Stage 6</b>		
<b>Budget Setting Meeting</b> (Recommendations to Council)	5 February	Cabinet
↓		
<b>Stage 7</b>		
<b>Budget Setting Meeting</b> (incl. Council Tax setting)	17 February	Council

Note: The Scrutiny Committee may 'call in' items concerning the budget setting process.

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**FINANCIAL PERFORMANCE INDICATORS 2013/14 – TO THE END OF SEPTEMBER 2014**

**Finance and Resources Advisory Committee – 11 November 2014**

Report of Chief Finance Officer

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 A – Performance Indicators – September 2014

#### **Background Papers**

None

**Adrian Rowbotham**  
**Chief Finance Officer**

**Finance & Resources Advisory Committee Finance Indicators**  
**2014/15**  
**as at end September 2014**

Appendix A

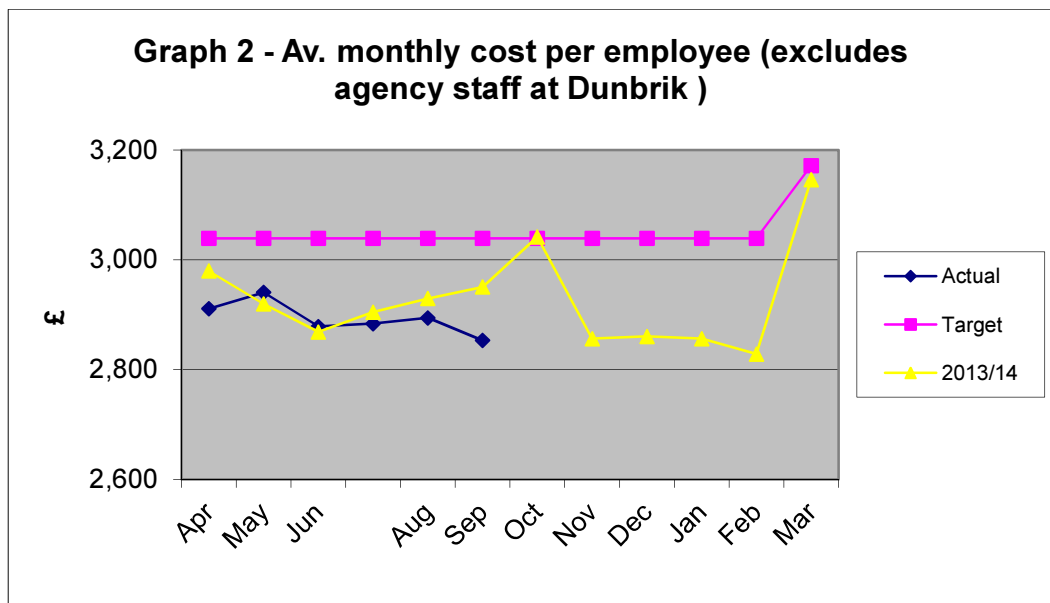
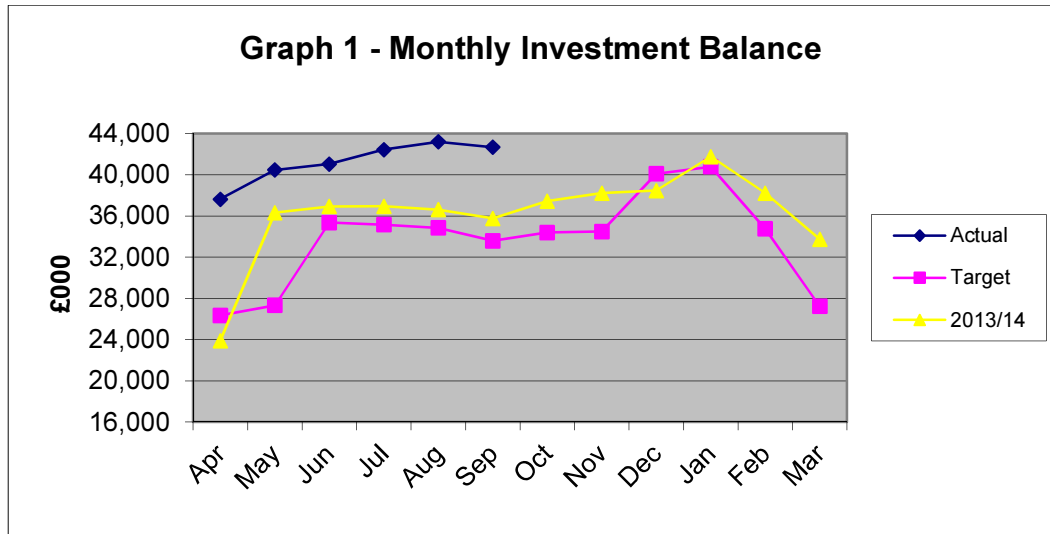
Description	target	actual	Variance		notes	graph
				%		
Monthly investment balance £000	34,846	42,672	7,826	22.5%	Total investments at month end. From April 2013, precepts are paid in 12 instalments of roughly £5m. (Previous years we paid in 10 instalments - not June or December). The target figures have been updated to reflect the Balance Sheet position as at 31/03/13.	1
Average monthly cost per employee (non cumulative) £	3,039	2,853	-186	-6.1%	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.	2
Average monthly salary cost SDC £000	1,107	1,056	-51	-4.6%	Excludes numbers and costs of Dunbrik temps	
Number of ftes	371.8	381.6	9.8	2.6%	Target is budgeted ftes.	3
Council Tax % collected for 2014/15	58.0	58.7	0.7	1.2%	LPIFS 19. Monthly cumulative figures	-
NNDR % collected for 2014/15	59.5	57.2	-2.3	-3.9%	LPIFS 20. Monthly cumulative figures.	-
Council Tax payers % on direct debit	72.0	79.0	7.0	9.7%	LPIFS8 - % on direct debit	4
Investment return %	0.80	0.57	-0.23	-28.2%	Cumulative return on investments. Target is budget assumption	
3 month LIBID		0.41	0.41			
7 day LIBID		0.34	0.34			
Sundry debtors: debts over 21 days £000	35	37	2	4.5%	21 days is taken as the base as the first reminder is issued after 3 wks.	6
Sundry debtors: debts over 61 days £000	20	14	-6	-28.9%	61 days is when the third reminder is issued (debts exclude items on 'indefinite hold', e.g. debtors in administration)	7

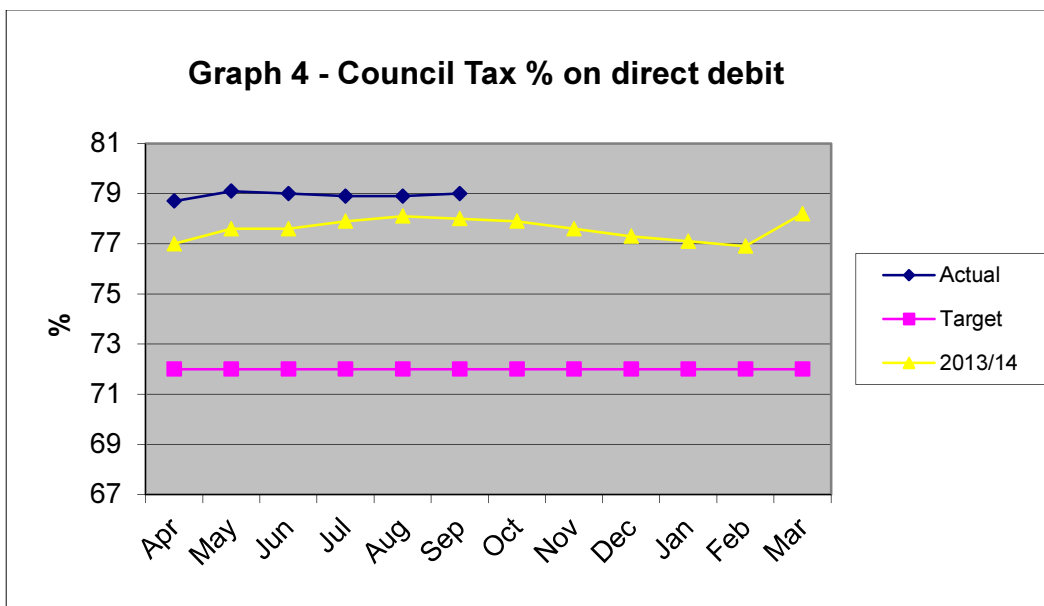
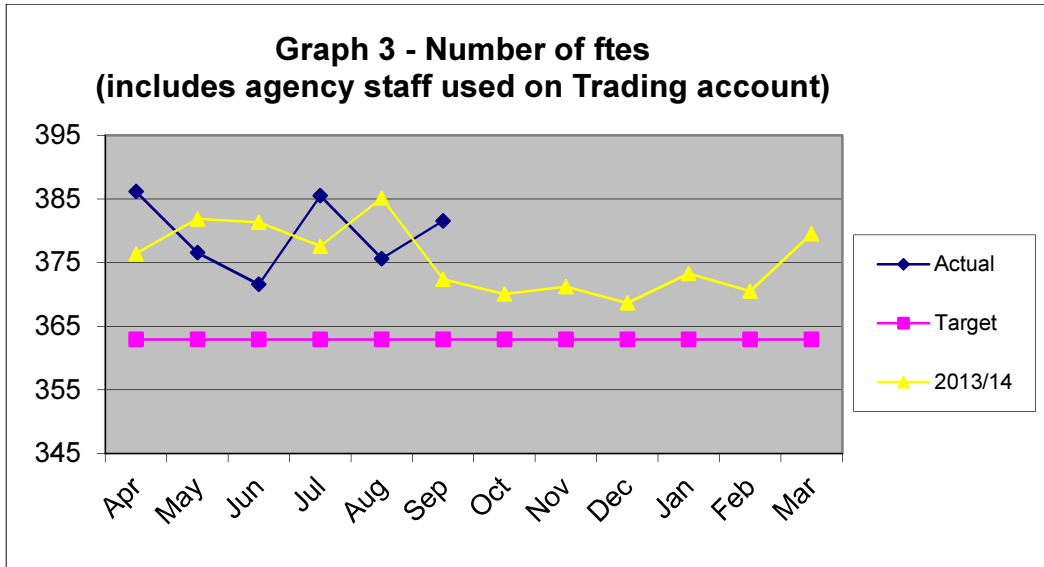
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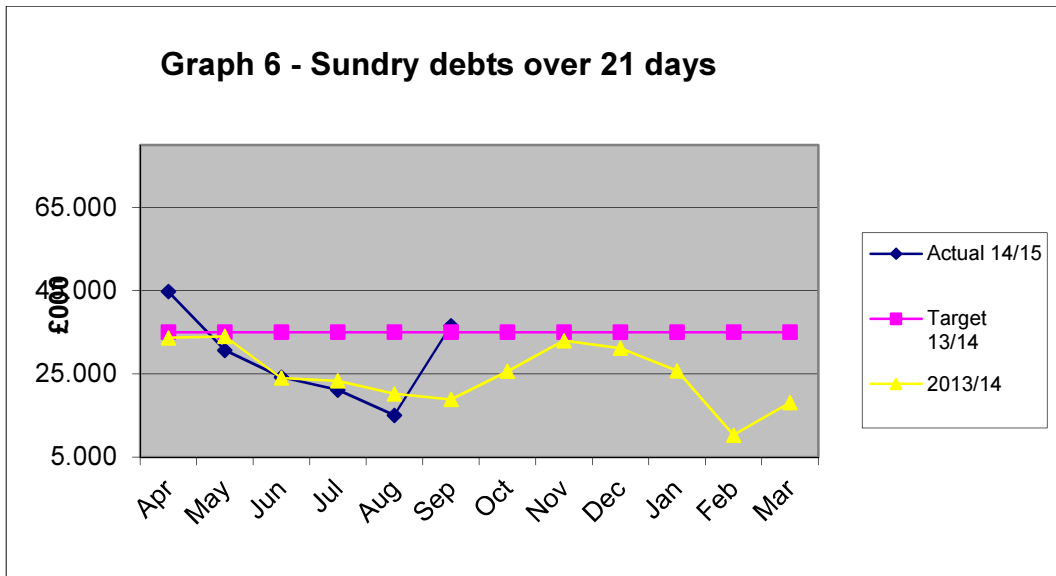
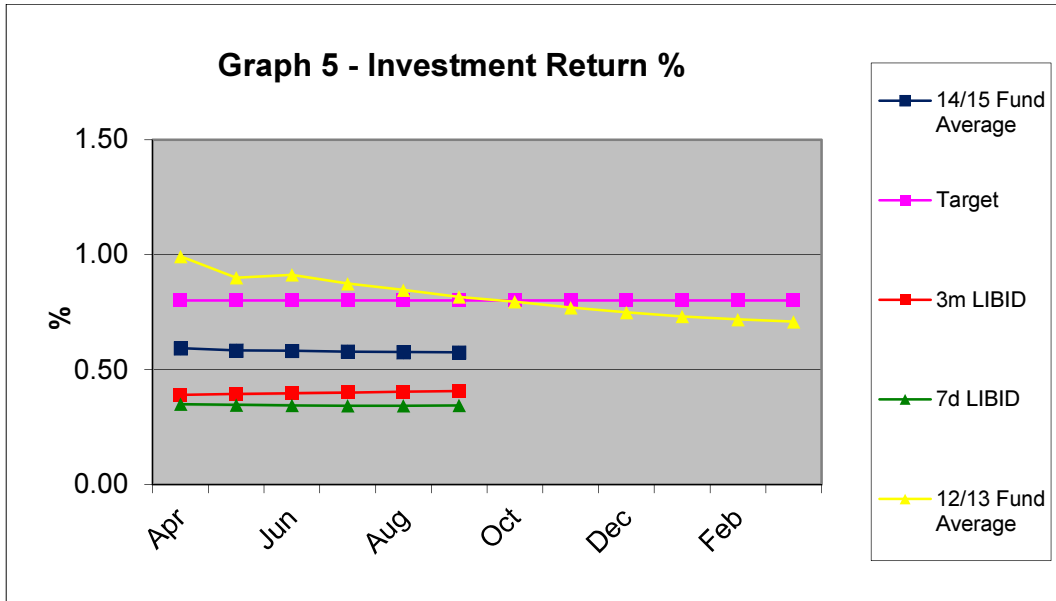
Agenda Item 9

