

Position as at the end of March 2024	Draft Outturn £'000	Annual Budget £'000	Variance £'000	Variance %
People and Places	1,757	819	938	114.4
Development and Conservation	1,693	1,157	536	46.3
Finance and Investment	3,143	3,323	(180)	(5.4)
Cleaner and Greener	6,882	5,773	1,109	19.2
Housing and Health	1,262	1,350	(87)	(6.5)
Improvement and Innovation	6,183	6,343	(160)	(2.5)
Services Total	<b>20,920</b>	<b>18,765</b>	<b>2,156</b>	<b>11.5</b>
Adjustments to Reconcile the amount to be met from reserves: Capital Charges outside the General Fund	(60)	(60)	0	0.0
Adjustments to Reconcile the amount to be met from reserves: Support Services outside the General Fund	(172)	(172)	0	0.0
Redundancy Costs	0	0	0	-
<b>NET SERVICE EXPENDITURE</b>	<b>20,689</b>	<b>18,533</b>	<b>2,155</b>	<b>11.6</b>
New Homes Bonus	0		0	-
Retained Business Rates	(2,868)	(2,868)	0	0.0
Council Tax	(12,231)	(12,231)	0	0.0
Rolled in Grants	(186)	(186)	0	0.0
Services Grant	(90)	(90)	0	0.0
Funding Guarantee	(912)	(912)	0	0.0
Contribution from Collection Fund	(214)	(214)	0	0.0
<b>Summary excluding Investment Income</b>	<b>4,188</b>	<b>2,032</b>	<b>2,155</b>	<b>106.0</b>
Investment Property Income	(1,619)	(1,618)	(1)	(0.1)
Interest Receipts	(903)	(288)	(615)	(213.4)
<b>OVERALL TOTAL</b>	<b>1,666</b>	<b>126</b>	<b>1,538</b>	
Planned Appropriation to/(from) Reserves	(285)	(126)	(159)	
Other Reserve Movements	(1,052)	0	(1,052)	
Supplementary Estimate	(120)	0	(120)	
<b>(Surplus)/Deficit</b>	<b>209</b>	<b>(0)</b>	<b>209</b>	

<b>Position as at the end of March 2024</b>	<b>Draft Outturn £'000</b>	<b>Budget £'000</b>	<b>Variance £'000</b>
<b>People &amp; Places SDC Funded</b>	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
All Weather Pitch	-	(5)	5
Community Development Service Provisions	(6)	(6)	-
Community Housing Fund	(0)	-	(0)
Community Safety	129	133	(3)
The Community Plan	37	39	(3)
Grants to Organisations	202	202	(0)
Leisure Contract	90	331	(242)
Leisure Contract - Interim	1,184	-	1,184
Leisure Development	17	15	2
Admin Expenses - People & Places Communities	9	19	(10)
Tourism	38	35	2
West Kent Partnership	-	-	-
Youth	60	57	2
<b>Total People &amp; Places SDC Funded</b>	<b>1,757</b>	<b>819</b>	<b>938</b>

Position as at the end of March 2024	Draft Outturn £'000	Budget £'000	Variance £'000
People & Places Externally Funded	£'000	£'000	£'000
Youth Mentoring Projects	0	-	0
Compliance & Enforcement	0	-	0
Domestic Abuse Duty	(0)	-	(0)
KCC Helping Hands	0	-	0
Local Strategic Partnership	-	-	-
Police & Crime Commissioners (PCCs)	0	-	0
Community Sports Activation Fund	(0)	-	(0)
West Kent Enterprise Advisor Network	-	-	-
West Kent Partnership Business Support	-	-	-
People & Places Externally Funded	0	-	0
<b>Total People &amp; Places</b>	<b>1,757</b>	<b>819</b>	<b>938</b>

Position as at the end of March 2024	Draft Outturn £'000	Budget £'000	Variance £'000
Development and Conservation	£'000	£'000	£'000
Building Control Non Fee	92	66	25
Building Control Fee	(134)	(219)	85
Design and Conservation	159	159	-
Dangerous Structures	-	3	(3)
Planning Policy	588	588	(0)
Local Development Plan	-	-	-
Planning - Appeals	355	199	156
Planning - CIL Administration	(55)	(72)	17
Planning - Counter	(1)	(6)	5
Planning - Development Management	123	51	72
Planning - Enforcement	470	333	137
Planning - Development Management - Software Project	-	-	-
Administrative Expenses - Building Control	3	4	(1)
Administrative Expenses - Planning Services	92	49	43
<b>Total Development and Conservation</b>	<b>1,693</b>	<b>1,157</b>	<b>536</b>

