

16 June 2021 at 7.00 pm

Council Chamber, Argyle Road, Sevenoaks

Published: 08.06.21



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## Finance & Investment Advisory Committee

### Membership:

Cllrs. Abraham, Bayley, Carroll, Clack, Clayton, Penny Cole, Dickins, Griffiths, Grint, Harrison, Hogarth and Reay

### Agenda

There are no fire drills planned. If the fire alarm is activated, which is a continuous siren with a flashing red light, please leave the building immediately, following the fire exit signs.

	Pages	Contact
Apologies for Absence		
1. Appointment of Chairman		
2. Appointment of Vice Chairman		
3. Minutes To agree the minutes of the meeting of the Committee held on 25 March 2021, as a correct record.	(Pages 1 - 4)	
4. Declarations of Interest Any interests not already registered.		
5. Actions from Previous Meeting (if any)	(Pages 5 - 6)	
6. Update from Portfolio Holder		
7. Referral from Cabinet or the Audit Committee (if any)		
8. Financial Performance Indicators 2021/21 - to the end of March 2021	(Pages 7 - 12)	Alan Mitchell Tel: 01732227483

- |     |   |                 |                                    |
|-----|---|-----------------|------------------------------------|
| 9.  | <b>Provisional Outturn 2020/21</b>            | (Pages 13 - 40) | Alan Mitchell<br>Tel: 01732227483  |
| 10. | <b>Re-profiling Capital Programme 2021/22</b> | (Pages 41 - 46) | Detlev Munster<br>Tel: 01732227099 |
| 11. | <b>Work Plan</b>                              | (Pages 47 - 48) |                                    |

#### EXEMPT INFORMATION

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.

If you wish to obtain further factual information on any of the agenda items listed above, please contact the named officer prior to the day of the meeting.

Should you need this agenda or any of the reports in a different format, or have any other queries concerning this agenda or the meeting please contact Democratic Services on 01732 227000 or [democratic.services@sevenoaks.gov.uk](mailto:democratic.services@sevenoaks.gov.uk).

**FINANCE & INVESTMENT ADVISORY COMMITTEE**

Minutes of the meeting held on 25 March 2021 commencing at 7.00 pm

Present: Cllr. Grint (Chairman)

Cllr. Dickins (Vice Chairman)

Cllrs. Abraham, Bayley, Clack, Clayton, Harrison, Hogarth and Reay

An apology for absence was received from Cllr. Penny Cole

Cllr. Osborne-Jackson was also present.

91. Minutes

Resolved: That the Minutes of the Finance and Investment Advisory Committee held on 21 January 2021 be approved and signed by the Chairman as a correct record.

92. Declarations of Interest

No additional declarations of interest were made.

93. Actions from Previous Meeting

The action was noted.

94. Update from Portfolio Holder

The Portfolio Holder advised Members that work was continuing at pace at the White Oak Leisure Centre, 27 - 37 High Street, Swanley and that Quercus 7 had acquired another property.

In regards to consultations, responses were being sent for the New Homes Bonus and Right to Regenerate consultations.

The Portfolio Holder took the opportunity to update Members that following the suggestion to Cabinet that insurance against rental income losses be considered further, following advice this was not currently available from insurance companies.

95. Referral from Cabinet or the Audit Committee

There were none.

96. Financial Performance Indicators 2020/21 - to the end of January 2021

## Agenda Item 3

### Finance & Investment Advisory Committee - 25 March 2021

The Head of Finance presented the report which set out 9 internally set performance indicators covering activities that support information provided in the regular financial results reports. The Head of Finance drew attention to particular areas including sundry debts and treasury management (actual vs budget and forecast; and investment returns vs RPI vs CPI).

Members took the opportunity to ask questions, in particular to the percentage of business rates collected in year. The Head of Finance advised he would report back.

*Action 1: For Head of Finance to report back on the percentage of business rate collected in-year and whether 91% is the target as at the end of January or for the whole year.*

Resolved: That the report be noted.

#### 97. Financial Results 2020/21 - to the end of January 2021

The Head of Finance presented the report on the Council's financial results 2020/21 to the end of January 2021, which showed the end of year position was currently forecast to be an unfavourable variance of £95,000. This represented 0.61% of the net service expenditure totalling £15.581m. Subsequent to the publishing of this report, the full year forecast as at the end of February had increased to an unfavourable variance of £160,000.

Members noted that had there not been an impact of Covid-19 on the council's finances, there would be a favourable forecast.

The forecasted increase in expenditure or income losses which related to COVID-19 totalled £5.07m and the net impact after grants received from Government was £0.33m. It had been confirmed that the second payment of the sales, fees and charges compensation scheme would be received on 31 March 2021.

Members took the opportunity to discuss the report and asked questions of clarification, with particular focus on homelessness reserves, bulky waste, pest control and car parks income. The Head of Finance would report back on the questions raised.

*Action 2: For The Head of Finance to report back on the number of collection days planned Bulky Waste collection service.*

*Action 3: For Head of Finance to report back on future plans for the Pest Control Service to re-start entering homes.*

*Action 4: For the Head of Finance to report back on the recovery and usage of Car Parks, in particular Bradbourne Car Park.*

#### 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 report be noted.

98. Carry Forward Requests 2020/21

The Head of Finance presented the report which sought approval from Cabinet for Carry forward requests for 2020/21 and advised that there were 7 specific revenue carry forward requests and 1 capital carry forward request to the year 2021/22, to meet specific requirements. Due to the timing of the report the amounts were provisional, which was why the terminology of 'up to' was used. The Head of Finance explained each carry forward request in detail.

It was queried why grants to support voluntary bodies that had not been able to use the grants in 2020/21, were not given to other voluntary groups who needed the finances during the Covid-19 crisis. Members were advised that an update would follow.

*Action 5: For Head of Finance to report back to the Committee on the use of grants during the Covid-19 crisis advising why unused grants had not been given to other groups who required finances.*

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

- a) the Revenue carry forward requests totalling up to £477,000 as set out in paragraph 3 of the report be approved; and
- b) the Capital carry forward request totally £524,000 as set out in paragraph 4 of the report be approved.

99. Work Plan

The work plan was noted.

100. Disposal of Land

The Strategic Head of Property and Commercial presented the report which identified four sites that were no longer required by the Council. Russett Way, Swanley, Alder Way, Swanley, Oakhill Road, Sevenoaks and land to the rear of Sealcroft Cottages, Seal had been advertised in accordance with Local Government Act 1972 as appropriate, of the council's intention to dispose of the sites. Consultation responses were received and reviewed but no objections were received. External valuation advice had been sought of achievable values.

## Agenda Item 3

### Finance & Investment Advisory Committee - 25 March 2021

In response to questions, it was confirmed that if sold, the land to the rear of Sealcroft Cottages would be conditioned to ensure the land would be for affordable housing. In regards to Oakhill Road, Sevenoaks external advice had been sought in regards to the indicative figures. The Strategic Head of Property and Commercial explained the site, valuation context and believed the figure for the site was appropriate.

#### Public Sector Equality Duty

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

Resolved: That

- a) the report be noted, and
- b) Cabinet be asked to look again at the valuation of Oakhill Road.

THE MEETING WAS CONCLUDED AT 7.50 PM

CHAIRMAN

**ACTIONS FROM THE MEETING HELD ON 25 March 2021 (as at 25.03.21)**

Action	Description	Status	Contact Officer
Action 1	For Head of Finance to report back on the percentage of business rate collected in-year and whether 91% is the target as at the end of January or for the whole year.	Email sent to Members on 10/05/21.	Alan Mitchell Ext. 7483
Action 2	For The Head of Finance to report back on the number of collection days planned Bulky Waste collection service.	Email sent to Members on 07/05/21.	Alan Mitchell Ext. 7483
Action 3	For Head of Finance to report back on future plans for the Pest Control Service to re-start entering homes.	Email sent to Members on 07/05/21.	Alan Mitchell Ext. 7483
Action 4	For the Head of Finance to report back on the recovery and usage of Car Parks, in particular Bradbourne Car Park.	Email sent to Members on 07/05/21.	Alan Mitchell Ext. 7483
Action 5	For Head of Finance to report back to the Committee on the use of grants during the Covid-19 crisis advising why unused grants had not been given to other groups who required finances.	Email sent to Members on 07/05/21.	Alan Mitchell Ext. 7483

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**FINANCIAL PERFORMANCE INDICATORS 2020/21 - TO THE END OF MARCH 2021**

**Finance & Investment Advisory Committee - 16 June 2021**

**Report of:** Deputy Chief Executive and Chief Officer - Finance and Trading

**Status:** For Consideration

**Key Decision:** No

**Executive Summary:** This report sets out the internally agreed Financial Performance Indicators

**This report support the Key Aim of:** effective management of the Council's resources.

**Portfolio Holder:** Cllr. Matthew Dickins

**Contact Officers:** Alan Mitchell, Ext.7483

Adrian Rowbotham Ext. 7153

**Recommendation to Finance & Investment Committee:**

- a) That the report be noted

**Reason for recommendation:**

This recommendation supports the sound control of the Councils finances

**Introduction and Background**

- 1 This report presents figures on nine 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.
- 3 Use of these indicators assists management in highlighting areas where performance has an impact on the financial outturn for the authority.

**Key Implications**

Financial

None.

Legal Implications and Risk Assessment Statement.

There are no legal or human rights issues.

## Agenda Item 8

### Equality Assessment

The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

#### **Appendices**


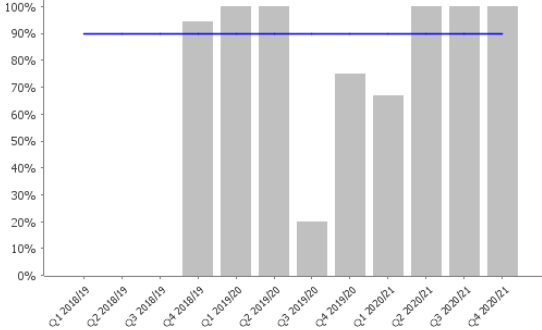


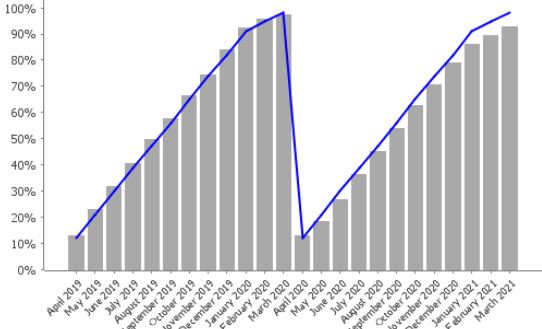

Appendix A - Performance Indicators


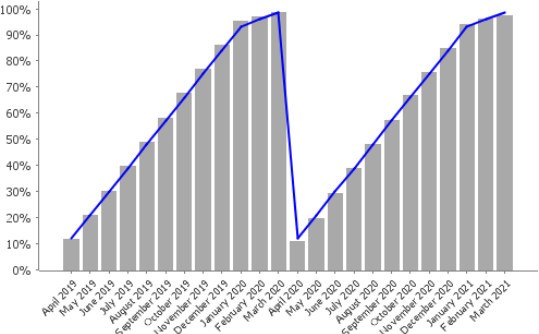





#### **Background Papers**

None


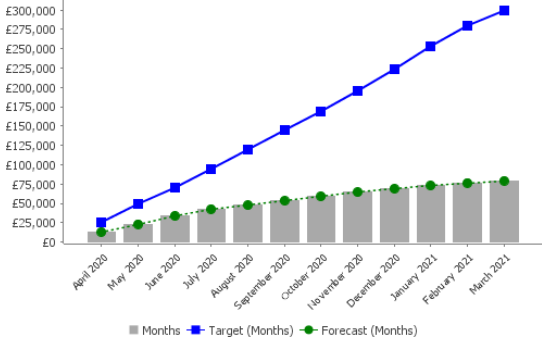


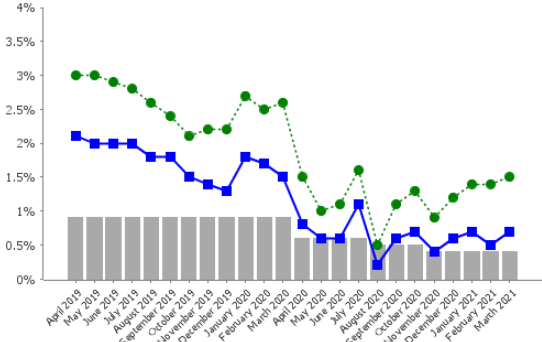


**Adrian Rowbotham, Deputy Chief Executive and Chief Officer - Finance and Trading**

# Finance & Investment Advisory Committee - Performance report

Code	Description	Current Value	Current Target	Current Status	Performance Chart	Year to Date Value 2020/21	Year to Date Target 2020/21	Year to Date Status	Commentary
LPI_IA 1a	Sevenoaks: Audit actions fully implemented within agreed timescales	100%	90%			100%	90%		
LPI_BR 04	The percentage of business rates collected in-year (Cumulative)	92.7%	98.3%			92.7%	98.3%		