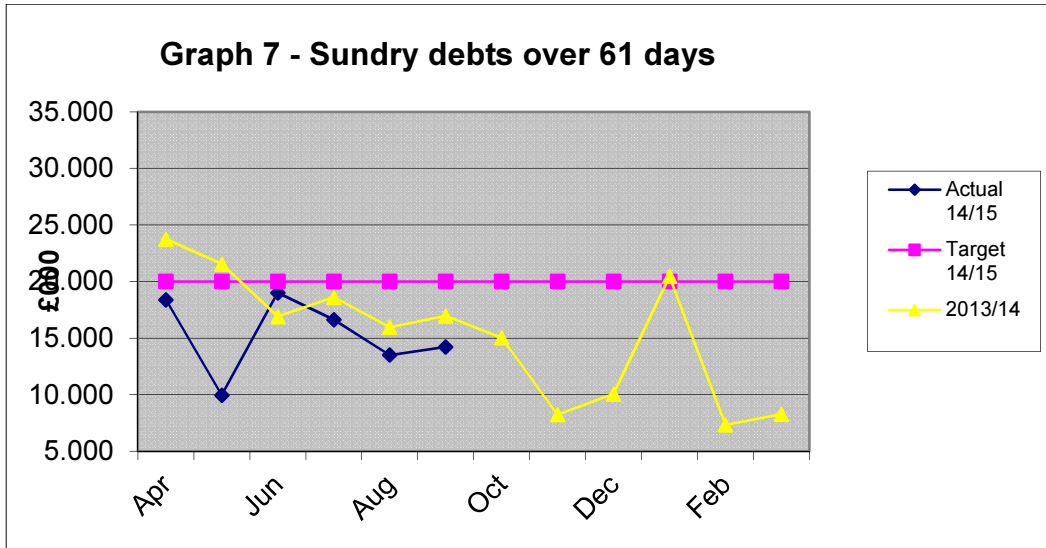
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**Finance & Resources Advisory committee Finance Indicators 2014/15 as at end September 2014**











**FINANCIAL RESULTS 2014/15 – to the end of September 2014**

**Finance and Resources Advisory Committee – 11 November 2014**

Report of Chief Finance Officer

Status: For consideration

Key Decision: No

---

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

**Portfolio Holder** Cllr. Ramsey

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

Adrian Rowbotham Ext 7153

Pav Ramewal Ext 7298

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**Recommendation to Finance and Resources Advisory Committee:** That the report be noted, and any comments forwarded to Cabinet.

**Recommendation to Cabinet:** Cabinet considers any comments from Finance and Advisory Committee and notes the report

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**Introduction and Background**

**Overall Financial Position**

- 1 Six months into the year the results to date show an overall favourable variance of £873,000.
- 2 The year-end position is forecast to be £331,000 better than budget; this is 2.3% of the net budget for the year.
- 3 Both the results to date and forecasts include any significant accruals.
- 4 Officers have set a target favourable variance of between £400,000 and £500,000 in 2014/15 to enable:
  - funds to be put aside for development projects and asset maintenance;
  - funding of a Housing Stock Survey; and
  - in light of budget pressures expected in 2015/16, any further favourable variance to be applied to the Budget Stabilisation Reserve.

## Agenda Item 10

### Key Issues for the year to date

- 5 **Income** – investment income is performing just below target and is forecast to be slightly worse than budgeted at the year-end. This reflects the effect of continuing low interest rates. A small unfavourable forecast is shown to reflect this position.
- 6 **Income** from Planning, Building Control, Land Charges and On Street Parking are showing a combined favourable variance of £216,000 at the end of September; Income from Legal work in connection with s.106 agreements is £13,000 ahead of profile. Income from car parking is currently £30,000 behind profile and the loss of income from Pembroke and Old Bligh's car parks is now showing. A grant of £97,000 has been received for the Transformation Challenge and will be used for efficiency work in Building Control.
- 7 **Budgets for Managed Premises** are currently showing favourable variances totalling £24,000 partly due to receipt of some backdated service charges. Some expenditure on Asset Maintenance work is behind profile, whilst quotes are being obtained, giving a variance of £33,000.
- 8 **Contracted and External services** - There has been less requirement to spend on contracted and external services in the year to date, and these budgets are currently showing a favourable variance of £85,000.
- 9 **Pay costs** – the actual expenditure to date on salaried staff (excluding those who are externally funded) is £260,000 below budget, but £61,000 of that relates to Direct Services and may be offset by agency staff costs held within the trading account. There are currently favourable variances arising from vacant posts in Communities and Business, Corporate Support, Direct Services and Planning. A small favourable variance would be expected at this time because the budget for 2014/15 includes provision for a 1% pay award but, as yet, there is no national agreement on the amount.
- 10 **Other Variances** include some savings on CCTV (transmission costs) £27,000; deferred expenditure on administrative supplies £31,000; re-negotiated arrangements with Dartford regarding the partnership agreement together with budgets for non-finance partnerships, where work is currently being contained within existing budgets, accounts for current variances of £112,000.
- 11 **Direct Services** – Direct Services' results show a positive variance of £78,000 compared to budget.

### Year End Forecast

- 12 The year-end position is forecast to be £333,000 better than budget.
- 13 The re-negotiation of the partnership agreement with Dartford BC will continue in 2014/15.
- 14 Direct Services expect to achieve a surplus that is £101,000 better than budget.

- 15 Income from car parking is forecast to be £80,000 below budget at the year end.
- 16 Budgets for Discretionary Rate Relief (£100,000) are no longer required and this is offered as a SCIA saving for 2015/16. (SCIA 9).
- 17 Investment income is forecast to have a small unfavourable variance.

### **Future Issues and Risk areas**

- 18 Chief Officers have considered the future issues and risk areas for their services and the impacts these may have on the Council's finances as follows:
  - the investment strategy is constantly under review and reports are made regularly to FRAC;
  - It is likely that fee income has been positively affected by the adoption of the Community Infrastructure Levy (CIL) schedule, and application numbers might recede once the charge is in place. Application numbers & income will be kept under close review now the new charging schedule has started;
  - There remains the risk that planning decisions will be challenged, either at appeal or through the Courts, and future plan making costs following the Allocations and Development Management Plan (ADMP) examination;
  - It has proved difficult to recruit to some vacant posts especially in Planning and Communities and Business;
  - the Benefits workload is at a higher level than before the recession and additional resources are being used to address this;
  - Tax collection rates, though currently in line with the previous year are vulnerable and we are being proactive in contacting Council Tax Support customers;
  - Potential for in-year overspend on property asset maintenance costs dependant on survey works currently being scheduled for a number of assets; and
  - Following the introduction of retained business rates, the responsibility for payment of back dated appeals rests with this Council. The impact of any successful appeals is being closely monitored.
- 19 Planned savings for 2014/15 total £479,000, including the generation of income, particularly from new partnership working, and this remains a risk area 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.

## Agenda Item 10

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 – September Budget Monitoring - Summary

**Adrian Rowbotham**  
**Chief Finance Officer**

# Budget Monitoring Sheets for September 2014

## Contents

- 1 Commentaries
- 2 Overall Summary
- 3 Overall Summary by 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 30 September 2014

### Overall Financial Position

1. Six months into the year the results to date show an overall favourable variance of £873,000.
2. The year-end position is forecast to be £333,000 better than budget; this is 2.2% of the net budget for the year.
3. Both the results to date and forecasts include any significant accruals.
4. Officers have set a target favourable variance of between £400,000 and £500,000 in 2014/15 to enable:
  - funds to be put aside for development projects and asset maintenance;
  - funding of a Housing Needs Survey; and
  - in light of budget pressures expected in 2015/16, any further favourable variance to be applied to the Budget Stabilisation Reserve.

### Key issues for the year to date

5. **Income** – investment income is performing just below target and is forecast to be slightly worse than budgeted at the year-end. This reflects the effect of continuing low interest rates. A small unfavourable forecast is shown to reflect this position.
6. **Income** from Planning, Building Control, Land Charges and On Street Parking are showing a combined favourable variance of £216,000 at the end of September. Income from legal work in connection with s.106 agreements is £13,000 ahead of profile. Income from car parking is currently £30,000 behind profile and the loss of income from Pembroke Road and Old Bligh's car parks is now showing. A grant of £97,000 has been received for the Transformation Challenge and will be used for efficiency work in Building Control.
7. **Budgets for managed premises** are currently showing favourable variances totalling £24,000 partly due to receipt of some backdated service charges. Some expenditure on asset maintenance work is behind profile, whilst quotes are being obtained, giving a variance of £33,000.
8. **Contracted and External Services** - There has been less requirement to spend on contracted and external services in the year to date, and these budgets are currently showing a favourable variance of £85,000.

9. **Pay costs** – The actual expenditure to date on salaried staff (excluding those who are externally funded) is £260,000 below budget, but £61,000 of that relates to Direct Services and may be offset by agency staff costs held within the trading account. There are currently favourable variances arising from vacant posts in Communities and Business, Corporate Support, Direct Services and Planning. A small favourable variance would be expected at this time because the budget for 2014/15 includes provision for a 1% pay award but, as yet, there is no national agreement on the amount.
10. **Other Variances** include some savings on CCTV (transmission costs) £27,000; deferred expenditure on administrative supplies £31,000; re-negotiated arrangements with Dartford regarding the partnership agreement together with budgets for non-finance partnerships, where work is currently being contained within existing budgets, accounts for current variances of £112,000.
11. **Direct Services** – Direct Services’ results show a positive variance of £78,000 compared to budget.

#### Year End Forecast

12. The year-end position is forecast to be £333,000 better than budget.
13. The re-negotiation of the partnership agreement with Dartford BC will continue in 2014/15.
14. Direct Services expect to achieve a surplus that is £101,000 better than budget.
15. Income from car parking is forecast to be £60,000 below budget at the year end.
16. Budgets for Discretionary Rate Relief (£106,000) are no longer required and this is offered as a SCIA saving for 2015/16 (SCIA 9).
17. Investment income is forecast to have a small unfavourable variance.

#### Future Issues and Risk areas

18. Chief Officers have considered the future issues and risk areas for their services and the impacts these may have on the Council’s finances as follows:
- the investment strategy is constantly under review and reports are made regularly to FRAC;



- It is likely that fee income has been positively affected by the adoption of the Community Infrastructure Levy (CIL) schedule and application numbers might recede once the charge is in place. Application numbers & income will be kept under close review now the new charging schedule has started;
- There remains the risk that planning decisions will be challenged, either at appeal or through the Courts, and future plan making costs following the Allocations and Development Management Plan (ADMP) examination;
- It has proved difficult to recruit to some vacant posts especially in Planning and Communities and Business;
- The Benefits workload is at a higher level than before the recession and additional resources are being used to address this;
- Tax collection rates, though currently in line with the previous year, are vulnerable and we are being proactive in contacting Council Tax Support customers;
- Potential for in-year overspend on property asset maintenance costs dependant on survey works currently being scheduled for a number of assets;
- Following the introduction of retained business rates, the responsibility for payment of back dated appeals rests with this Council. The impact of any successful appeals is being closely monitored.

19. Planned savings for 2014/15 total £479,000, including the generation of income, particularly from new partnership working, and this remains a risk area for the current and for future years.

Contacts:

Pav Ramewal	Chief Executive	ext 7298
Adrian Rowbotham	Chief Finance Officer	ext 7153
Helen Martin	Head of Finance	ext 7483

## Communities and Business – September 2014 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)
Broadband	39		It has not been possible to recruit to this post. The post has now been included in the new Economic Development and Property team budget and has been advertised. Any unspent funds at year end will be the subject of a request to roll over to the next financial year.
Leisure Contract	11	73	The variance to date covers the latent demand study for Sevenoaks, currently taking place, and the leisure strategy being commissioned. The £73k budget for Discretionary Rate Relief is not required.
Capital – Big Community Fund	-13		All expenditure on this code will be drawn down from the earmarked reserve at the year end.
Capital – Parish Projects	30	61	No projects have been identified to date and are unlikely to come forward before the year end.

Agenda Item 10

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### Future Issues/Risk Areas

The Economic Development budget may overspend due to set up costs for the new Economic Development & Property team. This is being monitored.

**Lesley Bowles, Chief Officer Communities and Business**  
**October 2014**

## Corporate Support – September 2014 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	24		Over-achieved on income due to back-dated charges.
Support – Central Offices	51		Current budget reflects income related to backdated charges
Support – Central Offices – Facilities	20		Current underspend on salaries due to vacant posts not yet been filled. Awaiting invoices expected in September but not yet received
Support – General Admin	-12		Underachievement on internal printing offset by print underspend in Elections and Democratic Services.
Support – Human Resources	24		Secretarial review in process, savings on salary may be used for extra secretarial support. Underspend on training lower than expected due to courses not yet booked.
Salaries	72		Underspend due to current vacancies in Contact Centre, IT and HR and FM possibly to be offset by alternative resourcing options.

