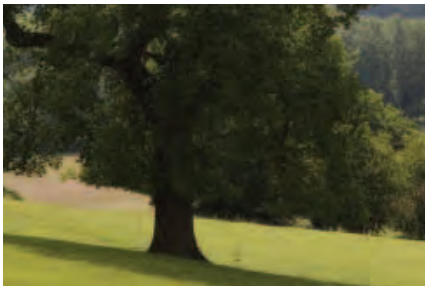


# Sevenoaks District Council

## Budget 2012/2013





# Budget 2012/2013

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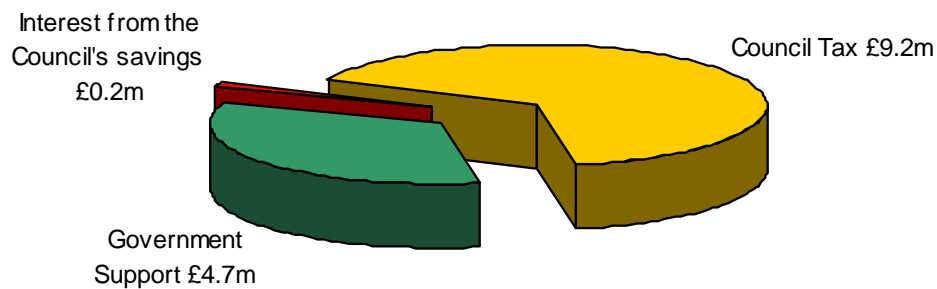
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## Introduction

The 2012/13 budget process started in summer 2011 and included a review of all services and scrutiny by Councillors. Sevenoaks District Council set its budget for 2012/13 at a meeting of the Council on 21 February 2012. Overall the Council's net revenue budget has decreased from £13.8 million in 2011/12 to £13.4 million in 2012/13.

The adoption of the 10-year budget in 2011/12 has resulted in a much more stable budget position than in recent years. The aim of the ten year budget is to meet the primary financial objective of reducing reliance on reserves, whilst enabling the Council to invest in priority services.

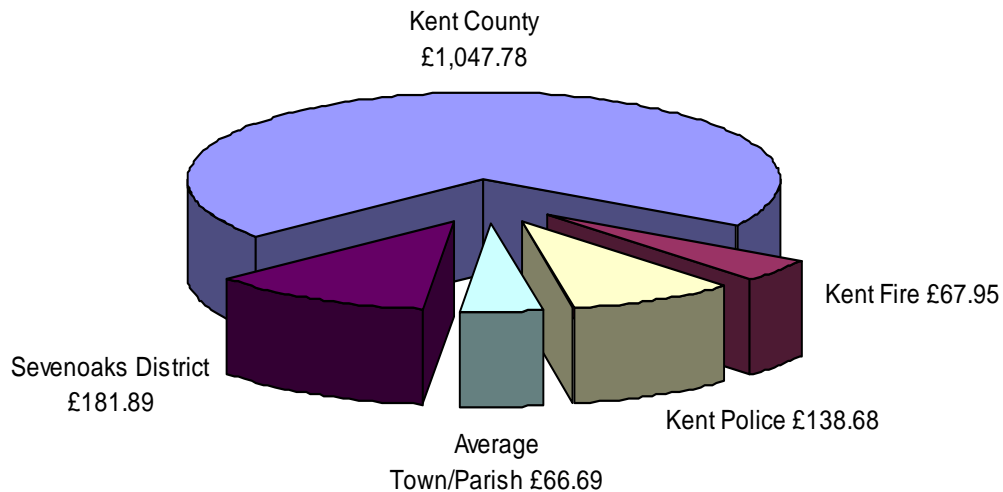
Government Grant has significantly reduced by 9.6% in 2012/13. The Council aims to make £0.8 million of savings in 2012/13 which has enabled the Council Tax to be frozen for a second year. The following graph indicates the relative sources of funding for 2012/13



## Sevenoaks District Council's Funding 2012/13

Sevenoaks' Council Tax has been frozen for 2012/13 at £181.89 for Band D properties. After taking account of the tax elements for the County Council, Kent Fire Service and Kent Police, the headline total for Council Tax for 2012/13, including an average Parish figure, is £1,503.19 at Band D.

## Share of Band D Council Tax 2012/13



This book shows the agreed Revenue Budget and the Council's Capital Budget. Additional information relating to the Council's financial position in 2012/13 and the Council Tax, with Parish Precept information, is also included.

The revenue budget for 2012/13 is in the form of a summary for the whole authority, followed by an analysis for each Council service by responsible manager.

It is hoped this document is informative and easy to read. If you have any questions or would like to suggest ways to improve the document's content or layout, please contact Helen Martin, Finance Manager, Council Offices, Argyle Road, Sevenoaks, TN13 1HG (01732 227483, [finance@sevenoaks.gov.uk](mailto:finance@sevenoaks.gov.uk)).

## Users Guide

### **Ten Year Budget and Financial Plan**

This looks beyond the next financial year by predicting the financial position of the Council after allowing for known and predicted changes.

### **Summary of Council Expenditure and Council Tax**

This shows the net expenditure budget for the Council and how it is being funded. The Band D Council Tax of the District Council as well as the precepting authorities is also shown.

### **Net Service Expenditure analysed by budget area**

A page for each Head of Service that shows the budget analysed by service area.

### **Net Service Expenditure analysed subjectively**

A page for each Head of Service that shows the budget analysed by subjective category.

### **Support Services Allocations**

Budgets for Support Services have to be allocated to front line services to arrive at the true full cost of providing those services. This method complies with the CIPFA Best Value Accounting Code of Practice.

### **Pay Cost Estimates Summary**

The pay budgets and staff numbers analysed by the management structure. This differs from the pay costs shown on the Net Service Expenditure pages which shows staff costs reallocated by service area.

### **Asset Maintenance**

The allocation of these budgets to individual areas is made in accordance with the asset maintenance plan, reflecting backlog maintenance, health & safety and income generation as priorities. Asset maintenance was funded from a separate earmarked reserve until 2010/11.

### **Capital Programme**

This shows the capital programme for the next three years including the funding sources. The expected balance of unused capital receipts is also included.

### **Town/Parish Council Precepts**

The precept, tax base and Band D charge for every town and parish.

## Ten Year Budget - Revenue

	Budget 2011/12 £000	Plan 2012/13 £000	Plan 2013/14 £000	Plan 2014/15 £000	Plan 2015/16 £000	Plan 2016/17 £000
<b>Expenditure</b>						
Net Service Expenditure c/f	13,771	13,771	13,443	13,628	14,662	15,110
Inflation		468	621	633	565	564
Pension Fund deficit: actuarial increase		0	0	520		
Net savings (approved in previous years)		-796	-436	-119	-117	-143
<b><i>New growth and savings</i></b>		<b>0</b>				
<b>Net Service Expenditure b/f</b>	<b>13,771</b>	<b>13,443</b>	<b>13,628</b>	<b>14,662</b>	<b>15,110</b>	<b>15,531</b>
<b>Financing Sources</b>						
Government Support	-4,912	-4,186	-3,805	-3,424	-3,527	-3,633
Govt Support to offset 2011/12 C Tax freeze	-229	-229	-229	-229		
Govt Support to offset 2012/13 C Tax freeze		-231				
Council Tax	-9,199	-9,251	-9,529	-9,815	-10,208	-10,616
Interest Receipts	-153	-173	-243	-530	-712	-656
Contributions to Reserves	471	330	430	330	330	330
Contributions from Reserves	-14	-536	-534	-532	-529	-527
<b>Total Financing</b>	<b>-14,036</b>	<b>-14,276</b>	<b>-13,910</b>	<b>-14,200</b>	<b>-14,646</b>	<b>-15,102</b>
<b>Contribution to/(from) Stabilisation Reserve</b>	<b>265</b>	<b>833</b>	<b>282</b>	<b>-462</b>	<b>-464</b>	<b>-429</b>
<b>Budget Gap</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>



