

21 November 2019 at 7.00 pm

Conference Room, Argyle Road, Sevenoaks

Despatched: 13.11.19



Finance & Investment Advisory Committee

Membership:

Chairman, Cllr. Grint; Vice-Chairman, Cllr. Dickins

Cllrs. Abraham, Bayley, Carroll, Clack, Clayton, Penny Cole, Harrison, Hogarth and Reay and vacancy

Agenda

There are no fire drills planned. If the fire alarm is activated, which is a continuous siren with a flashing red light, please leave the building immediately, following the fire exit signs.

	Pages	Contact
Apologies for Absence		
1. Minutes To agree the minutes of the meeting of the Committee held on 3 September 2019, as a correct record.	(Pages 1 - 4)	
2. Declarations of Interest Any interests not already registered.		
3. Actions from Previous Meeting	(Pages 5 - 6)	
4. Update from Portfolio Holder		
5. Referral from Cabinet or the Audit Committee (if any)		
6. Budget 2020/21: Review of Service Dashboards and Service Change Impact Assessments (SCIAS)	(Pages 7 - 32)	Adrian Rowbotham Tel: 01732 227153
7. Treasury Management Mid-Year Update 2019/20	(Pages 33 - 50)	Roy Parsons Tel: 01732 227204
8. Financial Performance Indicators 2019/20 - to the end of September 2019	(Pages 51 - 58)	Alan Mitchell Tel: 01732227483
9. Financial Results 2019/20 - to the end of September 2019	(Pages 59 - 96)	Alan Mitchell Tel: 01732227483
10. Work Plan	(Pages 97 - 98)	

EXEMPT INFORMATION

At the time of preparing this agenda there were no exempt items. During any such items which may arise the meeting is likely NOT to be open to the public.

If you wish to obtain further factual information on any of the agenda items listed above, please contact the named officer prior to the day of the meeting.

Should you need this agenda or any of the reports in a different format, or have any other queries concerning this agenda or the meeting please contact Democratic Services on 01732 227000 or democratic.services@sevenoaks.gov.uk.

FINANCE & INVESTMENT ADVISORY COMMITTEE

Minutes of the meeting held on 3 September 2019 commencing at 7.00 pm

Present: Cllr. Grint (Chairman)

Cllr. Dickins (Vice Chairman)

Cllrs. Abraham, Clack and Harrison

Apologies for absence were received from Cllrs. Bayley, Penny Cole, Hogarth and Reay

Cllr. Perry Cole was also present.

12. Minutes

Resolved: That the Minutes of the meeting of the Committee held on 4 June 2019 be approved and signed by the Chairman as a correct record.

13. Declarations of Interest

No additional declarations of interest were made.

14. Actions from Previous Meeting

There were none.

15. Update from Portfolio Holder

The Portfolio Holder advised Members that the 2018/19 accounts were signed off on 31 July 2019. The most recent work included income generation, treasury management, investment opportunities and funding White Oak Leisure centre. The new Senior Principal Accountant had started. He also informed Members that The Housing, Communities and Local Government Committee had published a report which highlighted the uncertainties in, and challenges of, local government finance.

Budget training for Members had been arranged for 7pm on Monday 24 September and all Members were invited to attend.

The Finance Team were thanked for their hard works on the accounts.

16. Referral from Cabinet or the Audit Committee

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There were none.

17. Treasury Management Annual Report 2018/19

The Principal Accountant presented a report which provided the review of investment and borrowing activity during 2018/19 as required by the Council's Financial Procedure Rules. The report outlined the strategy adopted during the year, showed the position of the investment and debt portfolios at the beginning and the end of the year and gave details of how the investment fund had performed in comparison with previous years and against various benchmarks.

The overall rate of return exceeded the benchmarks and interest receipts exceeded the budget by approximately £113,700. This had been achieved due to investment rates being higher than anticipated as well as higher than expected investment balances. The Council also had a £50,000 stake in the Municipal Bonds Agency and was an equity shareholder. The agency was set up as an alternative to the Public Works Loan Board and could be considered should there be a requirement for additional borrowing. Members considered the report.