Future Issues/Risk Areas

**Chief Officer Corporate Support  
October 2014**

## Environmental & Operational Services – September 2014 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	22		Savings made on structural checking fees. Budget to be adjusted to reflect shared working with T&MBC from 1 October 2014.
Building Control Partnership	97		Transformation grant received from DCLG in respect to IT Integration for shared working with T&MBC on Building Control.
Car Parks	-34	-60	Income currently £30,000 below budget profile in total, and £42,000 below profile on day ticket income. Loss of income from closure of Pembroke Road car park, but has increased on-street parking income with motorists finding alternative on-street spaces.
CCTV	1	-15	Savings on transmission costs against profile. However, budget contains challenging income targets which will offset any savings made during the year.
EH Animal Control	-3	-8	Overspend on kennelling fees for stray dogs not collected by owners.
EH Commercial	12		Savings on hub costs due to reduced working hours for one EHO. Catch-up volume food inspections to be undertaken by agency staff. £5,000 grant received from KCC for business well being award.
EH Environmental Protection	17	20	Savings on air quality consultancy costs.
Land Charges	34	30	Income £39,000 above budget profile. Additional part time resources to be engaged to improve performance levels to target.
Licensing Regime	-5	-22	Budget contains challenging income targets which will only be partly offset by savings elsewhere.
On-Street Parking	30	60	Income currently £65,000 above profile principally on day tickets where due to loss of Pembroke Road car park long stay on-street parking is being found as an alternative.
Parks and Recreation Areas	-2	-20	Expenditure required on Bradbourne Lakes.
Public Conveniences	-5	-12	As a result of the closure & transfer of public conveniences there is a gap in the income budget.
Refuse Collection	15	15	£19,600 grant received from Salvation Army to cover one additional day working for recycling assistant which will be offset by salary costs. Income from glass recyclate above profile.

Service	Variance to date £'000 (Minus is bad news)	Forecast Annual Variance £000	Explanation of variance and action planned (including changes from previous month)
Salaries – Building Control	10		Vacancies in team covered by agency surveyors. Joint working with T&MBC commenced 1 October 2014.
Salaries – Operational Services	61	61	Vacancies in Direct Services staff partly offset by agency staff costs to maintain services. Net effect shown in Direct Services trading accounts.
Salaries – Parking & Amenity Services	-17		CEO vacancy now filled. Net effect shown in on-street parking account.
Capital – Vehicle Purchases	183		Vehicle replacement programme now starting to receive delivery of new vehicles. Programme will be delivered within agreed budget. Any underspend is carried forward into the vehicle replacement fund.
Direct Services – Refuse	26	26	Fuel costs £10,000 below budget profile. Savings on salary costs due to vacancies only partly offset by agency staff costs. Income above target on paid bulky items.
Direct Services – Street Cleaning	35	59	Savings on salaries due to vacancies. Savings on fuel and other vehicle costs.
Direct Services – Trade	-33	-35	Over expenditure of £34,000 in total, mainly on disposal charges (£130/tonne). Now delivery direct to Allington Waste To Energy and less than £100/tonne.
Direct Services – Workshop	34	40	Income £34,000 above profile mainly on vehicle repairs. Savings on salaries due to Supervisor vacancy, now filled internally, with agency staff to cover any unmet supply.
Direct Services – Green Waste	30	36	Income £52,000 above profile through sale of permits and sacks. Expenditure slightly above profile on supplies (purchasing bins and sacks), agency staff costs and vehicle repairs.
Direct Services – Depot	-5	-20	Income £10,000 below profile from work from two man construction team.
Direct Services – Trading Accounts	78	101	Income £60,000 above profile. Expenditure £18,000 below profile. Current surplus £205,000.

Future Issues/Risk Areas

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**Chief Officer Environmental & Operational Services  
October 2014**

## Financial Services – September 2014 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)
Benefits Admin	6	47	The re-negotiation of the partnership agreement with Dartford BC will continue in 2014/15.
Corporate Management	42	22	There has been no requirement to spend on consultants or services budgets for the year to date and charges for audit fees are below profile.
Corporate Savings	51	27	The savings created from the Council's vacant posts are in excess of the budget profile and expected spend on market premiums is beneath budget for the year.
Dartford Partnership Hub (SDC Costs)	-112	-217	Additional resources to help address the Benefits increased workload and to be proactive in contacting Council Tax Support customers. The funding of this additional cost will be shared with Dartford BC.
Dartford Partnership Implementation & Project Costs	140	217	External funding received that will fund SDC's share of the Benefits increased workload above.
External Communications	12		The positive variance in the Communications budget is attributable to savings made on the salaries budget and a delay in receipt of an invoice for the design and print of the Council's magazine, In Shape.
Local Tax	115	72	The re-negotiation of the partnership agreement with Dartford BC will continue in 2014/15.
Members	14	29	Some Members do not claim their full allowance and the rules state that Members cannot claim more than one Special Responsibility Allowance.
Misc. Finance	-199	-143	Budget for Discretionary Rate Relief not required. Costs associated with development projects are included here.
Performance Improvement	16		The variance is as a result of New Burdens Grant to assist the Council in managing applications under the Community Rights legislation. The funding will be used prudently through the year as applications under the scheme are received.
Support – Audit Function	-10	-2	Contribution to vacancy pot due to two vacant posts. Temporary staff have been appointed to part fill these posts.
Support – Finance Function	28	15	Work on non finance partnerships is currently being contained within original resources.
<b>Salaries</b>	-14	-264	Agency staff are being used to help address the Benefits increased workload and to be proactive in contacting Council Tax Support customers. The budgeted 1% pay increase has not yet taken place.

Service	Variance to date £'000 (Minus is bad news)	Forecast Annual Variance £000	Explanation of variance and action planned (including changes from previous month)
Capital – LGA Municipal Bonds Agency	-20	-20	Contribution to set up costs of the Agency agreed after the budget was set.

Future Issues/Risk Areas

Benefit Fraud will move to the DCLG in February 2016. A grant bid has been written to fund a corporate fraud team with Dartford BC to increase fraud work on Council Tax.  
It remains uncertain when Universal Credit will impact on this Council.

**Chief Finance Officer**  
**October 2014**

## Housing – September 2014 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	13	6	Invoices only just received from CAB will now be paid in October hence the underspend.
Private Sector Housing	12	3	Staff vacancies in the team are now being filled.
Salaries	13	12	There have been staff vacancies across the teams during this year, both internal and externally funded.
Salaries – Ext Funded	10	10	External funding and does not affect Council budgets.
Capital – Improvement Grants	125	70	It is difficult to predict when works will be completed.
Capital – WKHA Adaps for Disabled	87		WKHA are sure they will spend their budget but, as above, it is difficult to predict when works will be completed.
Capital – SDC / RHPCG	-14		External funding and does not affect Council budgets.

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### Future Issues/Risk Areas

We still anticipate an underspend at the end of the year on the DFG budget (now in-house) as explained in last month's commentary. However, we are now actively promoting the scheme with staff in place and this may reduce the predicted underspend.

**Chief Housing Officer**  
**October 2014**



**Legal & Governance – September 2014 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 & Governance	7	13	Due to the continued reduction in Committee reports and the reduction in paper copies distribution we anticipate an underspend on internal printing.
Support – Legal Function	23		Income generated from s.106 agreements and miscellaneous sources exceeds expectations for the first quarter. However, the new CIL arrangements came into place 4th August 2014 which is likely to result in a reduction in income.  There is currently a part time vacancy the savings of which will be held to cover any additional staffing costs within the Election team.

Future Issues/Risk Areas

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**Chief Officer Legal & Governance**  
**October 2014**

## Planning Services – September 2014 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)
LDF Expenditure	-18	-56	Rather than funding policy work from the LDF reserve we will make use of the in-year overachievement in fee income.
Planning – Appeals	21	10	This variance is a result of underspending on consultants and legal costs. However this is offset by costs awarded against the Council at a recent appeal at New Beacon School offset by an expenditure on a forthcoming public inquiry
Planning – Development Management	147	165	It remains the case that the overachievement on fee income is the result of a small number of high fee applications and an increase in application numbers prior to the adoption of the CIL charging schedule in August. Applications are c15% up on the same period last year.
Planning – Enforcement	9	12	This is a result of a vacant post.
Planning Policy	19	-44	Rather than funding policy work from the LDF reserve we will make use of the in year overachievement in fee income.
Salaries	74	90	The underspend is due to an element of part time working and posts being vacant as we go through the recruitment process.
Capital – Affordable Housing	-158		This will be financed at the end of the year from S106 planning obligations receipts.
Capital – S106 Capital	-537		This will be financed at the end of the year from S106 planning obligations receipts.

### Future Issues/Risk Areas

There remains the risk that planning decisions will be challenged, either at appeal or through the Courts. It is anticipated that the ADMP examination will cost less than initially forecast. Fee income on applications and pre-apps continues to overachieve. Application numbers & income will be kept under close review. The underspend on salaries is in part due to unsuccessful recruitment attempts.

**Chief Planning Officer  
October 2014**

## 2. Overall Summary

### September 14 - Final

	Period	Period	Period	Period	Y-T-D	Y-T-D	Y-T-D	Y-T-D	Annual	Annual	Annual	2013/14
	Budget	Actual	Variance	Variance	Budget	Actual	Variance	Variance	Budget	Forecast (including Accruals)	Variance	Actual
	£'000	£'000	£'000	%	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000
Communities and Business	72	54	17	24	543	451	93	17	992	919	73	989
Corporate Support	181	171	11	6	1,752	1,638	113	6	3,202	3,202	-	3,199
Environmental and Operational Services	166	82	84	51	1,390	1,143	247	18	2,509	2,520	-12	2,788
Financial Services	373	369	4	1	2,228	2,108	120	5	5,108	5,046	62	4,312
Housing	58	56	2	4	463	440	23	5	721	709	11	778
Legal and Governance	46	51	-5	-10	294	260	34	12	588	575	13	548
Planning Services	105	77	28	27	620	435	185	30	1,261	1,172	88	1,315
<b>NET EXPENDITURE (1)</b>	<b>1,001</b>	<b>860</b>	<b>141</b>	<b>14</b>	<b>7,289</b>	<b>6,475</b>	<b>815</b>	<b>11</b>	<b>14,380</b>	<b>14,144</b>	<b>237</b>	<b>13,929</b>
<i>Adjustments to reconcile to amount to be met from Reserves</i>												
Direct Services Trading Accounts	-8	-22	14	181	-127	-205	78	62	-64	-164	101	-230
Capital charges outside General Fund	-5	-5	-0	-0	-32	-32	-0	-0	-64	-64	-	-62
Support Services outside General Fund	-10	-10	0	0	-59	-59	0	0	-118	-118	-	-118
Redundancy Costs - all	-	0	-0	-	-	8	-8	-	-	-	-	-
<b>NET EXPENDITURE (2)</b>	<b>978</b>	<b>823</b>	<b>155</b>	<b>16</b>	<b>7,071</b>	<b>6,186</b>	<b>885</b>	<b>13</b>	<b>14,135</b>	<b>13,797</b>	<b>338</b>	<b>13,519</b>
Revenue Support Grant (incl. CT Support)	-185	-185	-	0	-1,113	-1,113	-	0	-2,225	-2,225	-	-2,678
Retained Business Rates	-158	-158	-	0	-949	-949	-	0	-1,898	-1,898	-	-1,862
New Homes Bonus	-116	-116	-	0	-695	-695	-	0	-1,389	-1,396	7	-993
Council Tax Requirement - SDC	-751	-751	-	0	-4,505	-4,505	-	0	-9,010	-9,010	-	-8,728
<b>NET EXPENDITURE (3)</b>	<b>111</b>	<b>-43</b>	<b>155</b>	<b>139</b>	<b>1,872</b>	<b>986</b>	<b>885</b>	<b>47</b>	<b>-387</b>	<b>-732</b>	<b>345</b>	<b>-742</b>
<i>Summary including investment income</i>												
Net Expenditure	111	-43	155	139	1,872	986	885	47	-387	-732	345	-742
Investment Impairment	-	-	-	0	-	-	-	0	-	-	-	-
Interest and Investment Income	-22	-23	1	-3	-130	-118	-12	-9	-244	-232	-12	-237
<b>Overall total</b>	<b>89</b>	<b>-66</b>	<b>155</b>	<b>174</b>	<b>1,742</b>	<b>868</b>	<b>873</b>	<b>50</b>	<b>-631</b>	<b>-964</b>	<b>333</b>	<b>-979</b>
Planned appropriation (from)/to Reserves									631	631	-	-
Supplementary appropriation from Reserves									-	-	-	-
<i>Surplus</i>									-	-333	333	-979