Code	Description	Current Value	Current Target	Current Status	Performance Chart	Year to Date Value 2020/21	Year to Date Target 2020/21	Year to Date Status	Commentary
LPI_CT 04	The percentage of council tax collected in-year (cumulative)	97.5%	98.6%			97.5%	98.6%		
LPI_FS 001	The percentage of undisputed invoices paid within 30 days or agreed terms	94.76%	99%			96.92%	99%		
LPI_FS 003	Sundry debts outstanding more than 61 days	£92,894	£30,000			£92,894	£30,000		During the year the sundry debt balances has been high than target due to COVID-19 and SDC following government guidance of the collection of debt. A large amount of

Code	Description	Current Value	Current Target	Current Status	Performance Chart	Year to Date Value 2020/21	Year to Date Target 2020/21	Year to Date Status	Commentary
									work has been done to reduce the balances down. The balance for March has increased due to a single large invoice moving to <30 days
LPI_HB	Average number of days to process a new claim for Housing Benefit (Monthly)	16	23	✔		16	23	✔	
LPI_HB 04	Average number of days to process a change in circumstances for Housing Benefit (monthly)	7	9	✔		7	9	✔	

Code	Description	Current Value	Current Target	Current Status	Performance Chart	Year to Date Value 2020/21	Year to Date Target 2020/21	Year to Date Status	Commentary
TM FS 01	Treasury Management - Actual vs Budget + Forecast	£79,300	£300,000		 <p>Legend: Months (Grey bars), Target (Months) (Blue line with squares), Forecast (Months) (Green line with circles)</p>	£79,300	£300,000		Investment Returns are significantly down due to low rates of return and also reduced cash balances because of higher capital expenditure as approved by Members.
TM FS 02	Treasury Management - Investment returns vs RPI vs CPI	0.4%	0.7%		 <div style="border: 1px solid black; padding: 5px; margin-top: 10px;">  <p>Investment Returns (Grey bars), RPI (Green line with circles), CPI (Blue line with squares)</p> </div>	0.4%	0.7%		Investment Returns are significantly down due to low rates of return and also reduced cash balances

**PROVISIONAL OUTTURN 2020/21**

**Finance and Investment Advisory Committee - 16 June 2021**

**Report of:** Deputy Chief Executive and Chief Officer - Finance & Trading

**Status:** For Consideration

**Also considered by:** Cabinet 8 July 2021

**Key Decision:** No

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

**Portfolio Holder:** Cllr. Matthew Dickins

**Contact Officers:** Alan Mitchell, Ext. 7483

Adrian Rowbotham, Ext. 7153

**Recommendation to Finance and Investment Advisory Committee:**

That the report be noted, and any comments forwarded to Cabinet.

**Recommendation to Cabinet:**

Cabinet considers any comments from Finance and Investment Advisory Committee and notes the report.

**Reason for recommendation:** Sound financial governance of the Council.

**Introduction and Background**

- 1 This has been an exceptional year and one that has put unprecedented pressure on the authority not only financially but operationally. Therefore, I believe it is a real achievement that the Provisional Financial Outturn figures for 2020/21 (attached at Appendix A) only shows a unfavourable variance of £321,000. The net unfavourable impact of COVID-19 is £336,000 and therefore excluding COVID-19 there would be a favourable variance of £15,000 for the year.
- 2 There are a number of outstanding items from external sources that will need to be incorporated into the final outturn position which will be reported to a future meeting.
- 3 In addition to the unfavourable variance above, a provisional figure of £454,000 for additional business rates was retained due to being part of the

## Agenda Item 9

Kent & Medway Business Rates Pool. There was a cost of £32,000 to identify new business rates growth which has been funded by the additional business rates.

- 4 In line with the financial strategy, the balance of £422,000 of additional business rates will be transferred to the Budget Stabilisation Reserve and the New Homes Bonus received transferred to the Financial Plan Reserve.
- 5 It was approved by Council on 23 February 2021 that any favourable variances achieved on the 2020/21 budget be put into the Budget Stabilisation Reserve.
- 6 The table below sets out the current position in terms of the Government's Income Compensation Scheme. Three claims have been submitted for 2020/21.

**Table 1: COVID-19 Sales, Fees and Charges Compensation Scheme**

	<u>£m</u>
July 2020 claim	898
November 2020 claim	675
March 2021 claim	800
Total	2,373

- 7 The financial cost of the COVID-19 pandemic started at the very end of March 2020 and therefore the financial cost was limited in 2019/20 as reported last year. However, as the provisional outturn position shows, a far greater impact has been incurred within the 2020/21 financial year. This and the future financial impact have been addressed through the 10-year budget process which was approved by Council on 17 November 2020.

### **Areas of Note**

- 8 The 2020/21 pay award was approved at 2.75%, which is 0.75% higher than budgeted. This has cost an additional £130,000.
- 9 Investment Returns - the return on the treasury management investments held by the Council is lower than budget with interest received totalling £117,000 compared to a budget of £300,000. This is due to very low interest rates being offered by counterparties and our cash balances being lower than in previous years due the impact of COVID-19 and planned use within the capital programme. Furthermore, cash balances (internal borrowing) have been used to fund Quercus 7 acquisitions which are earning returns of approx. 4.5%.



These total £180,000 for the year and are shown within 'Investment Property Income' rather than 'Interest receipts'.

- 10 Council Tax - collection levels are below budgeted levels due to the impacts of COVID-19. Due to the way in which the Collection Fund is accounted for, this will not impact the Council until 2021/22.
- 11 Retained Business Rates - Income expectation of £2.139m forms part of the 2020/21 budget; any receipts over and above this amount, including those that result from being a beneficiary of the Kent Business Rates Pool, will be transferred to the Budget Stabilisation Reserve. The current projection is that £454,000 of additional receipts will be received, £422,000 of which will be transferred to the reserve.

#### **Net Service Expenditure - Favourable Variances**

- 12 Within Miscellaneous Finance the favourable variance is £3.8m. This is made up of the receipt of a number of grants, including the COVID-19 Sales, Fees and Charges Compensation Scheme and the balance of Government COVID-19 grant which are offsetting additional COVID-19 costs or losses in income incurred in other areas.
- 13 Parking Enforcement is reporting a favourable variance of £51,000 due to a new contract with Tandridge District Council.
- 14 Corporate Management is reporting an underspend of £77,000 which as a result of reduced expenditure on brought-in external services and some minor variances on salaries which are attributed to the corporate management of the organisation.
- 15 Planning Policy and Development Management are reporting a favourable variances of £80,000 and £71,000 respectively . Income has recovered extremely well and a number of large applications have been received which has resulted in the income budget being exceeded. However, this is being used to offset other unfavourable variances within Planning and Regulatory Services resulting in a net unfavourable variance of £26,000.

#### **Net Service Expenditure - Unfavourable Variances**

- 16 Homeless and Homelessness prevention is reporting an adverse variance of £194,000 and £128,000 respectively which is the additional cost being incurred relating to an increased number of people being put in temporary accommodation. These costs are being funded by the Community Outbreak Management Fund which is shown in Miscellaneous Finance. The homelessness funding is currently being reviewed in order to fund the programme in future years.
- 17 Land charges fees were revised for 2019/20 but the number of searches has remained down compared to previous years. Due to COVID-19 the level of searches has dropped even lower leading to a £52,000 unfavourable variance.

## Agenda Item 9

- 18 Local Tax is reporting an unfavourable variance of £467,000 due to COVID-19 restrictions. £372,000 is because of being unable to take people to court for the whole year plus £40,000 write offs for courts costs raised in previous years. The total underachievement of income on Enforcement is estimated to be £100,000, which is £20,000 higher than last year due to COVID.
- 19 Car parking fees were suspended on the 23 March due to COVID-19 but were reintroduced in June, with some free parking. This coupled with the significant drop in car park usage has led to a significant loss of income with Car Parks reporting an unfavourable variance of £2.046m. Similarly, with On-Street Car Parking which is also reporting an unfavourable variance of £614,000. The loss of Car Parking income is the largest amount included in the COVID-19 Sales, Fees and Charges Compensation claim.
- 20 Direct Services are reporting an unfavourable variance of £326,000 due to loss of income in areas such as bulky waste, trade waste, MOT's and pest control and increased costs such as the increased use of agency to cover staff shortages due to COVID-19.
- 21 Due to COVID-19 the Print Shop was unable to conduct business as normal for both internal and external customers resulting in an unfavourable variance of £83,000.

### Other Variances

- 22 Investment Property Income - is reporting an unfavourable variance of £131,000. The majority of properties held within the Property Investment Strategy continue to achieve the income levels predicted. Due to a tenant going into administration as a result of COVID-19 a single property has not produced income in line with budget and this loss of income is reflected in the unfavourable variance of £96,000. In addition, Business Rates have been charged on the above property and the Burlington Mews show home.

### Future Issues and Risk Areas

- 23 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:
  - COVID-19 continues to affect the entire authority and is being closely monitored. As part of the 10-year budget process the expected financial cost has been projected and solutions presented and approved. Specific risks include:
    - Ongoing impact of COVID-19 on the leisure industry and Council owned leisure facilities.
    - Ongoing Temporary Accommodation costs within the district, excluding COVID-19 related costs.

- Additional staffing costs for Direct Services are possible if a number of staff self-isolate as the intention is to continue at normal service levels wherever possible.
- Car parking customer numbers were increasing up to November, but the future income recovery is uncertain.
- Potential unknown liabilities associated with Business Rates relating to distressed leases. A systemic risk associated with the pandemic may result in further loss of income.
- The Environmental Health Partnership dissolution costs.
- Ongoing Temporary Accommodation costs within the district, excluding COVID-19 related costs.
- Potential unknown liabilities associated with Business Rates relating to distressed leases. A systemic risk associated with the pandemic may result in further loss of income.
- Feasibility costs for property investments and development of council owned assets.
- Land Charges - are being monitored and will continue to be reviewed in light of changes to the service with the Land Registry.
- There remains the risk that planning decisions and enforcement action will be challenged, either at appeal or through the Courts.
- The Building Control dissolutions costs
- The financial impact of proposed changes to the Planning System will need to be carefully considered.

24 The potential future impact of Brexit is being monitored and addressed as part of the Council's risk management process.

## 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.

Detailed budget monitoring is completed on a monthly basis where all variances are explained. Future risk items are also identified.

