

	Annual Budget £'000	Forecast difference at year end £'000	Forecast Outturn £'000	Actual Outturn £'000	Difference between Budget and Final Outturn £'000	Explanation for year end variances greater than £10k (<i>starred items</i>)	Difference between forecast and final outturn £'000	Explanation for large differences between forecast outturn and actual outturn (<i>starred items</i>)
Communities & Business								
All Weather Pitch	(5)	0	(5)	(5)	0	-	0	
Business Area Improvement Fund	0	0	0	0	0	-	0	
Community Safety	181	0	181	182	1	-	1	
Community Development Service Provisions	(5)	0	(5)	(5)	(0)	-	(0)	
The Community Plan	52	0	52	51	(1)	-	(1)	
Dunton Green Projects - S106	0	0	0	0	0	-	0	
Dunton Green Projects	0	0	0	0	0	-	0	
Economic Development	53	0	53	52	(1)	-	(1)	
Economic Development Property	214	14	228	223	10	This is due to spending on feasibility studies and other preparation work for property investment projects and has been highlighted as a risk throughout the year.	(4)	
Grants to Organisations	184	3	187	186	2	-	(1)	
Health Improvements	30	12	42	42	12	* This overspend relates to salary costs being charged to Health instead of Housing budget after the restructure, the corresponding entry is shown below in Homelessness Funding	(0)	
Healthy Lifestyles (SDC)	0	0	0	0	0	-	0	
Homeless	82	0	82	86	4	-	4	
Housing	228	(0)	228	228	(0)	-	0	
Housing Initiatives	6	0	6	6	(0)	-	(0)	
Homelessness Prevention	0	0	0	0	0	-	0	
Housing Energy Retraining Options (HERO)	0	0	0	0	0	-	0	
Homelessness Funding	0	-10	-10	-10	(10)	* See note re offsetting salary budget on Health Improvements above	-0	
Leader Programme	6	0	6	7	1	-	2	
Leisure Contract	224	(4)	220	220	(4)	-	0	
Leisure Development	20	0	20	20	0	-	0	
Partnership - Home Office	0	0	0	0	0	-	0	
Administrative Expenses - Communities & Busi	15	0	15	19	4	-	4	
Administrative Expenses - Housing	18	(9)	9	10	(9)	-	0	
Tourism	30	7	37	36	6	-	(1)	
Choosing Health WK PCT	0	0	0	0	0	-	0	
Community Sports Activation Fund	0	0	0	0	0	-	0	
New Ash Green	0	0	0	0	0	-	0	

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PCT Initiatives	0	0	0	0	0	-	0	
Sportivate Inclusive Archery Project	0	0	0	0	0	-	0	
Sportivate Cycling Club	0	0	0	0	0	-	0	
Sport Satellite Clubs	0	0	0	0	0	-	0	
Troubled Families Project	0	0	0	0	0	-	0	
West Kent Partnership	0	0	0	0	0	-	0	
West Kent Partnership Business Support	0	0	0	0	0	-	0	
Youth	28	0	28	29	1	-	1	
	<u>1,359</u>	<u>13</u>	<u>1,372</u>	<u>1,377</u>	<u>18</u>		<u>(4)</u>	

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Corporate Services								
Asset Maintenance IT	269	0	269	270	0		0	
Civic Expenses	16	0	16	15	(0)	-	(0)	
Corporate Projects	54	(7)	47	48	(7)	-	0	
Democratic Services	129	(18)	111	111	(18)	* Underspend on salaries due to maternity leave.	1	
Elections	80	(18)	62	82	1	-	19	* Spend on Elections greater than the amount that could be reclaimed
Register of Electors	184	(33)	150	159	(24)	* Government grant received in connection with Individual Electoral Registration (IER).	9	* Variance due to Government Grant received for IER
Administrative Expenses - Corporate Services	24	(6)	18	19	(5)	-	1	
Administrative Expenses - Legal and Democratic	49	21	70	65	16	* It has not proved possible to meet a saving target on this budget heading but the forecast overspend here is offset by an underspend on Support- Legal Function	(5)	
Administrative Expenses - Human Resources	10	40	50	41	31	* Budget variance is due to on-going external legal advice.	(9)	* External legal advice in 2016/17 less than forecast during year
Support - Contact Centre	443	(31)	412	413	(31)	* Customer Services is currently looking at options to fill vacancies in the team to ensure performance levels can be sustained.	1	
Support - General Admin	36	(10)	26	26	(9)	Savings on salaries, post room equipment and scanning equipment.	1	
Support - IT	907	56	963	966	59	* Overspend due to staff turnover and overtime costs.	3	
Support - Legal Function	250	(50)	200	201	(49)	* Some additional income received this year and salary costs below budget	1	
Support - Local Offices	55	0	55	55	(1)	-	(1)	
Support - Nursery	0	2	2	2	2	-	0	
Support - Human Resources	247	18	265	261	14	* Overspend is due to over spend on this element of the training budget, offset by other training allocations corporately.	(4)	
Website	0	0	0	2	2	-	2	
	2,754	(36)	2,717	2,736	(18)		(19)	