### 3. Net Service Expenditure for each Chief Officer - analysed by Budget area

September 14 - Final	Period	Period	Period	Period	Y-T-D	Y-T-D	Y-T-D	Y-T-D	Annual	Annual	Annual	2013/14
	Budget	Actual	Variance	Variance	Budget	Actual	Variance	Variance	Budget	Forecast (including Accruals)	Variance	Actual
	£'000	£'000	£'000	%	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000
<b>Communities &amp; Business</b>												
<b>SDC Funded</b>												
Administrative Expenses - Communities & Business	- 1	1	- 2	- 144	5	4	1	20	9	9	-	8
All Weather Pitch	- 0	- 0	0	-	- 1	- 1	0	4	- 2	- 2	-	- 2
Broadband	7	-	7	100	40	1	39	96	80	80	-	-
Community Development Service Provisions	- 0	-	- 0	-	- 2	- 5	2	91	- 5	- 5	-	- 5
Community Safety	15	18	- 3	- 18	90	82	7	8	179	179	-	210
Economic Development	7	6	1	20	44	46	- 1	- 3	69	69	-	47
Grants to Organisations	3	2	1	25	167	166	1	1	181	181	-	183
Health Improvements	4	4	0	2	22	22	0	1	45	45	-	43
Leisure Contract	12	10	2	15	111	100	11	10	295	222	73	273
Leisure Development	-	-	-	-	10	10	-	-	20	20	-	20
The Community Plan	4	3	0	7	22	20	2	9	45	45	-	63
Tourism	2	1	1	56	20	12	8	40	29	29	-	28
West Kent Partnership	4	2	2	43	- 9	- 16	7	83	-	-	-	-
Youth	3	1	3	78	27	24	3	12	48	48	-	49
<b>Total Communities &amp; Business (SDC Funded)</b>	<b>58</b>	<b>47</b>	<b>11</b>	<b>19</b>	<b>546</b>	<b>466</b>	<b>80</b>	<b>15</b>	<b>992</b>	<b>919</b>	<b>73</b>	<b>989</b>
<b>Externally Funded</b>												
Business Flood Support Scheme	-	- 5	5	-	-	-	-	-	-	-	-	-
Choosing Health WK PCT	11	17	- 6	- 57	- 0	- 0	0	-	-	-	-	-
Community Sports Activation Fund	-	- 0	0	-	-	0	- 0	-	-	-	-	-
Falls Prevention	-	1	- 1	-	-	4	- 4	-	-	-	-	-
General Grants Other Organisations	-	-	-	-	-	-	-	-	-	-	-	-
Local Strategic Partnership	-	- 1	1	-	-	- 1	1	-	-	-	-	-
New Ash Green	-	-	-	-	-	- 1	1	-	-	-	-	-
Partnership - Home Office	3	1	2	70	- 3	- 4	1	45	-	-	-	-
PCT Health Checks	-	-	-	-	-	- 3	3	-	-	-	-	-
PCT Initiatives	-	-	-	-	-	- 6	6	-	-	-	-	-
Repair & Renew Flood Support Scheme	-	-	-	-	-	0	- 0	-	-	-	-	-
Troubled Families Project	-	- 0	0	-	-	- 0	0	-	-	-	-	-
West Kent Partnership Business Support	-	- 6	6	-	-	- 6	6	-	-	-	-	-
<b>Total Communities &amp; Business (Ext Funded)</b>	<b>14</b>	<b>8</b>	<b>6</b>	<b>44</b>	<b>- 3</b>	<b>- 15</b>	<b>12</b>	<b>430</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Communities &amp; Business</b>	<b>72</b>	<b>54</b>	<b>17</b>	<b>24</b>	<b>543</b>	<b>451</b>	<b>93</b>	<b>17</b>	<b>992</b>	<b>919</b>	<b>73</b>	<b>989</b>

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### 3. Net Service Expenditure for each Chief Officer - analysed by Budget area

September 14 - Final	Period	Period	Period	Period	Y-T-D	Y-T-D	Y-T-D	Y-T-D	Annual	Annual	Annual	2013/14
	Budget	Actual	Variance	Variance	Budget	Actual	Variance	Variance	Budget	Forecast (including Accruals)	Variance	Actual
	£'000	£'000	£'000	%	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000
<b>Corporate Support</b>												
Administrative Expenses - Corporate Support	2	1	0	5	13	6	7	52	26	26	-	29
Administrative Expenses - Human Resources	3	3	-0	-4	13	9	3	27	16	16	-	6
Administrative Expenses - Property	0	-0	1	-	2	2	0	11	4	4	-	2
Asset Maintenance Argyle Road	-4	-2	-2	-45	8	8	-0	-0	59	59	-	45
Asset Maintenance Hever Road	0	0	0	-	3	6	-3	-97	6	6	-	2
Asset Maintenance IT	22	26	-4	-19	131	136	-5	-3	260	260	-	290
Asset Maintenance Leisure	18	18	-0	-0	90	90	0	0	165	165	-	162
Asset Maintenance Other Corporate Properties	-10	-4	-6	-56	3	3	-0	-7	30	30	-	22
Asset Maintenance Sewage Treatment Plants	1	0	1	85	4	0	4	93	8	8	-	7
Asset Maintenance Support & Salaries	7	6	1	12	45	41	4	8	92	92	-	99
Bus Station	1	1	-0	-26	4	6	-2	-46	14	14	-	13
Corporate Projects	4	3	2	39	18	17	1	5	58	58	-	-
Estates Management - Buildings	-24	-14	-9	-40	-3	-27	24	705	-68	-68	-	15
Housing Premises	-1	1	-2	-213	-5	-2	-2	-52	-8	-8	-	-9
Support - Central Offices	-4	-4	-1	-19	318	267	51	16	447	447	-	417
Support - Central Offices - Facilities	21	15	6	29	127	107	20	16	256	256	-	236
Support - Contact Centre	35	31	4	12	208	201	7	3	417	417	-	404
Support - General Admin	18	26	-8	-47	107	118	-12	-11	251	251	-	215
Support - Human Resources	49	23	26	54	166	142	24	15	314	314	-	248
Support - IT	35	35	1	2	449	457	-8	-2	745	745	-	862
Support - Local Offices	4	1	3	74	29	22	7	24	56	56	-	53
Support - Nursery	-	1	-1	-	-	6	-6	-	-	-	-	3
Support - Property Function	4	4	-1	-17	26	26	-1	-2	54	54	-	77
<b>Total Corporate Support</b>	<b>181</b>	<b>171</b>	<b>11</b>	<b>6</b>	<b>1,752</b>	<b>1,638</b>	<b>113</b>	<b>6</b>	<b>3,202</b>	<b>3,202</b>	<b>-</b>	<b>3,199</b>

### 3. Net Service Expenditure for each Chief Officer - analysed by Budget area

September 14 - Final	Period	Period	Period	Period	Y-T-D	Y-T-D	Y-T-D	Y-T-D	Annual	Annual	Annual	2013/14
	Budget	Actual	Variance	Variance	Budget	Actual	Variance	Variance	Budget	Forecast (including Accruals)	Variance	Actual
	£'000	£'000	£'000	%	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000
<b>Environmental and Operational Services</b>												
Administrative Expenses - Building Control	-2	0	-3	-117	2	2	-0	-0	6	6	-	15
Administrative Expenses - Direct Services	-	0	-0	-	-	-0	0	-	-	-	-	-
Administrative Expenses - Health	1	1	-0	-6	11	6	5	47	24	24	-	12
Administrative Expenses - Transport	-1	1	-2	-163	3	5	-2	-57	8	8	-	7
Air Quality (Ext Funded)	-	0	-0	-	-	1	-1	-	-	-	-	-
Asset Maintenance Car Parks	2	-	2	100	9	-	9	100	19	19	-	76
Asset Maintenance CCTV	1	-0	1	111	8	2	6	70	16	16	-	11
Asset Maintenance Countryside	1	-	1	100	4	-	4	100	8	8	-	3
Asset Maintenance Direct Services	3	6	-3	-90	18	17	1	4	36	36	-	28
Asset Maintenance Playgrounds	1	-	1	100	7	-	7	100	14	14	-	3
Asset Maintenance Public Toilets	1	-	1	100	7	0	7	98	14	14	-	-
Building Control	-11	-17	5	46	-69	-91	22	32	-162	-162	-	-85
Building Control Discretionary Work	-0	1	-1	-	-0	2	-2	-	-1	-1	-	4
Building Control Partnership	-	-97	97	-	-	-97	97	-	-	-	-	-
Car Parks	-158	-160	2	1	-847	-813	-34	-4	-1,731	-1,671	-60	-1,576
CCTV	11	15	-4	-35	141	140	1	1	228	243	-15	263
Civil Protection	2	2	1	33	18	14	4	21	33	33	-	29
Dangerous Structures	2	2	0	20	11	10	2	15	23	23	-	21
Dartford Environmental Hub (SDC Costs)	-	0	-0	-	-	2	-2	-	-	-	-	-
EH Animal Control	1	5	-3	-274	8	10	-3	-34	1	9	-8	34
EH Commercial	20	21	-1	-7	128	116	12	9	255	255	-	274
EH Environmental Protection	16	23	-7	-44	197	180	17	9	382	362	20	383
Emergency	5	6	-1	-16	32	37	-5	-17	63	63	-	60
Estates Management - Grounds	8	9	-1	-12	48	54	-5	-11	97	97	-	94
Land Charges	-8	-9	1	19	-46	-81	34	74	-93	-123	30	-111
Licensing Partnership Hub (Trading)	-0	-2	2	-	0	-8	8	-	-	-	-	-
Licensing Partnership Members	-	-	-	-	-	-	-	-	-	-	-	-
Licensing Regime	-8	-15	7	82	-6	-1	-5	-77	-5	16	-22	15
Markets	-20	-20	0	2	-94	-95	2	2	-192	-192	-	-189
On-Street Parking	-33	-34	1	3	-209	-239	30	14	-430	-490	60	-372
Parks and Recreation Grounds	8	12	-4	-49	48	50	-2	-5	97	117	-20	143
Parks - Rural	6	8	-2	-25	37	36	1	2	74	74	-	56
Public Conveniences	3	4	-1	-42	25	30	-5	-22	43	55	-12	54
Public Transport Support	0	-	0	-	0	-	0	-	0	0	-	1
Refuse Collection	214	222	-8	-4	1,244	1,229	15	1	2,378	2,363	15	2,288

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Street Cleansing	99	97	2	2	622	612	9	2	1,240	1,240	-	1,207
Street Naming	1	- 0	1	115	7	1	6	82	14	14	-	5
Support - Direct Services	3	5	- 2	- 81	25	18	8	30	52	52	-	41
Support - Health and Safety	2	1	1	38	9	7	2	23	18	18	-	14
Taxis	- 5	- 4	- 0	- 3	- 9	- 14	5	48	- 20	- 20	-	- 23
<b>Total Environmental and Operational Services</b>	<b>166</b>	<b>82</b>	<b>84</b>	<b>51</b>	<b>1,390</b>	<b>1,143</b>	<b>247</b>	<b>18</b>	<b>2,509</b>	<b>2,520</b>	<b>- 12</b>	<b>2,788</b>

### 3. Net Service Expenditure for each Chief Officer - analysed by Budget area

September 14 - Final	Period	Period	Period	Period	Y-T-D	Y-T-D	Y-T-D	Y-T-D	Annual	Annual	Annual	2013/14
	Budget	Actual	Variance	Variance	Budget	Actual	Variance	Variance	Budget	Forecast (including Accruals)	Variance	Actual
	£'000	£'000	£'000	%	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000
<b>Financial Services</b>												
Action and Development	1	-	1	100	3	-4	8	224	7	7	-	18
Administrative Expenses - Chief Executive	-5	-3	-2	-47	10	5	5	50	27	27	-	7
Administrative Expenses - Financial Services	1	1	1	57	18	18	0	1	42	42	-	25
Administrative Expenses - Transformation and Strategy	0	0	0	-	3	2	1	30	11	11	-	3
Benefits Admin	1	-3	3	453	-98	-104	6	6	824	778	47	1,196
Benefits Grants	-34	-35	0	1	-315	-315	0	0	-659	-659	-	-659
Consultation and Surveys	-	-	-	-	-	-	-	-	3	3	-	3
Corporate Management	79	53	25	32	458	416	42	9	994	972	22	726
Corporate Savings	19	-	19	100	51	-	51	100	62	35	27	-
Dartford Partnership Hub (SDC costs)	163	167	-4	-2	947	1,060	-112	-12	-	217	-217	-547
Dartford Partnership Implementation & Project Costs	8	-14	22	278	47	-92	140	294	-30	-247	217	-200
Equalities Legislation	-	-	-	-	18	14	4	23	18	14	4	14
External Communications	15	8	6	44	88	76	12	14	176	176	-	139
Housing Advances	-	-	-	-	2	2	0	0	2	2	-	2
Local Tax	-83	-139	56	68	-318	-433	115	36	179	107	72	300
Members	34	32	3	8	206	192	14	7	412	383	29	380
Misc. Finance	138	251	-114	-83	836	1,035	-199	-24	2,326	2,470	-143	2,236
Performance Improvement	-	0	-0	-	6	-10	16	270	6	6	-	-9
Support - Audit Function	-10	-	-10	-100	-28	-18	-10	-36	123	125	-2	176
Support - Exchequer and Procurement	10	11	-0	-1	63	64	-1	-2	134	134	-	131
Support - Finance Function	17	13	5	27	104	77	28	27	209	194	15	138
Support - General Admin	11	12	-2	-16	74	73	2	2	142	142	-	119
Treasury Management	8	14	-6	-66	50	53	-2	-4	101	108	-7	100
<b>Total Financial Services</b>	<b>373</b>	<b>369</b>	<b>4</b>	<b>1</b>	<b>2,228</b>	<b>2,108</b>	<b>120</b>	<b>5</b>	<b>5,108</b>	<b>5,046</b>	<b>62</b>	<b>4,312</b>

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### 3. Net Service Expenditure for each Chief Officer - analysed by Budget area