## Agenda Item 9

### Equality Assessment

The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

#### **Appendices**

Appendix A - March 2021 Budget Monitoring Commentary

Appendix B - Provisional Outturn - March 2021 Financial Information

#### **Background Papers**

None

**Adrian Rowbotham**

**Deputy Chief Executive and Chief Officer - Finance & Trading**

**Appendix B : Summary**

Position as at the end of March 2021	Y-T-D Actual £'000	Annual Budget £'000	ACTUAL Variance £'000	Annual Variance %
People and Places	646	671	(25)	(3.8)
Development and Conservation	1,086	1,127	(40)	(3.6)
Finance and Investments	(353)	2,829	(3,183)	(112.5)
Cleaner and Greener	7,741	4,751	2,989	62.9
Housing and Health	1,188	829	358	43.2
Improvement and Innovation	5,522	5,605	(83)	(1.5)
<b>Services Total</b>	<b>15,830</b>	<b>15,813</b>	<b>17</b>	<b>(1.0)</b>
Adjustments to Reconcile to amount to be met from reserves: Capital Charges outside the General Fund	(60)	(60)	0	0.0
Adjustments to Reconcile to amount to be met from reserves: Support Services outside the General Fund	(172)	(172)	0	0.0
Redundancy Costs	0	0	0	-
<b>NET SERVICE EXPENDITURE</b>	<b>15,597</b>	<b>15,581</b>	<b>17</b>	<b>(1.0)</b>
New Homes Bonus	(1,249)	(1,249)	0	0.0
Retained Business Rates	(2,593)	(2,139)	(454)	(21.2)
Council Tax	(11,264)	(11,264)	0	(0.0)
<b>Summary excluding Investment Income</b>	<b>491</b>	<b>929</b>	<b>(437)</b>	<b>(65.5)</b>
Investment Property Income	(1,286)	(1,428)	142	9.5
Interest Receipts	(105)	(300)	195	(73.7)
<b>OVERALL TOTAL</b>	<b>(901)</b>	<b>(799)</b>	<b>(101)</b>	<b>31.4</b>
Planned Appropriation to/(from) Reserves	(449)	(449)	0	
Other Reserve Movements	1,671	1,249	422	
Supplementary Estimates	0	0	0	
<b>(Surplus)/Deficit</b>	<b>321</b>	<b>(0)</b>	<b>321</b>	

2021  
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## Appendix B : Summary by Service

Position as at the end of March 2021	Y-T-D Actual £'000	Annual Budget £'000	Variance £'000
<b>People &amp; Places SDC Funded</b>	£'000	£'000	£'000
All Weather Pitch	(5)	(5)	(0)
Community Safety	190	209	(19)
Community Development Service Provisions	(6)	(6)	-
Community Housing Fund	-	-	-
The Community Plan	47	60	(13)
Grants to Organisations	182	180	1
Leisure Contract	118	108	9
Leisure Development	20	20	(0)
Administrative Expenses - Communities & Business	27	22	5
Tourism	26	27	(1)
Leader Programme	5	5	0
West Kent Partnership	(0)	-	(0)
Youth	45	51	(6)
<b>Total People &amp; Places SDC Funded</b>	<b>648</b>	<b>671</b>	<b>(23)</b>

Position as at the end of March 2021	Y-T-D Actual £'000	Annual Budget £'000	Variance £'000
People & Places Externally Funded	£'000	£'000	£'000
Business Area Improvement Fund	-	-	-
Compliance & Enforcement	(0)	-	(0)
Dunton Green Projects - S106	0	-	0
Partnership - Home Office	0	-	0
Community Sports Activation Fund	-	-	-
Sportivate Inclusive Archery Project	-	-	-
Sport Satellite Clubs	-	-	-
Troubled Families Project	-	-	-
West Kent Business Rates Retention	-	-	-
West Kent Enterprise Advisor Network	0	-	0
West Kent Kick Start	-	-	-
West Kent Partnership Business Support	(4)	-	(4)
People & Places Externally Funded	(4)	-	(4)
<b>Total People &amp; Places</b>	<b>644</b>	<b>671</b>	<b>(27)</b>

Position as at the end of March 2021	Y-T-D Actual £'000	Annual Budget £'000	Variance £'000
Development and Conservation	£'000	£'000	£'000
Building Control Partnership Members	(0)	-	(0)
Building Control Partnership Hub (SDC Costs)	(0)	-	(0)
Building Control	(135)	(127)	(8)
Conservation	134	118	16
Dangerous Structures	1	3	(2)
Planning Policy	476	556	(80)
LDF Expenditure	(0)	-	(0)
Planning - Appeals	211	207	4
Planning - CIL Administration	(51)	(67)	16
Planning - Counter	(2)	(6)	4
Planning - Development Management	38	109	(71)
Planning - Enforcement	357	275	82
Planning Performance Agreement	0	-	0
Administrative Expenses - Building Control	2	12	(10)
Administrative Expenses - Planning Services	55	48	7
<b>Total Development and Conservation</b>	<b>1,086</b>	<b>1,127</b>	<b>(40)</b>



Position as at the end of March 2021	Y-T-D Actual £'000	Annual Budget £'000	Variance £'000
Finance and Investments	£'000	£'000	£'000
Asset Maintenance CCTV	18	18	(0)
Asset Maintenance Countryside	8	9	(1)
Asset Maintenance Direct Services	58	41	17
Asset Maintenance Playgrounds	12	8	3
Asset Maintenance Public Toilets	-	7	(7)
Benefits Admin	(45)	52	(97)
Benefits Grants	(36)	(25)	(10)
Dartford Rev&Ben Partnership Hub (SDC costs)	0	-	0
Dartford Audit Partnership Hub (SDC Costs)	(0)	-	(0)
Housing Advances	(0)	1	(1)
Local Tax	359	(98)	458
Misc. Finance	(2,030)	1,485	(3,514)
Administrative Expenses - Chief Executive	14	22	(8)
Administrative Expenses - Finance	51	26	25
Administrative Expenses - Revenues and Benefits	0	-	0
Administrative Expenses - Strategic Property	4	-	4
Support - Rev & Ben Control	215	217	(2)
Support - Counter Fraud	56	56	(0)
Support - Audit Function	186	189	(3)
Support - Exchequer and Procurement	159	154	5
Support - Finance Function	214	224	(11)
Support - Legal Function	219	255	(35)
Support - Procurement	7	6	0
Support - Property Function	57	53	4
Treasury Management	120	128	(8)
<b>Total Finance and Investments</b>	<b>(353)</b>	<b>2,829</b>	<b>(3,183)</b>

Position as at the end of March 2021	Y-T-D Actual £'000	Annual Budget £'000	Variance £'000
Cleaner and Greener	£'000	£'000	£'000
Asset Maintenance Argyle Road	77	77	(0)
Asset Maintenance Other Corporate Properties	34	34	0
Asset Maintenance Hever Road	41	39	2
Asset Maintenance Leisure	202	186	17
Asset Maintenance Support & Salaries	192	236	(44)
Asset Maintenance Sewage Treatment Plants	-	9	(9)
Bus Station	15	7	8
Car Parks	50	(1,985)	2,036
CCTV	274	277	(3)
Civil Protection	47	69	(21)
Dartford Environmental Hub (SDC Costs)	-	-	-
Car Parking - On Street	184	(480)	664
EH Commercial	253	281	(28)
EH Animal Control	13	4	9
EH Environmental Protection	371	387	(16)
Emergency	70	69	0
Parking Enforcement - Tandridge DC	(80)	(29)	(51)
Estates Management - Buildings	69	(2)	70
Estates Management - Grounds	139	125	13
Housing Other Income	(15)	(14)	(1)
Housing Premises	(0)	16	(16)
Kent Resource Partnership	-	-	-
Licensing Partnership Hub (Trading)	(11)	-	(11)
Licensing Partnership Members	-	-	-
Licensing Regime	17	(8)	24
Asset Maintenance Operatives	(12)	4	(16)
Markets	(111)	(192)	81

Position as at the end of March 2021	Y-T-D Actual £'000	Annual Budget £'000	Variance £'000
Parks - Greensand Commons Project	4	-	4
Parks and Recreation Grounds	130	132	(2)
Parks - Rural	184	163	21
Public Transport Support	-	0	(0)
Refuse Collection	2,808	2,826	(18)
Administrative Expenses - Direct Services	9	-	9
Administrative Expenses - Health	2	9	(8)
Administrative Expenses - Licensing	2	8	(6)
Administrative Expenses - Property	1	3	(2)
Administrative Expenses - Transport	4	7	(2)
Street Cleansing	1,489	1,495	(6)
Support - Central Offices	504	488	16
Support - Central Offices - Facilities	270	275	(6)
Support - General Admin	1	5	(4)
Support - General Admin (Post/Scanning)	173	189	(17)
Support - Health and Safety	12	19	(7)
Support - Direct Services	50	49	1
Direct Services Trading account	217	(109)	326
Taxis	8	34	(27)
Public Conveniences	54	47	7
<b>Total Cleaner and Greener</b>	<b>7,741</b>	<b>4,751</b>	<b>2,989</b>

Position as at the end of March 2021	Y-T-D Actual £'000	Annual Budget £'000	Variance £'000
Housing and Health	£'000	£'000	£'000
Gypsy Sites	(1)	(1)	(1)
Health Improvements	42	52	(11)
Homeless	427	233	194
Housing Register	58	51	7
Disabled Facilities Grant Administration	(50)	(50)	0
Housing	160	153	7
Housing Initiatives	49	49	(0)
Next Steps Accommodation Programme	20	-	20
Housing Pathway Co-ordinator	0	-	0
Homelessness Prevention	128	-	128
Housing Energy Retraining Options (HERO)	48	48	0
Private Sector Housing	295	294	1
Administrative Expenses - Housing	7	-	7
Sevenoaks Switch and Save	3	-	3
One You - Your Home Project	-	-	-
Choosing Health WK PCT	0	-	0
Dementia Area Project - Run Walk Push	-	-	-
PCT Health Checks	0	-	0
Homelessness Funding	3	-	3
PCT Initiatives	0	-	0
<b>Total Housing and Health</b>	<b>1,188</b>	<b>829</b>	<b>358</b>

Position as at the end of March 2021	Y-T-D Actual £'000	Annual Budget £'000	Variance £'000
<b>Improvement and Innovation</b>	£'000	£'000	£'000
Action and Development	1	8	(6)
Asset Maintenance IT	289	289	(0)
Civic Expenses	16	17	(1)
Consultation and Surveys	-	4	(4)
Corporate Management	1,008	1,085	(77)
Corporate Projects	108	102	6
Corporate - Other	30	87	(57)
Democratic Services	162	161	1
Economic Development	34	37	(3)
Economic Development Property	415	415	0
Elections	135	145	(10)
External Communications	192	216	(24)
Land Charges	(55)	(108)	52
Members	421	464	(43)
Performance Improvement	0	(0)	1
Register of Electors	237	237	0
Administrative Expenses - Corporate Services	6	23	(16)
Administrative Expenses - Legal and Democratic	58	70	(12)
Administrative Expenses - Transformation and Strategy	4	5	(2)
Administrative Expenses - Human Resources	10	9	1
Street Naming	(1)	1	(3)
Support - Contact Centre	703	715	(13)
Support - General Admin	171	174	(4)
Support - General Admin (Print Shop)	50	(34)	83
Support - IT	1,114	1,116	(2)
Support - Local Offices	0	-	0
Support - Nursery	1	-	1
Support - Human Resources	414	367	47

Position as at the end of March 2021	Y-T-D Actual £'000	Annual Budget £'000	Variance £'000
Total Improvement and Innovation	5,522	5,605	(83)
Total SDC	15,828	15,813	15