## Ten Year Budget - Revenue continued

	Plan 2017/18 £000	Plan 2018/19 £000	Plan 2019/20 £000	Plan 2020/21 £000	Plan 2021/22 £000
<b>Expenditure</b>					
Net Service Expenditure c/f	15,531	15,935	16,197	16,569	16,934
Inflation	566	563	558	552	339
Pension Fund deficit: actuarial increase					
Net savings (approved in previous years)	-162	-301	-186	-187	0
<b>New growth and savings</b>					
<b>Net Service Expenditure b/f</b>	<b>15,935</b>	<b>16,197</b>	<b>16,569</b>	<b>16,934</b>	<b>17,273</b>
<b>Financing Sources</b>					
Government Support	-3,742	-3,854	-3,970	-4,089	-4,212
Govt Support to offset 2011/12 C Tax freeze					
Govt Support to offset 2012/13 C Tax freeze					
Council Tax	-11,041	-11,483	-11,942	-12,420	-12,917
Interest Receipts	-599	-543	-489	-415	-415
Contributions to Reserves	330	330	330	330	330
Contributions from Reserves	-524	-521	-519	-516	-513
<b>Total Financing</b>	<b>-15,576</b>	<b>-16,071</b>	<b>-16,590</b>	<b>-17,110</b>	<b>-17,727</b>
<b>Contribution to/(from) Stabilisation Reserve</b>	<b>-359</b>	<b>-126</b>	<b>21</b>	<b>176</b>	<b>454</b>
<b>Budget Gap</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Cumulative position (surplus)/deficit:</b>					<b>-191</b>

## Ten Year Budget - Balance Sheet

	31/3/11	31/3/12	31/3/13	31/3/14	31/3/15	31/3/16	31/3/17
<b>Balance Sheet</b>	Actual	Plan	Plan	Plan	Plan	Plan	Plan
	£000	£000	£000	£000	£000	£000	£000
<u>Long Term Assets</u>							
Property, Plant and Equipment	16,584	16,331	16,057	15,804	15,466	15,213	14,960
Investment Property	3,047	3,047	2,914	777	777	777	777
Long Term Investments	2,560	0	0	0	0	0	0
Long Term Debtors	570	526	482	442	413	384	355
	<b>22,761</b>	<b>19,904</b>	<b>19,453</b>	<b>17,023</b>	<b>16,656</b>	<b>16,374</b>	<b>16,092</b>
<u>Current Assets</u>							
Short-term Investments	13,257	12,675	14,309	14,872	13,158	10,911	9,575
Cash and Cash Equivalents	5,828	5,828	5,828	5,828	5,828	5,828	5,828
Inventories	36	36	36	36	36	36	36
Short Term Debtors	3,226	3,226	3,226	3,226	3,226	3,226	3,226
Payments in Advance	171	171	171	171	171	171	171
	<b>22,518</b>	<b>21,936</b>	<b>23,570</b>	<b>24,133</b>	<b>22,419</b>	<b>20,172</b>	<b>18,836</b>
<u>Current Liabilities</u>							
Receipts in Advance	-758	-758	-758	-758	-758	-758	-758
Short Term Creditors	-2,626	-963	-964	-965	-966	-967	-968
Short Term Provisions	-238	-152	-152	-152	-152	-152	-152
	<b>-3,622</b>	<b>-1,873</b>	<b>-1,874</b>	<b>-1,875</b>	<b>-1,876</b>	<b>-1,877</b>	<b>-1,878</b>
NET CURRENT ASSETS	18,896	20,063	21,696	22,258	20,543	18,295	16,958
<u>Long Term Liabilities</u>							
Long Term Creditors	-370	-369	-368	-367	-366	-365	-364
Long Term Provisions	-2,481	0	0	0	0	0	0
Net Pensions Liability	-34,512	-33,162	-31,742	-30,252	-28,762	-27,272	-25,782
Capital Grants Receipts in Advance	-486	0	0	0	0	0	0
	<b>-37,849</b>	<b>-33,531</b>	<b>-32,110</b>	<b>-30,619</b>	<b>-29,128</b>	<b>-27,637</b>	<b>-26,146</b>
<b>TOTAL NET ASSETS</b>	<b>3,808</b>	<b>6,436</b>	<b>9,039</b>	<b>8,662</b>	<b>8,071</b>	<b>7,032</b>	<b>6,904</b>
<u>USABLE RESERVES</u>							
Usable Capital Receipts Reserve	763	461	1,317	2,668	2,725	2,625	2,525
Earmarked Reserves	13,998	15,971	16,724	15,911	14,115	11,943	10,682
General Fund	3,713	3,713	3,713	3,713	3,713	3,713	3,713
	<b>18,474</b>	<b>20,145</b>	<b>21,754</b>	<b>22,292</b>	<b>20,553</b>	<b>18,281</b>	<b>16,920</b>
<u>UNUSABLE RESERVES</u>							
Capital Adjustment Account	15,592	15,217	14,810	12,420	12,082	11,829	11,576
Revaluation Reserve	4,161	4,161	4,161	4,161	4,161	4,161	4,161
Accumulated Absences Account	-152	-152	-152	-152	-152	-152	-152
Pensions Reserve	-34,512	-33,162	-31,742	-30,252	-28,762	-27,272	-25,782
Deferred Capital receipts	245	227	208	193	189	185	181
	<b>-14,666</b>	<b>-13,709</b>	<b>-12,715</b>	<b>-13,630</b>	<b>-12,482</b>	<b>-11,249</b>	<b>-10,016</b>
<b>TOTAL RESERVES</b>	<b>3,808</b>	<b>6,436</b>	<b>9,039</b>	<b>8,662</b>	<b>8,071</b>	<b>7,032</b>	<b>6,904</b>

## Ten Year Budget - Balance Sheet

	31/3/18	31/3/19	31/3/20	31/3/21	31/3/22
	Plan	Plan	Plan	Plan	Plan
	£000	£000	£000	£000	£000
<b>Balance Sheet</b>					
<u>Long Term Assets</u>					
Property, Plant and Equipment	14,707	14,454	14,201	13,948	13,695
Investment Property	777	777	777	777	777
Long Term Investments	0	0	0	0	0
Long Term Debtors	326	316	312	308	304
	<b>15,810</b>	<b>15,547</b>	<b>15,290</b>	<b>15,033</b>	<b>14,776</b>
<u>Current Assets</u>					
Short-term Investments	8,432	7,506	6,663	6,123	5,879
Cash and Cash Equivalents	5,828	5,828	5,828	5,828	5,828
Inventories	36	36	36	36	36
Short Term Debtors	3,226	3,226	3,226	3,226	3,226
Payments in Advance	171	171	171	171	171
	<b>17,693</b>	<b>16,767</b>	<b>15,924</b>	<b>15,384</b>	<b>15,140</b>
<u>Current Liabilities</u>					
Receipts in Advance	-758	-758	-758	-758	-758
Short Term Creditors	-969	-970	-971	-972	-973
Short Term Provisions	-152	-152	-152	-152	-152
	<b>-1,879</b>	<b>-1,880</b>	<b>-1,881</b>	<b>-1,882</b>	<b>-1,883</b>
<b>NET CURRENT ASSETS</b>	<b>15,814</b>	<b>14,887</b>	<b>14,043</b>	<b>13,502</b>	<b>13,257</b>
<u>Long Term Liabilities</u>					
Long Term Creditors	-363	-362	-361	-360	-359
Long Term Provisions	0	0	0	0	0
Net Pensions Liability	-24,292	-22,802	-21,312	-19,822	-18,332
Capital Grants Receipts in Advance	0	0	0	0	0
	<b>-24,655</b>	<b>-23,164</b>	<b>-21,673</b>	<b>-20,182</b>	<b>-18,691</b>
<b>TOTAL NET ASSETS</b>	<b>6,969</b>	<b>7,270</b>	<b>7,660</b>	<b>8,353</b>	<b>9,342</b>
<b>USABLE RESERVES</b>					
Usable Capital Receipts Reserve	2,425	2,325	2,225	2,125	2,025
Earmarked Reserves	9,614	8,782	8,039	7,599	7,455
General Fund	3,713	3,713	3,713	3,713	3,713
	<b>15,752</b>	<b>14,820</b>	<b>13,977</b>	<b>13,437</b>	<b>13,193</b>
<b>UNUSABLE RESERVES</b>					
Capital Adjustment Account	11,323	11,070	10,817	10,564	10,311
Revaluation Reserve	4,161	4,161	4,161	4,161	4,161
Accumulated Absences Account	-152	-152	-152	-152	-152
Pensions Reserve	-24,292	-22,802	-21,312	-19,822	-18,332
Deferred Capital receipts	177	173	169	165	161
	<b>-8,783</b>	<b>-7,550</b>	<b>-6,317</b>	<b>-5,084</b>	<b>-3,851</b>
<b>TOTAL RESERVES</b>	<b>6,969</b>	<b>7,270</b>	<b>7,660</b>	<b>8,353</b>	<b>9,342</b>