September 14 - Final	Period	Period	Period	Period	Y-T-D	Y-T-D	Y-T-D	Y-T-D	Annual	Annual	Annual	2013/14
	Budget	Actual	Variance	Variance	Budget	Actual	Variance	Variance	Budget	Forecast (including Accruals)	Variance	Actual
	£'000	£'000	£'000	%	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000
<b>Housing</b>												
Administrative Expenses - Housing	1	1	-0	-30	8	5	3	33	17	17	-	25
Energy Efficiency	3	3	-1	-22	16	15	1	4	23	23	0	31
Gypsy Sites	-3	0	-3	-118	-16	-13	-3	-18	-31	-31	0	-20
Homeless	7	4	3	48	43	41	2	4	96	95	1	106
Homelessness Funding	3	2	1	30	18	13	5	30	-	-	-	-
Homelessness Prevention	-	1	-1	-	-	1	-1	-	-	-	-	-
Housing	28	27	1	3	280	267	13	5	445	438	6	454
Housing Initiatives	1	0	0	89	3	3	-0	-3	6	6	-	7
Housing Option - Trailblazer	2	-3	5	246	12	20	-8	-66	-	-	-	3
Disabled Facilities Grant Administration	-	-	-	-	-	1	-1	-	-	-	-	2
Leader Programme	1	1	0	6	5	5	0	4	10	9	0	9
Needs and Stock Surveys	0	-	0	-	0	-	0	-	-	-	-	13
Private Sector Housing	16	19	-3	-20	94	82	12	13	155	152	3	148
Sevenoaks Switch and Save	-	1	-1	-	-	1	-1	-	-	-	-	-
<b>Total Housing</b>	<b>58</b>	<b>56</b>	<b>2</b>	<b>4</b>	<b>463</b>	<b>440</b>	<b>23</b>	<b>5</b>	<b>721</b>	<b>709</b>	<b>11</b>	<b>778</b>

3. Net Service Expenditure for each Chief Officer - analysed by Budget area

September 14 - Final

Legal and Governance

	Period				Y-T-D				Annual	Annual	Annual	2013/14
	Budget	Actual	Variance	Variance	Budget	Actual	Variance	Variance	Budget	Forecast (including Accruals)	Variance	Actual
	£'000	£'000	£'000	%	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000
Administrative Expenses - Legal and Governance	2	3	-1	-70	47	39	7	16	72	59	13	53
Civic Expenses	0	-0	1	-	15	14	1	4	16	16	-	14
Committee Admin	6	8	-2	-27	57	50	7	12	117	117	-	105
Elections	2	5	-2	-103	23	22	1	5	62	62	-	71
Register of Electors	20	18	1	7	58	62	-4	-7	131	131	-	112
Support - Legal Function	16	17	-1	-8	95	72	23	24	190	190	-	192
<b>Total Legal and Governance</b>	<b>46</b>	<b>51</b>	<b>-5</b>	<b>-10</b>	<b>294</b>	<b>260</b>	<b>34</b>	<b>12</b>	<b>588</b>	<b>575</b>	<b>13</b>	<b>548</b>

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3. Net Service Expenditure for each Chief Officer - analysed by Budget area

September 14 - Final

Planning Services

	Period				Y-T-D				Annual Budget	Annual Forecast (including Accruals)	Annual Variance	2013/14 Actual
	Budget	Actual	Variance	Variance	Budget	Actual	Variance	Variance				
	£'000	£'000	£'000	%	£'000	£'000	£'000	%				
Administrative Expenses - Planning Services	2	2	-0	-28	18	10	8	45	37	36	2	32
Conservation	4	3	1	18	22	20	3	12	46	44	2	48
LDF Expenditure	-	16	-16	-	-	18	-18	-	-	56	-56	-
Planning - Appeals	17	13	4	23	100	78	21	21	191	181	10	262
Planning - CIL Administration	-	1	-1	-	-	3	-3	-	-	3	-3	5
Planning - Counter	-0	-	-0	-	-0	-0	-0	-	-0	-0	-0	-1
Planning - Development Management	26	-6	32	121	152	5	147	97	304	139	165	260
Planning - Enforcement	23	20	3	14	134	126	9	6	273	261	12	261
Planning Policy	33	27	6	18	194	175	19	10	410	453	-44	448
<b>Total Planning Services</b>	<b>105</b>	<b>77</b>	<b>28</b>	<b>27</b>	<b>620</b>	<b>435</b>	<b>185</b>	<b>30</b>	<b>1,261</b>	<b>1,172</b>	<b>88</b>	<b>1,315</b>

#### 4. Cumulative Salary Monitoring

### September 14 - Final

	Period	Period	Period	Period	Y-T-D	Y-T-D	Y-T-D	Y-T-D	Annual	Annual	Annual
	Budget	Actual	Variance	Variance	Budget	Actual	Variance	Variance	Budget	Forecast	Variance
	£'000	£'000	£'000	%	£'000	£'000	£'000	%	£'000	(including Accruals) £'000	£'000
Communities and Business	32	32	1	2	195	192	2	1	389	389	-
Corporate Support	157	140	17	11	963	892	72	7	1,945	1,945	-
Environmental & Operational Services:	420	402	18	4	2,516	2,449	67	3	5,038	4,977	61
- Building Control	36	30	6	17	216	206	10	5	432	432	-
- Environmental Health	50	50	0	0	302	296	6	2	605	605	-
- Licensing	23	23	1	3	139	132	7	5	279	279	-
- Operational Services	276	263	13	5	1,648	1,587	61	4	3,302	3,241	61
- Parking & Amenity Services	35	37	-1	-4	210	228	-17	-8	421	421	-
Financial Services	202	213	-11	-6	1,245	1,259	-14	-1	2,483	2,747	-264
Housing	49	46	3	6	293	280	13	5	586	574	12
Legal & Governance	39	40	-0	-1	267	271	-4	-2	528	528	-
Planning Services	155	137	18	12	907	833	74	8	1,843	1,753	90
<b>Sub Total</b>	<b>1,054</b>	<b>1,009</b>	<b>45</b>	<b>4</b>	<b>6,386</b>	<b>6,177</b>	<b>209</b>	<b>3</b>	<b>12,813</b>	<b>12,914</b>	<b>-101</b>
Council Wide - Vacant Posts	15	-	15	100	30	-	30	100	20	20	-
Performance Award Contingency	-	-	-	-	-	-	-	-	48	48	-
Market Premiums	4	-	4	100	21	-	21	100	42	15	27
<b>TOTAL SDC Funded Salary Costs</b>	<b>1,073</b>	<b>1,009</b>	<b>64</b>	<b>6</b>	<b>6,437</b>	<b>6,177</b>	<b>260</b>	<b>4</b>	<b>12,923</b>	<b>12,996</b>	<b>-74</b>
<u>Externally Funded &amp; 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.</u>											
Communities and Business Ext. Funded	12	12	0	4	73	68	5	6	146	146	-
Housing Ext. Funded	18	19	-1	-5	108	98	10	9	216	206	10
	30	31	-0	-1	181	166	15	8	362	352	10
<b>TOTAL All Salary Costs</b>	<b>1,103</b>	<b>1,040</b>	<b>63</b>	<b>6</b>	<b>6,618</b>	<b>6,344</b>	<b>275</b>	<b>4</b>	<b>13,285</b>	<b>13,348</b>	<b>-64</b>
Less Allocs to Trading a/cs inc Ext Funded TASK	-229	-216	-13	-6	-1,373	-1,303	-70	-5	-2,745	-2,745	-
Less Allocations to Capital and Asset maint. etc	-	-	-	-	-	-	-	-	-	-	-
<b>Check total to Pay Costs</b>	<b>874</b>	<b>824</b>	<b>51</b>	<b>6</b>	<b>5,246</b>	<b>5,041</b>	<b>205</b>	<b>4</b>	<b>10,540</b>	<b>10,603</b>	<b>-64</b>

**DIRECT SERVICES SUMMARY**

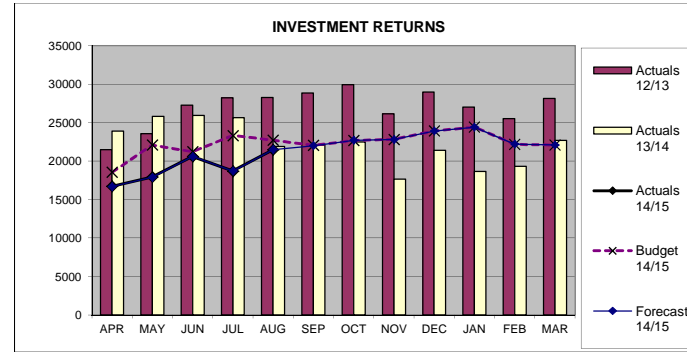
Sep-14	PERIOD				Y-T-D				ANNUAL			Y-T-D NET VARIANCE			ANNUAL NET VARIANCE			
	Budget	Actual	Actual / Budget	Variance	Budget	Actual	Actual / Budget	Variance	Budget	Forecast	Variance	Net Budget by Service	Net Actual by Service	Variance by Service	Net Budget by Service	Net Actual by Service	Variance by Service	
	£'000	£'000	%	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	
<b>Income</b>																		
Refuse	-195	-196	0%	1	-1,164	-1,171	1%	6	-2,328	-2,328		-36	-62	26	-72	-98	26	
Street Cleaning	-99	-99	0%		-596	-596	0%		-1,193	-1,193		33	-2	35	66	7	59	
Trade	-27	-28	6%	2	-214	-216	1%	2	-385	-385		-27	6	-33	-11	24	-35	
Workshop	-46	-53	16%	7	-275	-309	13%	34	-549	-600	51		-34	34		-40	40	
Green Waste	-30	-48	59%	18	-243	-295	21%	52	-360	-410	50		-71	-101	30	-24	-60	36
Premises Cleaning	-7	-7	0%		-44	-44	0%		-88	-88		-13	-13		-25	-25		
Cesspools	-21	-19	-7%	-2	-125	-121	-3%	-4	-250	-250		-6	-6	-1	-12	-10	-2	
Pest Control	-11	-9	-18%	-2	-51	-47	-8%	-4	-68	-65	-3	-9	-7	-2	15	15		
Grounds	-11	-11	0%		-63	-63	0%		-129	-129		10	13	-4	-1	6	-7	
Fleet	-72	-68	-5%	-3	-429	-413	-4%	-16	-859	-859		-6	-2	-5				
Depot	-21	-22	4%	1	-135	-126	-7%	-10	-280	-250	-30	-3	2	-5		20	-20	
Emergency	-4	-4	0%		-25	-25	0%		-49	-49			-2	2	1	-3	4	
<b>Total Income</b>	<b>-543</b>	<b>-565</b>	<b>4%</b>	<b>21</b>	<b>-3,365</b>	<b>-3,425</b>	<b>2%</b>	<b>60</b>	<b>-6,537</b>	<b>-6,606</b>	<b>69</b>	<b>-127</b>	<b>-205</b>	<b>78</b>	<b>-64</b>	<b>-164</b>	<b>101</b>	
<b>Expenditure</b>																		
Refuse	188	175	7%	13	1,128	1,109	2%	20	2,257	2,230	27							
Street Cleaning	105	101	4%	4	629	594	6%	35	1,259	1,200	59							
Trade	31	44	-40%	-12	187	221	-18%	-34	374	409	-35							
Workshop	46	43	7%	3	275	275	0%	-1	549	560	-11							
Green Waste	26	41	-60%	-16	172	194	-13%	-22	336	350	-14							
Premises Cleaning	5	5	0%		31	31	1%		63	63								
Cesspools	20	18	7%	1	119	116	3%	3	238	240	-2							
Pest Control	7	7	2%		42	40	5%	2	83	80	3							
Grounds	12	14	-17%	-2	73	77	-5%	-4	128	135	-7							
Fleet	70	68	3%	2	423	411	3%	12	859	859								
Depot	22	23	-5%	-1	133	128	4%	5	280	270	10							
Emergency	4	4	14%	1	25	23	9%	2	50	46	4							
<b>Total Expenditure</b>	<b>536</b>	<b>543</b>	<b>-1%</b>	<b>-7</b>	<b>3,237</b>	<b>3,219</b>	<b>1%</b>	<b>18</b>	<b>6,474</b>	<b>6,442</b>	<b>32</b>							
<b>Net</b>	<b>-8</b>	<b>-22</b>	<b>181%</b>	<b>14</b>	<b>-127</b>	<b>-205</b>	<b>62%</b>	<b>78</b>	<b>-64</b>	<b>-164</b>	<b>101</b>							

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## INVESTMENT RETURNS

### INVESTMENT RETURNS

	Actuals 12/13	Actuals 13/14	Actuals 14/15	Budget 14/15	Variance	Forecast 14/15
APR	21,489	23,889	16,720	18,541	-1,821	16,700
MAY	23,571	25,821	17,917	22,096	-4,179	17,900
JUN	27,280	25,924	20,598	21,221	-623	20,600
JUL	28,227	25,660	18,694	23,313	-4,619	18,700
AUG	28,256	21,900	21,459	22,703	-1,244	21,500
SEP	28,853	22,069	22,633	22,043	590	22,600
OCT	29,941	22,500		22,687		22,700
NOV	26,144	17,673		22,815		22,800
DEC	28,954	21,411		23,906		23,900
JAN	26,999	18,662		24,435		24,400
FEB	25,505	19,308		22,165		22,200
MAR	28,159	22,693		22,075		22,100
<b>TOTAL</b>	<b>323,378</b>	<b>267,510</b>	<b>118,021</b>	<b>268,000</b>	<b>-11,896</b>	<b>256,100</b>



