

	Annual Budget	Forecast Outturn	Actual Outturn	Difference between Budget and Final Outturn	Explanation for year end variances greater than £10k ( <i>starred items</i> )	Difference between February forecast and final outturn	Explanation for large differences between forecast outturn and actual outturn ( <i>starred items</i> )
	£'000	£'000	£'000	£'000		£'000	
<b>People &amp; Places</b>							
All Weather Pitch	-5	-5	-5	-0		-0	
Business Area Improvement Fund	0	0	0	0		0	
Community Safety	200	214	212	12	* Additional expenditure has been necessary to bring the Convent of Mercy in Swanley under control. It was agreed that all corporate costs relating to the Convent of Mercy including legal and planning enforcement costs are being charged to this budget. There will be an attempt to recover some costs from the landowner.	-2	
Community Development Service Provisions	-6	-6	-6	0		0	
Community Housing Fund	0	0	0	0		0	
The Community Plan	56	53	51	-5		-2	
Dunton Green Projects - S106	1	1	1	0		0	
Dunton Green Projects	0	0	0	0		0	

Economic Development	59	58	37	-22	* Underspend on salaries due to restructure and reduced allocations. Reduced expenditure on service activity partially offsets the overspend on Economic Development - Property.	-21	* Underspend on salaries due to restructure and reduced allocations. Reduced expenditure on service activity partially offsets the overspend on Economic Development - Property.
Economic Development Property	256	266	305	49	* This relates to feasibility and other work in the lead up to a number of property investments and where possible it has been capitalised as projects proceed and start to attract an income. Sites upon which work was undertaken include High Street, Swanley; Timberden Farm; Russetts Way; Alder Way; White Oak; Church Lane, Kemsing. This also includes additional salaries costs to fill Head of Service post with interim staff, pending permanent appointment and the advert costs for the Strategic Head of Service for Commercial and Property	39	* This relates to feasibility and other work in the lead up to a number of property investments. This also includes additional salaries costs to fill Head of Service post with interim staff, pending permanent appointment and the advert costs for the Strategic Head for Commercial and Property
Energy Efficiency	5	1	0	-5		-1	
Grants to Organisations	182	181	188	6		7	

Gypsy Sites	-6	4	5	11	* Overspend due to rent arrears which are actively being pursued.	1	
Health Improvements	51	49	47	-5		-2	
Homeless	254	253	256	3		4	
Housing Register	6	6	20	14	* Housing Register cost centre moved to its own budget line. TUPE staff from WKHA charged here. Saving on Register in Housing to offset.	14	* Housing Register cost centre moved to its own budget line. TUPE staff from WKHA charged here. Saving on Register in Housing to offset.
Disabled Facilities Grant Administration	-20	-20	-37	-17	* Extra admin fee - based on work undertaken by the team. This helps offsets PSH restructure cost split across various budgets.	-17	* Extra admin fee - based on work undertaken by the team. This helps offsets PSH restructure cost split across various budgets.
Housing	149	149	138	-11	* Housing Register split out (See Housing Register), Saving on register to fund - Staff transferred	-11	* Housing Register split out (See Housing Register), Saving on register to fund - Staff transferred
Housing Initiatives	49	49	48	-0		-0	
Homelessness Prevention	0	0	0	0		0	
Needs and Stock Surveys	0	0	-0	-0		-0	
Housing Energy Retraining Options (HERO)	46	46	46	0		0	

Leisure Contract	183	181	160	-22	* Reduced activities in order to offset by leisure related feasibility work.	-21	* Underspend offset by leisure related feasibility work.
Leisure Development	20	20	20	0		0	
Partnership - Home Office	0	0	0	0		0	
Private Sector Housing	230	218	221	-9		3	
Administrative Expenses - Communities & Business	22	32	23	1		-9	
Administrative Expenses - Housing	0	0	2	2		2	
Sevenoaks Switch and Save	0	0	0	0		0	
Tourism	33	33	30	-3		-3	
One You - Your Home Project	0	-1	0	0		1	
Choosing Health WK PCT	1	1	1	0		0	
Community Sports Activation Fund	0	0	0	0		0	
Dementia Area Project - Run Walk Push	0	0	0	0		0	
PCT Health Checks	0	0	0	0		0	
Homelessness Funding	0	0	0	0		0	
Leader Programme	4	4	5	0		0	
PCT Initiatives	0	-1	0	0		1	
Sportivate Inclusive Archery Project	0	0	0	0		0	
Sport Satellite Clubs	0	0	-0	-0		-0	