## Summary of Council Expenditure & Council Tax

	2011/12	2012/13
	<i>Budget Net Expenditure £000</i>	<b>Budget Net Expenditure £000</b>
<b>Service expenditure before Support Services and Capital Charges including trading ac- counts</b>	14,039	13,688
Capital Charges and Support Ser- vices charged outside the General Fund	-268	-245
<b>Sub Total</b>	13,771	13,443
<b>Non allocated expenditure:</b>		
Collection Fund adjustment	0	0
<b>Net Service Expenditure excluding Capital Charges</b>	<b>13,771</b>	<b>13,443</b>
Government Grant	-4,912	-4,186
Council Tax Requirement - Sevenoaks DC	-9,199	-9,251
Government support to offset Council Tax freeze	-229	-460
<b>Grant &amp; Council Tax income</b>	<b>-14,340</b>	<b>-13,897</b>
<b>Net Expenditure after Grant &amp; Council Tax, before interest</b>	<b>-569</b>	<b>-454</b>
Less: Interest and Investment income	-153	-173
<b>Amount to be met from Reserves</b>	<b>-722</b>	<b>-627</b>
<b>Contributions (to) / from re- serves</b>		
Earmarked Reserves		
Capital	-330	-330
Action and Development	14	0
Reorganisation	-141	0
Budget Stabilisation	-265	-885
Financial Plan	0	588
Planned contribution from Gen Fund Res	0	0
	<b>-722</b>	<b>-627</b>

	2010/11	2011/12	2012/13
Taxbase	50,427	50,575	50,860
	£	£	£
Council Tax @ Band D	181.89	181.89	181.89

### Council Tax Summary

#### Band D charge

			%		%
Kent County	1,048	1,048	70	1,048	70
Kent Fire	68	68	5	68	5
Kent Police	139	139	9	139	9
	<hr/>	<hr/>		<hr/>	
	1,254	1,254	83	1,254	83
Sevenoaks District	182	182	12	182	12
Average Town/Parish	65	67	4	67	4
	<hr/>	<hr/>		<hr/>	
	<b>1,501</b>	<b>1,503</b>	<b>100</b>	<b>1,503</b>	<b>100</b>

### Interest Receipts Summary

Investment interest	186	206
Mortgage and other interest	2	2
Allocations to Provisions	<u>-35</u>	<u>-35</u>
Net Revenue contribution	<u>153</u>	<u>173</u>

<b>Head of Service</b>	<b>Actuals 10/11 £'000</b>	<b>Budget 11/12 £'000</b>	<b>Budget 12/13 £'000</b>
Community Development	887	1,166	979
Development Services	1,672	1,411	1,307
Environmental and Operations	3,979	2,889	2,752
Finance and Human Resources	5,589	4,797	4,870
Housing and Communications	1,014	926	875
IT and Facilities Management	1,704	1,631	1,588
Legal and Democratic Services	1,564	1,292	1,381
	<u>16,410</u>	<u>14,112</u>	<u>13,751</u>
Direct Services	-0	-73	-63
Sub total with Direct Services	<u>16,410</u>	<u>14,039</u>	<u>13,688</u>
<b>Outside General Fund</b>		<b>-268</b>	<b>-245</b>
Total Service Expenditure before re-allocation of Support Services and Capital charges		<u>13,771</u>	<u>13,443</u>

### Summary

<b>Budget for 2011/12</b>	<b>13,771</b>
Inflation	468
Previous Years Savings	-796
SCIA 2012/13	0
Other savings to meet cash limit	0
<b>Net Service Budget 2012/13</b>	<b><u>13,443</u></b>

# Net Service Expenditure detailed by Services

	<b>Actuals</b> <b>10/11</b> <b>£'000</b>	<b>Budget</b> <b>11/12</b> <b>£'000</b>	<b>Budget</b> <b>12/13</b> <b>£'000</b>
<b>Community Development</b>			
8 to 12 project	23	23	-
Arts Development	5	-	-
All Weather Pitch	-2	-2	-2
Community Safety	167	205	207
Community Development Service Provisions	-12	-	-2
The Community Plan	51	56	58
Economic Development	19	44	41
Grants to Organisations	225	186	179
Health Improvements	50	39	41
Leisure Contract	446	330	248
Leisure Development	20	22	20
Sporting Services	-364	-	-
Administrative Expenses - Community Development*	13	14	13
STAG Community Arts Centre	100	100	100
Sustainability	22	17	4
Tourism	39	55	24
Youth	84	76	48
<b>Total Service Expenditure</b>	<b>887</b>	<b>1,166</b>	<b>979</b>

### Service Description

Providing a service working in partnership to promote community safety, provision for children and young people, community involvement, support to the voluntary sector, arts, tourism, leisure, economic development, health and well being to achieve the aims of the Sevenoaks District Sustainable Community Plan.

\* Recharged to Services



	Actuals 10/11 £'000	Budget 11/12 £'000	Budget 12/13 £'000
<b>Community Development</b>			
Pay Costs	446	432	354
Pay Costs Externally Funded	203	73	78
Premises and Grounds	77	59	60
Transport	7	8	9
Supplies and Services	131	142	118
Agency and Contracted	1,042	722	556
Departmental Management and other Heads of Service	30	29	24
Funds drawn from/to Reserves	-63	-	-
Income	-985	-300	-220
Asset Maintenance	-	-	-
<b>Service expenditure before re-allocation of Support Services and Capital charges</b>	<b>887</b>	<b>1,166</b>	<b>979</b>

#### Analysis of budget changes between 11/12 and 12/13

<b>Base Budget 2011/12</b>	1,166
<b>Inflation</b>	35
<b>Planned Savings agreed previous years</b>	
SCIA 3 (11/12) Grants	-20
SCIA 6 (11/12) Leisure - Reduced Management Fee	-80
SCIA 8 (11/12) Tourism - reduced activity	-30
SCIA 10 (11/12) Youth - reduce activity, leaves only statutory duty	-60
SCIA 11 (11/12) Youth - 8 to 12's project	-23
Partnership Savings and SCIA 61 (11/12) shared across all Heads of Service	-5
SCIA 32 (11/12) Secretarial shared across other Heads of Service	-6
<b>SCIAs 2012/13</b>	0
<b>Other Adjustments between Heads of Service</b>	
Consolidation stationery budgets	-1
Other minor adjustments and transfers between Heads of Service	3
<b>Approved Budget 2012/13</b>	<b>979</b>

	<b>Actuals 10/11</b>	<b>Budget 11/12</b>	<b>Budget 12/13</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Development Services</b>			
Bridleways / Footpath Diversions	2	2	1
Conservation	75	50	47
Local Development Framework	488	441	435
Planning - Appeals	187	158	163
Planning - Counter	-0	-1	-1
Planning - Development Control	606	464	362
Planning - Enforcement	281	264	269
Administrative Expenses - Development Control *	34	34	30
Administrative Expenses - Policy and Environment*	1	-	-
	<hr/>	<hr/>	<hr/>
<b>Total Service Expenditure</b>	<b>1,672</b>	<b>1,411</b>	<b>1,307</b>

#### Service Description

The Management of development so as to support the local Sustainable Community Plan. The statutory functions of the Planning Act – the preparation of Planning Policy and the determination of planning applications, as well as the associated appeal and enforcement activities.