Appendix B : Salaries

Position as at the end of March 2021	Y-T-D Actual £'000	Annual Budget £'000	Annual Forecast £'000	Annual Variance £'000	Annual Variance %
<b>Development and Conservation</b>					
Building Control	368	373	366	(7)	-2%
Planning Services	2,101	2,069	2,094	25	1%
<b>Total</b>	<b>2,469</b>	<b>2,442</b>	<b>2,459</b>	<b>18</b>	<b>1%</b>
<b>Finance and Investments</b>					
Chief Executive	215	210	210	0	0%
Finance	867	898	898	0	0%
Revenues and Benefits	1,579	1,609	1,609	0	0%
Strategic Property	449	447	447	0	0%
<b>Total</b>	<b>3,110</b>	<b>3,164</b>	<b>3,164</b>	<b>0</b>	<b>0%</b>
<b>Cleaner and Greener</b>					
Direct Services	3,985	4,279	4,244	(35)	-1%
Health	663	696	652	(44)	-6%
Licensing	467	461	464	3	1%
Property	599	606	583	(23)	-4%
Transport	545	501	501	0	0%
<b>Total</b>	<b>6,258</b>	<b>6,542</b>	<b>6,443</b>	<b>(99)</b>	<b>-2%</b>
<b>Housing and Health</b>					
Housing	586	576	577	1	0%
<b>Total</b>	<b>586</b>	<b>576</b>	<b>577</b>	<b>1</b>	<b>0%</b>
<b>Improvement and Innovation</b>					
Corporate Services	1,755	1,759	1,730	(29)	-2%
Legal and Democratic	589	633	584	(49)	-8%
Transformation and Strategy	616	631	618	(14)	-2%
Human Resources	387	358	383	25	7%
<b>Total</b>	<b>3,347</b>	<b>3,381</b>	<b>3,314</b>	<b>(66)</b>	<b>-2%</b>
<b>People and Places</b>					
Communities & Business	579	532	573	41	8%
<b>Total</b>	<b>579</b>	<b>532</b>	<b>573</b>	<b>41</b>	<b>8%</b>
<b>Sub Total</b>	<b>16,350</b>	<b>16,638</b>	<b>16,532</b>	<b>(106)</b>	<b>-1%</b>
Council Wide - Vacant Posts	0	(38)	4	42	-110%
Staff Recruitment and Retention	48	52	48	(4)	-8%
<b>TOTAL SDC Funded Salary Costs</b>	<b>16,398</b>	<b>16,652</b>	<b>16,584</b>	<b>(68)</b>	<b>0%</b>
Communities & Business*	466	448	463	15	3%
Direct Services*	124	123	123	0	0%
Housing*	238	236	229	(7)	-3%
<b>Externally Funded Total</b>	<b>238</b>	<b>236</b>	<b>229</b>	<b>(7)</b>	<b>-3%</b>
<b>TOTAL Salary Costs</b>	<b>16,636</b>	<b>16,887</b>	<b>16,812</b>	<b>(75)</b>	<b>0%</b>

\*Externally Funded & 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.

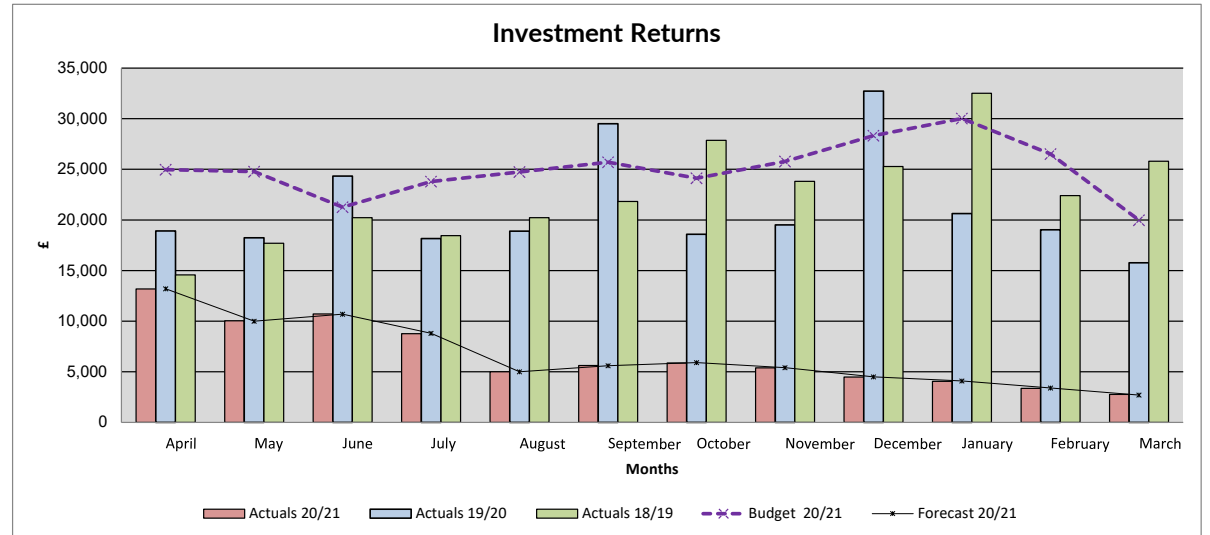
## Agenda Item 9

Appendix B : Staffing Stats - Position as at the end of March 21	Budget FTE*	Staff FTE	Agency FTE	Casual FTE	Total	February 21 Total
<b>Development and Conservation</b>						
Building Control	8.00	7.00			7.00	7.00
Planning Services	43.47	40.66	1.00		41.66	42.66
<b>Finance and Investments</b>						
Economic Development Property	13.19	15.15			15.15	12.19
Chief Executive	1.00	1.00			1.00	1.00
Finance	15.00	15.27			15.27	15.27
Property	11.33	8.46			8.46	8.46
Revenues and Benefits	43.14	39.24		0.62	39.86	39.81
<b>Cleaner and Greener</b>						
Direct Services	127.16	109.16	23.73	0.38	133.27	138.93
Health	12.57	11.24	1.00		12.24	12.24
Licensing	10.59	9.19			9.19	10.19
Transport	13.00	12.97			12.97	12.97
<b>Housing and Health</b>						
Housing	13.21	14.62			14.62	15.30
<b>Improvement and Innovation</b>						
Corporate Services	44.66	42.38		0.54	42.92	43.81
Legal and Democratic	7.50	7.00			7.00	7.00
Transformation and Strategy	20.41	17.97			17.97	17.97
Human Resources	7.56	10.00			10.00	10.00
<b>People and Places</b>						
Communities & Business	8.08	5.00		0.20	5.20	6.00
<b>Sub Total</b>	<b>397.33</b>	<b>366.31</b>	<b>25.73</b>	<b>1.74</b>	<b>393.78</b>	<b>400.80</b>
<b>Externally Funded</b>						
People & Places	11.42	8.49	1.00		9.49	11.57
People & Places - Housing	4.39	5.39			5.39	5.39
KRP	2.00	2.00			2.00	2.00
<b>Sub total</b>	<b>19.35</b>	<b>15.88</b>	<b>1.00</b>	<b>0.00</b>	<b>16.88</b>	<b>18.96</b>
<b>Total</b>	<b>416.68</b>	<b>382.19</b>	<b>26.73</b>	<b>1.74</b>	<b>410.66</b>	<b>419.76</b>
Number of staff paid in March 2021: 420 permanent, 6 casuals						
*FTE updated to reflect change in structure						

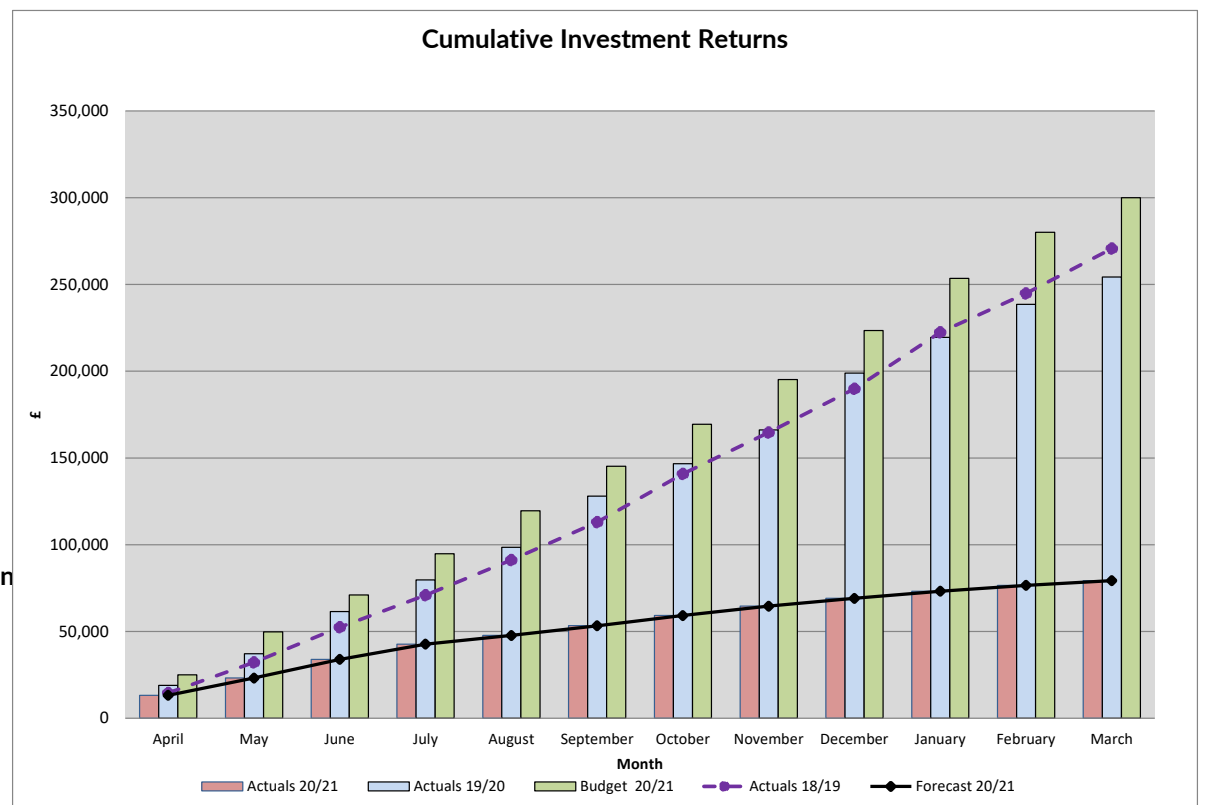


## Appendix B : Investment Returns

Month	Actuals 18/19 £	Actuals 19/20 £	Actuals 21/21 £	Budget 20/21 £	Variance £	Forecast 20/21 £
April	14,566	18,908	13,190	24,977	(11,787)	13,200
May	17,690	18,243	10,041	24,770	(14,729)	10,000
June	20,233	24,341	10,719	21,274	(10,555)	10,700
July	18,443	18,166	8,761	23,790	(15,029)	8,800
August	20,224	18,891	5,010	24,730	(19,720)	5,000
September	21,831	29,495	5,612	25,700	(20,088)	5,600
October	27,864	18,586	5,867	24,127	(18,260)	5,900
November	23,808	19,520	5,397	25,789	(20,392)	5,400
December	25,281	32,723	4,484	28,331	(23,847)	4,500
January	32,513	20,620	4,060	30,020	(25,960)	4,100
February	22,411	19,034	3,367	26,511	(23,144)	3,400
March	25,803	15,768	2,769	19,981	(17,212)	2,700
<b>Total</b>	<b>270,667</b>	<b>254,295</b>	<b>79,277</b>	<b>300,000</b>	<b>(220,723)</b>	<b>79,300</b>