Position as at the end of March 2024	Draft Outturn £'000	Budget £'000	Variance £'000
Finance and Investments	£'000	£'000	£'000
Asset Maintenance CCTV	4	19	(16)
Asset Maintenance Countryside	3	9	(6)
Asset Maintenance Direct Services	32	43	(11)
Asset Maintenance Playgrounds	5	16	(11)
Asset Maintenance Public Toilets	13	16	(3)
Benefits Admin	186	186	-
Benefits Grants	(25)	(25)	-
Corporate Management	0	-	0
Dartford Rev&Ben Partnership Hub (SDC costs)	0	(3)	3
Dartford Audit Partnership Hub (SDC Costs)	-	(1)	1
Housing Advances	-	1	(1)
Local Tax	(34)	(5)	(28)
Misc. Finance	1,304	1,500	(195)
Administrative Expenses - Chief Executive	16	19	(3)
Administrative Expenses - Finance	50	24	27
Administrative Expenses - Revenues and Benefits	2	-	2
Administrative Expenses - Strategic Property	13	3	10
Support - Rev & Ben Control	255	252	4
Support - Counter Fraud	67	65	3
Support - Audit Function	218	211	7
Support - Exchequer and Procurement	231	226	5
Support - Finance Function	282	277	4
Support - Legal Function	301	291	10
Support - Procurement	6	7	(1)
Support - Property Function	66	61	5
Treasury Management	147	131	17
<b>Total Finance and Investments</b>	<b>3,143</b>	<b>3,323</b>	<b>(180)</b>

Position as at the end of March 2024	Draft Outturn £'000	Budget £'000	Variance £'000
Cleaner and Greener	£'000	£'000	£'000
Asset Maintenance Argyle Road	82	82	0
Asset Maintenance Other Corporate Properties	33	36	(3)
Asset Maintenance Hever Road	45	42	3
Asset Maintenance Leisure	204	197	6
Asset Maintenance Support & Salaries	137	150	(13)
Asset Maintenance Sewage Treatment Plants	-	9	(9)
Bus Station	11	9	2
Car Parks	(1,810)	(1,628)	(181)
CCTV	396	319	77
Civil Protection	49	52	(3)
Car Parking - On Street	(351)	(351)	(0)
Refuse Collection - Operational	948	334	614
Trade Waste	187	(152)	339
Green Waste	124	(40)	164
Street Cleansing - Operational	(4)	45	(49)
Transport Workshop	106	78	28
Cesspool Emptying	31	(75)	106
Pest Control	9	(45)	54
Fly Tipping	(12)	(45)	33
Fleet	(22)	15	(37)
Depots	52	(26)	78
Emergency - Operational	(33)	(17)	(17)
Grounds Maintenance	(14)	(27)	13
Environmental Enforcement	2	6	(4)
Environmental Health Services	778	782	(4)
Emergency	72	83	(11)
Parking Enforcement - Tandridge DC	(24)	-	(24)
Estates Management - Buildings	13	(3)	16
Estates Management - Grounds	136	135	0
Housing Other Income	(41)	(14)	(27)
Housing Premises	16	17	(2)
Licensing Partnership Hub (Trading)	(2)	2	(4)
Licensing Partnership Members	-	-	-
Licensing Regime	71	73	(1)
Asset Maintenance Operatives	26	13	13
Markets	(330)	(408)	78

Position as at the end of March 2024	Draft Outturn £'000	Budget £'000	Variance £'000
Net Zero	66	66	-
Off-Street Enforcement	11	62	(51)
Parks - Greensand Commons Project	-	-	-
Parks and Recreation Grounds	123	144	(21)
Parks - Rural	226	194	32
Public Transport Support	-	0	(0)
Refuse Collection	2,860	2,859	1
Administrative Expenses - Direct Services	3	-	3
Administrative Expenses - Property (Facilities Management)	0	-	0
Administrative Expenses - Health	12	3	9
Administrative Expenses - Licensing	1	4	(3)
Administrative Expenses - Property	2	-	2
Administrative Expenses - Transport	10	7	3
Street Cleansing	1,588	1,570	19
Support - Central Offices	588	600	(13)
Support - Central Offices - Facilities	229	256	(27)
Support - General Admin	0	1	(1)
Support - General Admin (Post/Scanning)	162	241	(79)
Support - Health and Safety	-	5	(5)
Support - Direct Services	61	51	10
Taxis	21	26	(5)
Public Conveniences	35	36	(1)
<b>Total Cleaner and Greener</b>	<b>6,882</b>	<b>5,773</b>	<b>1,109</b>