### INVESTMENT RETURNS (CUMULATIVE)

	Actuals 12/13	Actuals 13/14	Actuals 14/15	Budget 14/15	Variance	Forecast 14/15
APR	21,489	23,889	16,720	18,541	-1,821	16,700
MAY	45,060	49,710	34,637	40,637	-6,000	34,600
JUN	72,340	75,634	55,235	61,858	-6,623	55,200
JUL	100,567	101,294	73,929	85,171	-11,242	73,900
AUG	128,823	123,194	95,388	107,874	-12,486	95,400
SEP	157,676	145,263	118,021	129,917	-11,896	118,000
OCT	187,617	167,763		152,604		140,700
NOV	213,761	185,436		175,419		163,500
DEC	242,715	206,847		199,325		187,400
JAN	269,714	225,509		223,760		211,800
FEB	295,219	244,817		245,925		234,000
MAR	323,378	267,510		268,000		256,100

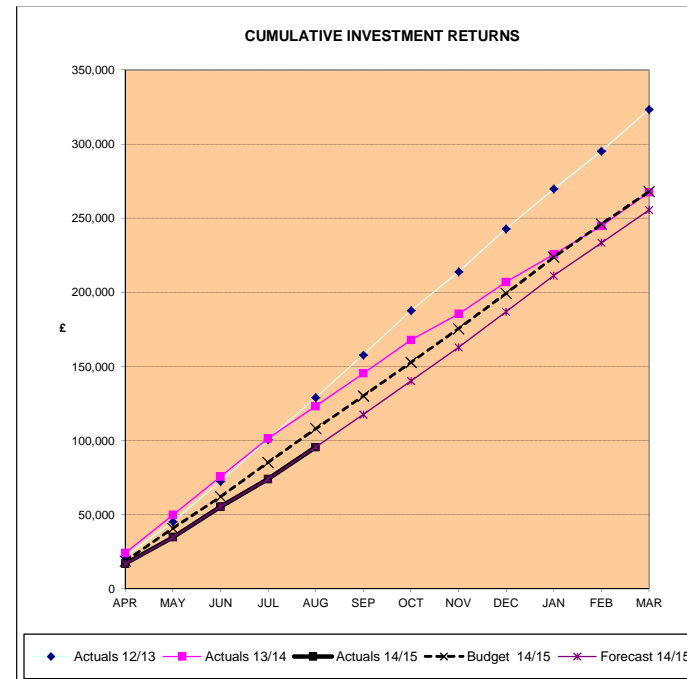
BUDGET FOR 2014/15                    268,000  
 FORECAST OUTTURN                    256,100

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                    0.5748%  
 7 Day LIBID                    0.3444%  
 3 Month LIBID                    0.4064%



**STAFFING STATISTICS**  
September 2014

	<b>BDGT BOOK</b>	<b>STAFF</b>	<b>AGENCY</b>	<b>CASUAL</b>	<b>TOTAL</b>	<b>COMMENTS / VARIATIONS</b>	<b>AUGUST TOTALS</b>
	<b>FTE REV</b>	<b>FTE</b>	<b>STAFF</b>	<b>FTE</b>			
Communities and Business	8.73	9.44	0.00	0.23	9.67		10.21
Corporate Support	60.56	57.11	0.00	0.00	57.11	Now includes Contact Centre, Human Resources, Secretariat and Property	55.71
Environmental & Operational Services	148.56	142.76	18.08	0.87	161.71		162.35
<i>Operational Services</i>	105.77	99.55	17.08	0.87	117.50	Includes Grounds Maintenance, plus D Boorman	119.14
<i>Env Health</i>	12.57	12.57	1.00	0.00	13.57		13.57
<i>Licensing</i>	8.61	9.61	0.00	0.00	9.61		9.61
<i>Parking</i>	12.00	12.61	0.00	0.00	12.61	Still includes R Froud (Should be Op Services)	12.61
<i>Surveying Services</i>	9.61	8.42	0.00	0.00	8.42	Was Building Control, now includes Land Charges	7.42
Financial Services	64.72	61.28	7.00	0.18	68.46	Includes P.Ramewal, plus Transformation & Strategy. No longer includes Human Resources, Contact Centre or Property. All now in Corporate Support	63.59
Housing	12.35	12.24	1.00	0.00	13.24	No longer includes Communications	13.24
Legal and Governance	11.92	11.31	0.00	1.56	12.87	No longer includes 'Policy' - now Fin Serv or 'Land Charges' - now Surveying Services	11.31
Planning Services	46.19	49.48	1.00	0.00	50.48		51.18
Posts Removed under SMT Review							
<b>SUB TOTAL</b>	<b>353.03</b>	<b>343.62</b>	<b>27.08</b>	<b>2.84</b>	<b>373.54</b>		<b>367.59</b>
<b>EXTERNALLY FUNDED POSTS</b>							
Communities and Business	3.81	3.54	0.00	0.00	3.54	Includes Graduate Trainee Economic Development Officer	3.54
Housing	6.09	4.49	0.00	0.00	4.49	1 post is part funded by SDC (see Housing permanent posts).	4.49
<b>SUB TOTAL</b>	<b>9.90</b>	<b>8.03</b>	<b>0.00</b>	<b>0.00</b>	<b>8.03</b>		<b>8.03</b>
<b>TOTALS</b>	<b>362.93</b>	<b>351.65</b>	<b>27.08</b>	<b>2.84</b>	<b>381.57</b>		<b>375.62</b>
<b>Number of staff paid in September 2014:</b>							
381 permanent, 9 casuals							

## Reserves

	01/04/14	Movement in month	Cumulative to date	Balance as at end September 14	31/3/15 budget	31/3/15 forecast
	£000	£000	£000	£000	£000	£000
<u>Provisions</u>						
Accumulated Absences	152			152	152	152
Municipal Mutual Insurance (MMI)	257			257	257	257
NNDR Appeals	907			907	907	907
Others	34			34	34	34
	<b>1,350</b>	<b>0</b>	<b>0</b>	<b>1,350</b>	<b>1,350</b>	<b>1,350</b>
<u>Capital Receipts(Gross)</u>	4,568		179	4,747	5,881	5,881
Note: this balance will reduce at year end as the receipts are used to finance capital expenditure						
<u>Earmarked Reserves</u>						
Budget Stabilisation	5,348			5,348	6,354	6,354
Financial Plan	4,644		810	5,454	4,881	4,881
Pension Fund	1,318		-810	508	508	508
Housing Benefit subsidy	1,082			1,082	1,082	1,082
Asset Maintenance	1,000			1,000	1,000	1,000
First Time Sewerage	915			915	715	715
NNDR Safety Net	595			595	595	595
Local Plan/LDF	528		-14	514	514	514
Reorganisation	465			465	465	465
Communities and Business	450			450	450	450
IT Asset Maintenance	403			403	403	403
Action and Development	395			395	395	395
New Homes Bonus	379			379	379	379
Vehicle Renewal	304			304	304	304
Vehicle Insurance	284			284	284	284
Corporate Project Support	0			0	200	0
Homelessness Prevention	197		-12	185	197	197
Carry Forward Items	177			177	177	177
Flood Support	173		-14	159	159	159
Capital Financing	153			153	153	153
Rent Deposit Guarantees	102			102	102	102
Repayable Housing Grant Assistance	99			99	99	99
District Elections	87	1	9	96	91	91
Housing Benefit	86			86	86	86
Big Community Fund	73			73	73	73
Local Strategic Partnership	70			70	70	70
Others (Under £70k)	310			310	310	310
	<b>19,637</b>	<b>1</b>	<b>-31</b>	<b>19,606</b>	<b>20,046</b>	<b>19,846</b>
<u>General Fund</u>						
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>29,268</b>				<b>30,990</b>	<b>30,790</b>



9. Capital

September 14 - Final

	Period	Period	Period	Period	Y-T-D	Y-T-D	Y-T-D	Y-T-D	Annual	Annual	Annual	
	Budget	Actual	Variance	Variance	Budget	Actual	Variance	Variance	Budget	Forecast (including Accruals)	Variance	
	£'000	£'000	£'000	%	£'000	£'000	£'000	%	£'000	£'000	£'000	
COMMDEV	Big Community Fund - Capital	-	4	-4	-	-	13	-13	-	-	-	-
COMMDEV	Parish Projects	5	-	5	100	30	-	30	100	61	-	61
ENVOPS	Vehicle Purchases	41	6	35	85	245	61	183	75	489	489	-
FINSERV	LGA Municipal Bonds Agency	-	20	-20	-	-	20	-20	-	-	20	-20
HOUSING	Improvement Grants	28	14	14	51	167	42	125	75	334	264	70
HOUSING	WKHA Adaps for Disab Financing Costs Advances	21	30	-10	-46	125	38	87	69	250	250	-
HOUSING	SDC - HMO Grants	-	-	-	-	-	2	-2	-	-	-	-
HOUSING	RHPCG 10-11 SDC	-	-	-	-	-	1	-1	-	-	-	-
HOUSING	RHPCG - Discretionary Grants	-	4	-4	-	-	11	-11	-	-	-	-
ICT	Back-up Generator	-	-	-	-	-	-	-	-	140	140	-
LEGAL	Modern Govt Document Management System	-	-	-	-	-	3	-3	-	-	-	-
DEVCONT	Affordable Housing	-	125	-125	-	-	158	-158	-	-	-	-
DEVCONT	S106 Capital	-	83	-83	-	-	537	-537	-	-	-	-
		<b>94</b>	<b>286</b>	<b>-191</b>	<b>-202</b>	<b>567</b>	<b>887</b>	<b>-320</b>	<b>-56</b>	<b>1,274</b>	<b>1,163</b>	<b>111</b>

\*Improvement Grants budget shown net of Government grant.

# CUMULATIVE INCOME FIGURES

September 2014

Agenda Item 10

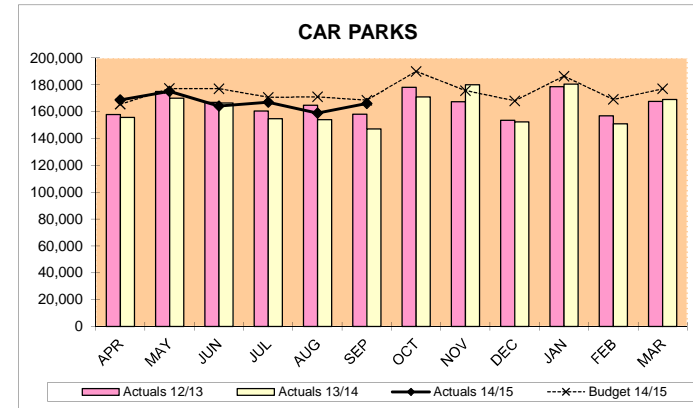
	ACTUAL	Comparison of 13/14 and 14/15, where a minus is 'bad news'	MANAGER'S PROFILED BUDGET	Variance, where a minus is 'bad news'	ANNUAL BUDGET	Annual Forecast
CAR PARKS	999,296	51,643	1,029,429	-30,133	2,094,866	2,034,866
ON-STREET PARKING	493,883	61,335	428,285	65,598	868,378	928,378
LAND CHARGES	116,867	22,960	81,366	35,501	162,739	192,739
BUILDING CONTROL	245,735	17,627	246,000	-265	516,827	516,827
DEVELOPMENT MANAGEMENT	471,987	66,863	356,352	115,635	712,715	837,715
	<b>2,327,768</b>	<b>220,428</b>	<b>2,141,432</b>	<b>186,336</b>	<b>4,355,525</b>	<b>4,510,525</b>

Page 11

## 10 Car Parks Graphs

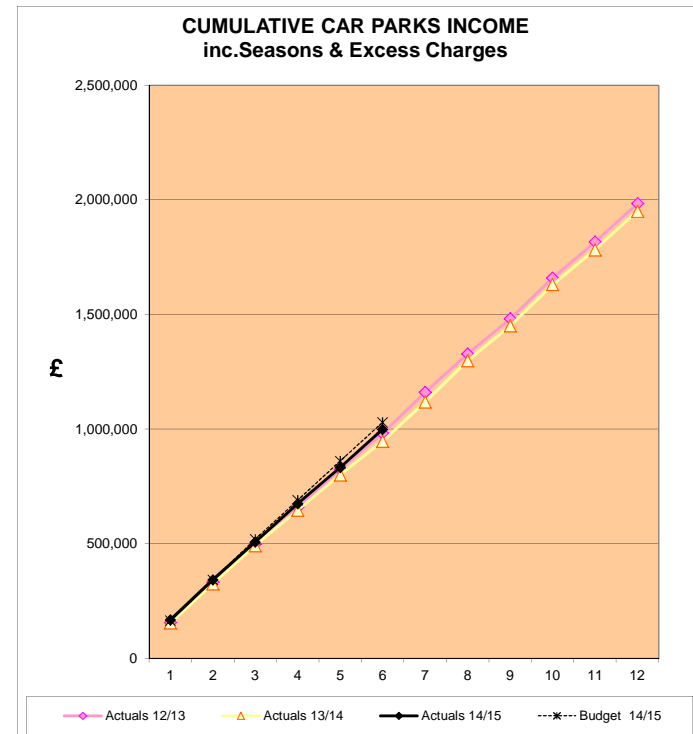
### CAR PARKS (HWCARPK)