Month	Actuals 18/19 £	Actuals 19/20 £	Actuals 21/21 £	Budget 20/21 £	Variance £	Forecast 20/21 £
April	14,566	18,908	13,190	24,977	-11,787	13,200
May	32,256	37,151	23,231	49,747	-26,516	23,200
June	52,489	61,492	33,950	71,021	-37,071	33,900
July	70,932	79,658	42,711	94,811	-52,100	42,700
August	91,156	98,549	47,721	119,541	-71,820	47,700
September	112,987	128,044	53,333	145,241	-91,908	53,300
October	140,851	146,630	59,200	169,368	-110,168	59,200
November	164,659	166,150	64,597	195,157	-130,560	64,600
December	189,940	198,873	69,081	223,488	-154,407	69,100
January	222,453	219,493	73,141	253,508	-180,367	73,200
February	244,864	238,527	76,508	280,019	-203,511	76,600
March	270,667	254,295	79,277	300,000	-220,723	79,300



**BUDGET FOR 2020/21**                      300,000  
**FORECAST OUTTURN**                      79,300

**N.B.**  
 These are the gross interest receipts rather than the interest remaining

**Fund Average**                      0.3495%  
**7 Day LIBID**                        -0.0708%  
**3 Month LIBID**                      0.0175%

Appendix B : Reserves

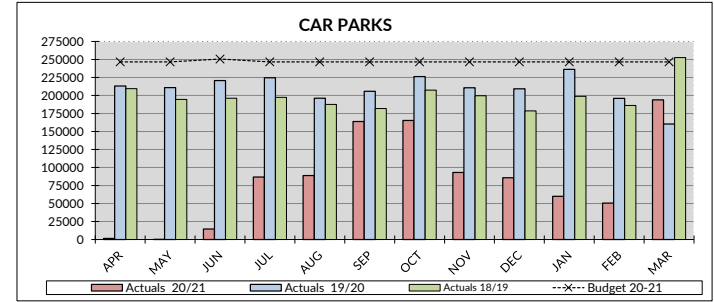
Position as at the end of March 21	20/21 Opening Balance	Position as at the end of January 2021	20/21 Cumulative Movement to Date	20/21 Annual Forecast Movement	Forecast Balance at 31 March 2021
Earmarked Reserve- Budget Stabilisation	(7,999)	(7,999)	-	322	(7,677)
Earmarked Reserve- Financial Plan	(1,714)	(1,714)	-	(721)	(2,435)
Earmarked Reserve- Capital Expenditure Reserve	(1,000)	(1,000)	-	-	(1,000)
Earmarked Reserve- Carry Forward Items (DAC)	(958)	(941)	17	(174)	(1,132)
Earmarked Reserve- IT Asset Maintenance	(725)	(725)	-	-	(725)
Earmarked Reserve- NNDR Safety Net Deficit Reserve	(719)	(719)	-	-	(719)
Earmarked Reserve- Vehicle Renewal (DAA)	(663)	(663)	-	-	(663)
Earmarked Reserve- Housing & Commercial Growth Fund	(566)	(566)	-	-	(566)
Earmarked Reserve- Pension Fund evaluation Adj.	(500)	(500)	-	114	(386)
Earmarked Reserve- New Homes Bonus Reserve	(406)	(406)	-	-	(406)
Earmarked Reserve- Action and Development	(396)	(396)	-	-	(396)
Earmarked Reserve- DWP Hsg Benefit Subsidy	(361)	(355)	6	245	(116)
Earmarked Reserve- Community Development Reserve	(323)	(251)	72	66	(257)
Earmarked Reserve- Re-organisation	(313)	(313)	-	-	(313)
Earmarked Reserve- Corporate Project Support Reserve	(303)	(246)	56	90	(213)
Earmarked Reserve- Local Plan/LDF	(285)	(285)	-	(45)	(330)
Earmarked Reserve- Vehicle Insurance(DAZ)	(248)	(248)	-	-	(248)
Earmarked Reserve- FTS (DAB)	(206)	(206)	-	-	(206)
Earmarked Reserve- Community Infrastructure Levy Administration (CIL)	(185)	(185)	-	-	(185)
Earmarked Reserve- Capital Financing	(159)	(159)	-	(148)	(307)
Earmarked Reserve- Property Investment Strategy Maintenance Reserve	(133)	(133)	-	(100)	(233)
E Earmarked Reserve - Development Services Reserve	(129)	(189)	(60)	11	(118)
Earmarked Reserve - Homelessness Prevention	(118)	(302)	(184)	23	(95)
Net Zero Transition Reserve			-	(34)	(34)
Other Earmarked Reserves (balances <£100k)	(602)	(660)	(58)	(76)	(644)
<b>Total Earmarked Reserves</b>	<b>(19,011)</b>	<b>(19,161)</b>	<b>(151)</b>	<b>(393)</b>	<b>(19,404)</b>
<b>General Fund</b>	<b>(1,500)</b>	<b>(1,500)</b>	<b>-</b>	<b>-</b>	<b>(1,500)</b>
<b>Total Reserves</b>	<b>(20,511)</b>	<b>(20,661)</b>	<b>(151)</b>	<b>(393)</b>	<b>(20,904)</b>

Appendix B : Income Graphs Summary	ACTUAL	Previous Year comparatives	MANAGER' S PROFILED BUDGET	Variance YTD brackets show underachievement	Annual Budget	Variance - brackets show underachievement
Car Parks	1,004,200	2,153,502	2,963,237	(1,959,037)	2,963,237	(2,071,779)
Car Parking - On Street	463,670	892,666	1,096,960	(633,290)	1,096,960	(702,212)
Licensing Regime	103,589	106,182	117,953	(14,364)	117,953	(26,500)
Taxis	107,479	123,545	138,001	(30,522)	138,001	(37,000)
Land Charges	181,639	144,188	215,388	(33,749)	215,388	(35,000)
Planning - Development Management	1,043,816	1,014,460	924,437	119,379	924,437	91,000
Building Control	525,231	445,224	490,896	34,335	490,896	28,000
Total	3,429,624	4,879,767	5,946,872	(2,517,248)	5,946,872	(2,753,491)

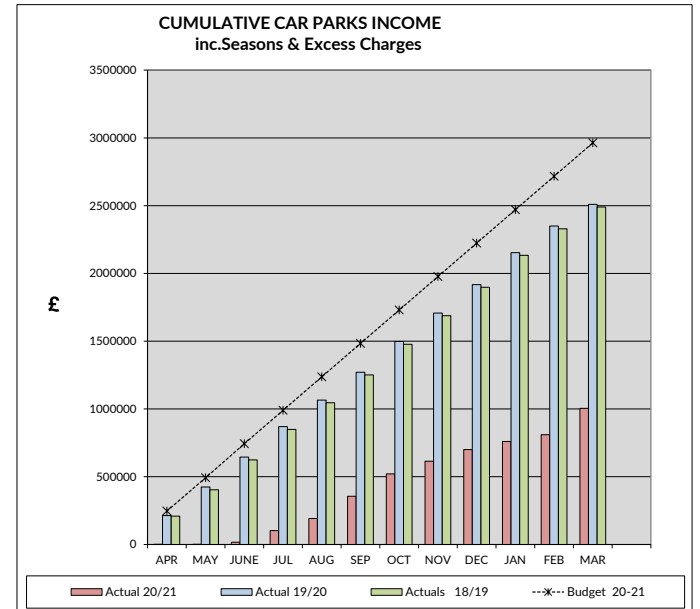
Page 33

Agenda Item 9

Appendix B: CAR PARKS (HWCARP)	Actuals 18/19	Actuals 19/20	Actuals 20/21	Increase / (decrease) from 19/20 to 20/21	Budget 20-21	Variance (Budget-Actuals)	Manager's Forecast
APR	209,387	213,119	1513	(211,606)	246,603	(245,090)	-
MAY	194,451	210,813	158	(210,655)	246,603	(246,445)	-
JUN	196,119	220,637	14588	(206,049)	250,603	(236,015)	-
JUL	197,332	224,678	86759	(137,919)	246,603	(159,844)	-
AUG	187,490	196,164	88754	(107,410)	246,603	(157,850)	-
SEP	181,917	205,737	163789	(41,947)	246,603	(82,814)	-
OCT	207,316	226,210	165320	(60,889)	246,603	(81,283)	-
NOV	199,634	210,651	93081	(117,570)	246,603	(153,522)	-
DEC	178,551	209,265	85779	(123,487)	246,603	(160,825)	-
JAN	198,858	236,228	59945	(176,282)	246,603	(186,658)	-
FEB	186,163	195,940	50624	(145,316)	246,603	(195,979)	-
MAR	252,653	160,439	193889	33,450	246,603	(52,714)	(2,071,779)
Total	2,389,870	2,509,881	1,004,199	(1,539,131)	2,963,237	(1,906,323)	(2,071,779)

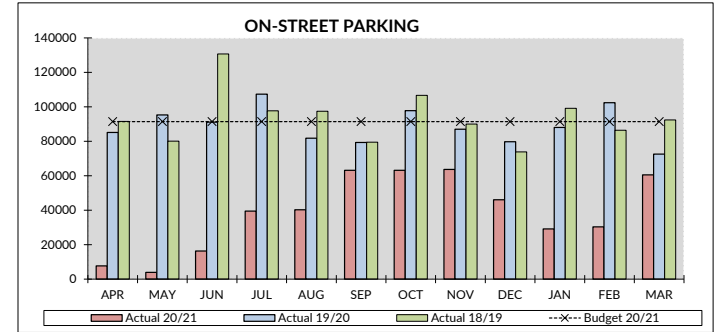


CAR PARKS (CUMULATIVE)	Actuals 18/19	Actuals 19/20	Actuals 20/21	Increase / (decrease) from 19/20 to 20/21	Budget 20-21	Variance (Budget-Actuals)	Manager's Forecast
APR	209,387	213,119	1513	(211,606)	246,603	(245,090)	
MAY	403,838	423,932	1671	(422,261)	493,206	(491,535)	
JUNE	624,475	644,570	16260	(628,310)	743,809	(727,550)	
JUL	849,153	869,247	103018	(766,229)	990,412	(887,394)	
AUG	1,045,317	1,065,411	191772	(873,639)	1,237,015	(1,045,244)	
SEP	1,251,053	1,271,148	355561	(915,586)	1,483,618	(1,128,057)	
OCT	1,477,263	1,497,358	520882	(976,476)	1,730,222	(1,209,340)	
NOV	1,687,914	1,708,009	613963	(1,094,046)	1,976,825	(1,362,862)	
DEC	1,897,180	1,917,274	699741	(1,217,533)	2,223,428	(1,523,686)	
JAN	2,133,408	2,153,502	759687	(1,393,815)	2,470,031	(1,710,344)	
FEB	2,329,348	2,349,442	810311	(1,539,131)	2,716,634	(1,906,323)	
MAR	2,489,787	2,509,881	1,004,200	(1,505,681)	2,963,237	(1,959,037)	(2,071,779)