Position as at the end of March 2024	Draft Outturn £'000	Budget £'000	Variance £'000
Housing and Health	£'000	£'000	£'000
Gypsy Sites	(9)	(3)	(5)
Community Health and Wellbeing	34	37	(3)
Homeless	686	694	(8)
Housing Register	130	128	2
Disabled Facilities Grant Administration	(60)	(55)	(5)
Housing	184	183	1
Accommodation Service	78	79	(2)
Housing Pathway Co-ordinator	0	-	0
Homelessness Prevention	(0)	-	(0)
Housing Energy Retraining Options (HERO)	36	61	(25)
Homes for the Ukrainians	-	1	(1)
KCC- Household Support Fund	-	-	-
Private Sector Housing	171	221	(50)
Rough Sleepers Initiative 2022-25	-	-	-
Rough Sleepers Programme	-	-	-
Admin Expenses - People & Places Housing	11	2	9
One You - Your Home Project	(0)	-	(0)
One You - Kent Public Health	1	1	0
Housing and Health Project	-	-	-
Homelessness Funding	0	0	(0)
KCC Specialist Weight Management	0	-	0
<b>Total Housing and Health</b>	<b>1,263</b>	<b>1,350</b>	<b>(87)</b>



Position as at the end of March 2024	Draft Outturn £'000	Budget £'000	Variance £'000
Improvement and Innovation	£'000	£'000	£'000
Action and Development	2	8	(6)
Asset Maintenance IT	230	280	(50)
Civic Expenses	18	18	(0)
Consultation and Surveys	-	4	(4)
Corporate Management	1,150	1,146	4
Corporate - Other	-	97	(97)
Democratic Services	176	179	(3)
Economic Development	31	47	(16)
Swanley Meeting Point	117	60	57
Economic Development Property	418	488	(70)
UK Share Prosperity Fund	1	1	0
Elections	140	136	4
External Communications	247	235	12
Land Charges	(7)	(45)	38
Members	491	494	(3)
Performance Improvement	(1)	0	(1)
Register of Electors	233	222	11
Administrative Expenses - Legal and Democratic (Electoral)	1	-	1
Administrative Expenses - Corporate Services	19	14	5
Administrative Expenses - Legal and Democratic	52	70	(18)
Administrative Expenses - Transformation and Strategy	12	5	7
Administrative Expenses - Human Resources	7	3	4
Street Naming	1	(4)	6
Support - Contact Centre	722	755	(33)
Support - Customer Insights	254	252	2
Support - General Admin	234	238	(4)
Support - General Admin (Print Shop)	69	19	50
Support - IT	1,090	1,093	(3)
Support - Nursery	0	-	0
Support - Human Resources	476	529	(53)
Total Improvement and Innovation	6,183	6,343	(160)
Total SDC	20,921	18,765	2,155

Total Salary Costs per Cost Centre

Position as at the end of March 24	Draft Outturn £'000	Annual Budget £'000	Variance £'000	Variance %
<b>Development and Conservation</b>				
Building Control	321	399	(79)	(20%)
Planning Services	2,408	2,220	188	8%
	<b>2,729</b>	<b>2,619</b>	<b>109</b>	<b>4%</b>
<b>Finance and Investments</b>				
Chief Executive	230	226	5	2%
Finance	1,048	1,085	(37)	(3%)
Revenues and Benefits	1,783	1,781	2	0%
Strategic Property	684	689	(6)	(1%)
	<b>3,745</b>	<b>3,781</b>	<b>(36)</b>	<b>(1%)</b>
<b>Cleaner and Greener</b>				
Direct Services	4,942	4,865	77	2%
Property (Facilities Management)	283	287	(4)	(2%)
Health	654	656	(2)	(0%)
Licensing	579	591	(12)	(2%)
Property	239	225	14	6%
Transport	624	621	3	0%
	<b>7,321</b>	<b>7,246</b>	<b>75</b>	<b>1%</b>
<b>Housing and Health</b>				
Places Housing	820	907	(88)	(10%)
	<b>820</b>	<b>907</b>	<b>(88)</b>	<b>(10%)</b>
<b>Improvement and Innovation</b>				
Legal and Democratic (Electoral)	263	249	14	6%
Corporate Services	1,816	1,808	8	0%
Legal and Democratic	456	437	19	4%
Transformation and Strategy	685	701	(15)	(2%)
Human Resources	489	477	11	2%
	<b>3,709</b>	<b>3,672</b>	<b>37</b>	<b>1%</b>
<b>People and Places</b>				
Places Communities	364	351	13	4%
	<b>364</b>	<b>351</b>	<b>13</b>	<b>4%</b>
<b>Sub Total</b>	<b>18,686</b>	<b>18,576</b>	<b>110</b>	<b>1%</b>
Council Wide - Vacant Posts	0	97	(97)	(100%)
Staff Recruitment and Retention	48	51	(3)	(6%)