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	£'000	£'000	£'000	£'000	£'000		£'000	
Environmental & Operational Services								
Asset Maintenance Argyle Road	70	0	70	67	(3)	-	(3)	
Asset Maintenance Car Parks	19	0	19	19	(0)	-	(0)	
Asset Maintenance CCTV	17	0	17	16	(0)	-	(0)	
Asset Maintenance Countryside	8	0	8	5	(3)	-	(3)	
Asset Maintenance Other Corporate Properties	31	9	40	42	11	* Works carried out to Otford Palace to make safe and ensure security. Grant funding from Historic England used to off-set some, but not all, of this expenditure	1	
Asset Maintenance Direct Services	37	0	37	38	1	-	1	
Asset Maintenance Hever Road	36	0	36	36	(0)	-	(0)	
Asset Maintenance Leisure	235	0	235	226	(9)	-	(9)	* Full spend of C/F from 2015/16 not required
Asset Maintenance Playgrounds	8	0	8	8	1	-	1	
Asset Maintenance Support & Salaries	93	2	95	85	(9)	-	(10)	* Historic arrangement of passing funds to Leisure Centre management company for asset maintenance works now ceased; budget identified as potential saving in 18/19
Asset Maintenance Sewage Treatment Plants	8	(6)	2	3	(5)	-	1	
Asset Maintenance Public Toilets	7	0	7	6	(1)	-	(1)	
Building Control Discretionary Work	(9)	9	(0)	(0)	9	-	0	
Building Control Partnership Members	0	0	0	0	0	-	0	
Building Control	(133)	76	(57)	(79)	54	* Income below budget. Overspend on salaries and agency staff to cover vacancies and sickness (split with T&MBC).	(22)	* Actual income better than originally forecast. Adjustments to shared hub costs for agency staff recharged to T&MBC
Bus Station	15	(1)	14	8	(7)	-	(6)	* Savings on maintenance, electricity and insurance
Car Parks	(1,761)	71	(1,690)	(1,685)	76	* Income below budget due to temporary closure of Bradbourne (Season ticket and Pay & Display). Reflected in increased income for on-street parking. Maintenance works undertaken.	5	
CCTV	243	25	268	271	28	* Budget contained challenging income target which could not be realised.	3	
Civil Protection	38	(7)	31	28	(10)	Underspend on a range of budgets.	(3)	
Dangerous Structures	10	0	10	7	(3)	-	(3)	

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Car Parking - On Street	(446)	0	(446)	(446)	0		0	
EH Commercial	279	0	279	301	22	* Support charges paid to DBC for 2015/16 and 2016/17	22	* Support charges paid to DBC for 2015/16 and 2016/17
EH Animal Control	1	0	1	22	21	* Large bill for kennel fees paid in year. Income from collection of strays less than budget.	21	* Large bill for kennel fees paid in year. Income from collection of strays less than budget.
EH Environmental Protection	366	5	371	401	35	* Support charges paid to DBC for 2015/16 and 2016/17	30	* Support charges paid to DBC for 2015/16 and 2016/17
Emergency	66	0	66	62	(4)	-	(4)	
Energy Efficiency	33	0	33	28	(5)	-	(5)	
Estates Management - Buildings	26	-1	24	19	(6)	-	(5)	
Estates Management - Grounds	102	20	122	123	21	* Essential tree maintenance work not included in routine maintenance budgets	1	
Gypsy Sites	-31	-5	-36	-38	(7)	-	(2)	
Disabled Facilities Grant Administration	-20	-5	-25	-24	(4)	-	1	
Housing	0	0	0	0	0	-	0	
Housing Premises	(0)	0	(0)	(4)	(4)	-	(4)	
Kent Resource Partnership	0	0	0	0	0	-	0	
Land Charges	(149)	67	(82)	(82)	67	* Income below challenging income target. Partly offset by salary savings.	(0)	
Licensing Partnership Hub (Trading)	0	0	0	0	0	-	0	
Licensing Partnership Members	0	0	0	0	0	-	0	
Licensing Regime	5	(10)	(5)	(3)	(8)	Income from fees above budget	2	
Markets	(187)	(8)	(195)	(192)	(4)	-	4	
Parks and Recreation Grounds	100	(20)	80	80	(21)	* Direct Services maintaining Swanley sites from August 2017; savings achieved against budget.	(1)	

