

**Net Service Expenditure analysed by Head of Service**

	<b>Actuals</b>	<b>Budget</b>	<b>Proposed</b>
	<b>13/14</b>	<b>14/15</b>	<b>Budget</b>
	<b>£'000</b>	<b>£'000</b>	<b>15/16</b>
			<b>£'000</b>
Communities and Business	989	997	1,054
Corporate Support	3,199	3,208	3,325
Environmental and Operational Services	2,788	2,523	2,513
Financial Services	4,312	5,022	4,997
Housing	778	722	730
Legal and Governance	548	608	634
Planning Services	1,315	1,300	1,295
<b>Total Service Expenditure</b>	<b>13,929</b>	<b>14,380</b>	<b>14,549</b>
Direct Services		-64	-64
Items outside General Fund		-180	-232
		<b>14,136</b>	<b>14,253</b>

	<b>Actuals</b>	<b>Budget</b>	<b>Proposed</b>
	<b>13/14</b>	<b>14/15</b>	<b>Budget</b>
	<b>£'000</b>	<b>£'000</b>	<b>15/16</b>
			<b>£'000</b>
Pay Costs (see Note 1)	9,306	10,095	10,887
Pay Costs Externally Funded	29	0	0
Premises and Grounds	1,866	1,639	1,557
Transport	72	62	64
Supplies & Services	2,147	2,235	2,184
Supplies & Services IT	866	700	832
Agency & Contracted	4,085	4,147	4,221
Agency & Contracted - Partnerships	3,535	3,174	2,968
Agency & Contracted - Direct Services	3,560	3,690	3,746
Transfer Payments - Benefits	28,055	27,590	29,090
Transfer Payments - Other	66	37	27
Staff Costs - Other Chief Officers	415	456	0
Support Services	114	50	50
Funds drawn to/from Reserves	696	-133	-204
Capital Charges	0	0	0
Income - Other	-31,083	-29,918	-31,442
Income - Fees and Charges	-6,124	-5,786	-5,991
Recharges	-275	-298	-281
Recharges - Partnerships	-3,399	-3,360	-3,159
<b>Service expenditure before re-allocation of Support Services and Capital charges</b>	<b>13,929</b>	<b>14,380</b>	<b>14,549</b>
Direct Services (net)		-64	-64
Items outside General Fund		-180	-232
		14,136	14,253

#### Analysis of budget changes between 14/15 and 15/16

<b>Base Budget 2014/15</b>	14,136
Inflation	473
Planned Savings agreed previous years	-154
SCIAS 2015/16	
Growth	177
Savings	-379
Other adjustments	0
<b>Proposed Budget 2015/16</b>	<b>14,253</b>

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

**Net Service Expenditure analysed by Chief Officer**

	<b>Actuals 13/14</b>	<b>Budget 14/15</b>	<b>Proposed Budget 15/16</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Communities and Business</b>			
Arts Development	0	0	0
All Weather Pitch	-2	-2	-2
Big Community Fund	0	0	0
Community Safety	210	179	173
Community Development Service Provisions	-5	-5	-5
The Community Plan	63	45	49
Economic Development Property	47	149	291
Grants to Organisations	183	181	184
Health Improvements	43	45	34
Leisure Contract	273	295	227
Leisure Development	20	20	20
Local Strategic Partnership	0	0	0
Partnership - Home Office	0	0	0
Administrative Expenses - Communities & Business	8	14	14
STAG Community Arts Centre	75	0	0
Sustainability	0	0	0
Tourism	28	29	31
Choosing Health WK PCT	0	0	0
Community Sports Activation Fund	0	0	0
Falls Prevention	0	0	0
Business Flood Support Scheme	0	0	0
Repair & Renew Flood Support Scheme	0	0	0
General Grants Other Organisations	0	0	0
PCT Health Checks	0	0	0
New Ash Green	0	0	0
PCT Initiatives	0	0	0
Troubled Families Project	0	0	0
West Kent Partnership	0	0	0
West Kent Partnership Business Support	0	0	0
Youth	49	48	38
<b>Total Service Expenditure</b>	<b>989</b>	<b>997</b>	<b>1,054</b>