<b>TOTAL SDC Funded Salary Costs</b>	<b>18,734</b>	<b>18,725</b>	<b>9</b>	<b>0%</b>
Places Communities*	166	129	37	29%
Places Housing*	470	348	122	35%
Strategic Property*	166	229	(64)	(28%)
Externally Funded Total	801	706	95	36%
<b>TOTAL Salary Costs</b>	<b>19,535</b>	<b>19,513</b>	<b>22</b>	<b>0%</b>

\*Externally Funded & Funded from other sources (gross figures). Overspendings here are matched by external funding and represent additional resources secured for the Council since the budget was set.

Appendix B : Staffing Stats - Position as at the end of March 2024	Budget FTE	Staff FTE	Agency FTE	Casual FTE	March 2024 Total	February 2024 Total
<b>Development and Conservation</b>						
Building Control	7.00	5.41			5.41	5.41
Planning Services	40.76	44.31	1.00		45.31	47.06
<b>Finance and Investments</b>						
Chief Executive	1.00	1.00			1.00	1.00
Finance	18.00	16.61			16.61	16.61
Revenues and Benefits	42.30	37.61			37.61	37.61
Strategic Property	10.00	10.00			10.00	10.00
<b>Cleaner and Greener</b>						
Direct Services	125.68	116.28	29.70	0.35	146.33	137.05
Health	11.99	9.58	1.00		10.58	11.58
Licensing	12.20	11.80			11.80	11.80
Transport	16.62	14.38			14.38	14.97
<b>Housing and Health</b>						
Housing	18.31	16.12			16.12	16.12
<b>Improvement and Innovation</b>						
Corporate Services	50.61	39.39			39.39	39.39
Legal and Democratic	7.00	5.00			5.00	5.00
Transformation and Strategy	19.35	17.35			17.35	17.35
Human Resources	8.76	8.76			8.76	8.76
<b>People and Places</b>						
Communities & Business	4.50	4.15			4.15	4.15
<b>Sub Total</b>	<b>399.08</b>	<b>357.74</b>	<b>31.70</b>	<b>0.35</b>	<b>394.60</b>	<b>388.66</b>
People & Places	2.95	5.59			5.59	5.59
People & Places - Housing	8.00	10.81			10.81	10.81
Strategic Property (Ext)	4.95	3.76			3.76	3.76
<b>Sub total</b>	<b>15.90</b>	<b>20.16</b>	<b>0.00</b>	<b>0.00</b>	<b>20.16</b>	<b>20.16</b>
Number of staff paid in March 24: 410 permanent, Casuals 1						

## 6 Investment Returns

	<i>Actuals</i> 21/22	<i>Actuals</i> 22/23	<i>Actuals</i> 23/24	<i>Budget</i> 23/24	<i>Variance</i>	<i>Forecast</i> 23/24
APR	1,900	8,467	36,190	15,311	20,879	36,200
MAY	1,620	11,405	43,064	15,410	27,654	43,100
JUN	1,829	24,843	76,805	17,313	59,492	76,800
JUL	2,261	47,663	77,342	23,191	54,151	77,300
AUG	2,471	46,360	84,557	23,528	61,029	84,600
SEP	1,774	40,302	92,901	22,843	70,058	93,000
OCT	1,696	47,257	95,491	26,262	69,229	95,500
NOV	2,963	57,529	90,296	27,553	62,743	90,300
DEC	3,467	59,754	90,695	31,748	58,947	90,700
JAN	4,958	78,253	101,064	33,343	67,721	101,100
FEB	7,065	57,532	68,730	28,674	40,056	68,700
MAR	8,424	38,981	43,269	22,826	20,443	43,300
	40,428	518,346	900,404	288,002	612,402	900,600