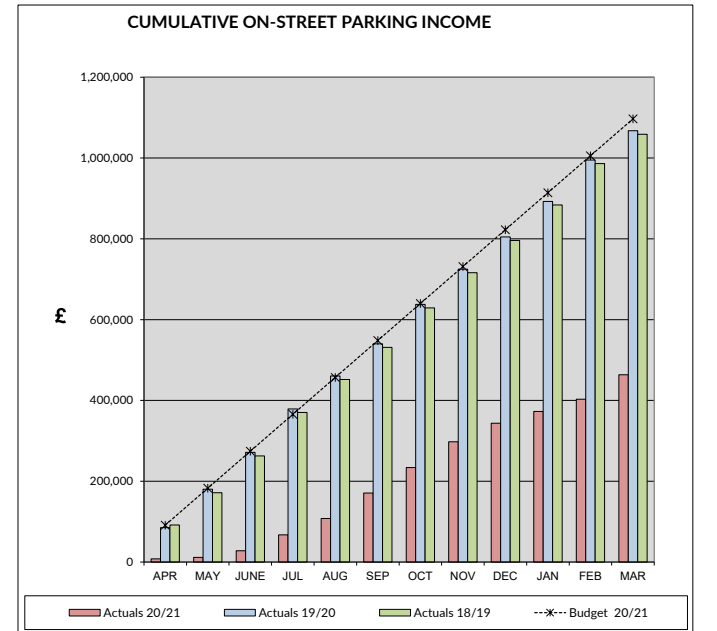


CUMULATIVE BREAKDOWN - HWCARP	Code	Actual (Cumulative)	Budget	(Monthly)
DAY TICKETS	3300	878,247	2,550,841	161,653
EXCESS / PENALTY CHARGES	***1/***	-	-	-
SEASON TICKETS	***2	-	-	-
SEASON TICKET CAR PARK	3310	99,448	386,606	27,768
OTHER (inc.Res.Pkg)	***9	2,427	6,790	3,219
WAIVERS	3404	-	-	-
RENT	94500	24,079	19,000	1,250
Business Permits	3406 / 3408	-	-	-
Total		1,004,201	2,963,237	193,890

Appendix B: ON-STREET PARKING (HWDCRIM / HWENFORC)	Actuals 18/19	Actuals 19/20	Actuals 20/21	Increase / (decrease) from 19/20 to 20/21	Budget 20-21	Variance (Budget-Actuals)	Manager's Forecast
APR	91,515	85,115	7676	(77,439)	91,413	(83,737)	-
MAY	80,099	95,338	3884	(91,454)	91,413	(87,529)	-
JUN	130,688	91,102	16355	(74,747)	91,413	(75,058)	-
JUL	97,678	107,391	39461	(67,930)	91,413	(51,952)	-
AUG	97,434	81,797	40276	(41,520)	91,413	(51,137)	-
SEP	79,445	79,308	63135	(16,173)	91,413	(28,279)	-
OCT	106,690	97,818	63193	(34,625)	91,413	(28,220)	-
NOV	89,993	87,032	63639	(23,393)	91,413	(27,775)	-
DEC	73,861	79,729	46090	(33,639)	91,413	(45,323)	-
JAN	99,112	88,036	29146	(58,889)	91,413	(62,267)	-
FEB	86,373	102,372	30326	(72,046)	91,413	(61,088)	-
MAR	92,426	72,578	60,489	(12,089)	91,413	(30,924)	(702,212)
Total	1,125,314	1,067,616	403,181	(603,944)	1,096,960	(633,289)	(702,212)

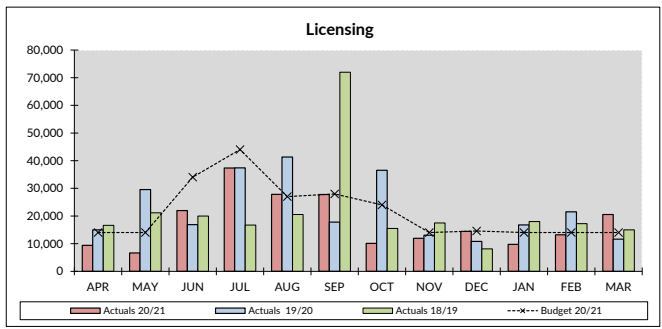


ON-STREET PARKING (CUMULATIVE)	Actuals 18/19	Actuals 19/20	Actuals 20/21	Increase / (decrease) from 19/20 to 20/21	Budget 20-21	Variance (Budget-Actuals)	Manager's Forecast
APR	91,515	85,115	7,676	(77,439)	91,413	(83,737)	-
MAY	171,613	180,453	11,560	(168,893)	182,827	(171,266)	-
JUNE	262,715	271,555	27,915	(243,640)	274,240	(246,325)	-
JUL	370,107	378,947	67,377	(311,570)	365,653	(298,277)	-
AUG	451,904	460,744	107,653	(353,091)	457,067	(349,414)	-
SEP	531,212	540,052	170,788	(369,264)	548,480	(377,692)	-
OCT	629,030	637,870	233,981	(403,889)	639,893	(405,912)	-
NOV	716,061	724,901	297,619	(427,282)	731,307	(433,687)	-
DEC	795,790	804,630	343,709	(460,921)	822,720	(479,011)	-
JAN	883,826	892,666	372,856	(519,810)	914,133	(541,278)	-
FEB	986,198	995,038	403,181	(591,856)	1,005,547	(602,365)	-
MAR	1,058,776	1,067,616	463,670	(603,945)	1,096,960	(633,290)	(702,212)

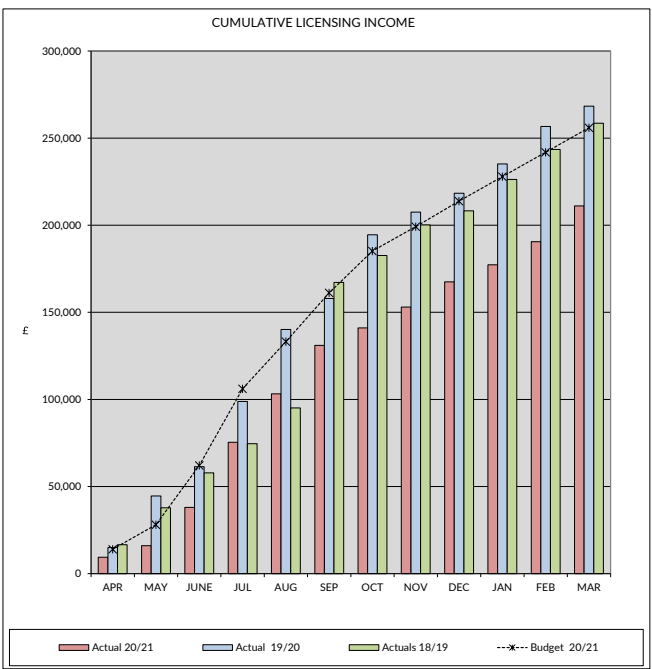


CUMULATIVE BREAKDOWN - HWDCRIM / HWENFORC	Code	Actual (Cumulative)	Budget	(Monthly)
PENALTY NOTICES & EXCESS CHARGES	3403/**1	212,453	580,257	34,354
ON STREET PARKING	3300	142,346	357,174	14,825
PENALTY NOTICES	3403	21,120	11,314	2,637
WAIVERS	3404	563	-	75
Driveway Access Protection Lines	3405	65,647	54,308	4,689
RESIDENTS PERMITS	3406	3,330	93,907	(113)
BUSINESS PERMITS	3408	18,212	-	4,022
Total		463,671	1,096,960	60,489

Appendix B: Licensing (EHLICREG & DSTAXIL)	Actuals 18/19	Actuals 19/20	Actuals 20/21	Increase / (decrease) from 19/20 to 20/21	Budget 20-21	Variance (Budget-Actuals)	Manager's Forecast
APR	16,651	14,991	9,404	(5,587)	14,036	(4,633)	-
MAY	21,188	29,570	6,655	(22,915)	14,036	(7,381)	-
JUN	20,012	16,865	21,969	5,104	34,036	(12,068)	-
JUL	16,748	37,419	37,346	(73)	44,036	(6,690)	-
AUG	20,553	41,305	27,847	(13,458)	27,036	811	-
SEP	71,993	17,814	27,783	9,970	27,987	(204)	-
OCT	15,520	36,559	10,099	(26,459)	24,036	(13,937)	-
NOV	17,485	13,047	11,939	(1,107)	14,036	(2,097)	-
DEC	8,140	10,833	14,460	3,628	14,602	(142)	-
JAN	18,012	16,790	9,782	(7,007)	14,036	(4,254)	-
FEB	17,224	21,506	13,232	(8,274)	14,036	(804)	-
MAR	15,015	11,638	20,550	8,912	14,036	6,514	(63,500)
<b>Total</b>	<b>258,539</b>	<b>268,335</b>	<b>211,066</b>	<b>(57,266)</b>	<b>255,949</b>	<b>(44,885)</b>	<b>(63,500)</b>



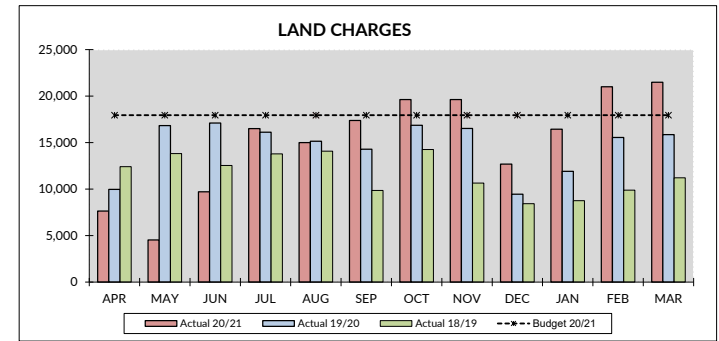
Licensing (CUMULATIVE)	Actuals 18/19	Actuals 19/20	Actuals 20/21	Increase / (decrease) from 19/20 to 20/21	Budget 20-21	Variance (Budget-Actuals)	Manager's Forecast
APR	16,651	14,991	9,404	(5,587)	14,036	(4,633)	-
MAY	37,839	44,561	16,059	(28,502)	28,073	(12,014)	-
JUNE	57,851	61,426	38,028	(23,398)	62,109	(24,081)	-
JUL	74,598	98,844	75,374	(23,471)	106,146	(30,772)	-
AUG	95,151	140,149	103,221	(36,928)	133,182	(29,961)	-
SEP	167,144	157,963	131,004	(26,959)	161,170	(30,165)	-
OCT	182,664	194,522	141,104	(53,418)	185,206	(44,102)	-
NOV	200,148	207,568	153,043	(54,525)	199,242	(46,199)	-
DEC	208,288	218,401	167,503	(50,898)	213,845	(46,341)	-
JAN	226,300	235,190	177,286	(57,905)	227,881	(50,596)	-
FEB	243,524	256,697	190,518	(66,179)	241,918	(51,400)	-
MAR	258,539	268,335	211,066	(57,267)	255,954	(44,886)	(63,500)



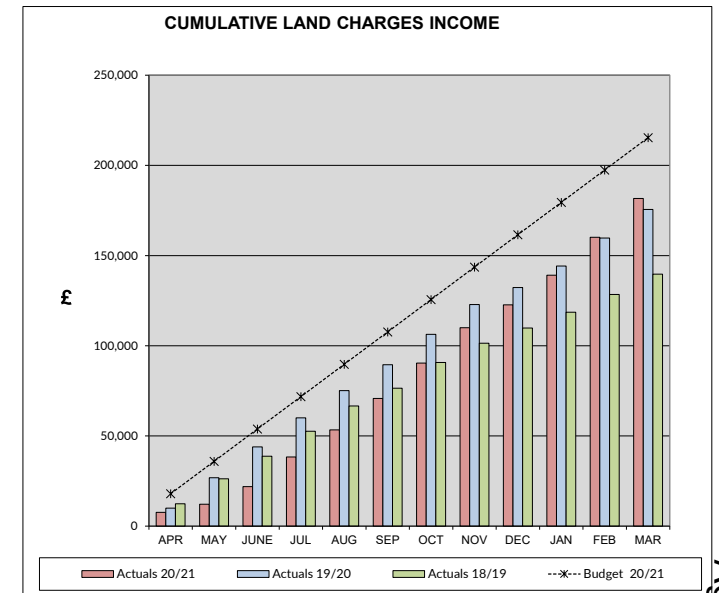
Page 36

CUMULATIVE BREAKDOWN - EHLICREG/DSTAXIL	Code	Actual (Cumulative)	Budget	(Monthly)
Pre-application advice	EHLICREG/2189	133		
Personal Licences	EHLICREG/2190	1,874	2,220	164
Premises Licence Annual Fee/Premises New/Premises Variation	EHLICREG/2192/2194/2195	92,983	94,720	6,671
Temporary Event Notice	EHLICREG/2193	1,218	13,211	231
Gambling Act Permits/Lottery	EHLICREG/2196/7/8/9/2205	6,381	7,236	340
Pavement Licence	EHLICREG/2222	1,000	-	400
Scrap Metal Dealers	EHLICREG/2241	0	566	
Taxi Licensing	94300/DSTAXIL	101,260	138,001	12,043
Other	94300/DSTAXIL/9999	6,219	-	702
<b>Total</b>		<b>211,068</b>	<b>255,954</b>	<b>20,550</b>