\*Recharged to Services

	Actuals 10/11 £'000	Budget 11/12 £'000	Budget 12/13 £'000
<b>Development Services</b>			
Pay Costs	1,846	1,754	1,794
Premises and Grounds	1	1	1
Transport	1	0	0
Supplies and Services	83	73	64
Agency and Contracted	243	63	64
Departmental Management and other Heads of Service	67	66	60
Funds drawn from/to Reserves	66	70	42
Income	<b>-635</b>	<b>-615</b>	<b>-719</b>
	<hr/>		
Service expenditure before re-allocation of Support Services and Capital charges	1,672	1,411	1,307
	<hr/>		

#### Analysis of budget changes between 11/12 and 12/13

<b>Base Budget 2011/12</b>	1,411
<b>Inflation</b>	35
<b>Planned Savings agreed previous years</b>	
SCIA 14 (11-12) Planning and Pre-App fees	-100
Partnership Savings and SCIA 61 (11/12) shared across all Heads of Service	-22
SCIA 32 (11/12) Secretarial shared across various Heads of Service	-6
Communication review (SCIA 58) shared across various Heads of Service	-7
<b>SCIAs 2012/13</b>	0
<b>Other Adjustments between Heads of Service</b>	
Consolidation stationery budgets	-4
Other minor adjustments	0
	<hr/>
<b>Approved Budget 2012/13</b>	<b>1,307</b>
	<hr/>

	Actuals 10/11 £'000	Budget 11/12 £'000	Budget 12/13 £'000
<b>Environmental and Operations</b>			
Asset Maintenance Car Parks	-	8	15
Asset Maintenance CCTV	15	11	11
Asset Maintenance Countryside	3	6	5
Asset Maintenance Direct Services	31	22	26
Asset Maintenance Playgrounds	-	13	8
Asset Maintenance Public Toilets	6	14	8
Building Control	-38	-123	-130
Car Parks	-1,475	-1,552	-1,597
CCTV	264	230	245
Civil Protection	41	11	28
Clean Air	100	116	103
Contaminated Land	49	51	47
Dangerous Structures	20	22	22
On-Street Parking	-222	-345	-389
Emergency	56	59	60
Estates Management - Grounds	78	91	94
Licensing Health	31	35	30
Licensing Regime	49	3	-14
Minibus	333	9	-
Noise Control	90	88	75
Parks and Rec.Grds	131	88	91
Parks - Rural	107	81	81
Pest Control	4	-	-
Public Health	541	393	389
Public Transport Support	1	1	1
Refuse Collection	2,134	2,157	2,204
Administrative Expenses - Building Control *	9	9	9
Administrative Expenses - Community Director *	13	16	14
Administrative Expenses - Health *	16	23	24
Administrative Expenses - Transport *	4	10	9
Street Naming	6	13	13
Street Cleansing	1,399	1,226	1,177
Support - Health and Safety *	54	16	17
Support - Direct Services *	40	51	50
Taxis	-19	-14	-12
Public Conveniences	107	49	37
<b>Total Service Expenditure</b>	<b>3,979</b>	<b>2,889</b>	<b>2,752</b>

### Service Description

Providing services covering the following key objectives in the Community Plan, of safe and caring communities; green and healthy environment and dynamic and sustainable economy. Covers, Direct Services, Licensing, Environmental Health, Building Control and Parking and Amenity Services.

\* Recharged to Services

	<b>Actuals</b>	<b>Budget</b>	<b>Budget</b>
	<b>10/11</b>	<b>11/12</b>	<b>12/13</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>
<b>Environmental and Operations</b>			
Pay Costs	2,517	2,422	2,268
Premises and Grounds	447	387	419
Transport	45	30	30
Supplies and Services	498	582	586
Agency and Contracted	4,534	3,882	3,902
Departmental Management and other Heads of Service	40	39	34
Funds drawn from/to Reserves	239	-	-1
Income	-4,396	-4,527	-4,561
Asset Maintenance	56	74	73
<b>Service expenditure before re-allocation of Support Services and Capital charges</b>	<b>3,979</b>	<b>2,889</b>	<b>2,752</b>

#### Analysis of budget changes between 11/12 and 12/13

<b>Base Budget 2011/12</b>	2,889
<b>Inflation</b>	97
<b>Planned Savings agreed previous years</b>	
SCIA 18 (11-12) Direct Services - Review operations	-16
SCIA 22b (11/12) Parking - reduce admin costs	-13
SCIA 8 (10/11) Licensing - Enlarge Partnership	-15
SCIA 40 (11/12) Lease Cars - cease scheme administration (part)	-9
Partnership Savings and SCIA 61 (11/12) shared across all Heads of Service	-115
SCIA 32 (11/12) (Secretarial) shared across various Heads of Service	-12
Communication review (SCIA 58) shared across various Heads of Service	-4
<b>SCIAs 2012/13</b>	0
<b>Other Adjustments between Heads of Service</b>	
Consolidation stationery budgets	-7
Reallocation of asset maintenance budgets	-2
Reallocations of pay re Health and Safety Function	-9
Other minor adjustments	-32
<b>Approved Budget 2012/13</b>	<b>2,752</b>

	Actuals 10/11 £'000	Budget 11/12 £'000	Budget 12/13 £'000
<b>Finance and Human Resources</b>			
Asset Maintenance Argyle Road	38	51	50
Asset Maintenance Other Corporate Properties	48	30	30
Asset Maintenance Leisure	209	153	92
Asset Maintenance Support & Salaries	120	114	115
Asset Maintenance Sewage Treatment Plants	3	10	11
Benefits Administration	904	914	828
Benefits Grants (net)	-659	-659	-659
Bus Station	21	12	13
Civic Expenses	39	14	14
Concessionary Fares	433	-	-
Estates Management - Buildings	-26	-92	-113
Housing Advances	5	4	5
Housing Premises	34	-10	-9
Local Tax	241	233	154
Markets	-191	-194	-240
Members	321	343	395
Miscellaneous Finance	1,927	2,031	2,155
Revenues and Benefits Partnership	119	-250	-
Administrative Expenses - Corporate Director *	6	5	5
Administrative Expenses - Chief Executive *	8	21	20
Administrative Expenses - Finance *	36	39	39
Administrative Expenses - Human Resources*	10	13	13
Administrative Expenses - Property *	3	5	4
Support - Audit Function *	128	161	139
Support - Central Offices *	409	411	426
Support - Contact Centre *	438	477	408
Support - Exchequer and Procurement *	122	139	140
Support - Finance Function *	180	231	234
Support - General Administration *	215	148	147
Support - Local Offices *	49	48	53
Support - Nursery *	3	-	-
Support - Human Resources *	214	199	225
Support - Property Function *	76	107	88
Treasury Management	98	88	90
Additional Admin Subsidy	6	-	-
<b>Total Service Expenditure</b>	<b>5,589</b>	<b>4,797</b>	<b>4,870</b>