Public Sector Equality Duty

Members noted that consideration had been given to impacts under the Public Sector Equality duty.

Resolved: That it be recommended to Cabinet that the Treasury Management Annual Report for 2018/19 be approved, and note that whilst returns exceeded budget, inflation continued to outpace investment returns, leading to the gradual erosion of capital in real terms.

18. Financial Results 2019/20 - to the end of July 2019

The Chief Officer Finance and Trading presented a report on the Council's financial results 2019/20 to the end of July 2019, which showed the end of year position was currently forecast to be a favourable variance of £44,000, this represented just under 0.3% of the net service expenditure budget totalling £15.5m. This included £90,000 of interest from loans to Querus 7 for property investments. If this was excluded there would be an unfavourable variance forecast of £46,000.

In response to questions, the Chief Officer explained that the New Homes Bonus was funding received from Central Government, and the Council was not reliant on this income to balance the revenue budget, but rather was moved to the Financial Plan Reserve to help fund the Property Investment Strategy which delivers ongoing revenue income.

Public Sector Equality Duty

Members noted that consideration had been given to impacts under the Public Sector Equality Duty.

Resolved: That it be recommended to Cabinet to note the report and comments from the Finance and Investment Advisory Committee.

19. Financial Performance Indicators 2019/20 - to the end of June 2019

The Chief Officer Finance and Trading presented a report which detailed the internally set performance indicators as at the end of June 2019, which Members considered. Members were advised that in future the graphs showing the sundry debts would be changed to 30 and 60 days as this was a more accurate representation of when payments were actually made. Updated versions of Appendices A and B were [tabled](#).

Members discussed the percentage target for Council tax payers on direct debit and requested that a comparison exercise take place to see how the Council compared to other authorities.

Action: Chief Officer Finance & Trading to provide a comparison on Council Tax payers on direct debit with other authorities.

Public Sector Equality Duty

Members noted that consideration had been given to impacts under the Public Sector Equality Duty.

Resolved: That the report be noted.

20. Financial Prospects and Budget Strategy 2020/21 Onwards

The Chief Officer Finance and Trading presented the first report for the 2020/21 budget setting process advising that it would be the tenth year of using the current Financial Planning Strategy that included the 10-year budget which had proved successful to date and placed the Council in a much stronger financial position than most other councils.

The report was intended to start the debate and the assumptions would be updated as more accurate information become available during the process. The main message within the report was that the Council was able to remain financially self-sufficient. The 10-year budget continued to include no Revenue Support Grant (RSG) or New Homes Bonus (NHB) in any year as the council continued to be no longer reliant on direct Government funding.

Any amounts that were received from these sources were placed into the Financial Plan Reserve which could be used to support the 10-year budget by funding invest to save initiatives and support for the Property Investment Strategy. Using the funding for these purposes would result in additional year on year income that is not impacted by Government decisions.

Members agreed the last 10-year budget in February and the only changes that have been made since then are rolling the 10-year budget on for one year and updating base figures. No changes to assumptions had been made at this stage.

Appendix A showed the Budget Setting Timetable, this report goes on to Cabinet. Between October & November the Advisory Committees would be presented with

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Finance & Investment Advisory Committee - 3 September 2019

their Service Dashboards and Service Change Impact Assessments (SCIAs). A budget update report would then go to Cabinet in December to include the comments from the Advisory Committee's.

The 10-year budget approved by Full Council in February included the need for £100,000 of new savings or additional income each year but only £93,000 was required in 2020/21 as additional savings were made last year. Over the next couple of months, the Cabinet Advisory Committees would be presented with their Service Dashboards and Service Impact Assessments (SCIAs) for their comments and recommendations which would be included in the budget update report to Cabinet on 5 December 2019.

A Member Budget Training session had been arranged for 24 September 2019 aimed at new Members but all Members were invited. The purpose of this was to ensure that Members were able to fulfil their role in the Governance of the council and the budget decision making process.

