

Net Service Expenditure analysed by Chief Officer

Summary	Actuals		Budget	
	19/20	20/21	20/21	21/22
	£'000	£'000	£'000	£'000
Assistant Chief Executive	1,549	1,729	1,729	1,665
Customer & Resources	3,515	3,717	3,717	3,951
Finance & Trading	5,973	5,433	5,433	6,584
People & Places	1,429	1,469	1,469	1,548
Planning & Regulatory Services	1,764	1,847	1,847	1,730
Strategic Head Commercial and Property	1,459	1,619	1,619	1,536
	<u>15,690</u>	<u>15,813</u>	<u>15,813</u>	<u>17,015</u>
Items outside General Fund			(232)	(232)
Total			<u><u>15,581</u></u>	<u><u>16,783</u></u>

Net Service Expenditure analysed by Expenditure Type	Actuals		Budget	
	19/20	20/21	20/21	21/22
	£'000	£'000	£'000	£'000
Summary	£'000	£'000	£'000	£'000
Pay Costs	12,533	17,383	17,383	17,639
Premises and Grounds	2,174	2,278	2,278	2,260
Transport	418	3,324	3,324	3,448
Supplies & Services	2,767	2,524	2,524	2,618
Supplies & Services IT	1,070	991	991	1,000
Agency & Contracted	5,404	3,835	3,835	3,704
Agency & Contracted - Partnerships	3,053	2,715	2,715	2,787
Agency & Contracted - Direct Services	4,227	4,344	4,344	4,484
Transfer Payments - Benefits	22,176	25,641	25,641	22,138
Transfer Payments - Other	566	236	236	239
Support Services	64	326	326	326
Funds drawn to/from Reserves	(375)	(417)	(417)	51
Capital Charges	124	439	439	445
Income - Other	(3,240)	(2,095)	(2,095)	(2,416)
Income - Gov Gnts	(23,454)	(26,201)	(26,201)	(22,519)
Income - Fees and Charges	(8,644)	(9,350)	(9,350)	(8,566)
Recharges	(837)	(6,714)	(6,714)	(6,968)
Recharges - Partnerships	(2,337)	(3,445)	(3,445)	(3,653)
Service expenditure before re-allocation of Support Services and Capital charges	<u>15,690</u>	<u>15,813</u>	<u>15,813</u>	<u>17,015</u>
Items outside General Fund			(232)	(232)
Total			<u><u>15,581</u></u>	<u><u>16,783</u></u>

Analysis of budget changes between 20/21 and 21/22	£'000
Base Budget 2020/21	15,581
Inflation and other adjustments	616
Net Savings agreed previous years	(6)
New Growth	1,451
New savings/income	(859)
Proposed Budget 2021/22	<u><u>16,783</u></u>

Net Service Expenditure analysed by Chief Officer

	Actuals 19/20 £'000	Budget 20/21 £'000	Budget 21/22 £'000
Assistant Chief Executive			
Action and Development	7	8	8
Consultation and Surveys	0	4	4
Corporate Management	1,015	1,107	1,146
Corporate - Other	0	42	(9)
Elections	142	145	125
External Communications	192	216	222
Performance Improvement	(2)	(0)	(0)
Register of Electors	208	237	204
Administrative Expenses - Legal and Democratic	0	0	0
Administrative Expenses - Transformation and Strategy	6	5	5
Support - General Admin (Print Shop)	(18)	(34)	(41)
Total Service Expenditure	1,549	1,729	1,665

	Actuals 19/20 £'000	Budget 20/21 £'000	Budget 21/22 £'000
Assistant Chief Executive			
Pay Costs	1,251	1,372	1,367
Premises and Grounds	63	0	0
Transport	8	0	0
Supplies & Services	495	277	259
Supplies & Services IT	56	66	65
Agency & Contracted	454	250	201
Agency & Contracted - Direct Services	0	0	0
Funds drawn to/from Reserves	21	42	42
Income - Other	(452)	0	0
Income - Gov Gnts	(113)	(7)	(7)
Income - Fees and Charges	(213)	(250)	(237)
Recharges	(22)	(22)	(25)
Total Service Expenditure	1,549	1,729	1,665