	Actuals 12/13	Actuals 13/14	Actuals 14/15	Increase / decrease from 13/14 to 14/15	Budget 14/15	Variance (Actuals-Budget)	Manager's Forecast
1 APR	157,819	155,699	168,511	12,812	165,474	3,037	
2 MAY	174,830	169,965	175,067	5,101	177,102	-2,035	
3 JUN	166,750	166,396	164,077	-2,319	176,974	-12,897	
4 JUL	160,431	154,581	166,900	12,320	170,567	-3,667	
5 AUG	164,734	154,033	158,792	4,758	170,904	-12,112	
6 SEP	157,977	146,979	165,949	18,970	168,408	-2,459	
7 OCT	178,029	170,958		-170,958	189,858	-189,858	
8 NOV	167,264	179,815		-179,815	175,522	-175,522	
9 DEC	153,501	152,215		-152,215	167,955	-167,955	
10 JAN	178,423	180,306		-180,306	186,251	-186,251	
11 FEB	156,797	150,861		-150,861	169,001	-169,001	
12 MAR	167,622	168,940		-168,940	176,850	-176,850	
<b>TOTAL</b>	<b>1,984,176</b>	<b>1,950,748</b>	<b>999,296</b>	<b>-951,452</b>	<b>2,094,866</b>	<b>-1,095,570</b>	<b>2,034,866</b>



### CAR PARKS (CUMULATIVE)

	Actuals 12/13	Actuals 13/14	Actuals 14/15	Cumulative increase / decrease from 13/14 to 14/15	Budget 14/15	Variance (Column E-G)	Manager's Forecast
APR	157,819	155,699	168,511	12,812	165,474	3,037	
MAY	332,649	325,664	343,578	17,914	342,576	1,002	
JUNE	499,399	492,060	507,655	15,595	519,550	-11,895	
JUL	659,830	646,641	674,555	27,914	690,117	-15,562	
AUG	824,563	800,674	833,347	32,673	861,021	-27,674	
SEP	982,541	947,653	999,296	51,643	1,029,429	-30,133	
OCT	1,160,569	1,118,610		-1,118,610		0	
NOV	1,327,834	1,298,425		-1,298,425		0	
DEC	1,481,334	1,450,641		-1,450,641		0	
JAN	1,659,757	1,630,947		-1,630,947		0	
FEB	1,816,554	1,781,808		-1,781,808		0	
MAR	1,984,176	1,950,748		-1,950,748		0	2,034,866



### SEPTEMBER 2014

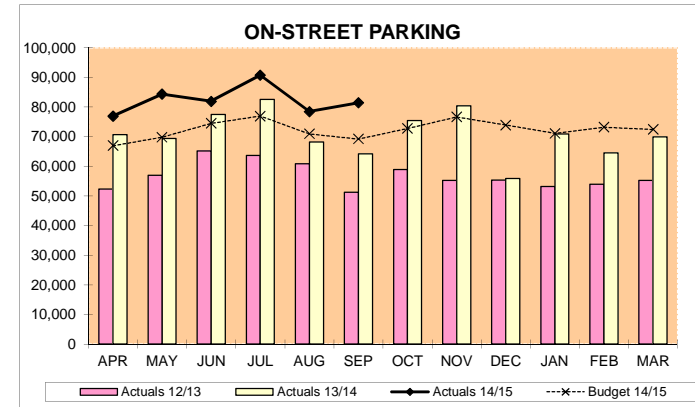
#### HWCARPK

	Actual (Cumulative)	Budget	(Monthly)	
DAY TICKETS	3300	829,652	872,728	143,383
EXCESS / PENALTY CHARGES	***1/****3	-	-	-
SEASON TICKETS	***2	160,449	149,701	22,386
OTHER (inc.Res.Pkg)	***9	4,634	3,000	-
WAIVERS	3404	610	-	160
RENT	94500	3,951	4,000	20
<b>TOTAL</b>		<b>999,296</b>	<b>1,029,429</b>	<b>165,949</b>

## 10 On-Street / Enforcement Graphs

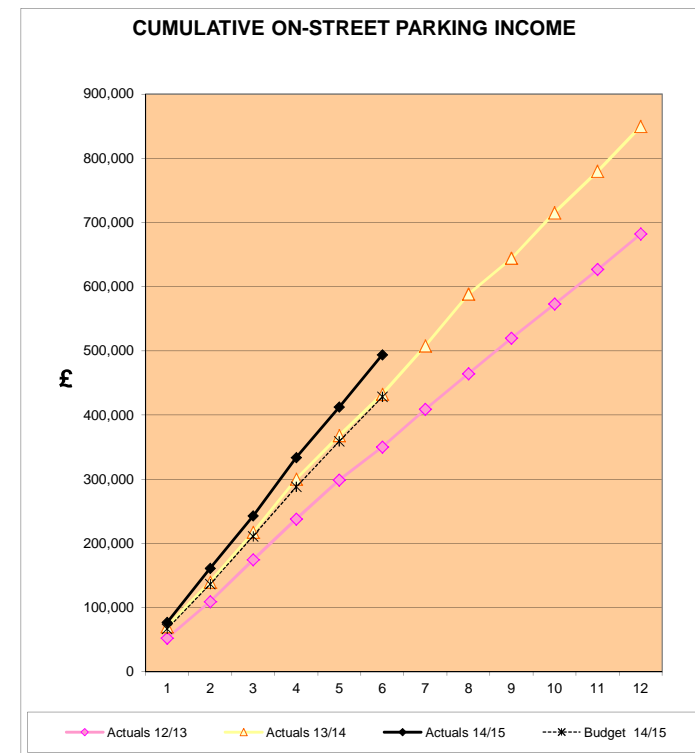
### ON-STREET PARKING (HWDCRIM / HWENFORC)

	Actuals 12/13	Actuals 13/14	Actuals 14/15	Increase / decrease from 13/14 to 14/15	Budget 14/15	Variance (Actuals-Budget)	Manager's Forecast
1 APR	52,328	70,633	<b>76,959</b>	6,326	<b>66,925</b>	10,034	
2 MAY	56,995	69,381	<b>84,385</b>	15,005	<b>69,784</b>	14,601	
3 JUN	65,190	77,535	<b>81,925</b>	4,390	<b>74,503</b>	7,422	
4 JUL	63,657	82,605	<b>90,710</b>	8,105	<b>76,933</b>	13,777	
5 AUG	60,822	68,200	<b>78,464</b>	10,265	<b>70,928</b>	7,536	
6 SEP	51,221	64,195	<b>81,440</b>	17,244	<b>69,212</b>	12,228	
7 OCT	58,926	75,420		-75,420	<b>72,787</b>	-72,787	
8 NOV	55,213	80,422		-80,422	<b>76,647</b>	-76,647	
9 DEC	55,356	55,880		-55,880	<b>73,931</b>	-73,931	
10 JAN	53,183	70,937		-70,937	<b>71,071</b>	-71,071	
11 FEB	53,925	64,562		-64,562	<b>73,216</b>	-73,216	
12 MAR	55,254	69,925		-69,925	<b>72,441</b>	-72,441	
<b>TOTAL</b>	<b>682,071</b>	<b>849,694</b>	<b>493,883</b>	<b>-355,811</b>	<b>868,378</b>	<b>-374,495</b>	<b>928,378</b>



### ON-STREET PARKING (CUMULATIVE)

	Actuals 12/13	Actuals 13/14	Actuals 14/15	Cumulative increase / decrease from 13/14 to 14/15	Budget 14/15	Variance (Column E-G)	Manager's Forecast
APR	52,328	70,633	<b>76,959</b>	6,326	<b>66,925</b>	10,034	
MAY	109,324	140,014	<b>161,344</b>	21,331	<b>136,709</b>	24,635	
JUNE	174,514	217,548	<b>243,269</b>	25,721	<b>211,212</b>	32,057	
JUL	238,171	300,153	<b>333,979</b>	33,826	<b>288,145</b>	45,834	
AUG	298,993	368,353	<b>412,444</b>	44,091	<b>359,073</b>	53,371	
SEP	350,214	432,548	<b>493,883</b>	61,335	<b>428,285</b>	65,598	
OCT	409,140	507,968		-507,968		0	
NOV	464,353	588,390		-588,390		0	
DEC	519,709	644,270		-644,270		0	
JAN	572,892	715,207		-715,207		0	
FEB	626,817	779,769		-779,769		0	
MAR	682,071	849,694		-849,694		0	928,378



### SEPTEMBER 2014

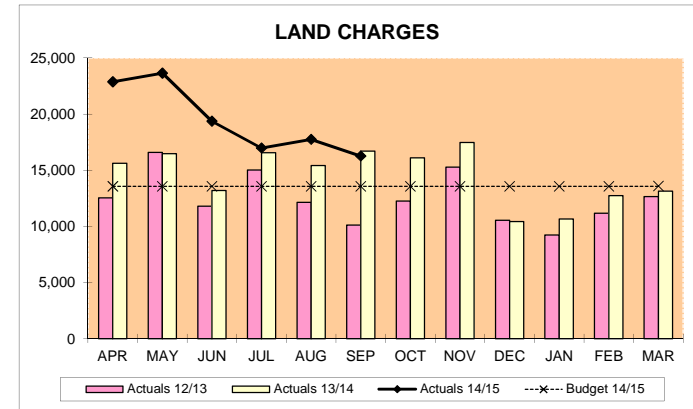
#### HWDCRIM / HWENFORC

	Actual (Cumulative)	Budget	(Monthly)	
PENALTY NOTICES	3403	<b>89,103</b>	72,000	15,810
WAIVERS	3404	<b>4,564</b>	4,998	1,035
RESIDENTS PERMITS	3406	<b>28,617</b>	24,000	4,533
ON STREET PARKING	3300	<b>258,059</b>	208,601	42,920
BUSINESS PERMITS	3408	<b>46,204</b>	41,496	5,077
OTHER	9999	-	-	-
EXCESS CHARGE	****1	<b>67,336</b>	77,190	12,064
<b>TOTAL</b>		<b>493,883</b>	<b>428,285</b>	<b>81,440</b>

## 10 Land Charges Graphs

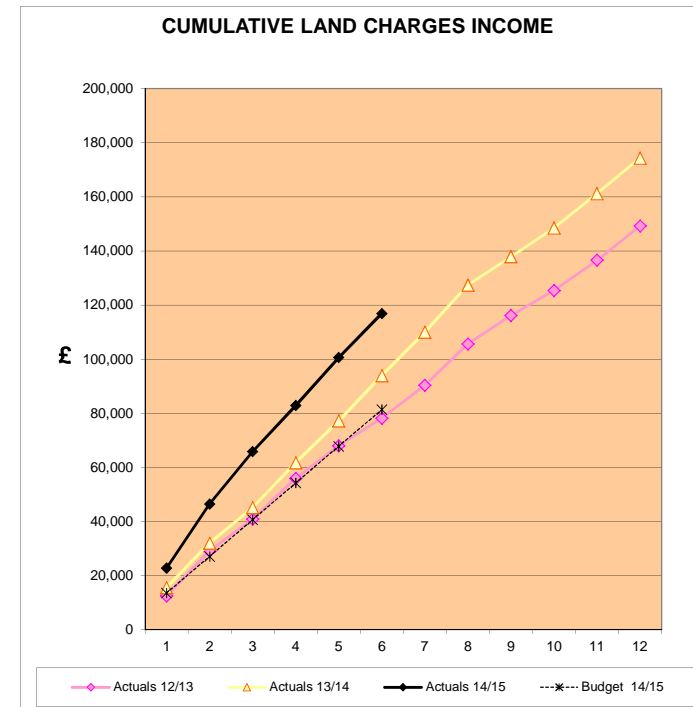
### LAND CHARGES (LPLNDCH)

	Actuals 12/13	Actuals 13/14	Actuals 14/15	Increase / decrease from 13/14 to 14/15	Budget 14/15	Variance (Actuals-Budget)	Manager's Forecast
1 APR	12,520	15,600	<b>22,879</b>	7,279	<b>13,561</b>	9,318	
2 MAY	16,579	16,455	<b>23,640</b>	7,185	<b>13,561</b>	10,079	
3 JUN	11,786	13,180	<b>19,373</b>	6,193	<b>13,561</b>	5,812	
4 JUL	15,021	16,544	<b>16,975</b>	431	<b>13,561</b>	3,414	
5 AUG	12,139	15,419	<b>17,740</b>	2,321	<b>13,561</b>	4,179	
6 SEP	10,100	16,709	<b>16,259</b>	-449	<b>13,561</b>	2,698	
7 OCT	12,235	16,083		-16,083	<b>13,561</b>	-13,561	
8 NOV	15,271	17,455		-17,455	<b>13,561</b>	-13,561	
9 DEC	10,536	10,427		-10,427	<b>13,561</b>	-13,561	
10 JAN	9,220	10,652		-10,652	<b>13,561</b>	-13,561	
11 FEB	11,165	12,722		-12,722	<b>13,561</b>	-13,561	
12 MAR	12,637	13,127		-13,127	<b>13,568</b>	-13,568	
	<b>149,208</b>	<b>174,373</b>	<b>116,867</b>	<b>-57,506</b>	<b>162,739</b>	<b>-45,872</b>	<b>192,739</b>



### LAND CHARGES (CUMULATIVE)

	Actuals 12/13	Actuals 13/14	Actuals 14/15	Cumulative increase / decrease from 13/14 to 14/15	Budget 14/15	Variance (Column E-G)	Manager's Forecast
APR	12,520	15,600	<b>22,879</b>	7,279	<b>13,561</b>	9,318	
MAY	29,099	32,055	<b>46,519</b>	14,464	<b>27,122</b>	19,397	
JUNE	40,885	45,235	<b>65,892</b>	20,657	<b>40,683</b>	25,209	
JUL	55,906	61,779	<b>82,867</b>	21,088	<b>54,244</b>	28,623	
AUG	68,044	77,198	<b>100,607</b>	23,409	<b>67,805</b>	32,802	
SEP	78,145	93,907	<b>116,867</b>	22,960	<b>81,366</b>	35,501	
OCT	90,379	109,990		-109,990		0	
NOV	105,651	127,445		-127,445		0	
DEC	116,186	137,872		-137,872		0	
JAN	125,407	148,524		-148,524		0	
FEB	136,571	161,246		-161,246		0	
MAR	149,208	174,373		-174,373		0	192,739