	<b>Actuals 13/14</b>	<b>Budget</b>	<b>Proposed Budget</b>
	<b>14/15</b>	<b>14/15</b>	<b>15/16</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Communities and Business</b>			
Pay Costs	475	507	764
Pay Costs Externally Funded	29	0	0
Premises and Grounds	80	73	0
Transport	6	7	7
Supplies & Services	146	128	127
Supplies & Services IT	2	0	0
Agency & Contracted	572	537	471
Staff Costs - Other Chief Officers	14	-0	0
Funds drawn to/from Reserves	148	-20	-38
Income - Other	-410	-187	-198
Income - Fees and Charges	-74	-49	-78
Recharges	0	0	0
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Service expenditure before re-allocation of Support Services and Capital charges	989	997	1,054
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#### Analysis of budget changes between 13/14 and 14/15

<b>Base Budget 2014/15</b>	997
Inflation	31
<b>Planned Savings agreed previous years</b>	0
<b>SCIAS 2015/16</b>	
SCIA 9 (2015/16) Business Rates Discretionary Relief	-73
SCIA 15 (2015/16) Youth Development Efficiency Savings	-10
SCIA 16 (2015/16) Project Costs to match with External Funding	-5
<b>Other Adjustments between Chief Officers</b>	
Economic Development Staff (previously Corporate)	89
Economic Development (previously Corporate)	25
<b>Proposed Budget 2015/16</b>	<hr/> <hr/> <b>1,054</b>

**Net Service Expenditure analysed by Chief Officer**

	<b>Actuals</b>		<b>Proposed Budget</b>
	<b>13/14</b>	<b>Budget 14/15</b>	<b>15/16</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Corporate Support</b>			
Asset Maintenance Argyle Road	45	59	69
Asset Maintenance Other Corporate Properties	22	30	30
Asset Maintenance Hever Road	2	6	6
Asset Maintenance IT	290	260	263
Asset Maintenance Leisure	162	165	167
Asset Maintenance Support & Salaries	99	94	92
Asset Maintenance Sewage Treatment Plants	7	8	8
Bus Station	13	14	15
Corporate Projects	0	60	0
Estates Management - Buildings	15	-66	-37
Housing Premises	-9	-8	-1
Administrative Expenses - Corporate Support	29	26	27
Administrative Expenses - Human Resources	6	14	14
Administrative Expenses - Property	2	4	4
Support - Central Offices	417	449	430
Support - Contact Centre	404	417	441
Support - Central Offices - Facilities	236	257	247
Support - General Admin	215	254	276
Support - IT	862	764	906
Support - Local Offices	53	56	56
Pay Costs (see Note 1)	3	0	0
Support - Human Resources	248	288	272
Support - Property Function	77	57	39
<b>Total Service Expenditure</b>	<b>3,199</b>	<b>3,208</b>	<b>3,325</b>

	<b>Actuals</b>		<b>Proposed Budget</b>
	<b>13/14</b>	<b>Budget 14/15</b>	<b>15/16</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Corporate Support</b>			
Pay Costs	1,459	1,745	1,717
Premises and Grounds	1,009	924	936
Transport	19	8	6
Supplies & Services	386	375	379
Supplies & Services IT	737	587	712
Agency & Contracted	160	130	113
Agency & Contracted - Direct Services	55	10	10
Transfer Payments - Other	3	0	0
Staff Costs - Other Chief Officers	60	0	0
Support Services	39	39	39
Funds drawn to/from Reserves	-8	0	0
Capital Charges	0	0	0
Income - Other	-147	-176	-145
Income - Fees and Charges	-362	-279	-304
Recharges	-79	-86	-69
Recharges - Partnerships	-132	-68	-69
<b>Service expenditure before re-allocation of Support Services and Capital charges</b>	<b>3,199</b>	<b>3,208</b>	<b>3,325</b>

#### Analysis of budget changes between 14/15 and 15/16

<b>Base Budget 2014/15</b>	3,208
Inflation	78
<b>Planned Savings agreed previous years</b>	
<b>SCIAS 2015/16</b>	
SCIA 2 (2015/16) Loss of Rental Income due to Disposal of Assets	48
SCIA 3 (2015/16) STAG Loss of Maintenance Income	14
SCIA 4 (2015/16) Increase in IT Microsoft Licence	45
SCIA 5 (2015/16) 'COCO' Compliance Additional Costs	32
SCIA 13 (2015/16) Additional Income for Argyle Road	-18
<b>Other Adjustments between Chief Officers</b>	
Economic Development Staff (to Communities & Business)	-89
Economic Development (to Communities & Business)	-25
Non domestic Rates	5
Internal Print Reduction	24
Software Maintenance	3
<b>Proposed Budget 2015/16</b>	<b>3,325</b>