### INVESTMENT RETURNS (CUMULATIVE)

	<i>Actuals</i> 21/22	<i>Actuals</i> 22/23	<i>Actuals</i> 23/24	<i>Budget</i> 23/24	<i>Variance</i>	<i>Forecast</i> 23/24
APR	1,900	8,467	36,190	15,311	20,879	36,200
MAY	3,520	19,872	79,254	30,721	48,533	79,300
JUN	5,349	44,715	156,059	48,034	108,025	156,100
JUL	7,610	92,378	233,401	71,225	162,176	233,400
AUG	10,081	138,738	317,958	94,753	223,205	318,000
SEP	11,855	179,040	410,859	117,596	293,263	411,000
OCT	13,551	226,297	506,350	143,858	362,492	506,500
NOV	16,514	283,826	596,646	171,411	425,235	596,800
DEC	19,981	343,580	687,342	203,159	484,183	687,500
JAN	24,939	421,833	788,405	236,502	551,903	788,600
FEB	32,004	479,365	857,135	265,176	591,959	857,300
MAR	40,428	518,346	900,404	288,002	612,402	900,600

<b>Position as at the end of March 2024</b>	<b>23/24 Opening Balance</b>	<b>Position as at the end of March 2024</b>	<b>23/24 Cumulative Movement to Date</b>
E Earmarked Reserve - Budget Stabilisation	(8,587)	(8,472)	115
E Earmarked Reserve - Financial Plan	(3,889)	(3,612)	277
E Earmarked Reserve - Vehicle Renewal (DAA)	(1,395)	(1,408)	(13)
E Earmarked Reserve - Carry Forward Items (DAC)	(1,313)	(1,308)	5
E Earmarked Reserve - IT Asset Maintenance	(598)	(579)	19
E Earmarked Reserve - Homelessness Prevention	(541)	(614)	(74)
E Earmarked Reserve - Housing & Commercial Growth Fund	(566)	(566)	-
E Earmarked Reserve - Capital Expenditure Reserve	(500)	(500)	-
E Earmarked Reserve - Property Investment Strategy Maintenance Reserve	(311)	(545)	(234)
E Earmarked Reserve - NNDR Safety Net Deficit Reserve	(356)	(356)	(0)
E Earmarked Reserve - Pension Fund Valuation Adj.	(339)	(338)	1
E Earmarked Reserve - Action and Development	(296)	(296)	-
E Earmarked Reserve - Vehicle Insurance (DAZ)	(279)	(243)	35
E Earmarked Reserve - Local Plan/LDF	(294)	(127)	168
E Earmarked Reserve - Community Development Reserve	(147)	(226)	(79)
E Earmarked Reserve - Community Infrastructure Levy Administration (CIL)	(152)	(152)	-
E Earmarked Reserve - NETZERO	(134)	(157)	(23)
E Earmarked Reserve - Re-organisation	(164)	(101)	63
E Earmarked Reserve - District Elections (DAZ)	(176)	(85)	92
E Earmarked Reserve - RHB repayable Assistance	(96)	(126)	(30)
E Earmarked Reserve - Development Services Reserve	(35)	(170)	(136)
E Earmarked Reserve - On Street Parking Reserve	(38)	(127)	(90)
E Earmarked Reserve - Capital Financing	-	(148)	(148)
E Earmarked Reserve - Electoral Registration	(82)	(60)	22
E Earmarked Reserve - Rent Deposit Guarantee (DAN)	(54)	(76)	(22)
E Earmarked Reserve - FTS (DAB)	(58)	(66)	(8)
E Earmarked Reserve - Housing Surveys	(61)	(61)	-
E Earmarked Reserve - DWP Hsg Benefit Subsidy	(26)	(93)	(66)
	(20,487)	(20,613)	(126)
Other Earmarked Reserves (balances <£100k)	(116)	(173)	(84)
<b>Total Earmarked Reserves</b>	<b>(20,603)</b>	<b>(20,787)</b>	<b>(210)</b>
General Fund	(1,800)	(1,800)	-
<b>Total Reserves</b>	<b>(22,403)</b>	<b>(22,587)</b>	<b>(210)</b>