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Parks - Rural	109	19	128	143	35	* Coppicing works to control infestation of Oriental Chestnut Gall Wasp in Farningham Wood continues, partly offset by income from sale of timber.	16	* Variance due to increased costs of coppicing and timber handling in Farningham Woods having moved into areas of adverse terrain later in February and March. Capacity to store cut timber in loading area prior to sale was fully utilised and so sale of some cut timber delayed to new financial year. February forecast assumed disposal of better quality timber at a higher price. However bulk sale to biomass fuel customer, albeit at a lower price, assures regular sale of timber going forward
Building Control Partnership Implementa	0	0	0	0	0	-	0	
Private Sector Housing	175	(10)	165	165	(10)	* Salary savings.	(1)	
Public Transport Support	0	0	0	0	(0)	-	(0)	
Refuse Collection	2,504	60	2,564	2,551	47	* Income from sale of recycling, particularly glass, below budget, due to reduction in price paid for material.	(13)	* Grant income received in advance in 15/16 for 16/17 not included in earlier forecast
Administrative Expenses - Building Contr	9	0	9	12	3	-	3	
Administrative Expenses - Health	21	(10)	11	6	(14)	* Savings on a number of headings.	(4)	
Administrative Expenses - Property	4	0	4	4	(1)	-	(1)	
Administrative Expenses - Transport	8	0	8	7	(1)	-	(1)	
Street Naming	15	(10)	5	6	(9)	-	1	
Street Cleansing	1,335	0	1,335	1,330	(5)	-	(5)	
Support - Central Offices	426	(49)	377	373	(53)	* Some plant maintenance costs offset by carried forward budget; additional support income from partners sharing building	(4)	
Support - Central Offices - Facilities	240	0	240	255	15	* Overspend on salaries and office improvements	15	* Overspend on salaries and office improvements greater than forecast
Support - General Admin	284	(30)	254	233	(51)	* Savings on salaries, post room equipment and scanning equipment.	(21)	* Savings on salaries greater than anticipated due to post being held open longer
Support - Health and Safety	19	(5)	14	11	(9)	-	(4)	
Support - Direct Services	56	5	61	61	6	-	1	
Support - Property Function	37	0	37	41	4	-	4	
Sevenoaks Switch and Save	0	0	0	0	0	-	0	

2016-17 Provisional outturn

Appendix B

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Taxis	(14)	(8)	(22)	(14)	0	-	8	* Taxi testing bill received from Direct Services for several months, in March. Full expenditure on taxi tests covered 13 Months expenditure
Public Conveniences	45	12	57	55	10	* Budget contains income target which could not be realised.	(2)	
	<u>4,388</u>	<u>194</u>	<u>4,583</u>	<u>4,587</u>	<u>199</u>		<u>(5)</u>	

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Financial Services								
Action and Development	7	(6)	1	0	(7)	-	(1)	
Benefits Admin	787	(12)	775	708	(78)	* (part of Partnership with Dartford BC). Staffing savings due to vacant posts and the removal of agency staff.	(66)	* (part of Partnership with Dartford BC). Staffing savings due to vacant posts and the removal of agency staff.
Benefits Grants	(659)	0	(659)	(659)	0	-	0	
Consultation and Surveys	4	(4)	0	0	(4)	-	0	
Corporate Management	903	10	913	915	11	* There has been an overspend on salary costs as Chief Officers for Housing and Legal continued working in to 2016/17 and decisions were taken in year to invest in additional IT developer resource which increased the corporate IT salary costs met from this budget.	1	
Corporate - Other	(15)	0	(15)	0	15	* Insufficient savings were able to be delivered from vacant posts during the year to deliver on the budget levels.	15	* Less than anticipated savings were delivered from vacant posts during the year to deliver on the budget levels.
Dartford Partnership Hub (SDC costs)	0	0	0	0	0	-	0	
Equalities Legislation	18	(4)	14	14	(4)	-	(0)	
External Communications	146	(9)	137	140	(6)	Year end saving on salaries as a vacant post was carried in to this financial year and new postholder recruited at a lower scale point.	2	
Housing Advances	1	0	1	1	(0)	-	(0)	
Local Tax	44	79	122	147	103	* Analyse Local service utilised to identify additional rateable properties; cost off-set by additional business rate income generated. Also reduced Court Costs income.	24	* Reduced Court Costs income.
Members	427	(22)	405	404	(23)	* Underspend on Members expenses.	(0)	