Analysis of budget changes between 20/21 and 21/22

Base Budget 2020/21	1,729
Inflation (inc pay increments and terms and conditions)	26
Planned Savings agreed previous years	0
SCIA's 2021/22:	
21/22 SCIA - Electoral Services: Remove vacant Election Outreach Canvasser post	(33)
21/22 SCIA - Electoral Services: Reduction in costs due to canvass reform	(14)
Other Adjustments	(43)
Proposed Budget 2021/22	1,665

Net Service Expenditure analysed by Chief Officer

	Actuals 19/20 £'000	Budget 20/21 £'000	Budget 21/22 £'000
Customer & Resources			
Asset Maintenance IT	283	289	296
Benefits Admin	5	52	148
Benefits Grants	(25)	(25)	(25)
Civic Expenses	16	17	17
Corporate Projects	78	102	71
Democratic Services	152	161	168
Dartford Rev&Ben Partnership Hub (SDC costs)	0	0	0
Land Charges	(55)	(108)	(118)
Local Tax	11	(90)	(85)
Administrative Expenses - Corporate Services	21	23	23
Administrative Expenses - Legal and Democratic	68	70	72
Administrative Expenses - Human Resources	16	9	9
Administrative Expenses - Property	0	0	0
Administrative Expenses - Revenues and Benefits	0	0	0
Street Naming	(8)	2	2
Support - Rev & Ben Control	241	217	224
Support - Counter Fraud	57	56	52
Support - Contact Centre	527	716	862
Support - Central Offices - Facilities	286	276	279
Support - General Admin	1	5	5
Support - General Admin (Post/Scanning)	147	189	219
Support - Health and Safety	21	19	8
Support - IT	1,094	1,116	1,071
Support - Legal Function	199	255	259
Support - Local Offices	29	0	0
Support - Nursery	2	0	0
Support - Human Resources	351	367	398
Total Service Expenditure	3,516	3,717	3,951

	Actuals 19/20 £'000	Budget 20/21 £'000	Budget 21/22 £'000
Customer & Resources			
Pay Costs	3,786	4,362	4,546
Premises and Grounds	64	67	68
Transport	10	9	10
Supplies & Services	564	549	639
Supplies & Services IT	885	906	916
Agency & Contracted	437	200	198
Agency & Contracted - Partnerships	1,835	1,419	1,446
Agency & Contracted - Direct Services	17	23	24
Transfer Payments - Benefits	22,176	25,641	22,138
Transfer Payments - Other	2	0	0
Support Services	0	0	0
Funds drawn to/from Reserves	78	(379)	(285)
Income - Other	(860)	(179)	(179)
Income - Gov Gnts	(22,848)	(26,026)	(22,512)
Income - Fees and Charges	(578)	(756)	(773)
Recharges	(195)	(202)	(202)
Recharges - Partnerships	(1,857)	(1,918)	(2,082)
Total Service Expenditure	3,515	3,717	3,951

Analysis of budget changes between 20/21 and 21/22

Base Budget 2020/21	3,717
Inflation (inc pay increments and terms and conditions)	141
Planned Savings agreed previous years	(20)
SCIAs 2021/22:	
21/22 SCIA14 - FIAC - Revs & Bens: Replacing reduced funding from reserves	60
21/22 SCIA21 - IIAC - Customer Solutions: extended provision (7am to 7pm)	40
21/22 SCIA23 - IIAC - IT: Consolidate eform packages	(11)
21/22 - Per Fin Plan Working from Home	5
21/22 - SMT - Management Restructure	(45)
Other Adjustments	64
Proposed Budget 2021/22	<u><u>3,951</u></u>