**Net Service Expenditure analysed by Chief Officer**

	<b>Actuals 13/14</b>	<b>Budget 14/15</b>	<b>Proposed Budget 15/16</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Environmental and Operational Services</b>			
Asset Maintenance Car Parks	76	19	19
Asset Maintenance CCTV	11	16	16
Asset Maintenance Countryside	3	8	8
Asset Maintenance Direct Services	28	36	37
Asset Maintenance Playgrounds	3	14	14
Asset Maintenance Public Toilets	0	14	14
Building Control Discretionary Work	4	-1	-9
Building Control Partnership Members	0	0	0
Building Control Partnership Hub (SDC Costs)	0	0	0
Building Control	-85	-162	-159
Car Parks	-1,576	-1,731	-1,797
Car Parking - On Street	-372	-430	-442
CCTV	263	234	238
Civil Protection	29	33	34
Dangerous Structures	21	23	10
Dartford Environmental Hub (SDC Costs)	0	0	0
EH Commercial	274	255	260
Pay Costs (see Note 1)	34	1	1
EH Environmental Protection	383	382	368
Emergency	60	63	64
Estates Management - Grounds	94	97	98
Land Charges	-111	-93	-98
Licensing Partnership Hub (Trading)	0	0	0
Licensing Regime	15	-5	0
Markets	-189	-192	-190
Parks and Recreation Grounds	143	97	98
Parks - Rural	56	74	103
Building Control Partnership Implementation & Project Co	0	0	0
Environmental Health Partnership	0	0	0
Public Transport Support	1	0	0
Refuse Collection	2,288	2,378	2,415
Administrative Expenses - Building Control	15	9	9
Administrative Expenses - Direct Services	0	0	0
Administrative Expenses - Health	12	26	26
Administrative Expenses - Transport	7	10	10
Street Naming	5	14	15
Street Cleansing	1,207	1,240	1,255
Support - Health and Safety	14	18	18
Support - Direct Services	41	54	54
Taxis	-23	-20	-18
Public Conveniences	54	43	43
Air Quality (Ext Funded)	0	0	0
<b>Total Service Expenditure</b>	<b>2,788</b>	<b>2,523</b>	<b>2,514</b>

	<b>Actuals</b>	<b>Budget</b>	<b>Proposed</b>
	<b>13/14</b>	<b>14/15</b>	<b>Budget 15/16</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Environmental and Operational Services</b>			
Pay Costs	2,150	2,272	2,343
Premises and Grounds	690	561	567
Transport	34	33	33
Supplies & Services	551	571	558
Supplies & Services IT	18	0	0
Agency & Contracted	488	403	373
Agency & Contracted - Partnerships	758	706	1,018
Agency & Contracted - Direct Services	3,505	3,681	3,736
Transfer Payments - Other	3	0	0
Staff Costs - Other Chief Officers	11	24	0
Support Services	11	11	11
Funds drawn to/from Reserves	1	0	0
Capital Charges	0	0	0
Income - Other	-673	-667	-623
Income - Fees and Charges	-4,344	-4,322	-4,440
Recharges	0	0	0
Recharges - Partnerships	-415	-749	-1,063
<b>Service expenditure before re-allocation of Support Services and Capital charges</b>	<b>2,788</b>	<b>2,523</b>	<b>2,513</b>

#### Analysis of budget changes between 13/14 and 14/15

<b>Base Budget 2014/15</b>	2,523
Inflation	-6
<b>Planned Savings agreed previous years</b>	
SCIA 20 (2014/15) Building Control - Joint Working TMBC	-9
<b>SCIAS 2015/16</b>	
SCIA 8 (2015/16) Loss of Rent on Timberden Farm due to Disposal	28
SCIA 20 (2015/16) Air Quality Monitoring	-18
<b>Other Adjustments between Chief Officers</b>	
Non Domestic Rates	-5
<b>Proposed Budget 2015/16</b>	<b>2,513</b>