### SEPTEMBER 2014

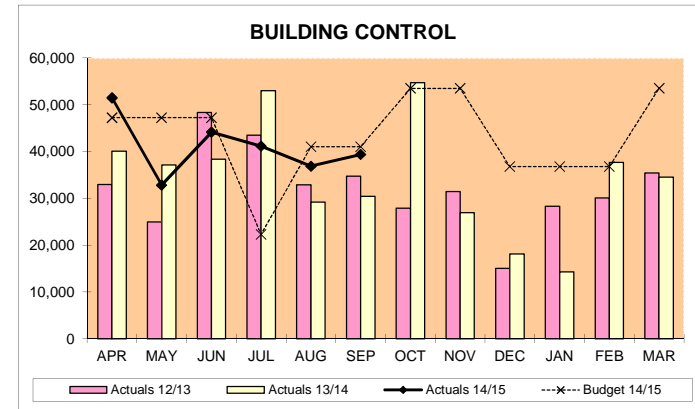
#### LPLNDCH

	Received (Month)	Percentage (Month)	Percentage (Month 13/14)	(Cumulative)	
Searches Received - Paper	£105	65	25%	12%	386
Searches Received - Electronic	£86	95	36%	54%	712
Searches Received - Personal	£0	105	40%	33%	623
	<b>265</b>	<b>100.0%</b>	<b>100.0%</b>	<b>1,721</b>	

## 10 Building Control Graphs

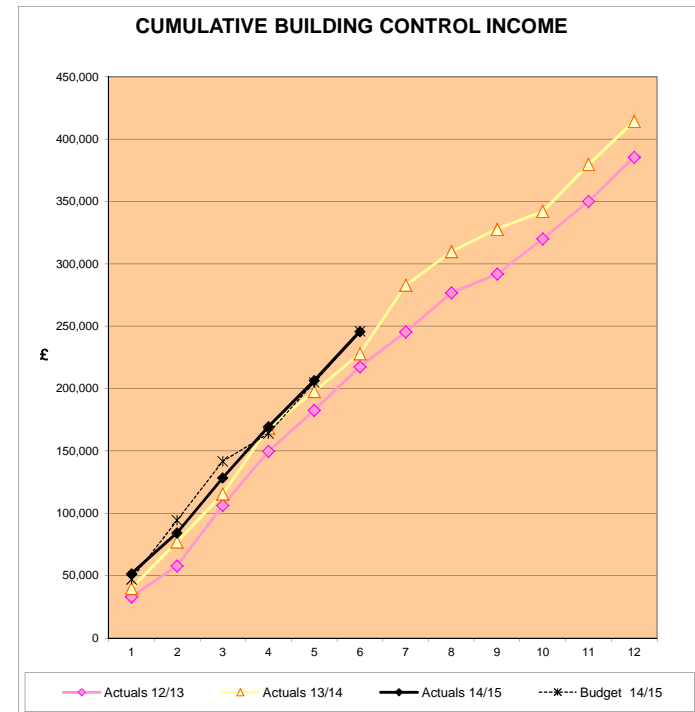
### BUILDING CONTROL (DVBCFEE)

	Actuals 12/13	Actuals 13/14	Actuals 14/15	Increase / decrease from 13/14 to 14/15	Budget 14/15	Variance (Actuals-Budget)	Manager's Forecast
1 APR	32,975	40,068	51,454	11,386	47,246	4,208	
2 MAY	24,976	37,100	32,817	-4,283	47,246	-14,429	
3 JUN	48,352	38,370	44,143	5,773	47,246	-3,103	
4 JUL	43,510	52,998	41,118	-11,880	22,262	18,856	
5 AUG	32,905	29,169	36,853	7,684	41,000	-4,147	
6 SEP	34,735	30,402	39,349	8,947	41,000	-1,651	
7 OCT	27,882	54,714		-54,714	53,497	-53,497	
8 NOV	31,440	26,918		-26,918	53,497	-53,497	
9 DEC	15,031	18,120		-18,120	36,779	-36,779	
10 JAN	28,290	14,239		-14,239	36,779	-36,779	
11 FEB	30,097	37,644		-37,644	36,782	-36,782	
12 MAR	35,403	34,554		-34,554	53,493	-53,493	
	<b>385,596</b>	<b>414,297</b>	<b>245,735</b>	<b>-168,562</b>	<b>516,827</b>	<b>-271,092</b>	<b>516,827</b>



### BUILDING CONTROL (CUMULATIVE)

	Actuals 12/13	Actuals 13/14	Actuals 14/15	Cumulative increase / decrease from 13/14 to 14/15	Budget 14/15	Variance (Column E-G)	Manager's Forecast
APR	32,975	40,068	51,454	11,386	47,246	4,208	
MAY	57,951	77,168	84,272	7,103	94,492	-10,220	
JUNE	106,303	115,539	128,415	12,876	141,738	-13,323	
JUL	149,813	168,537	169,533	996	164,000	5,533	
AUG	182,719	197,706	206,386	8,680	205,000	1,386	
SEP	217,453	228,108	245,735	17,627	246,000	-265	
OCT	245,335	282,823		-282,823		0	
NOV	276,776	309,740		-309,740		0	
DEC	291,807	327,861		-327,861		0	
JAN	320,096	342,099		-342,099		0	
FEB	350,193	379,743		-379,743		0	
MAR	385,596	414,297		-414,297		0	516,827



### SEPTEMBER 2014

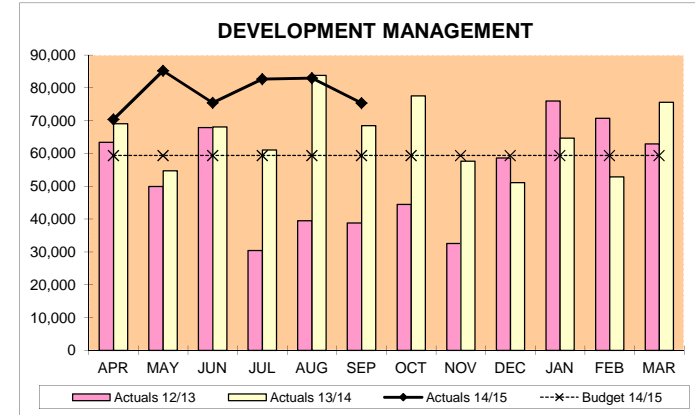
#### DVBCFEE

	Actual (Cumulative)	Budget	(Monthly)	
Plan Fee	3066	154,157	150,000	20,422
Inspection Fee	3067	91,578	96,000	19,892
Other	9999	-	-	(965)
	<b>245,735</b>	<b>246,000</b>		<b>39,349</b>

## 10 Development Management Graph

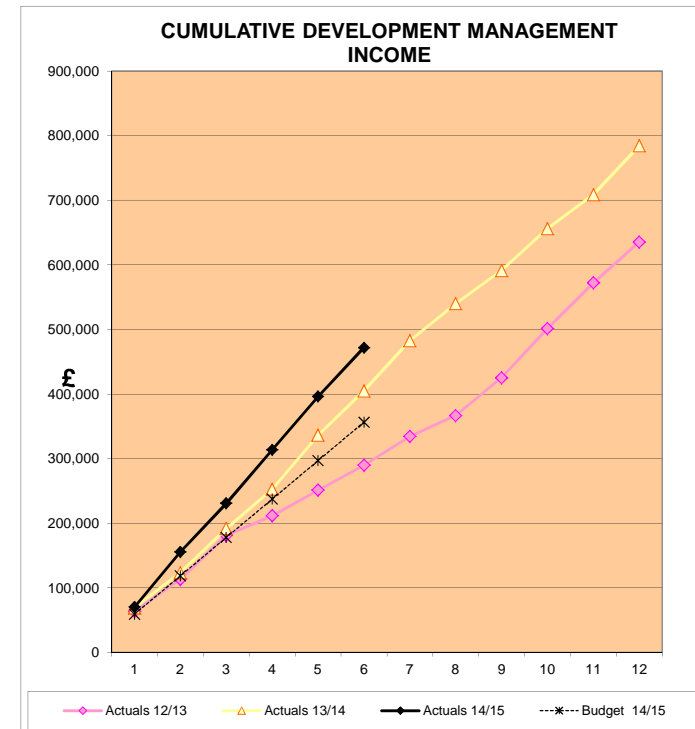
### DEVELOPMENT MANAGEMENT (DVDEVCT)

	Actuals 12/13	Actuals 13/14	Actuals 14/15	Increase / decrease from 13/14 to 14/15	Budget 14/15	Variance (Actuals-Budget)	Manager's Forecast
1 APR	63,378	69,061	<b>70,352</b>	1,291	<b>59,392</b>	10,960	
2 MAY	49,955	54,683	<b>85,205</b>	30,522	<b>59,392</b>	25,813	
3 JUN	67,875	68,069	<b>75,418</b>	7,349	<b>59,392</b>	16,026	
4 JUL	30,448	61,049	<b>82,661</b>	21,612	<b>59,392</b>	23,269	
5 AUG	39,527	83,804	<b>82,965</b>	-839	<b>59,392</b>	23,573	
6 SEP	38,837	68,457	<b>75,386</b>	6,928	<b>59,392</b>	15,994	
7 OCT	44,434	77,511		-77,511	<b>59,392</b>	-59,392	
8 NOV	32,532	57,665		-57,665	<b>59,392</b>	-59,392	
9 DEC	58,588	51,148		-51,148	<b>59,392</b>	-59,392	
10 JAN	76,016	64,624		-64,624	<b>59,392</b>	-59,392	
11 FEB	70,715	52,900		-52,900	<b>59,392</b>	-59,392	
12 MAR	62,921	75,584		-75,584	<b>59,403</b>	-59,403	
	<b>635,226</b>	<b>784,555</b>	<b>471,987</b>	<b>-312,568</b>	<b>712,715</b>	<b>-240,729</b>	<b>837,715</b>



### DEVELOPMENT MANAGEMENT (CUMULATIVE)

	Actuals 12/13	Actuals 13/14	Actuals 14/15	Cumulative increase / decrease from 13/14 to 14/15	Budget 14/15	Variance (Column E-G)	Manager's Forecast
APR	63,378	<b>69,061</b>	<b>70,352</b>	1,291	<b>59,392</b>	10,960	
MAY	113,333	<b>123,743</b>	<b>155,557</b>	31,814	<b>118,784</b>	36,773	
JUNE	181,209	<b>191,813</b>	<b>230,975</b>	39,162	<b>178,176</b>	52,799	
JUL	211,657	<b>252,862</b>	<b>313,636</b>	60,774	<b>237,568</b>	76,068	
AUG	251,184	<b>336,666</b>	<b>396,601</b>	59,935	<b>296,960</b>	99,641	
SEP	290,020	<b>405,123</b>	<b>471,987</b>	66,863	<b>356,352</b>	115,635	
OCT	334,454	<b>482,634</b>		-482,634		0	
NOV	366,986	<b>540,299</b>		-540,299		0	
DEC	425,574	<b>591,447</b>		-591,447		0	
JAN	501,590	<b>656,070</b>		-656,070		0	
FEB	572,305	<b>708,971</b>		-708,971		0	
MAR	635,226	<b>784,555</b>		-784,555		0	837,715



### SEPTEMBER 2014

#### DVDEVCT

	Actual (Cumulative)	Budget	(Monthly)	
Planning Application Fees	3009	<b>424,027</b>	<b>315,882</b>	70,769
Other	9999	-	-	-
Pre-application Fees	94301	<b>33,860</b>	<b>25,824</b>	3,417
Monitoring Fees	94302	<b>14,100</b>	<b>14,646</b>	1,200
		<b>471,987</b>	<b>356,352</b>	<b>75,386</b>

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**Finance & Resources Advisory Committee Work Plan 2014/15**

<b>11 November 2014</b>	<b>20 January 2015</b>	<b>14 April 2015</b>	<b>23 June 2015</b>	<b>September 2015</b>
<p>Treasury Management Statutory Report</p> <p>Budget: Service Reviews and Service Change Impact Assessments (SCIAS) Shared Services</p> <p>Financial Performance Indicators 2014/15 – to the end of September 2014</p> <p>Financial Results 2014/15 – to the end of September 2014</p>	<p>Risks and Assumptions for Budget 2015/16</p> <p>Capital and Asset Maintenance Budget 2015/16</p> <p>Treasury Management Strategy 2015/16</p> <p>Financial Performance Indicators 2014/15 - to the end of November 2014</p> <p>Financial Results 2014/15 - to the end of November 2014</p>	<p>Financial Performance Indicators 2014/15 - to the end of February 2015</p> <p>Financial Results 2014/15 - to the end of February 2015</p>	<p>Financial Performance Indicators 2014/15 - to the end of March 2015</p> <p>Provisional Outturn 2014/15 and Carry Forward Requests</p>	<p>Annual Treasury Management Report 2014/15</p> <p>Financial Performance Indicators 2015/16 – to the end of July 2015</p> <p>Financial Results 2015/16 – to the end of July 2015</p> <p>Financial Prospects and Budget Strategy 2016/17 and Beyond</p>

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