

2023-24 Provisional Outturn

	Annual Budget	Draft Outturn	Difference between Budget and Draft Outturn		Explanation for year end variances greater than £10k (starred items)
	£'000	£'000	£'000		
People & Places					
Gypsy Sites	(3)	(9)	(5)		
Housing Energy Retraining Options (HERO)	61	36	(25)	*	Salary underspend due to vacant posts - HERO Housing Team Leader current vacant, but an interim appointment from existing staff is covering this post.
Leisure Contract	331	90	(242)	*	Mainly due to a successful Swimming Pool Support Fund bid and reduced interest charge.
Leisure Contract - Interim	0	1,184	1,184	*	Impact of the interim leisure contract (Asset purchase, mobilisation, quarterly management fee and utilities). Note end of year position better than forecast due to improved trading and costs e.g. utilities
Private Sector Housing	221	171	(50)	*	Salary underspend due to vacant posts - two Senior Private Sector Housing Officers since recruited to.

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Assistant Chief Executive					
Corporate Management	1,146	1,150	4		
Corporate - Other	97	0	(97)	*	Additional savings generated from vacant posts exceeding
External Communications	235	247	12	*	Costs to produce quarterly InShape Magazine higher than
Register of Electors	222	230	8		
Support - General Admin (Print Shop)	19	69	50	*	Underachieved income slightly offset by an underspend on

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Customer & Resources					
Asset Maintenance IT	280	230	(50)	*	Spend as per long term asset maintenance plan which was incorporating 100k one off saving which has now been adjusted to meet the 10 year IT reserve requirement
Land Charges	(45)	(7)	38	*	Forecast underachievement on income of around £68k partially offset by a draw on previous grants received
Local Tax	(5)	(34)	(28)	*	New Burdens funding ahead of spend for government new service implementation.
Administrative Expenses - Legal and Democ	70	52	(18)	*	Forecast underspend due to reduction in printing and Publications
Support - Contact Centre	755	720	(35)	*	Underspend on salaries due to staff turnover
Support - Central Offices - Facilities	256	229	(27)	*	Underspend mainly due to salaries due to staff turnover
Support - General Admin (Post/Scanning)	241	202	(38)	*	Mainly due to underspend on salaries coupled with corporate economy of scale on postage and postage charges adjusted end of year.
Support - Human Resources	529	476	(53)	*	Due to review of training spend and additional national insurance savings re electric vehicles and pensions

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Finance & Trading					
Asset Maintenance CCTV	19	4	(16)	*	No further spend required on CCTV at the depot.
Asset Maintenance Direct Services	43	32	(11)	*	An underspend on repairs and maintenance due to the Dunbrik depot refurbishment and Development Programme being carried out in 2023/24.
Asset Maintenance Playgrounds	16	5	(11)	*	No further spend on playgrounds was required in 2023/24.
Car Parks	(1,628)	(1,810)	(181)	*	Day tickets charge income is exceeding budget but season tickets income is underachieving. Utilities bills higher than budget.
CCTV	319	396	77	*	Increased staffing costs to cover vacancies and training. Transmission cost savings were implemented later than expected due to market conditions.
Refuse Collection - Operational	334	948	614	*	High quantities of waste and recycling still continue. Increased agency and salary costs to cover sickness and annual leave, along with the 2023/24 pay award effect.
Trade Waste	(152)	187	339	*	Income forecast lower than budget. Waste disposal charges per tonne have significantly increased.
Green Waste	(40)	123	163	*	Income expected to be lower than budget. Underspend on vacant posts, offset by agency costs.
Street Cleansing - Operational	45	(4)	(49)	*	Lower transport costs and increased recharges for services, along with lower repair costs.