### Service Description

Finance and HR : Collection of local taxes and administration of benefits, first point of contact for the public through reception and contact centre services and the provision of financial and HR services to the organisation

\* Recharged to services



	Actuals 10/11 £'000	Budget 11/12 £'000	Budget 12/13 £'000
<b>Finance and Human Resources</b>			
Pay Costs	2,665	2,779	2,772
Premises and Grounds	746	675	714
Transport	21	5	5
Supplies and Services	916	735	865
Agency and Contracted	2,020	1,921	4,116
Departmental Management and other Heads of Service	0	0	0
Funds drawn from/to Reserves	32,466	29,686	31,146
Income	-33,662	-31,362	-35,047
Asset Maintenance	417	358	298
	<b>5,589</b>	<b>4,797</b>	<b>4,870</b>

#### Analysis of budget changes between 11/12 and 12/13

<b>Base Budget 2011/12</b>	4,797
<b>Inflation</b>	241
<b>Planned Savings agreed previous years</b>	
SCIA 3 (11/12) Leisure - Asset Maintenance (Community Development)	-70
SCIA 29 (11/12) Contact Centre - shared or review services	-40
SCIA 30b (11/12) Finance/Direct Services—Rationalise financial systems & admin	-50
SCIA 40 (11/12) Leased Cars - cease scheme administration	-10
SCIA 16 (10/11) Members allowances - phasing of new scheme	45
SCIA 40 (11/12) Lease Cars - cease scheme administration (part)	5
Partnership Savings and SCIA 61 (11/12) shared across all Heads of Service	-37
<b>SCIAs 2012/13</b>	
SCIA 1 (12/13) Reduction in Benefits Admin Grant	40
SCIA 2 (12/13) Housing Benefit Subsidy Reserve	-40
SCIA 3 (12/13) Provision for Members IT allowance	7
SCIA 5 (12/13) Members Allowances	-7
SCIA 6 (12/13) Market Income	-20
<b>Other Adjustments between Heads of Service</b>	
Consolidation stationery budgets	-9
Reallocation of Asset Maintenance budgets	6
Reallocations of pay re Health and Safety Function	9
Other minor adjustments	3
<b>Approved Budget 2012/13</b>	<b>4,870</b>

	<b>Actuals 10/11</b>	<b>Budget 11/12</b>	<b>Budget 12/13</b>
	£'000	£'000	£'000
<b>Housing and Communications</b>			
Home Improvement Agency	57	59	39
Consultation and Surveys	22	17	2
Energy Efficiency	26	4	6
External Communications	127	128	143
Gypsy Sites	-2	-12	-20
Homeless	123	119	104
Housing	408	341	367
Housing Initiatives	8	20	8
Needs and Stock Surveys	15	15	13
Private Sector Housing	214	217	195
Administrative Expenses - Housing *	22	14	13
Support - General Administration *	-11	0	0
Leader Programme	5	5	4
<b>Total Service Expenditure</b>	<b>1,014</b>	<b>926</b>	<b>875</b>

### Service Description

This covers being proactive to avoid homelessness with appropriate advice and support, dealing with homelessness, monitoring the Housing Register, Energy Conservation, Gypsy/travellers, licensing of mobile homes/caravans, fitness rating of properties including 'decent homes' standards. Grants (mainly to provide aids and adaptations for older and disabled people), paupers funerals and housing policy/enabling.

Responsibility for internal and external communications functions and the publication and circulation of the Council paper In Shape transferred from Policy and Performance from 2011/12.

\* Recharged to Services



	Actuals 10/11 £'000	Budget 11/12 £'000	Budget 12/13 £'000
<b>Housing and Communications</b>			
Pay Costs	778	675	732
Premises and Grounds	44	29	26
Transport	1	-	-
Supplies and Services	70	97	87
Agency and Contracted	251	219	158
Departmental Management and other Heads of Service	24	23	23
Funds drawn from/to Reserves	105	132	156
Income	-258	-249	-307
	<hr/>	<hr/>	<hr/>
<b>Service expenditure before re-allocation of Support Services and Capital charges</b>	<b>1,014</b>	<b>926</b>	<b>875</b>
	<hr/>	<hr/>	<hr/>

#### Analysis of budget changes between 11/12 and 12/13

<b>Base Budget 2011/12</b>	926
<b>Inflation</b>	18
<b>Planned Savings agreed previous years</b>	
SCIA 44 (11/12) Social Housing - West Kent Housing Contract saving	-30
SCIA 47 (11/12) Social Housing - Joint assessment referrals - stop contribution	-8
SCIA 58 (11/12) Communications - Review of functions	-50
SCIA 56 (11/12) Communications Officer - Reversal short term saving	19
Partnership Savings and SCIA 61 (11/12) shared across all Heads of Service	-9
Communication review (SCIA 58) shared across other Heads of Service	11
<b>SCIAS 2012/13</b>	0
<b>Other Adjustments between Heads of Service</b>	
Consolidation stationery budgets	-1
Other minor adjustments	-1
<b>Approved Budget 2012/13</b>	<b>875</b>
	<hr/>

	<b>Actuals 10/11</b>	<b>Budget 11/12</b>	<b>Budget 12/13</b>
	£'000	£'000	£'000
<b>IT and Facilities Management</b>			
Asset Maintenance IT	192	300	300
Administrative Expenses - IT *	21	26	25
Support - Central Offices - Facilities *	248	238	252
Support - General Administration *	330	279	263
Support - IT *	913	790	749
<b>Total Service Expenditure</b>	<b>1,704</b>	<b>1,631</b>	<b>1,588</b>

#### Service Description

This service includes the support and implementation of all technology based systems, print services, post room, microfilming, scanning and facilities functions.

\* Recharged to Services

	Actuals 10/11 £'000	Budget 11/12 £'000	Budget 12/13 £'000
<b>IT and Facilities Management</b>			
Pay Costs	850	804	790
Pay Costs Externally Funded	-	-	-
Premises and Grounds	19	15	11
Transport	5	7	7
Supplies and Services	782	740	714
Agency and Contracted	61	45	55
Departmental Management and other Heads of Service	46	41	41
Funds drawn from/to Reserves	42	-	-
Income	-292	-321	-329
Asset Maintenance	192	300	300
<b>Service expenditure before re-allocation of Support Services and Capital charges</b>	<b>1,704</b>	<b>1,631</b>	<b>1,588</b>

#### Analysis of budget changes between 11/12 and 12/13

Base Budget 2011/12	1,631
Inflation	35
<b>Planned Savings agreed previous years</b>	
SCIA 51 (11/12) Reduce support costs to Agresso & IDOX	-50
SCIA 52 (11/12) Facilities Management - Staffing Review	-30
Partnership Savings and SCIA 61 (11/12) shared across all Heads of Service	-14
<b>SCIAS 2012/13</b>	<b>0</b>
<b>Other Adjustments between Heads of Service</b>	
Consolidation stationery budgets	23
Reallocation of Asset Maintenance budget	-4
Other minor adjustments and transfers between Heads of Service	-3
<b>Approved Budget 2012/13</b>	<b>1,588</b>

	<b>Actuals 10/11</b>	<b>Budget 11/12</b>	<b>Budget 12/13</b>
	£'000	£'000	£'000
<b>Legal and Democratic Services</b>			
Action and Development	12	6	6
Corporate Management	1,012	960	908
Corporate Savings	-	-167	-48
Committee Admin	100	89	102
Elections	56	66	67
Equalities Legislation	14	16	17
Land Charges	-96	-113	-121
Performance Improvement	8	1	5
Register of Electors	119	139	131
Administrative Expenses - Legal and Democratic *	60	73	77
Support - Legal Function *	278	223	236
<b>Total Service Expenditure</b>	<b>1,564</b>	<b>1,292</b>	<b>1,381</b>

#### Service Description

Legal Services provide legal and administrative services to the Council in addition to providing Electoral and Land Charges services.