Troubled Families Project	0	0	0	0	0
West Kent Business Rates Retention	0	0	0	0	0
West Kent Enterprise Advisor Network	0	0	0	0	0
West Kent Kick Start	0	0	0	0	0
West Kent Partnership	0	0	0	0	0
West Kent Partnership Business Support	0	0	0	0	0
Youth	34	34	38	5	5
	<b>1,802</b>	<b>1,819</b>	<b>1,806</b>	<b>4</b>	<b>-13</b>

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<b>Customer &amp; Resources</b>						
Asset Maintenance IT	283	283	283	0		0
Benefits Admin	7	6	5	-2		-0
Benefits Grants	-25	-25	-25	-0		-0
Civic Expenses	17	17	16	-1		-1
Corporate Projects	102	74	78	-24	* Additional one-off costs due to staff turnover and subsequent recruitment	4
Democratic Services	149	154	152	3		-2
Elections	136	136	142	5		5
Land Charges	-105	-55	-55	50	* Underachievement in income is due to a reduced volume of search requests received.	-0
Local Tax	-113	8	11	124	* A new enforcement service has been trialled for a year and as forecast did not achieve the full £100,000 in the year. £61,000 has been spent with business rates valuation experts and is shown as a cost here. A corresponding amount of additional income is shown on the Business Rates line. The remainder is accounted for by court costs and impact on recovery	3
Register of Electors	224	218	208	-16	* Underspend due to staff turnover which has now been recruited to.	-10
Administrative Expenses - Corporate Services	17	19	21	4		2
Administrative Expenses - Legal and Democratic	69	73	68	-0		-4
Administrative Expenses - Human Resources	4	14	16	11	* Additional one-off costs due to staff turnover and subsequent recruitment	1

Administrative Expenses - Revenues and Benefits	0	0	-0	-0		-0
Street Naming	6	-8	-8	-13	* Increased income	1
Support - Rev & Ben Control	241	241	241	-0		-0
Support - Counter Fraud	57	57	57	-0		-0
Support - Contact Centre	539	529	527	-13	* Underspend due to staff turnover.	-3
Support - IT	1,121	1,091	1,094	-27	* Due to undersepnds of staff costs and savings on licencing and support costs.	3
Support - Legal Function	242	199	199	-43	* Underspend mainly due to staff turnover and reduced legal expenditure.	-0
Support - Local Offices	19	29	29	10		-0
Support - Nursery	0	0	2	2		2
Support - Human Resources	319	347	351	32	* Additionally staffing costs to deliver service	4
	<b>3,307</b>	<b>3,405</b>	<b>3,410</b>	103		5

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	£'000	£'000	£'000	£'000		£'000	
<b>Finance &amp; Trading</b>							
Action and Development	7	7	6	-1		-1	
Asset Maintenance Argyle Road	167	167	152	-15	* Delayed electrical and emergency lighting works at Argyle Rd due to COVID-19 restrictions	-15	* Delayed electrical and emergency lighting works at Argyle Rd due to COVID-19 restrictions
Asset Maintenance CCTV	18	18	17	-0		-0	
Asset Maintenance Countryside	8	3	0	-8		-3	
Asset Maintenance Other Corporate Properties	33	33	33	-0		-0	
Asset Maintenance Direct Services	80	75	52	-27	* Works due to be completed at Mill Pond and Mildmay Depot, Shoreham delayed.	-22	* Delay in works. - Mildmay delayed because of quoted costs massively exceeding the budget (quoted £60k plus for civils). Mill Pond was delayed because of COVID-19 and higher than expected quoted costs to complete the works.
Asset Maintenance Hever Road	38	38	42	4		4	
Asset Maintenance Leisure	182	182	183	2		2	



Asset Maintenance Playgrounds	8	8	6	-2		-2	
Asset Maintenance Support & Salaries	79	79	85	6		6	
Asset Maintenance Sewage Treatment Plants	9	9	0	-8		-8	
Asset Maintenance Public Toilets	7	7	0	-7		-7	
Bus Station	13	13	20	8		8	
Car Parks	-1,951	-1,760	-1,651	299	* Business Rates increases (growth SCIA included in 2020/21 budget process) and increased Electricity Costs. Parking income is below target due to the slower return from off street parking to Sevenoaks Town Car Park. Also due to COVID-19 in March.	109	* Reduction in car parking income due to COVID-19.
CCTV	265	280	272	7		-8	
Civil Protection	71	71	64	-7		-7	
Consultation and Surveys	4	-0	0	-4		0	
Corporate Management	1,043	1,006	1,016	-27	* Compensation of senior management time from Quercus companies. The budgets for services, consultants and external audit	10	* Additional external audit fees agreed at the year end