Net Service Expenditure analysed by Chief Officer

	Actuals 19/20 £'000	Budget 20/21 £'000	Budget 21/22 £'000
Finance & Trading			
Asset Maintenance CCTV	17	18	19
Asset Maintenance Countryside	0	9	9
Asset Maintenance Direct Services	53	41	42
Asset Maintenance Playgrounds	6	9	16
Asset Maintenance Public Toilets	0	7	16
Car Parks	(1,651)	(1,985)	(1,198)
CCTV	272	277	269
Civil Protection	64	69	49
Corporate Management	1	0	0
Car Parking - On Street	(470)	(480)	(245)
Emergency	69	69	81
Parking Enforcement - Tandridge DC	(26)	(29)	(39)
Estates Management - Grounds	140	125	128
Housing Advances	1	1	1
Kent Resource Partnership	0	0	0
Markets	(227)	(192)	(217)
Members	424	464	473
Misc. Finance	1,803	1,485	1,580
Parks - Greensand Commons Project	0	0	0
Parks and Recreation Grounds	155	132	135
Parks - Rural	136	163	171
Public Transport Support	0	0	0
Refuse Collection	2,769	2,826	2,913
Administrative Expenses - Chief Executive	14	22	20
Administrative Expenses - Direct Services	0	0	0
Administrative Expenses - Finance	73	26	26
Administrative Expenses - Transport	9	7	7
Street Cleansing	1,450	1,495	1,540
Support - Audit Function	150	189	201
Support - Exchequer and Procurement	141	154	158
Support - Finance Function	190	235	256
Support - General Admin	154	174	178
Support - Direct Services	64	49	50
Support - Procurement	7	6	7
Direct Services Trading account	13	(109)	(231)
Public Conveniences	57	47	48
Treasury Management	114	128	124
Total Service Expenditure	5,973	5,433	6,584

	Actuals	Budget	Budget
	19/20	20/21	21/22
	£'000	£'000	£'000
Finance & Trading			
Pay Costs	2,088	5,717	5,847
Premises and Grounds	948	1,079	1,136
Transport	364	3,290	3,414
Supplies & Services	1,334	1,463	1,490
Supplies & Services IT	93	17	17
Agency & Contracted	2,870	2,393	2,507
Agency & Contracted - Partnerships	149	181	192
Agency & Contracted - Direct Services	4,176	4,283	4,421
Support Services	12	274	274
Funds drawn to/from Reserves	(112)	(82)	(63)
Capital Charges	124	439	445
Income - Other	(1,003)	(714)	(859)
Income - Gov Gnts	(65)	0	0
Income - Fees and Charges	(4,248)	(6,219)	(5,404)
Recharges	(554)	(6,390)	(6,530)
Recharges - Partnerships	(203)	(297)	(302)
Total Service Expenditure	5,973	5,433	6,584

Analysis of budget changes between 20/21 and 21/22

Base Budget 2020/21	5,433
Inflation (inc pay increments and terms and conditions)	244
Planned savings agreed previous years	39
SCIA's 2021/22:	
21/22 SCIA1 - CGAC - Direct Services: Vehicle fleet	50
21/22 SCIA2 - CGAC - Car Parking income inflation 21/22: deferred for one year	118
21/22 SCIA4 - CGAC - CCTV: BT transmission link updated contract	(4)
21/22 SCIA5 - CGAC - Street Markets: Additional income from new contracts	(30)
21/22 SCIA6 - CGAC - Direct Services: Commercial Trade Waste - Increased income	(110)
21/22 SCIA7 - CGAC - Direct Services: Workshop MOT's - Increased income	(5)
21/22 SCIA8 - CGAC - Direct Services: Cess Pool Service - Increased income	(12)
21/22 SCIA9 - CGAC - Direct Services: Garden Waste Service - Increased income	(50)
21/22 SCIA15 - FIAC - Various services: Reduction in office expenses	(1)
21/22 SCIA25 - CGAC - Car Parking: Tandridge DC enforcement contract	(40)
21/22 Fin Plan - Car Park Income	1,027
21/22 Fin Plan - Additional PPE	18
21/22 SMT - Management Restructure	(224)
Other Adjustments	131
Proposed Budget 2021/22	6,584