**Net Service Expenditure analysed by Chief Officer**

	<b>Actuals 13/14</b>	<b>Budget 14/15</b>	<b>Proposed Budget 15/16</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Financial Services</b>			
Action and Development	18	7	7
Benefits Admin	951	824	794
Benefits Grants	-659	-659	-659
Consultation and Surveys	3	3	4
Corporate Grants	0	0	0
Corporate Management	726	937	929
Dartford Partnership Hub (SDC costs)	0	-0	-0
Equalities Legislation	14	18	18
External Communications	139	176	150
Housing Advances	2	2	2
Local Tax	28	179	120
Members	380	412	418
Misc. Finance	2,236	2,327	2,410
Dartford Partnership Implementation & Project Costs	-200	-30	-30
Performance Improvement	-9	6	6
Administrative Expenses - Corporate Director	8	0	0
Administrative Expenses - Community Director	4	0	0
Administrative Expenses - Chief Executive	7	35	36
Administrative Expenses - Financial Services	25	44	35
Administrative Expenses - Transformation and Strategy	3	11	6
Support - Audit Function	147	144	146
Support - Exchequer and Procurement	131	134	135
Support - Finance Function	138	209	213
Support - General Admin	119	142	145
Treasury Management	100	101	112
<b>Total Service Expenditure</b>	<b>4,312</b>	<b>5,022</b>	<b>4,997</b>

	<b>Actuals</b>	<b>Budget</b>	<b>Proposed</b>
	<b>13/14</b>	<b>14/15</b>	<b>Budget 15/16</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Financial Services</b>			
Pay Costs	2,380	2,552	3,013
Premises and Grounds	45	48	16
Transport	6	6	6
Supplies & Services	827	894	830
Supplies & Services IT	89	101	107
Agency & Contracted	2,277	2,710	2,867
Agency & Contracted - Partnerships	2,777	2,468	1,950
Agency & Contracted - Direct Services	0	0	0
Transfer Payments - Benefits	28,055	27,590	29,090
Transfer Payments - Other	0	0	0
Staff Costs - Other Chief Officers	268	411	0
Support Services	64	0	0
Funds drawn to/from Reserves	485	-138	-180
Income - Other	-29,523	-28,568	-30,139
Income - Fees and Charges	-397	-317	-344
Recharges	-189	-192	-192
Recharges - Partnerships	-2,852	-2,543	-2,026
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Service expenditure before re-allocation of Support Services and Capital charges	4,312	5,022	4,997
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**Analysis of budget changes between 14/15 and 15/16**

<b>Base Budget 2014/15</b>	5,022
Inflation	214
<b>Planned Savings agreed previous years</b>	0
<b>SCIAS 2015/16 and Funding adjustments</b>	
SCIA 7 (2015/16) Debit and Credit Card Fees for Treasury Management	10
SCIA 9 (2015/16) Business Rates Discretionary Relief	-33
SCIA 10 (2015/16) External Audit Fees Reduction	-30
SCIA 11 (2015/16) Dartford BC Revised Split of Costs	-90
SCIA 14 (2015/16) Council Tax Court Income	-25
SCIA 21 (2015/16) Back Office Savings	-57
<b>Other Adjustments between Chief Officers</b>	
Internal Print Reduction	-14
<b>Proposed Budget 2015/16</b>	<hr/> <hr/> <b>4,997</b>

**Net Service Expenditure analysed by Chief Officer**

	<b>Actuals</b>	<b>Proposed Budget</b>	
	<b>13/14</b>	<b>Budget 14/15</b>	<b>15/16</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Housing</b>			
Home Improvement Agency	0	0	0
Energy Efficiency	31	23	25
Gypsy Sites	-20	-31	-30
Homeless	106	96	79
Disabled Facilities Grant Administration	2	0	0
Housing	454	447	438
Housing Initiatives	7	6	13
Homelessness Prevention	0	0	0
Needs and Stock Surveys	13	-2	0
Housing Option - Trailblazer	3	0	0
KCC Loan Scheme	0	0	0
Private Sector Housing	148	155	178
Administrative Expenses - Housing	25	18	18
Sevenoaks Switch and Save	0	0	0
Homelessness Funding	0	0	0
Leader Programme	9	10	10
<b>Total Service Expenditure</b>	<b>778</b>	<b>722</b>	<b>730</b>

	<b>Actuals</b>	<b>Proposed Budget</b>	
	<b>13/14</b>	<b>Budget 14/15</b>	<b>15/16</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Housing</b>			
Pay Costs	673	726	757
Premises and Grounds	22	11	11
Transport	0	0	0
Supplies & Services	22	21	22
Supplies & Services IT	8	0	0
Agency & Contracted	228	153	158
Agency & Contracted - Direct Services	0	0	0
Transfer Payments - Benefits	0	0	0
Transfer Payments - Other	6	37	27
Staff Costs - Other Chief Officers	11	5	0
Funds drawn to/from Reserves	44	20	13
Income - Other	-176	-183	-188
Income - Fees and Charges	-62	-69	-70
Recharges	3	0	0
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<b>Service expenditure before re-allocation of Support Services and Capital charges</b>	<b>778</b>	<b>722</b>	<b>730</b>
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#### Analysis of budget changes between 13/14 and 14/15