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Transport Workshop	78	106	28	*	Reduced income on repairs due to investment of new vehicles, offset by reduced expenditure across the services.
Cesspool Emptying	(75)	31	106	*	Lower demand for service than budget assumption. Service making a loss.
Pest Control	(45)	9	54	*	Lower demand for service than budget assumption. Service making a loss.
Fly Tipping	(45)	(12)	33	*	Service requiring major repairs to vehicles.
Fleet	15	(22)	(37)	*	Underspend due to a subsidised levy on testing HGV vehicles. This ended on 1st August 2023. Full costs are now being paid. Fleet servicing recharge lower due to the leasing of new vehicles.
Depots	(26)	52	78	*	Internal recharges relating to work orders from other departments lower than budget. Also income reduction.
Emergency - Operational	(17)	(33)	(17)	*	Lower transport costs due to keeping vehicle and equipment longer.
Grounds Maintenance	(27)	(14)	13	*	Agency costs to cover staff vacancies.
Emergency	83	72	(11)	*	Standby has been quieter than usual this year so far.
Parking Enforcement - Tandridge DC	0	(24)	(24)	*	Work relating to 2022/23 still continuing for Tandridge DC for a fee. Income collected relating to 2022/23 to be paid over.
Markets	(408)	(330)	78	*	Contracts renewed in April 2023. Swanley Sunday market is not currently achieving target levels but being reviewed with the operator on a regular basis.

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Misc. Finance	1,500	1,336	(163)	*	Balance of carry forwards and accruals not utilised in 2023/24. Also underspend on Covid 19 related cleaning materials.
Off-Street Enforcement	62	11	(51)	*	Forecast for higher penalty notice income.
Parks and Recreation Grounds	144	123	(21)	*	Repairs and maintenance charges lower than budget.
Parks - Rural	194	226	32	*	Tree works on Oakhill Rd required due to extended SDC ownership following the Development Management Committee refusal. (£20k). Works to Mill Pond also contributing to the adverse forecast.
Refuse Collection	2,859	2,860	1		
Administrative Expenses - Finance	24	50	27	*	Additional expenditure on consultancy to implement Direct Debits
Street Cleansing	1,570	1,588	19	*	Underachieved income.
Support - Audit Function	211	218	7		
Support - Exchequer and Procurement	226	231	5		
Treasury Management	131	147	17	*	Charges for payment processed higher than budgeted.

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Planning & Regulatory Services					
Building Control Non Fee	66	92	25	*	Forecast salary overspend due to pay award.
Building Control Fee	(219)	(134)	85	*	Forecast overspend due to the above and agency staff required due to staff vacancies.
Planning - Appeals	199	355	155	*	Expenditure on Hearings and Public Inquiries, including significant spend following an appeal hearing on Oakhill Rd
Planning - CIL Administration	(72)	(55)	17	*	Greater amount of CIL Receipts in Period 12 than expected, therefore greater admin fees received. Unable to predict exact receipt of CIL.
Planning - Development Management	51	119	68	*	Incremental expenditure on software subscriptions for delivery of the service. Planning income behind budgeted profile (Economy)
Planning - Enforcement	333	470	137	*	Additional staffing costs due to contractors covering vacant posts.
Administrative Expenses - Planning Services	49	92	43	*	Recruitment advertising cost and training costs.

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Strategic Head Commercial and Property					
Asset Maintenance Support & Salaries	150	154	(13)	*	Underspend on repairs and maintenance.
Economic Development	47	47	(16)	*	Delay in works and invoicing.
Swanley Meeting Point	60	120	57	*	Overspend on salaries and agency costs. Underachieving income.
Economic Development Property	488	408	(70)	*	Underspend on salaries.
Estates Management - Buildings	(3)	6	16	*	Overspend forecast due to Health and Safety RAAC checks and payments of historical rent on Knole Estate.
Housing Other Income	(14)	(41)	(27)	*	Overachieved income.
Asset Maintenance Operatives	13	21	13	*	Overspend due to staff illness, resulting in no recharges for work from other services.
Support - Central Offices	600	596	(13)	*	Underspend on repairs and maintenance.