Net Service Expenditure analysed by Chief Officer

	Actuals	Budget	Budget
	19/20	20/21	21/22
	£'000	£'000	£'000
People & Places			
All Weather Pitch	(5)	(5)	(5)
Business Area Improvement Fund	0	0	0
Compliance & Enforcement	0	0	0
Community Safety	212	209	160
Community Development Service Provisions	(6)	(6)	(6)
Community Housing Fund	0	0	0
The Community Plan	51	60	21
Dunton Green Projects - S106	1	0	0
Dunton Green Projects	0	0	0
Energy Efficiency	0	0	0
Grants to Organisations	188	180	185
Gypsy Sites	5	(1)	(11)
Health Improvements	47	52	48
Homeless	256	233	429
Housing Register	20	51	37
Disabled Facilities Grant Administration	(37)	(50)	(50)
Housing	139	153	186
Housing Initiatives	48	49	56
Next Steps Accommodation Programme	0	0	0
Housing Pathway Co-ordinator	0	0	0
Homelessness Prevention	0	0	0
Needs and Stock Surveys	0	0	0
Housing Energy Retraining Options (HERO)	46	48	130
Leisure Contract	160	108	112
Leisure Development	20	20	21
Partnership - Home Office	0	0	0
Private Sector Housing	221	294	284
Administrative Expenses - Communities & Business	23	22	22
Administrative Expenses - Housing	2	0	0
Sevenoaks Switch and Save	0	0	0
One You - Your Home Project	0	0	0
Choosing Health WK PCT	1	0	0
Community Sports Activation Fund	0	0	0

Dementia Area Project - Run Walk Push	0	0	0
PCT Health Checks	0	0	0
Homelessness Funding	0	0	(122)
PCT Initiatives	0	0	0
Sportivate Inclusive Archery Project	0	0	0
Sport Satellite Clubs	0	0	0
Troubled Families Project	0	0	0
Youth	39	51	50
Total Service Expenditure	<u>1,429</u>	<u>1,469</u>	<u>1,548</u>

	Actuals	Budget	Budget
	19/20	20/21	21/22
	£'000	£'000	£'000
People & Places			
Pay Costs	1,350	1,551	1,434
Premises and Grounds	25	10	10
Transport	17	14	14
Supplies & Services	164	77	75
Supplies & Services IT	2	0	0
Agency & Contracted	721	572	360
Agency & Contracted - Direct Services	0	0	0
Transfer Payments - Other	504	236	239
Funds drawn to/from Reserves	(256)	(70)	284
Income - Other	(288)	(526)	(672)
Income - Gov Gnts	(410)	(168)	0
Income - Fees and Charges	(374)	(227)	(196)
Recharges	(25)	0	0
Total Service Expenditure	1,429	1,469	1,548

Analysis of budget changes between 20/21 and 21/22

Base Budget 2020/21	1,469
Inflation (inc pay increments and terms and conditions SCIA 62; 63 14/15)	37
Planned savings agreed previous years	0
SCIAs 2021/22:	
21/22 SCIA20 - HHAC - Homelessness	100
21/22 SCIA15 - FIAC - Various services: Reduction in office expenses	(9)
21/22 SMT - Management Restructure	(43)
Other Adjustments	(6)
Proposed Budget 2021/22	1,548

Net Service Expenditure analysed by Chief Officer

	Actuals	Budget	Budget
	19/20	20/21	21/22
	£'000	£'000	£'000
Planning & Regulatory Services			
Building Control Partnership Members	0	0	0
Building Control Partnership Hub (SDC Costs)	0	0	0
Building Control	(145)	(127)	(130)
Conservation	71	118	131
Dangerous Structures	2	3	3
Dartford Environmental Hub (SDC Costs)	0	0	0
EH Commercial	272	281	280
EH Animal Control	18	4	22
EH Environmental Protection	352	387	400
Licensing Partnership Hub (Trading)	0	0	0
Licensing Partnership Members	0	0	0
Licensing Regime	(16)	(7)	47
Planning Policy	543	535	483
LDF Expenditure	0	0	0
Planning - Appeals	241	207	209
Planning - CIL Administration	(68)	(67)	(66)
Planning - Counter	0	(6)	(6)
Planning - Development Management	(38)	109	(33)
Planning - Enforcement	395	297	307
Planning Performance Agreement	50	0	0
Administrative Expenses - Building Control	1	12	12
Administrative Expenses - Health	2	9	5
Administrative Expenses - Licensing	2	8	7
Administrative Expenses - Planning Services	93	48	49
Taxis	(10)	35	11
Air Quality (Ext Funded)	0	0	0
Total Service Expenditure	1,764	1,847	1,730
	Actuals	Budget	Budget
	19/20	20/21	21/22
	£'000	£'000	£'000
Planning & Regulatory Services			
Pay Costs	3,360	3,584	3,521
Premises and Grounds	14	5	5