## Capital Monitoring Dashboard - February 2024

Description Of Scheme	Funding Source	Approved Gross Cost of Scheme	Total Expenditure from date of adoption to 31 March 2023	2023/2024				Spend Forecast for Later Years			Total Project Expenditure	Total Project Variance
				Budget	Spend YTD	Forecast Outturn	Forecast Variance 2023/2024	2024/2025	2025/2026	2026/2027 and future years		
		£	£	£	£	£	£	£	£	£	£	£
White Oak Leisure Centre	External Borrowing & Capital Receipts	22,866,000	21,814,485	298,000	328,919	328,919	30,919	0	0	0	22,143,404	(722,596)
White Oak Leisure centre - Orchards Academy	Capital Receipts	161,955	0	0	0	0	0	161,955	0	0	161,955	0
Burlington Mews	Capital Receipts	16,000	0	8,000	0	0	(8,000)	0	0	0	0	(16,000)
27-37 Swanley High street (meeting Point)	Capital Receipts & External funding	6,114,000	4,924,434	614,000	572,604	732,000	118,000	457,566	0	0	6,114,000	(0)
White Oak Residential Affordable Housing	Capital Receipts	21,484,000	161,955	8,000,000	272,769	400,045	(7,599,955)	9,500,000	9,500,000	1,922,000	19,562,000	0
	External Borrowing	16,050,000	0	1,500,000	0	0	(1,500,000)	1,500,000	1,500,000	13,050,000	0	0
Bevan Place	Mixed	27,306,000	1,109,809	14,022,000	2,540	2,540	(14,019,460)	10,229,000	510,000	15,454,651	27,306,000	0
Mill Pond	Mixed	60,000	0	60,000	61,750	61,750	1,750	0	0	(1,750)	61,750	1,750
Other Feasibility & Due Dilliegnce costs	Mixed	1,600,000	0	1,450,000	18,432	1,450,000	0	150,000	0	0	1,600,000	0
Bradbourne Lakes	Mixed	60,000	0	60,000	0	60,000	0	0	0	0	0	0
Farmstead Drive (Spitals Cross)	Mixed	10,351,405	915	2,500,000	202,891	2,500,000	0	2,000,000	409,000	5,441,490	10,351,405	0
Stangrove Estate	Mixed	4,313,000	130,282	1,948,000	1,123,041	2,500,000	552,000	56,000	0	1,626,718	4,313,000	0
<b>Total for People &amp; Places</b>		<b>110,382,360</b>	<b>28,141,879</b>	<b>30,460,000</b>	<b>2,582,945</b>	<b>8,035,254</b>	<b>(22,424,746)</b>	<b>24,054,521</b>	<b>11,919,000</b>	<b>37,493,109</b>	<b>91,613,513</b>	<b>(736,846)</b>
Commercial vehicle replacements	Vehicle Renewal Res.	1,746,000	0	1,176,000	614,432	1,176,000	0	582,000	582,000	0	582,000	0
Disabled Facilities Grants (gross)	Better Care Fund	3,384,000	0	1,456,000	540,409	1,456,000	0	1,128,000	1,128,000	1,128,000	3,384,000	0
							0					
<b>Total for Finance &amp; Trading</b>		<b>5,130,000</b>	<b>0</b>	<b>2,632,000</b>	<b>1,154,841</b>	<b>2,632,000</b>	<b>0</b>	<b>1,710,000</b>	<b>1,710,000</b>	<b>1,128,000</b>	<b>3,966,000</b>	<b>0</b>
<b>Grand total</b>		<b>115,512,360</b>	<b>28,141,879</b>	<b>33,092,000</b>	<b>3,737,786</b>	<b>10,667,254</b>	<b>(22,424,746)</b>	<b>25,764,521</b>	<b>13,629,000</b>	<b>38,621,109</b>	<b>95,579,513</b>	<b>(736,846)</b>

Memo											
Quercus Housing	£15m over 10 years	no profiling set	15,000,000								
Quercus 7	SDC Debt (60%) / Equity (40%)		9,691,146	0		0					9,691,146

Croft Road  
 Plot 2 Canterbury Business Park  
 10 -14 Gladedale House  
 Loampit Vale, Lewisham  
 3 - 4 Hilton Road, Ashford