Responsibility for Corporate activities including developing, managing and implementing key corporate initiatives in response to Central Government requirements or internal policy direction e.g. Comprehensive Area Assessment, Equalities agenda, Value for Money, Use of Resources and Internal Service Inspections, and the councils performance management arrangements.

\*Recharged to Services

	<b>Actuals 10/11</b>	<b>Budget 11/12</b>	<b>Budget 12/13</b>
	£'000	£'000	£'000
<b>Legal and Democratic Services</b>			
Pay Costs	941	771	753
Pay Costs Externally Funded	-	-	-
Premises and Grounds	13	21	19
Transport	6	9	7
Supplies and Services	161	215	188
Agency and Contracted	284	295	312
Departmental Management and other Heads of Service	499	468	449
Funds drawn from/to Reserves	50	-45	0
Income	-390	-443	-347
Asset Maintenance	-	-	-
	<hr/>	<hr/>	<hr/>
<b>Service expenditure before re-allocation of Support Services and Capital charges</b>	<b>1,564</b>	<b>1,292</b>	<b>1,381</b>

#### Analysis of budget changes between 11/12 and 12/13

Base Budget 2011/12	1,292
Inflation	10
<b>Planned Savings agreed previous years</b>	
SCIA 21 (11/12) Equalities Contract ends	-15
SCIA 61 (11/12) Further Income Generation	-150
Partnership Savings and SCIA 61 (11/12) shared across other Heads of Service	202
SCIA 32 (11/12) Secretarial shared across other Heads of Service	24
<b>SCIAs 2012/13</b>	
SCIA 5 (12/13) Democratic Services Cessation Partnership	20
<b>Other Adjustments between Heads of Service</b>	
Consolidation Stationery budgets	-2
Other minor adjustments and transfers between Heads of Service	0
<b>Approved Budget 2012/13</b>	<hr/> <b>1,381</b> <hr/>

	Actuals 2010/11 £'000	Budget 2011/12 £'000	Budget 2012/13 £'000
<b>Direct Services - Trading Accounts</b>			
Premises	199.2	215.9	207.2
Transport	2,254.0	2,296.4	2,392.9
Supplies & Services	1,026.6	925.8	878.2
Pay costs	2,913.4	2,779.0	2,709.7
Support Services	142.6	142.6	117.9
Capital	46.9	47.4	53.6
Income	-6,608.7	-6,480.5	-6,422.9
<b>Total Service Expenditure</b>	<b>-26.1</b>	<b>-73.5</b>	<b>-63.5</b>

<b>Direct Services - Trading Accounts</b>	Actuals	Budget	Budget
	2010/11	2011/12	2012/13
	£'000	£'000	£'000
<b>INCOME</b>			
Refuse Collection	2,087.8	2,050.6	2,108.6
Street Cleaning	1,310.7	1,150.9	1,117.0
Transport Workshop	609.8	608.8	563.7
Pest Control	70.6	79.9	79.5
Premises Cleaning	296.8	257.9	199.0
Cesspool Emptying	254.4	280.0	270.0
Green Waste	369.5	376.4	389.1
Trade Waste	371.2	390.0	400.0
Grounds Maintenance	135.2	135.0	121.5
Fleet Management	784.4	816.1	835.0
Depot	273.9	290.0	293.2
Emergency	44.5	45.0	46.3
<b>Total Income</b>	<b>6,608.7</b>	<b>6,480.5</b>	<b>6,422.9</b>

SDC	4,215.3	4,010.7	3,850.4
External	1,335.2	1,523.8	1,594.3
Overheads	1,058.3	946.1	978.2

<b>EXPENDITURE</b>			
Refuse Collection	2,107.4	2,151.2	2,175.2
Street Cleaning	1,404.4	1,223.4	1,155.1
Transport Workshop	596.1	579.5	546.8
Pest Control	87.0	79.9	79.5
Premises Cleaning	275.5	242.7	209.2
Cesspool Emptying	222.4	217.1	217.6
Green Waste	270.0	292.8	329.3
Trade Waste	411.7	344.0	379.1
Grounds Maintenance	135.3	143.7	119.2
Fleet Management	779.8	816.1	835.0
Depot	252.5	270.1	267.1
Emergency	40.3	46.5	46.3
<b>Total Service Expenditure</b>	<b>6,582.6</b>	<b>6,407.0</b>	<b>6,359.4</b>
	<b>-26.1</b>	<b>-73.5</b>	<b>-63.5</b>

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# Supporting Information

<b>Support Service Allocations</b>	<b>Actuals 10/11 £'000</b>	<b>Budget 11/12 £'000</b>	<b>Budget 12/13 £'000</b>
Community Development	319	303	247
Development Services	922	929	879
Environment and Operations	1,184	1,264	1,183
Finance and Human Resources	896	937	998
Housing and Communications	354	336	359
Legal and Democratic Services	520	483	568
<b>Total</b>	<b>4,196</b>	<b>4,254</b>	<b>4,234</b>

#### **Community Development**

8 to 12 project	13	14	0
Community Safety	116	123	123
The Community Plan	25	39	30
Economic Development	2	1	-
Grants to Organisations	13	8	17
Health Improvements	34	27	27
Leisure Contract	28	34	32
Sustainability	13	12	3
Tourism	11	1	-
West Kent Partnership	5	6	7
Youth	60	40	8
	<b>319</b>	<b>303</b>	<b>247</b>

#### **Development Services**

Conservation	24	20	17
Local Development Framework	123	141	135
Planning - Appeals	112	104	76
Planning - Development Control	530	523	516
Planning - Enforcement	134	142	135
	<b>922</b>	<b>929</b>	<b>879</b>

## Support Service Allocations

	Actuals £'000	Budget £'000	Budget £'000
<b>Environmental and Operations</b>			
Building Control	148	182	182
Car Parks	74	90	69
CCTV	40	47	54
Civil Protection	13	-	11
Clean Air	32	36	30
Contaminated Land	23	26	24
Dangerous Structures	8	9	10
On-Street Parking	110	127	119
Emergency	-	-	1
Estates Management - Grounds	2	2	2
Licensing Health	21	25	24
Licensing Partnership Hub (Trading)	11	11	11
Licensing Regime	73	49	39
Noise Control	47	44	39
Parks and Recreation Grounds	4	4	4
Parks - Rural	20	23	22
Public Health	249	272	223
Public Transport Support	0	1	0
Refuse Collection	174	177	184
Street Naming	2	4	4
Street Cleansing	92	97	103
Taxis	16	14	12
Public Conveniences	24	25	16
	<b>1,184</b>	<b>1,264</b>	<b>1,183</b>
<b>Finance and Human Resources</b>			
Asset Maintenance	-	-	39
Benefits Admin	428	91	-
Concessionary Fares	3	-	-
Dartford Partnership Hub (SDC costs)	-	532	708
Estates Management - Buildings	18	21	20
Housing Advances	1	-	-
Local Tax	265	93	0
Markets	4	7	6
Members	157	175	187
Treasury Management	20	18	38
	<b>896</b>	<b>937</b>	<b>998</b>

## Support Service Allocations

	Actuals £'000	Budget £'000	Budget £'000
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### Housing and Communications