Transport	10	11	10
Supplies & Services	158	131	128
Supplies & Services IT	34	2	2
Agency & Contracted	807	351	368
Agency & Contracted - Partnerships	1,069	1,116	1,150
Agency & Contracted - Direct Services	34	38	39
Transfer Payments - Other	61	0	0
Support Services	11	11	11
Funds drawn to/from Reserves	(64)	72	72
Income - Other	(434)	(418)	(426)
Income - Gov Gnts	(17)	0	0
Income - Fees and Charges	(2,996)	(1,826)	(1,882)
Recharges	(6)	0	0
Recharges - Partnerships	(276)	(1,231)	(1,269)
Total Service Expenditure	1,764	1,847	1,730

Analysis of budget changes between 20/21 and 21/22

Base Budget 2020/21	1,847
Inflation (inc pay increments and terms and conditions SCIA 62; 63 14/15)	91
Planned Savings agreed previous years	(25)
SCIAs 2021/22:	
21/22 SCIA3 - CGAC - Env. Health: Kennel costs and fees	18
21/22 SCIA11 - DCAC - Development Mgt: Additional planning income	(36)
21/22 SCIA12 - DCAC - Planning Policy: Deletion of Monitoring Technician post	(18)
21/22 SCIA15 - FIAC - Various services: Reduction in office expenses	(10)
21/22 SMT - Management Restructure	(72)
21/22 Fin Plan - Licensing Fees	15
Other Adjustments	(80)
Proposed Budget 2021/22	<u><u>1,730</u></u>

Net Service Expenditure analysed by Chief Officer

	Actuals	Budget	Budget
	19/20	20/21	21/22
	£'000	£'000	£'000
Strategic Head Commercial and Property			
Asset Maintenance Argyle Road	152	77	79
Asset Maintenance Other Corporate Properties	33	34	35
Asset Maintenance Hever Road	42	39	40
Asset Maintenance Leisure	183	186	190
Asset Maintenance Support & Salaries	85	236	138
Asset Maintenance Sewage Treatment Plants	0	9	9
Bus Station	20	7	8
Economic Development	37	37	38
Economic Development Property	305	415	443
Estates Management - Buildings	41	(2)	(16)
Housing Other Income	(20)	(14)	(14)
Housing Premises	0	16	16
Asset Maintenance Operatives	(8)	4	5
Administrative Expenses - Property	5	3	3
Administrative Expenses - Strategic Property	1	0	0
Support - Central Offices	490	488	483
Support - Property Function	59	53	52
Tourism	30	27	30
Leader Programme	5	5	0
West Kent Business Rates Retention	0	0	0
West Kent Enterprise Advisor Network	0	0	0
West Kent Kick Start	0	0	0
West Kent Partnership	0	0	0
West Kent Partnership Business Support	0	0	0
Total Service Expenditure	1,459	1,619	1,536

	Actuals	Budget	Budget
	19/20	20/21	21/22
	£'000	£'000	£'000
Strategic Head Commercial and Property			
Pay Costs	697	795	923
Premises and Grounds	1,061	1,117	1,041
Transport	10	0	0
Supplies & Services	53	27	28

Supplies & Services IT	1	0	0
Agency & Contracted	114	69	70
Agency & Contracted - Direct Services	0	0	0
Support Services	41	41	41
Funds drawn to/from Reserves	(42)	0	0
Income - Other	(204)	(258)	(280)
Income - Fees and Charges	(235)	(71)	(75)
Recharges	(36)	(101)	(211)
Total Service Expenditure	<u>1,459</u>	<u>1,619</u>	<u>1,536</u>

Analysis of budget changes between 20/21 and 21/22

Base Budget 2020/21	1,619
Inflation (inc pay increments and terms and conditions)	43
Planned Savings agreed previous years	0
SCIAs 2021/22:	
21/22 SCIA24 - IIAC - Property: New fees and charges	(2)
21/22 SCIA13 - FIAC - Property Investment Strategy: M & Co administration	96
21/22 SCIA16 - FIAC - Asset Maintenance: Reduction	(100)
Other Adjustments	(120)
Proposed Budget 2021/22	<u>1,536</u>