Appendix B: LAND CHARGES (LPLNDCH)	Actuals 18/19	Actuals 19/20	Actuals 20/21	Increase / (decrease) from 19/20 to 20/21	Budget 20-21	Variance (Budget-Actuals)	Manager's Forecast
APR	12,416	9,967	7,630	(2,337)	17,949	(10,319)	-
MAY	13,827	16,828	4,532	(12,296)	17,949	(13,417)	-
JUN	12,546	17,112	9,717	(7,395)	17,949	(8,232)	-
JUL	13,782	16,113	16,500	387	17,949	(1,449)	-
AUG	14,070	15,149	14,999	(150)	17,949	(2,950)	-
SEP	9,855	14,286	17,377	3,091	17,949	(572)	-
OCT	14,249	16,854	19,628	2,774	17,949	1,679	-
NOV	10,650	16,519	19,636	3,118	17,949	1,687	-
DEC	8,425	9,444	12,692	3,248	17,949	-5,257	-
JAN	8,755	11,917	16,441	4,524	17,949	-1,508	-
FEB	9,882	15,554	20,998	5,444	17,949	3,049	-
MAR	11,220	15,857	21,489	5,632	17,949	3,540	(35,000)
Total	139,678	175,599	181,639	6,040	215,388	(33,749)	(35,000)

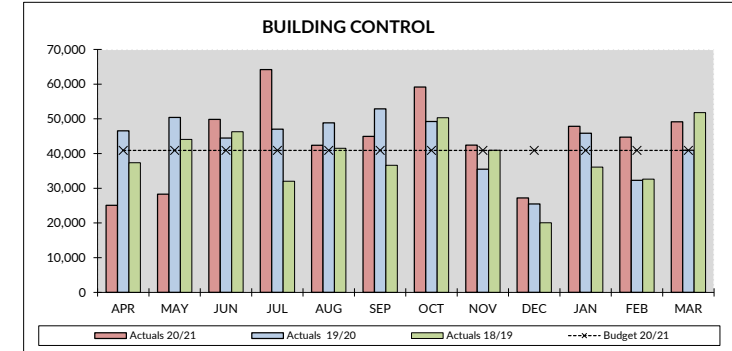


LAND CHARGES (CUMULATIVE)	Actuals 18/19	Actuals 19/20	Actuals 20/21	Increase / (decrease) from 19/20 to 20/21	Budget 20-21	Variance (Budget-Actuals)	Manager's Forecast
APR	12,416	9,967	7,630	(2,337)	17,949	(10,319)	-
MAY	26,244	26,795	12,162	(14,633)	35,898	(23,736)	-
JUNE	38,789	43,907	21,880	(22,027)	53,847	(31,967)	-
JUL	52,572	60,020	38,380	(21,641)	71,796	(33,416)	-
AUG	66,641	75,169	53,379	(21,790)	89,745	(36,366)	-
SEP	76,497	89,455	70,756	(18,699)	107,694	(36,938)	-
OCT	90,746	106,309	90,384	(15,925)	125,643	(35,259)	-
NOV	101,396	122,828	110,020	(12,808)	143,592	(33,572)	-
DEC	109,821	132,272	122,712	(9,560)	161,541	(38,829)	-
JAN	118,576	144,188	139,153	(5,036)	179,490	(40,337)	-
FEB	128,457	159,742	160,150	408	197,439	(37,289)	-
MAR	139,678	175,599	181,639	6,040	215,388	(33,749)	(35,000)

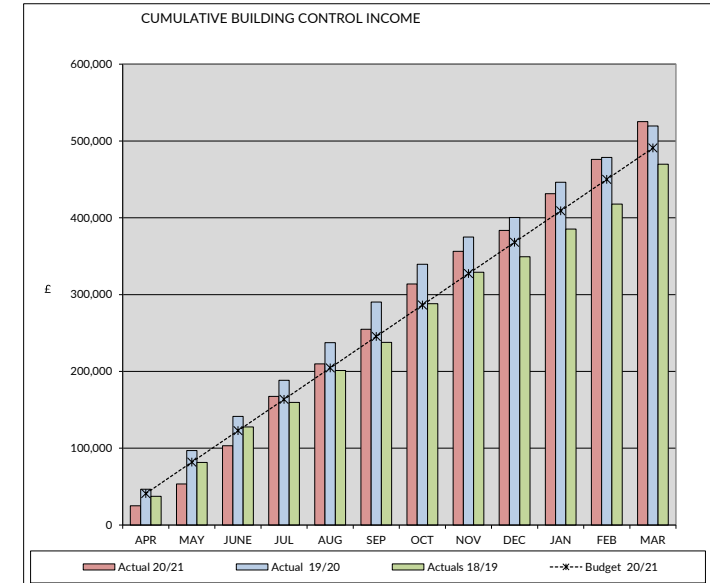


CUMULATIVE BREAKDOWN - LPLNDCH	Received (Month)	Percentage (Month)	Percentage (Month 20/21)	(Cumulative)
Searches Received - Paper	0	%	%	19
Searches Received - Electronic	122	43%	27%	1,161
Searches Received - Personal	165	57%	72%	3,049
Total	287	100%	100%	4,229

Appendix B: BUILDING CONTROL (DVBCFEE)	Actuals 18/19	Actuals 19/20	Actuals 20/21	Increase / (decrease) from 19/20 to 20/21	Budget 20-21	Variance (Budget-Actuals)	Manager's Forecast
APR	37,342	46,552	25,107	(21,445)	40,908	(15,801)	-
MAY	44,099	50,427	28,305	(22,121)	40,908	(12,603)	-
JUN	46,293	44,461	49,857	5,396	40,908	8,949	-
JUL	32,009	47,025	64,205	17,180	40,908	23,297	-
AUG	41,516	48,869	42,367	(6,502)	40,908	1,459	-
SEP	36,624	52,900	44,930	(7,970)	40,908	4,022	-
OCT	50,302	49,220	59,144	9,924	40,908	18,236	-
NOV	40,944	35,500	42,429	6,929	40,908	1,521	-
DEC	20,059	25,489	27,203	1,713	40,908	(13,705)	-
JAN	36,097	45,849	47,838	1,989	40,908	6,930	-
FEB	32,648	32,288	44,709	12,422	40,908	3,801	-
MAR	51,799	40,975	49,136	8,161	40,908	8,228	28,000
Total	469,732	519,556	525,230	5,676	490,896	34,334	28,000



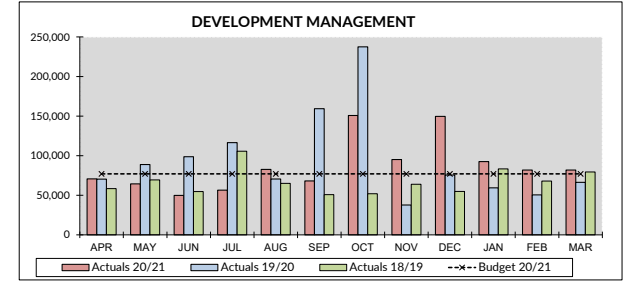
BUILDING CONTROL (CUMULATIVE)	Actuals 18/19	Actuals 19/20	Actuals 20/21	Increase / (decrease) from 19/20 to 20/21	Budget 20-21	Variance (Budget-Actuals)	Manager's Forecast
APR	37,342	46,552	25,107	(21,445)	40,908	(15,801)	-
MAY	81,441	96,978	53,412	(43,566)	81,816	(28,404)	-
JUNE	127,734	141,439	103,269	(38,170)	122,724	(19,455)	-
JUL	159,743	188,464	167,474	(20,991)	163,632	3,842	-
AUG	201,259	237,334	209,841	(27,493)	204,540	5,301	-
SEP	237,883	290,234	254,772	(35,462)	245,448	9,324	-
OCT	288,185	339,454	313,916	(25,539)	286,356	27,560	-
NOV	329,129	374,954	356,345	(18,610)	327,264	29,081	-
DEC	349,188	400,444	383,547	(16,896)	368,172	15,375	-
JAN	385,285	446,292	431,385	(14,907)	409,080	22,305	-
FEB	417,933	478,580	476,094	(2,486)	449,988	26,106	-
MAR	469,732	519,556	525,230	5,674	490,896	34,334	28,000



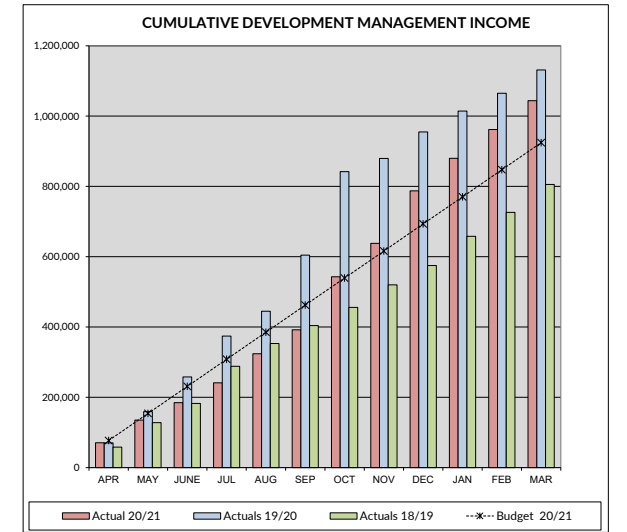
CUMULATIVE BREAKDOWN	Code	Actual (Cumulative)	Budget	(Monthly)
Plan Fee	3066	367,503	304,730	38,308
Inspection Fee	3067	157,728	186,166	10,829
Other	9999	0	-	-
New Burdens Grant	3905	0	-	-
Total		525,231	490,896	49,137



Appendix B: DEVELOPMENT MANAGEMENT (DVDEVCT/DVDEVRND)	Actuals 18/19	Actuals 19/20	Actuals 20/21	Increase / (decrease) from 19/20 to 20/21	Budget 20-21	Variance (Budget-Actuals)	Manager's Forecast
APR	58,404	70,363	70,765	402	77,036	(6,271)	-
MAY	69,455	88,827	64,358	(24,469)	77,036	(12,678)	-
JUN	54,668	98,710	49,790	(48,920)	77,036	(27,246)	-
JUL	105,667	116,501	56,443	(60,057)	77,036	(20,593)	-
AUG	64,977	70,614	82,700	12,086	77,036	5,663	-
SEP	50,827	159,361	68,065	(91,296)	77,036	(8,971)	-
OCT	51,985	237,506	150,748	(86,759)	77,036	73,711	-
NOV	63,941	37,774	95,145	57,371	77,036	18,109	-
DEC	54,926	75,475	149,560	74,085	77,036	72,524	-
JAN	83,258	59,329	92,513	33,185	77,036	15,477	-
FEB	67,922	50,534	81,896	31,361	77,036	4,859	-
MAR	79,480	66,253	81,833	15,580	77,036	4,797	91,000
<b>Total</b>	<b>805,509</b>	<b>1,131,247</b>	<b>1,043,816</b>	<b>(87,431)</b>	<b>924,432</b>	<b>119,381</b>	<b>91,000</b>