						were not required in full this year		
Corporate - Other	82	43	0	-82	*	The savings made from vacant posts and staff recruitment and retention budget	-43	* The savings made from vacant posts and staff recruitment and retention budget
Dartford Audit Partnership Hub (SDC Costs)	0	0	0	0			0	
Car Parking - On Street	-490	-510	-470	20	*	Parking fine income is lower than budgetted for the year.	40	* Further fall in parking fine income due to suspension of parking charges for COVID-19.
Emergency	68	68	69	1			1	
Parking Enforcement - Tandridge DC	-29	-29	-26	4			4	
Equalities Legislation	20	-0	0	-20	*	The Council retains a budget to enable it to respond to any actions that may be required to continue to meet its duties under equalities legislation. The budget was not required this year and expenditure was instead met from existing	0	

					service budgets where required.		
Estates Management - Buildings	-11	29	41	52	* Business Rates including for Meeting Point building in Swanley. This will continue to be paid until the building is demolished - £50,000.	12	* Additional income was forecast due to a rental increase. However this did not have full year effect.
Estates Management - Grounds	118	133	140	22	* Essential tree work undertaken. Legal fees paid for transferring open space land to Swanley Town Council.	7	
External Communications	202	193	192	-10	The budget for the website support was not required in full this year.	-1	
Housing Advances	1	1	1	0		0	
Housing Other Income	-14	-14	-20	-6		-6	

Housing Premises	15	5	0	-15	*	Income received higher than budget due to review of charges to enable full cost recovery. Budget was set to assume a deficit.	-5	
Kent Resource Partnership	1	1	0	-1			-1	
Asset Maintenance Operatives	0	0	-8	-9			-9	
Markets	-185	-215	-227	-43	*	Increased income, following re - tendering for Sevenoaks and Swanley markets.	-13	* Additional rental income and a minor reduction in costs increased the over-recovery at the end of the year.
Members	455	428	424	-31	*	This is due to the gap between the election and appointment to roles. Members are only paid one Special Responsibility Allowance which impacts on the total amount of allowance paid.	-4	
Misc. Finance	1,763	1,763	1,803	40	*	The overspend is caused by an increase to Bad debt provision.	40	* Additional costs due to the increase in the bad debt provision.
Parks - Greensand Commons Project	0	0	0	0			0	

Parks and Recreation Grounds	185	180	155	-30	* Underspend due to delay in Bradbourne Lakes Consultancy. Consultancy payment was delayed because the consultants were not working. The scheme has been delayed because the Heritage Lottery Fund (HLF) have suspended all grant funding and applications due to COVID-19	-25	* Consultancy payment was delayed because the consultants were not working. The scheme has been delayed because the Heritage Lottery Fund (HLF) have suspended all grant funding and applications due to COVID-19
Parks - Rural	131	127	136	5		9	
Performance Improvement	-1	6	-2	-1		-8	
Public Transport Support	0	0	0	-0		-0	
Refuse Collection	2,787	2,836	2,769	-17	* Income from glass and paper credits higher than previously forecast and additional income received.	-67	* Quarter 4 credits higher than originally forecast and additional income received.
Administrative Expenses - Chief Executive	22	22	14	-8		-8	
Administrative Expenses - Direct Services	0	0	0	0		0	

Administrative Expenses - Finance	32	61	73	42	*	Works carried out to improve the Finance IT system, including setting up of the ledger for new entities, Making Tax Digital and Direct Debit in addition to staff advertising and recruitment costs.	12	*	Works carried out to improve the Finance IT system, including setting up of the ledger for new entities, Making Tax Digital and Direct Debit in addition to staff advertising and recruitment costs.
Administrative Expenses - Transformation and Strategy	5	5	6	1			1		
Administrative Expenses - Property	3	3	5	2			2		
Administrative Expenses - Transport	7	7	8	1			1		
Street Cleansing	1,467	1,467	1,450	-17	*	Additional bins ordered before year end did not arrive due to COVID-19 delays.	-17	*	The litter bins were ordered for delivery before the end of March but they were not actually delivered until April because of Covid-19 so not able to pay until new year.
Support - Audit Function	176	160	150	-27	*	Salary underspends due to a number of vacant posts during the year within the Sevenoaks/Dartford Audit Partnership.	-10	*	Vacant posts