<b>Base Budget 2014/15</b>	722
Inflation	21
<b>Planned Savings agreed previous years</b>	
SCIA 13 (2014/15) Efficiency Review Housing Initiatives	7
<b>SCIAs 2015/16</b>	
SCIA 17 (2015/16) Bed and Breakfast Reduction	-10
SCIA 18 (2015/16) Increase in Private Sector Letting Scheme	-10
<b>Other Adjustments between Chief Officers</b>	0
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<b>Proposed Budget 2015/16</b>	<b>730</b>
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**Net Service Expenditure analysed by Chief Officer**

	<b>Actuals 13/14</b>	<b>Budget 14/15</b>	<b>Proposed Budget 15/16</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Legal and Governance</b>			
Civic Expenses	14	15	15
Democratic Services	105	117	139
Elections	71	72	73
Register of Electors	112	140	139
Administrative Expenses - Legal and Governance	53	74	65
Support - Legal Function	192	190	202
<b>Total Service Expenditure</b>	<b>548</b>	<b>608</b>	<b>634</b>

	<b>Actuals</b>	<b>Budget</b>	<b>Proposed</b>
	<b>13/14</b>	<b>14/15</b>	<b>Budget 15/16</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Legal and Governance</b>			
Pay Costs	430	437	473
Premises and Grounds	20	20	25
Transport	6	7	11
Supplies & Services	151	179	206
Supplies & Services IT	4	10	10
Agency & Contracted	76	128	155
Staff Costs - Other Chief Officers	27	0	0
Funds drawn to/from Reserves	17	0	-60
Income - Other	-131	-137	-148
Income - Fees and Charges	-52	-38	-40
<b>Service expenditure before re-allocation of Support Services and Capital charges</b>	<b>548</b>	<b>608</b>	<b>634</b>

#### Analysis of budget changes between 13/14 and 14/15

<b>Base Budget 2014/15</b>	608
Inflation	39
<b>Planned Savings agreed previous years</b>	0
<b>SCIAS 2015/16</b>	0
<b>Other Adjustments between Chief Officers</b>	
Internal Print Reduction	-10
Software Maintenance	-3
<b>Proposed Budget 2015/16</b>	<b>634</b>

**Net Service Expenditure analysed by Chief Officer**

	<b>Actuals 13/14</b>	<b>Budget 14/15</b>	<b>Proposed Budget 15/16</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Planning Services</b>			
Affordable Housing	0	0	0
Bridleways / Footpath Diversions	0	0	0
Conservation	48	46	46
Planning Policy	448	416	389
LDF Expenditure	0	0	0
Neighbourhood Plan	0	0	0
Planning - Appeals	262	194	196
Planning - CIL Administration	5	0	0
Planning - Counter	-1	0	0
Planning - Development Management	260	328	352
Planning - Enforcement	261	278	279
Fort Halstead	0	0	0
Administrative Expenses - Planning Services	32	39	34
<b>Total Service Expenditure</b>	<b>1,315</b>	<b>1,301</b>	<b>1,296</b>

	<b>Actuals</b>	<b>Budget</b>	<b>Proposed</b>
	<b>13/14</b>	<b>14/15</b>	<b>Budget 15/16</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Planning Services</b>			
Pay Costs	1,738	1,855	1,820
Premises and Grounds	0	1	1
Transport	1	0	0
Supplies & Services	64	67	63
Supplies & Services IT	8	2	2
Agency & Contracted	285	86	84
Transfer Payments - Other	6	0	0
Staff Costs - Other Chief Officers	23	17	0
Funds drawn to/from Reserves	8	5	61
Income - Other	-23	0	0
Income - Fees and Charges	-784	-713	-716
Recharges	-11	-20	-20
<b>Service expenditure before re-allocation of Support Services and Capital charges</b>	<b>1,315</b>	<b>1,300</b>	<b>1,295</b>

#### Analysis of budget changes between 13/14 and 14/15

<b>Base Budget 2014/15</b>	1,300
Inflation	30
<b>Planned Savings agreed previous years</b>	
SCIA 16 (2014/15) Planning: Efficiency Review	-35
<b>SCIAS 2015/16</b>	0
<b>Other Adjustments between Chief Officers</b>	0
<b>Proposed Budget 2015/16</b>	<b>1,295</b>