DEVELOPMENT MANAGEMENT (CUMULATIVE)	Actuals 18/19	Actuals 19/20	Actuals 20/21	Increase / (decrease) from 19/20 to 20/21	Budget 20-21	Variance (Budget-Actuals)	Manager's Forecast
APR	58,404	70,363	70,765	402	77,036	(6,271)	-
MAY	127,859	159,190	135,123	(24,066)	154,073	(18,949)	-
JUNE	182,526	257,900	184,913	(72,986)	231,109	(46,196)	-
JUL	288,193	374,400	241,356	(133,044)	308,146	(66,789)	-
AUG	353,170	445,014	324,056	(120,958)	385,182	(61,126)	-
SEP	403,997	604,376	392,121	(212,255)	462,218	(70,097)	-
OCT	455,982	841,882	542,869	(299,013)	539,255	3,614	-
NOV	519,923	879,656	638,014	(241,642)	616,291	21,723	-
DEC	574,849	955,131	787,574	(167,557)	693,328	94,247	-
JAN	658,107	1,014,460	880,088	(134,372)	770,364	109,724	-
FEB	726,029	1,064,994	961,983	(103,011)	847,401	114,583	-
MAR	805,509	1,131,247	1,043,816	(87,431)	924,437	119,379	91,000



CUMULATIVE BREAKDOWN: DVDEVCT/DVDEVRND	Code	Actual (Cumulative)	Budget	(Monthly)
Planning Application Fees	3009	896,354	813,129	71,298
Other	9999	10,629	8,635	-
Planning Performance Agreements	3012	35,000	0	-
Pre-application Fees	8329	1,200	0	800
Pre-application Fees	8330	97,634	90,996	9735
Monitoring Fees	3106	3,000	11,677	-
RECH-Other A/C'S	98100			
<b>Total</b>		<b>1,043,817</b>	<b>924,437</b>	<b>81,833</b>

Page 39

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**REPROFILING CAPITAL PROGRAMME 2021/22**

**Finance & Investment Advisory Committee - 16 June 2021**

**Report of:** Detlev Münster (Strategic Head Property & Commercial Services)

**Status:** For Decision

**Also considered by:**

- Improvement & Innovation Advisory Committee - 24 June 2021
- Cabinet - 8 July 2021

**Key Decision:** Yes

**Executive Summary:**

In November 2020, Council agreed a three-year Capital Programme part of which was to facilitate the development of new regeneration schemes for the Council. At the time of preparing the recommendations, high level assumptions were made as to potential projects, indicative costs, and pace of delivery. This resulted in a list of potential projects and envisaged funding allocations and a projects approval protocol was put in place. In establishing a three-year Capital Programme it also required the approval of a funding pot that would facilitate the rapid deployment of funds towards projects. However, with different schemes moving at different pace, there is a greater need to draw funds towards schemes that are maturing faster. As a result, it is proposed that the approved Capital Programme be re-profiled to prioritise the Bevan Place project.

**Portfolio Holder:** Cllr. Matthew Dickins

**Contact Officer:** Detlev Munster, Ext. 7149

**Recommendation to Finance and Investment Advisory Committee and Improvement and Innovation Advisory Committee**

- (a) Notes the requirement to create greater flexibility in drawing down funds from the approved Capital Programme; and
- (b) Endorses the recommendation to Cabinet as below.

# Agenda Item 10

## Recommendation to Cabinet:

To vire £400,000 within the approved Capital Programme to facilitate the delivery of the Bevan Place project as detailed within paragraph 8 of the report.

**Reason for recommendation:** To prioritise the delivery of the Bevan Place project.

## Introduction and Background

- 1 In November 2020 Council approved a three-year Capital Programme. This capital programme was in part established to facilitate the delivery of the Council's ambitious regeneration agenda and it was recognised that the development of schemes would require forward funding.
- 2 In establishing the Capital Programme, consideration was given to a potential programme of schemes, that subject to further product development (i.e, undertaking of feasibility studies and due diligence) and viability, could be promoted for further funding.
- 3 The table below outlines the whole Capital Programme that was approved by the Council on the 17 November 2020.

**Table 1: Outline of Approved Capital Programme**

Capital Programme 2021-24 (Appendix Hi - Council Report, 17 Nov 2020) Scheme		Funding Source								
					2020/21	2021/22	2022/23	2023/24		
		Bid Form	Total approved scheme	Previous years spend	Forecast	Budget	Budget	Budget	Total over programme period	
			£000	£000	£000	£000	£000	£000	£000	£000
<b>People &amp; Places</b>										
White Oak Leisure Centre	Capital Receipts & External funding, External borrowing	Previous approval	19,870	857	7,091	10,352	1,452	100	19,852	
White Oak Leisure centre - Orchards Academy	Capital Receipts	Previous approval	130		30	100			130	
Burlington Mews	Capital Receipts	Previous approval				79	8	8	95	
27-37 Swanley High Street (meeting Point)	Capital Receipts & External funding	Separate report 1 & separate report			800	3,000	1,824		5,624	
White Oak Residential	Capital Receipts				50	50			100	
Bevan Place	Mixed	1			20	330			350	
Edenbridge	Mixed	1			20	330			350	
Sevenoaks Town Centre Regeneration	Mixed	1			30	320			350	
Hollybush	Mixed	1					350		350	
Spitals Cross	Mixed	1					50		50	
Otford Road Park & Ride	Mixed	1					200		200	
Westerham	Mixed	1					50		50	
Kemsing	Mixed	1						350	350	
Lullingstone	Mixed	1				20	30		50	
Other Feasibility & Due Dilliegnce costs	Mixed	1				100	150	-	250	
<b>Finance and Trading</b>										
Commercial vehicle replacements	Vehicle Renewal Res.	2	-	-	549	563	563	563	2,238	
Disabled Facilities Grants (gross)	Better Care Fund	3	-	-	1,100	1,100	1,100	1,100	4,400	
Property Investment Strategy	Prop. Inv. Strategy	Previous approval	50,300	29,505	5,000	5,000	5,000	5,795	50,300	
<b>TOTAL</b>					<b>14,690</b>	<b>21,344</b>	<b>10,777</b>	<b>7,916</b>	<b>85,089</b>	

- 4 Over the course of the last six months, schemes have been progressing at differing pace. As a result, some schemes have required a greater amount of draw-down but the pre-allocation of funding against particular projects has stifled the Council’s ability to progress schemes that require a higher level of funding to complete certain due diligence and feasibility exercises given project complexities. Additionally, the Council’s procurement and financial regulations suggest that greater flexibility is required in drawing funds from the capital programme to progress schemes.
- 5 Allowing greater flexibility does not transpire into a loss of fiscal control or discipline. It remains the Council’s intention that schemes should be progressed in a controlled manner, albeit with officers having greater flexibility to tailoring project budgets within the Capital Programme according to project need.
- 6 In this regard, the Council has established governance and project management protocols to ensure schemes are appropriately scrutinised in terms of risks, value for money, affordability, duration, desired outputs/outcomes, viability and feasibility.
- 7 It is therefore proposed that in this particular instance the funding allocation for the Bevan Place project is augmented to expedite the projects delivery and undertake the necessary design and due diligence work required.

**Table 2: Proposed Re-profiling in the Capital Programme**

	Capital Programme 2021-24, Reprofile in 2021/22	Total approved scheme	Previous years spend	2020/21	2021/22	2021/22	2022/23	2023/24	Total over programme period
				Forecast	Budget	Proposed	Budget	Budget	
	Scheme	£000	£000	£000	£000	£000	£000	£000	£000
People & Places									
	White Oak Leisure Centre	19870	857	7091	10352	10352	1452	100	19852
	White Oak Leisure centre - Orchards Academy	130		30	100	100			130
	Burlington Mews				79	79	8	8	95
	27-37 Swanley High Street (meeting Point)			800	3000	3000	1824		5624
	White Oak Residential			50	50	50			100
	Bevan Place			20	330	730			750
	Edenbridge			20	330	0			20
	Sevenoaks Town Centre Regeneration			30	320	300			330
	Hollybush						350		350
	Spitals Cross						50		50
	Otford Road Park & Ride						200		200
	Westerham						50		50
	Kemsing							350	350
	Lullingstone				20	20	30		50
	Other Feasibility & Due Dilliegnce costs				100	50	150	0	200
									0
<b>TOTAL</b>			857	8041	14681	14681	4114	458	28151

- 8 From the table above, it is proposed that £400,000 is vired to the Bevan Place project as follows:
  - £330,000 from Edenbridge (This project is to be postponed to 2022/23 and will be re-profiled as part of the 2022/23 Budget setting process)
  - £20,000 from the Sevenoaks Town Centre Regeneration Project
  - £50,000 from the “Other Feasibility” allocation.

### Other options Considered and/or rejected

- 9 The current status quo could be maintained with additional funds being released on an ad hoc basis and subject to individual reporting. This will however cause significant delays to the project and result in the project losing professional rigour and momentum.
- 10 While best endeavours have and will be made to identify indicative project feasibility costs, these indicative costs are subject to change as schemes begin to take shape and more information becomes available. However, our financial and procurement regulations are such that projects would need to constantly seek approval which would not only result in unnecessarily delay projects but could also result in unnecessary costs arising from project management inefficiencies. The status quo is therefore not recommended.

### Key Implications

#### Financial

This reports suggests the reallocation of funds within the existing Capital Programme. Additional funds are not being sought.

Fiscal discipline is not being relaxed through this report, as schemes will only be able to progress subject to obtaining the necessary approvals from SMT, Cabinet or Council with the prerequisite information relating to viability, feasibility and affordability.

The virement of funds to augment the Bevan Place project provides officers with greater flexibility and agility in responding to project need and market demands.

#### Legal Implications and Risk Assessment Statement

The Financial Regulations require Cabinet approval for the virement of funds that are greater than £50,000 and less than £500,000 (Financial Procedure Rules S.2.25).

In progressing projects, the project team is required to evidence the availability of funds prior to committing the Council. While the Council has adopted a phased approach, this is proving cumbersome from a legal perspective resulted in unnecessary delay.

The proposed approach will allow officers greater flexibility in ring-fencing budgets that will provide suppliers with the necessary assurances of fund availability.

Equality Assessment

The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

**Conclusions**

The realignment of the Capital Programme will provide officers with greater flexibility in delivering the Bevan Place Project at pace.

**Appendices**

None.

**Background Papers**

Item 77, Budget Setting, Council Meeting 17 November 2020.

**Detlev O. Münster**  
**Strategic Head of Property & Commercial Services**

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**Finance & Investment Advisory Committee Work Plan 2020/21 (as at 25.03.21)**

**16 June 2021**

- Financial Performance Indicators 2020/21 - to the end of March 2021
- Provisional Outturn 2020/21
- Re-profiling Capital Programme 2021/22

**7 September 2021**

- Treasury Management Annual Report 2020/21
- Financial Performance Indicators 2021/22 - to the end of July 2021
- Financial Results 2021/22 - to the end of July 2021
- Financial Prospects and Budget Strategy 2022/23

**4 November 2021**

- Budget 2022/23: Review of Service Dashboards and Service Change Impact Assessments (SCIAs)
- Treasury Management Mid-Year Update 2021/22
- Financial Performance Indicators 2021/22 - to the end of September 2021
- Financial Results 2021/22 - to the end of September 2021

**11 January 2022**

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**24 March 2022**

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