536,444
2,292,120
1,232,600
1,829,982
3,800,000

## 10 Income Graphs Summary

	Draft Outturn	Previous Year	Budget	Variance*	Prior year Outturn
Action and Development	-	-	-	-	-
Corporate Management	11,140	11,424	-	(11,140)	11,424
Elections	-	-	-	-	-
External Communications	18,645	14,483	12,622	(6,023)	14,483
Register of Electors	4,335	3,892	-	(4,335)	3,892
Support - General Admin (Print Shop)	122,277	122,079	187,026	64,749	122,079
	<b>156,397</b>	<b>151,878</b>	<b>199,648</b>	<b>43,251</b>	<b>151,878</b>
Asset Maintenance IT	-	-	-	-	-
Benefits Admin	667	634	-	(667)	634
Civic Expenses	-	(80)	-	-	(80)
Democratic Services	1,543	1,608	-	(1,543)	1,608
Land Charges	105,429	112,767	169,965	64,536	112,767
Local Tax	196,377	278,598	490,957	294,580	278,598
Administrative Expenses - Human Resources	487	1,590	3,916	3,429	1,590
Street Naming	14,504	13,645	24,125	9,621	13,645
Support - Contact Centre	1,667	634	-	(1,667)	634
Support - Central Offices - Facilities	-	-	-	-	-
Support - Health and Safety	-	-	-	-	-
Support - IT	34,128	34,202	29,134	(4,994)	34,202
Support - Legal Function	7,251	14,089	2,500	(4,751)	14,089
Support - Human Resources	3,978	7,696	941	(3,037)	7,696
	<b>366,028</b>	<b>465,381</b>	<b>721,538</b>	<b>355,510</b>	<b>465,381</b>
Car Parks	3,100,940	2,827,522	2,803,521	(297,419)	2,827,522
CCTV	33,010	39,472	34,589	1,579	39,472
Civil Protection	774	980	-	(774)	980
Car Parking - On Street	1,033,612	966,923	971,659	(61,953)	966,923
Refuse Collection - Operational	170,396	152,336	119,995	(50,401)	152,336
Trade Waste	516,383	529,887	739,027	222,644	529,887
Green Waste	905,620	862,250	1,011,472	105,852	862,250
Street Cleansing - Operational	70,381	64,902	120,743	50,362	64,902
Transport Workshop	63,987	53,701	79,287	15,300	53,701
Cesspool Emptying	160,724	160,444	268,074	107,350	160,444
Pest Control	37,816	31,395	80,881	43,065	31,395
Fly Tipping	2,115	4,530	3,231	1,116	4,530
Fleet	-	-	-	-	-
Depots	10,315	461	33,906	23,591	461
Grounds Maintenance	-	300	-	-	300
Parking Enforcement - Tandridge DC	18,561	176,847	-	(18,561)	176,847
Housing Advances	-	-	-	-	-
Kent Resource Partnership	-	-	-	-	-
Markets	445,474	555,493	522,458	76,984	555,493
Members	265	235	-	(265)	235
Misc. Finance	349	3,477	-	(349)	3,477
Off-Street Enforcement	207,132	215,803	155,886	(51,246)	215,803
Parks - Greensand Commons Project	23,200	74,725	-	(23,200)	74,725
Parks and Recreation Grounds	310	393	106	(204)	393
Parks - Rural	6,613	23,396	3,361	(3,252)	23,396
Public Transport Support	35,000	30,000	-	(35,000)	30,000
Refuse Collection	373,483	339,827	341,321	(32,162)	339,827
Administrative Expenses - Finance	-	-	3,962	3,962	-
Street Cleansing	619	784	29,358	28,739	784