Public Sector Equality Duty

Members noted that consideration had been given to impacts under the Public Sector Equality Duty.

Resolved: That it be recommended to Cabinet that

- a) the financial planning approach and principles set out in the report be endorsed;
- b) the Advisory Committees be requested to review the Service Dashboards and advise Cabinet of possible growth and Savings options; and
- c) officers be requested to continue to review the assumptions as detailed within the report back to Cabinet on 5 December 2019.

21. Work Plan

The Capital Strategy 2020/21, Capital Programme and Asset Maintenance 2020/23 and Property Investment Strategy Update reports would be included on the work plan for 23 January 2020.

THE MEETING WAS CONCLUDED AT 7.58 PM

CHAIRMAN

ACTIONS FROM THE MEETING HELD ON 3 SEPTEMBER 2019 (as at 27.09.19)

Action	Description	Status	Contact Officer
Action 1	Chief Officer Finance & Trading to provide a comparison on Council Tax payers on direct debit with other authorities.	Information sent to Members by email on 27/9/19	Adrian Rowbotham Ext. 7153

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BUDGET 2020/21: SERVICE DASHBOARDS AND SERVICE CHANGE IMPACT ASSESSMENTS (SCIAS)

Finance and Investment Advisory Committee - 21 November 2019

Report of	Chief Officer Finance and Trading
Status	For comment
Also considered by	<p>People and Places Advisory Committee - 1 October 2019</p> <p>Improvement and Innovation Advisory Committee - 3 October 2019</p> <p>Housing and Health Advisory Committee - 8 October 2019</p> <p>Development and Conservation Advisory Committee - 15 October 2019</p> <p>Cleaner and Greener Advisory Committee - 29 October 2019</p>
Key Decision	No

Executive Summary:

This report sets out updates to the 2020/21 budget within the existing framework of the 10-year budget and savings plan. The report presents growth and savings proposals that have been identified which need to be considered (if applicable to this Committee), and requests further suggestions from the Advisory Committees, before finalising the budget for 2020/21.

Informed by the latest information from Government and discussions with Cabinet, it is proposed that the Council continues to set a revenue budget that assumes no direct funding from Government through the Revenue Support Grant or New Homes Bonus. This will result in the Council continuing to be financially self-sufficient.

To achieve this aim and to ensure a balanced budget position over the next 10-year period, whilst also increasing the Council's ability to be sustainable beyond that time, a net savings requirement of £93,000 in 2020/21 and £100,000 per annum in later years is included.

Other pressures may result in a requirement for further savings. Officers will continue to monitor these pressures and report the latest position to Cabinet in December.

Portfolio Holder Cllr. Matthew Dickins

Contact Officers Adrian Rowbotham, Ext. 7153

Alan Mitchell, Ext. 7483

Recommendation to each Advisory Committee:

- (a) Advise Cabinet with views on the growth and savings proposals identified in Appendix D applicable to this Advisory Committee.
 - (b) Advise Cabinet with further suggestions for growth and savings applicable to this Advisory Committee.
-

Reason for recommendation: It is important that the views of the Advisory Committees are taken into account in the budget process to ensure that the Council's resources are used in the most suitable manner.

Introduction and Background

- 1 The Council's financial strategy over the past fifteen years has worked towards increasing financial sustainability and it has been successful through the use of a number of strategies including:
 - implementing efficiency initiatives;
 - significantly reducing the back-office function;
 - improved value for money;
 - maximising external income;
 - the movement of resources away from low priority services; and
 - an emphasis on statutory rather than non-statutory services.
- 2 Over this period, the Council has focused on delivering high quality services based on Members' priorities and consultation with residents and stakeholders. In financial terms, the adoption of this strategy has to date allowed the Council to move away from its reliance on general fund reserves.
- 3 Using the data sources available to the Council, this report sets out a budget over the 10-year period but recognises that it is likely that more accurate data will become available in future months and current assumptions may need to be updated.
- 4 In setting its budget for 2011/12 onwards, the Council recognised the need to address both the short-term reduction in Government funding as well as the longer-term need to reduce its reliance on reserves. The outcome was a 10-year budget, together with a four-year savings plan, that ensured the

Council's finances were placed on a stable footing but that also allowed for flexibility between budget years.