Home Improvement Agency	8	9	-
Energy Efficiency	14	19	10
External Communications	34	31	38
Gypsy Sites	18	12	9
Homeless	41	35	31
Housing	133	133	115
Housing Option - Trailblazer	11	6	28
Private Sector Housing	78	68	85
Reserves Leader Project	-	-	20
Homelessness Funding	13	20	21
Leader Programme	2	2	2
	<b>354</b>	<b>336</b>	<b>359</b>

### Legal and Democratic Services

Corporate Management	341	307	372
Committee Admin	49	49	61
Elections	15	21	27
Land Charges	93	77	75
Register of Electors	22	29	34
	<b>520</b>	<b>483</b>	<b>568</b>

### Total allocations to General Fund

	<b>4,196</b>	<b>4,254</b>	<b>4,234</b>
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Allocations to Direct Services Trading Account	156	143	118
Allocations to Asset Maintenance Fund	38	38	-
Allocations to Capital Projects	22	16	10

### Support Services within net expenditure

	<b>4,412</b>	<b>4,451</b>	<b>4,362</b>
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**PAY COST ESTIMATES SUMMARY 2012/2013**

Line No.		2011/12 BUDGET	2012/13 BUDGET	2011/12 FTE	2012/13 FTE
<b>Chief Executive's Department</b>					
1	Chief Executive, P.A. & Secretarial	216,219	205,519	3.61	3.00
		<b>216,219</b>	<b>205,519</b>	<b>3.61</b>	<b>3.00</b>
<b>Corporate Resources Department</b>					
2	Director, P.A. & Secretarial	271,178	282,000	5.50	6.38
3	Finance & Human Resources	2,908,097	2,894,317	82.42	82.67
4	Legal & Democratic Services	702,716	639,259	17.12	14.95
5	Information Technology & Facilities Management	803,690	789,802	24.46	23.43
		<b>4,685,682</b>	<b>4,605,378</b>	<b>129.50</b>	<b>127.43</b>
<b>Community &amp; Planning Services Department</b>					
6	Director, P.A. & Secretarial	168,186	169,161	2.00	2.00
7	Community Development	435,721	357,920	10.74	8.54
8a	Operational Services	504,136	504,238	9.15	13.20
8b	Operational Services (TASK)	2,924,865	2,848,231	110.95	102.78
9	Environmental Health	722,322	589,046	16.01	12.57
10	Licensing	317,793	327,547	9.01	9.41
11	Development Services	1,757,590	1,798,092	51.34	48.37
12	Building Control	354,393	379,056	7.81	7.81
13	Housing & Communications	599,300	610,906	15.17	14.89
14	Parking & Amenity Services	515,916	477,795	16.86	15.56
		<b>8,300,220</b>	<b>8,061,991</b>	<b>249.04</b>	<b>235.14</b>
<b>Other Salary Costs</b>					
15	Vacancy Savings	(100,000)	(100,000)		
16	Performance Award Contingency	48,000	48,000		
17	Market Premium Review	52,272	52,272		
	<b>SUB-TOTAL</b>	<b>13,202,393</b>	<b>12,873,161</b>	<b>382.15</b>	<b>365.57</b>
18	Community Development (Ext Funded)	72,565	78,039	2.04	2.54
19	Operational Services (Ext Funded)	-	-	-	-
20	Operational Services TASK (Ext Funded)	-	-	-	-
21	Development Services (Ext Funded)	-	-	-	-
22	Housing (Ext Funded)	153,166	185,945	3.41	5.81
	<b>GRAND TOTAL</b>	<b>13,428,124</b>	<b>13,137,145</b>	<b>387.60</b>	<b>373.92</b>

**NOTES**

1) Externally funded posts (lines 18 to 22) have been excluded from earlier lines. The income will show elsewhere in the 2012/13 budget

## Asset Maintenance 2012-2015

Head of Service/Scheme	Budget 2011/12 £'000	Budget 2012/13 £'000	Budget 2013/14 £'000	Budget 2014/15 £'000
Community Development				
Leisure	153.3	92.0	95.0	106.0
Direct Services				
CCTV	10.7	11.2	11.6	13.0
Playgrounds	13.3	8.0	8.3	9.3
Public Conveniences	14.1	8.0	8.3	9.3
Depot	22.0	26.1	27.2	30.2
Environmental and Operational Services				
Car Parks	8.3	15.0	15.5	17.4
Countryside	5.9	5.0	5.2	5.8
Sewage Treatment Plants	10.1	10.5	10.9	12.2
Finance and HR				
Argyle Road	50.8	50.0	51.8	57.8
Other Property	30.3	30.0	31.0	34.8
Support and Salaries	113.7	115.7	115.7	115.7
	<b>432.5</b>	<b>371.5</b>	<b>380.5</b>	<b>411.5</b>
IT and Facilities Management				
Information Technology maintenance	300.0	300.0	300.0	300.0
Total	<b>732.5</b>	<b>671.5</b>	<b>680.5</b>	<b>711.5</b>

## Capital Programme 2012-15

Head of Service/Scheme	Scheme Cost £000	2011/12			2012/13 £000	2013/14 £000	2014/15 £000
		Budget £000	Forecast £000	Likely C/F £000			
Chief Executive							
Blighs phase two		175	15	160			
Community Development							
Parish projects		71	20	51			
Environmental and Operational Services							
Commercial vehicle replacements		1,266	1,266		500	600	700
Playground Improvement programme	215	59	44	15			
Housing							
Improvement Grants							
Gross cost		699	699		723	723	723
Government DFG Subsidy		-347	-347		-396	-396	-396
Hever Road Gypsy/Traveller site							
Gross cost	1,309	343	343				
CLG Grant	-1,309	-343	-343				
Legal and Democratic Services							
Modern Government doc. mgt. system		16	16				
Police office in Argyle Road offices	200				200		
<b>TOTAL</b>		<b>1,939</b>	<b>1,713</b>	<b>226</b>	<b>1,027</b>	<b>927</b>	<b>1,027</b>

The 2011/12 budget includes amounts carried forward from 2010/11.

### **Internal Funding**

Vehicle Renewal Fund	1,266	500	600	700
Capital reserve	330	330	327	327
Capital receipts	343	197	0	0
	<b>1,939</b>	<b>1,027</b>	<b>927</b>	<b>1,027</b>

### **Capital Receipts**

Balance at 1st April	763	461	1,317	2,668
Expected new receipts	41	1,053	1,351	57
Capital Financing	-343	-197	0	0
Balance at 31st March	<b>461</b>	<b>1,317</b>	<b>2,668</b>	<b>2,725</b>

### **Capital Reserve**

Balance at 1st April	0	0	0	3
Contributions to the reserve	330	330	330	330
Capital Financing	-330	-330	-327	-327
Balance at 31st March	<b>0</b>	<b>0</b>	<b>3</b>	<b>6</b>

**PARISH PRECEPTS**

Parish	2011/12 Precept	2012/13 Precept	2012/13 Tax Base	2012/13 Band D Charge
Ash-cum-Ridley	67,000	68,500	2,550.68	26.86
Brasted	29,000	35,500	757.79	46.85
Chevening	59,809	59,809	1,459.76	40.97
Chiddingstone	28,500	28,500	601.38	47.39
Cowden	16,720	18,596	422.68	44.00
Crockenhill	57,800	57,800	704.56	82.04
Dunton Green	56,130	57,255	908.63	63.01
Edenbridge	435,324	438,552	3,651.85	120.09
Eynsford	67,800	67,800	944.65	71.77
Farningham	33,800	33,300	636.50	52.32
Fawkham	7,004	7,004	286.36	24.46
Halstead	40,275	41,523	780.58	53.20
Hartley	112,000	114,700	2,589.29	44.30
Hever	24,000	26,000	621.48	41.84
Hextable	135,907	135,369	1,705.33	79.38
Horton Kirby & S Darent	88,000	88,000	1,379.27	63.80
Kemsing	79,000	85,000	1,878.86	45.24
Knockholt	35,767	35,767	619.39	57.75
Leigh	18,500	18,500	842.37	21.96
Otford	125,000	135,000	1,737.97	77.68
Penshurst	20,745	24,163	847.24	28.52
Riverhead	48,000	48,000	1,241.36	38.67
Seal	59,680	59,680	1,237.28	48.23
Sevenoaks Town	715,000	719,300	9,282.55	77.49
Sevenoaks Weald	35,700	35,700	627.15	56.92
Shoreham	45,000	40,000	1,025.55	39.00
Sundridge	53,000	53,000	950.23	55.78
Swanley	632,300	630,418	6,090.99	103.50
Westerham	152,500	152,500	2,072.09	73.60
West Kingsdown	87,000	87,000	2,406.21	36.16
Totals	3,366,261	3,402,236	50,860.03	
Average				66.89



## Glossary of Terms

**Accounting Period** The period of time covered by the accounts, normally 12 months starting on 1st April for local authority accounts.