Support - Audit Function	387	490	-	(387)	490
Support - Exchequer and Procurement	1,638	1,359	8,000	6,362	1,359
Support - Finance Function	7,018	5,045	7,993	975	5,045
Support - Direct Services	524	-	-	(524)	-
Public Conveniences	28	20	-	(28)	20
Treasury Management	1,064	506	-	(1,064)	506
	<b>7,227,741</b>	<b>7,123,500</b>	<b>7,338,830</b>	<b>111,089</b>	<b>7,123,500</b>
All Weather Pitch	-	-	5,200	5,200	-
Community Development Service Provision	6,308	6,145	6,308	-	6,145
Community Safety	7,676	2,147	-	(7,676)	2,147
The Community Plan	1,277	1,062	-	(1,277)	1,062
Dunton Green Projects - S106	-	-	-	-	-
Grants to Organisations	639	531	-	(639)	531
Gypsy Sites	30,338	17,962	3,363	(26,975)	17,962
Community Health and Wellbeing	28,610	1,062	-	(28,610)	1,062
Homeless	3,397	1,062	-	(3,397)	1,062
Housing Register	-	-	-	-	-
Disabled Facilities Grant Administration	60,000	50,000	54,824	(5,176)	50,000
Housing	-	3,702	-	-	3,702
Accommodation Service	-	-	-	-	-
Next Steps Accommodation Programme	-	-	-	-	-
Housing Pathway Co-ordinator	-	-	-	-	-
Homelessness Prevention	299	-	-	(299)	-
Housing Energy Retraining Options (HERO)	-	-	-	-	-
Leisure Contract	443,714	20,255	400,868	(42,846)	20,255
Partnership - Home Office	-	-	-	-	-
Police & Crime Commissioners (PCCs)	28,169	1,260	-	(28,169)	1,260
Private Sector Housing	42,008	26,588	9,094	(32,914)	26,588
Rough Sleepers Initiative (4)	-	-	-	-	-
Admin Expenses - People & Places Commu	4,484	-	-	(4,484)	-
Sevenoaks Switch and Save	-	-	-	-	-
One You - Your Home Project	-	-	-	-	-
One You - Kent Public Health	-	6,568	-	-	6,568
Community Sports Activation Fund	1,600	-	-	(1,600)	-
Dementia Area Project - Run Walk Push	-	1,286	-	-	1,286
Housing and Health Project	-	-	-	-	-
Homelessness Funding	-	626	-	-	626
PCT Initiatives	-	(7)	-	-	(7)
Sportivate Inclusive Archery Project	-	169	-	-	169
Youth	1,277	4,712	-	(1,277)	4,712
	<b>659,795</b>	<b>145,130</b>	<b>479,657</b>	<b>(180,138)</b>	<b>145,130</b>
Building Control Partnership Members	-	-	-	-	-
Building Control Non Fee	-	(708)	-	-	(708)
Building Control Fee	484,306	539,894	533,496	49,190	539,894
Dangerous Structures	-	-	-	-	-
Dartford Environmental Hub (SDC Costs)	-	0	-	-	0
EH Commercial	-	4,763	(0)	(0)	4,763
EH Animal Control	-	15,349	0	0	15,349
EH Environmental Protection	-	25,299	(0)	(0)	25,299
Environmental Health Services	46,221	-	30,226	(15,995)	-
Licensing Partnership Hub (Trading)	257	160	-	(257)	160
Licensing Partnership Members	704,497	680,926	-	(704,497)	680,926
Licensing Regime	113,262	116,037	130,065	16,803	116,037
Planning Policy	180	40	5,000	4,820	40
Local Development Plan	71	20	-	(71)	20

	-	11,000	-	-	11,000
Planning - CIL Administration	103,032	89,397	110,000	6,968	89,397
Planning - Counter	580	-	6,000	5,420	-
Planning - Development Management	1,058,063	1,210,246	1,027,766	(30,297)	1,210,246
Planning - Enforcement	2,426	3,234	-	(2,426)	3,234
Planning Performance Agreement	-	-	-	-	-
Administrative Expenses - Building Control	-	-	-	-	-
Taxis	143,706	135,041	166,686	22,981	135,041
	<b>2,656,601</b>	<b>2,830,696</b>	<b>2,009,239</b>	<b>(647,362)</b>	<b>2,830,696</b>
Asset Maintenance Other Corporate Proper	-	-	-	-	-
Bus Station	7,344	6,200	11,200	3,856	6,200
Economic Development	-	-	-	-	-
Swanley Meeting Point	16,774	-	-	(16,774)	-
Economic Development Property	59,438	27,827	47,504	(11,934)	27,827
Estates Management - Buildings	137,701	154,658	124,808	(12,893)	154,658
Housing Other Income	40,744	16,029	14,122	(26,622)	16,029
Housing Premises	18,217	20,440	-	(18,217)	20,440
Asset Maintenance Operatives	-	-	-	-	-
Property Investment Strategy	1,835,213	1,646,401	1,620,410	(214,803)	1,646,401
Support - Central Offices	20,951	19,862	37,772	16,821	19,862
Tourism	-	-	-	-	-
West Kent Enterprise Advisor Network	-	18,604	-	-	18,604
West Kent Kick Start	-	7,335	-	-	7,335
West Kent Partnership	23,000	20,000	59,398	36,398	20,000
West Kent Partnership Business Support	-	6,000	-	-	6,000
	<b>2,159,383</b>	<b>1,943,356</b>	<b>1,915,214</b>	<b>244,169</b>	<b>1,943,356</b>
* (brackets show over-achievement)					