Support - Central Offices	474	464	490	16	*	Reduction in rental income relating to KCC and additional R&M costs relating to electrical works.	26	*	Additional R&M costs and anticipated utilities savings not achieved.
Support - Exchequer and Procurement	116	121	141	25	*	Temporary staffing to cover vacancies	20	*	Ongoing payment for temporary officer due to delayed recruitment.
Support - Central Offices - Facilities	272	300	286	14	*	Facilities Management relies heavily on overtime to maintain building opening times and also manage the asset maintenance service.	-14	*	Reduced levels of overtime required and a contribution from the Reorganisation Reserve to cover SMT restructure costs reduced the overspend compared to forecast at year end.
Support - Finance Function	185	179	190	5			10	*	Salaries overspend partly offset by hours charged to Quercus.
Support - General Admin	166	166	154	-12	*	Reduction in corporate memberships and underspend on scanning equipment.	-12	*	Reduction in corporate memberships and underspend on scanning equipment.
Support - General Admin (Print Shop)	-37	-23	-18	19	*	Print Studio income has been reduced this year. Savings in staff costs and	5		

						expenditure on materials.		
Support - General Admin (Post/Scanning)	185	170	147	-38	*	Savings on Salaries and postage costs.	-23	* Ongoing savings due to redeployment of staff in other areas.
Support - Health and Safety	22	22	21	-1			-0	
Support - Direct Services	51	65	64	13	*	Additional staff training.	-1	
Support - Procurement	6	6	7	0			0	
Support - Property Function	49	49	59	10	*	Salaries overspend due to restructure.	10	* Salaries overspend due to restructure.
Direct Services Trading account	-144	-55	-29	115	*	Income £66,000 below profile. Expenditure £49,000 above profile. Income is below budget on Trade Waste, Cesspools and Pest Control and there are overspends on Refuse, Green Waste and Fleet partly due to COVID-19	26	* Additional expenditure on Refuse, Green Waste and Fleet
Public Conveniences	49	49	57	8			8	
Treasury Management	126	126	114	-13	*	Variance due to reduced levels of bank charges and other fees	-12	* Variance due to reduced levels of bank charges and other fees
	8,414	8,646	8,669	255			23	



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<b>Planning &amp; Regulatory Services</b>							
Building Control	0	0	0	0		0	
Partnership Members							
Building Control	-127	-124	-145	-18	* Overachievement on fee income is planned to be reinvested in future periods and to offset an increased staff costs of the partnership.	-21	* The Council was reimbursed for Support Costs provided to the partnership; the increased fee income was only partially carried forward to be reinvested in future periods
Conservation	85	73	70	-15	* This results from an underspend on salaries due to vacant posts	-2	
Dangerous Structures	3	1	2	-1		1	
EH Commercial	264	267	271	7		4	
EH Animal Control	1	17	18	18	* This is the result of an underachievement on fee income.	2	

EH Environmental Protection	406	359	352	-54	*	Expenditure on air quality monitoring was either delayed due to the situation with COVID, or funded by S106 contributions. This also reflects a reduction in the payment of hub costs, agreed with DBC.	-7
Licensing Partnership Hub (Trading)	0	0	0	0			0
Licensing Partnership Members	0	0	-0	-0			-0
Licensing Regime	11	-12	-16	-26	*	This is the result of exceeding income targets for premises licensing.	-4
Planning Policy	593	543	543	-50	*	This relates to a vacant post. Unlike in previous year, the underspend did not form part of the Local Plan reserve.	0
LDF Expenditure	0	0	0	0			0
Planning - Appeals	204	237	241	37	*	This is the result of an award of costs at Fircroft Way Edenbridge, and re Swanley planning appeal	4

Planning - CIL Administration	-68	-74	-68	-0			6	
Planning - Counter	0	0	-0	-0			-0	
Planning - Development Management	227	-47	-38	-265	*	This results from an underspend on salaries due to vacant posts, which are still proving difficult to fill, and an overachievement on fee income due to a small number of high fee applications.	9	
Planning - Enforcement	281	374	395	114	*	This is due to increased enforcement activity, including the successful serving of Injunctions, associated costs and the salary cost of our temporary officers.	21	* The difference results from the additional fee paid to make a temporary staff permanent, and additional costs awarded
Planning Performance Agreement	0	47	50	50	*	This is our Urban Designer post costs, which will be offset by an underspend on salaries due to vacant posts in the service.	3	

Administrative Expenses - Building Control	12	2	1	-11	*	This results from an underspend on Admin budget due to expenses being part of the partnership arrangement.	-1
Administrative Expenses - Health	10	5	2	-8			-3
Administrative Expenses - Licensing	8	3	2	-7			-2
Administrative Expenses - Planning Services	46	88	93	47	*	This is a result of staff training and development, including university fees.	5
Taxis	4	-10	-10	-15	*	This is an overachievement of fee income.	-0
Air Quality (Ext Funded)	0	0	0	0			0
	<b>1,960</b>	<b>1,749</b>	<b>1,764</b>	<b>-196</b>			<b>14</b>