**Accrual** Item relating to, and accounted for in, one period but actually paid in another.

**Actual** The final amount of expenditure or income which is recorded in the Council's accounts.

**Agency and Contracted Services** Services purchased from another public body or external organisation and subject to a contract. Includes the services provided by Direct Services.

**Budget** A statement of the Council's plans for net revenue and capital expenditure over a specified period of time.

**Budget Requirement** Broadly the authority's estimated net revenue expenditure after allowing for movement in reserves and the addition of parish precepts, to be met from revenue support grant, redistributed non-domestic rates and council tax income.

**Capital Expenditure** The acquisition, construction, enhancement or replacement of tangible fixed assets (i.e. land buildings, structures etc.), the acquisition of investments and the making of grants, advances or other financial assistance towards expenditure by other persons on tangible fixed assets or investments.

**Capital Financing Charges** The annual charge to revenue expenditure in respect of interest and principal repayments of money borrowed to finance capital expenditure.

**Capital Programme** The capital projects the Council proposes to undertake over a set period of time.

**Capital Receipts** Money obtained on the sale of a capital asset.

**Collection Fund** The fund into which council tax and non-domestic rates are paid, and from which we meet demands by County and District Councils and payments to the non-domestic rates pool.

**Corporate and Democratic Core** Costs involved in corporate policy making, representing local interests (including civic ceremonials), support to elected bodies and duties arising from public accountability.

**Cost Centre** An individual unit to which items of income or expenditure are charged for managerial or control purposes.

**Council Tax** A local tax set by Councils to help pay for local services. There is one bill per dwelling based on its relative value compared to others in the area. There are discounts, including where only one adult lives in the dwelling. Bills will also be reduced for properties with people on low incomes, some people with disabilities and some other special cases.

**Council Tax Base** The measure of the taxable capacity of an area. It represents the estimated full year equivalent number of chargeable dwellings in an area, expressed as the equivalent number of band D dwellings, after allowing for disabled reduction (relief) and discounts, adjusted for an allowance for non-collection.

**Creditors** People or firms from whom we have received goods or services and as a consequence owe money to.

**Debtors** People or firms who owe money to the Council.

**Deferred Charges** Expenditure which can be deferred but which does not result in a tangible asset, e.g. Improvement grants.

**Employee Costs** This includes the full costs of employees including salaries, employers contributions to national insurance and superannuation, and costs of leased cars.

**Fees and Charges** In addition to income from council tax payers and business ratepayers and the government, local authorities charge for some services, e.g. local land charge searches and car parking.

**General Fund (GF)** The main revenue fund of the Council from which payments are made to provide services and into which receipts are paid, including the District Council's share of council tax.

**Government Grants** Payments by government towards either the revenue or capital cost of local authority services. These may be either in respect of particular services called specific grants, e.g. housing benefits or in aid of local services generally, e.g. revenue support grant.

**Leasing** A method of financing the acquisition of equipment, vehicles etc. The items concerned do not belong to the user (or lessee) but are the property of the lessor to whom the lessee pays an annual rental for a specific period of time.

**National Non-Domestic Rate (NNDR)** Non-domestic rates are levied at a uniform rate in the pound (the NNDR) set by the Government. The proceeds are pooled nationally and then redistributed to each Local Authority in proportion to residential population.

**Precept** The demand on the collection fund by one authority (e.g. Kent County Council) which is collected from the council tax payer by another (e.g. Sevenoaks). Precepts on Sevenoaks are also made by Town Parish Councils in the District. These are charged to the General Fund.

**Premises Expenses** Includes expenditure on repairs, buildings, grounds and plant maintenance, energy, rents, rates, water services and cleaning of council buildings.

**Recharges** The transfer of costs from one account to another.

**Reserves** The general capital and revenue balances of the Council. There are two types of reserves which might be described as either available or not available to finance expenditure. Revenue reserves which result from monies being set aside or surpluses or delayed expenditure can be spent or earmarked at the discretion of the Council. The useable capital receipts reserve is also available to the extent allowed for by statute. However, other capital reserves

are not available to meet expenditure, e.g. the reserves brought about by the new capital accounting system namely the fixed asset restatement reserve and the capital financing reserve.

**Revenue Expenditure** Expenditure to meet the continuing cost of services including wages and salaries, purchase of materials and financing charges on capital expenditure.

**Revenue Support Grant (RSG)** The general Government grant to local authorities. It is payable to all local authorities in support of expenditure in their area.

**Revised Estimates** The approved estimates for the current year as amended e.g. by supplementary estimates and virement.

**SAPPs** Service and Performance Plans

**SCIA** Service Change Impact Assessment

**Specific Grant** Government grant for specific purposes. The authority does not have the power to apply such grants for other purposes

**Standard Spending Assessment (SSA)** The amount of revenue expenditure, net of Specific Grants, which it is appropriate for each authority to incur in providing a common level of service consistent with the aggregate figure of Total Standard Spending. The sum of all authorities' Standard Spending Assessments is equal to Total Standard Spending less the total of Specific Grants.

**Standard Spending Grant (SSG)** An informal alternative name for Revenue Support Grant, which helps to make it clear that the grant is paid in support of expenditure at the level of the Standard Spending Assessment.

**Supplies and Services** Includes expenditure on equipment and materials.

**Support Services** The charges made by central services for the services they provide to other departments. These are services which support the provision of services to the public, other support services and the corporate and democratic core. This includes the provision of accommodation, IT, administrative items purchased centrally, (e.g. telephones, stationery and bank charges), central professional services (Personnel, Legal and Property, and Financial Services support) and the cost of providing some centrally provided support service e.g. cashiers, post distribution and contact centre.

**Total Standard Spending (TSS)** The amount of revenue expenditure which the Secretary of State considers it is appropriate for all local authorities in England to incur in the provision of services and the financing of expenditure.

**Transfer Payments** Payments to other bodies where no goods or services are received in return by the Authority, e.g. Housing Benefit grants.

**Valuation Bands** To calculate the relative value of dwellings for council tax purposes each dwelling is placed on a valuation list in one of eight bands ranging from A to H. Within a local area, the Council tax will vary between the different bands according to proportions laid down by law.

Band	Value	Proportion
A	Up to £40,000	6/9
B	Over £40,000 and up to £52,000	7/9
C	Over £52,000 and up to £68,000	8/9
D	Over £68,000 and up to £88,000	9/9
E	Over £88,000 and up to £120,000	11/9
F	Over £120,000 and up to £160,000	13/9
G	Over £160,000 and up to £320,000	15/9
H	Over £320,000	18/9

**Virement** The transfer of Budget provision from one service to another.

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