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Misc. Finance	1,802	40	1,842	1,809	7	External assistance obtained for annual accounts to be offset by underspends on external auditors as agreed by Cabinet. External VAT advice.	(33)	* A review of balance sheet items takes place as part of the annual accounts process and any adjustments (£33,000) are transferred to this code.
Dartford Partnership Implementation & Project	0	0	0	0	0	-	0	
Performance Improvement	(1)	0	(1)	(1)	(0)	-	(0)	
Administrative Expenses - Chief Executive	29	(14)	14	13	(16)	* Various small underspends including printing and training.	(1)	
Administrative Expenses - Finance	34	6	40	44	10	One-off recruitment and agency costs due to the re-structure of the Finance Team.	4	
Administrative Expenses - Transformation and Strategy	5	0	5	7	1	-	1	
Support - Counter Fraud	92	1	93	30	(63)	* (part of Partnership with Dartford BC). Agreement with DBC that the funding received from KCC of £46,000 per council would be included in the accounts for 2016/17 instead of being carried forward.	(63)	* (part of Partnership with Dartford BC). Agreement with DBC that the funding received from KCC of £46,000 per council would be included in the accounts for 2016/17 instead of being carried forward.
Support - Audit Function	177	0	177	172	(5)	-	(5)	* (part of Partnership with Dartford BC) SDC share of underspend on DBC staff.
Support - Exchequer and Procurement	137	(1)	136	126	(11)	* Savings resulting from the change in the cash receiving processes in Swanley.	(10)	* Savings resulting from the change in the cash receiving processes in Swanley.
Support - Finance Function	150	(8)	142	144	(6)	Finance team restructure resulted in a hand over period when all staff were in post. Costs of staff time spent working for Council company was recharged to Quercus7.	2	
Support - General Admin	109	(20)	89	87	(22)	* Savings on salaries, post room equipment and scanning equipment.	(2)	
Treasury Management	114	13	127	132	17	* Banking charges have been above budget for the year but the contract has recently been re-rendered which will result in lower charges going forward.	4	
	<u>4,311</u>	<u>48</u>	<u>4,359</u>	<u>4,231</u>	<u>(81)</u>		<u>128</u>	

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Planning Services								
Conservation	48	25	73	80	32	* This is a result of additional resource to support Development Management and Local Plan work.	7	* This is a result of additional resource to support Development Management and Local Plan work.
Housing	146	0	146	140	(6)		(6)	* This is a result of a slight underspend on pay
Needs and Stock Surveys	0	0	0	0	0	-	0	
Planning Policy	469	0	469	469	0		0	
LDF Expenditure	0	0	0	0	0		0	
Planning - Appeals	190	6	196	264	74	* This is the result of anticipated appeal costs. These were unknown but identified under risks in commentary, including a cost for Broom Hill following Legal advice.	68	* This is the result of anticipated appeal costs. These were unknown but identified under risks in commentary, including a cost for Broom Hill following Legal advice.
Planning - CIL Administration	(50)	0	(50)	(50)	0	-	0	
Planning - Counter	0	0	0	(0)	(0)	-	(0)	
Planning - Development Management	271	(79)	192	214	(58)	* The year to date position reflects a relatively small number of high fee applications and an underspend on salaries due to staff turnover and resultant vacancies.	21	* Successful recruitment towards year end reduced the favourable forecast variance on staff and planning fee income slightly better than forecast
Planning - Enforcement	275	(19)	256	265	(10)	-	9	* High Court Injunction costs for successful defence at Franks Lane and staff joining end of year
Administrative Expenses - Planning Services	35	14	49	52	17	* This reflects the cost of training (university) as more recent planning officer recruits have been at the lower end of the career grade; and spending ahead of budget.	3	
	1,384	(53)	1,331	1,434	50		(103)	