- 5 With the Revenue Support Grant provided by Government ceasing from 2017/18 it is important that the council remains financially self-sufficient by having a balanced economy and a financial strategy that is focused on local solutions. These solutions include:
 - continuing to deliver financial savings and service efficiencies;
 - growing the council tax and business rate base; and
 - generating more income.
- 6 The intention of this report is to provide Members of each Advisory Committee an opportunity to give their views on potential growth and savings items that could be included in the updated 10-year budget that will be presented to Council on 25 February 2020.
- 7 The 'Financial Prospects and Budget Strategy 2020/21 and Beyond' report has been presented to Cabinet to start the budget setting process for 2020/21.

Financial Self-Sufficiency

- 8 The Council's Corporate Plan 2013-2018 set out an ambition for the Council to become financially self-sufficient which was achieved in 2016/17. The current Council Plan aims to continue with this approach. This means that the Council no longer requires direct funding from Government, through Revenue Support Grant or New Homes Bonus, to deliver its services.
- 9 This approach was adopted in response to the financial challenges the Country was faced with in bringing its public spending down to ensure it is able to live within its means. In practice this has seen Government funding to local authorities dramatically reduced since 2010/11 with Sevenoaks District Council receiving no Revenue Support Grant from 2017/18.
- 10 The decision to become financially self-sufficient is intended to give the Council greater control over its services, reducing the potential for decision making to be influenced by the level of funding provided by government to local authorities.
- 11 The Council's decision to seek to become financially self-sufficient was subject to scrutiny by the Local Government Associations Peer Challenge of the District Council during December 2013. In their closing letter to the Council they concluded that they 'fully support that aspiration and given the existing and anticipated squeeze upon public finances this makes much sense'.
- 12 With the Council receiving no Revenue Support Grant from 2017/18 and New Homes Bonus reducing from 2018/19, this approach remains appropriate. The attached 10-year budget assumes no Revenue Support Grant or New

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Homes Bonus. Any funding received from these sources will be put into the Financial Plan Reserve which can be used to support the 10-year budget by funding invest to save initiatives and supporting the Property Investment Strategy. One of the aims of the Property Investment Strategy is to achieve an income yield of 3%+ above the Council's average treasury management return (currently 0.9%) when not borrowing or internally borrowing, and 3%+ above the borrowing rate (currently 1.9% for 30 years). Therefore, using funding for this purpose will result in additional year on year income that is not impacted by Government decisions.

- 13 Cabinet are keen to remain financially self-sufficient and be ahead of the game. This will include a new target to replace reliance on Business Rates income over the coming years. This will allow this Council to move ahead in the knowledge that this council has the financial resources to provide the services that the district's residents need into the future.

Service Dashboards

- 14 The intention of service dashboards is to provide Members with improved information during the budget setting process to provide context and inform any growth and savings ideas that Members may put forward.
- 15 The Service Dashboards cover a summary of the services provided, objectives, achievements and opportunities, challenges and risks and performance.
- 16 **Appendix A** contains the Service Dashboard for this Advisory Committee and **Appendix B** contains the budget for those services.

Savings Plan

- 17 **Appendix C** to this report sets out a summary of the savings and growth items approved by Council since the 10-year budget strategy was first used in 2011/12, which have allowed the Council to deliver a 10-year balanced budget.
- 18 The savings plan requires a total of over £7 million to be saved between 2011/12 and 2019/20 which is an average saving of over £800,000 per annum.
- 19 The 10-year budget attached shows a net saving or additional income requirement of £93,000 in 2020/21 and £100,000 per annum in later years to deliver a long-term sustainable budget.
- 20 Other pressures may result in a requirement for further savings. Officers will continue to monitor these pressures and report the latest position to Cabinet in December.

Proposed Growth and Savings Items

- 21 Growth items are items that are in addition to non-service issues and risks, such as grant settlements, impacts of economic change and other pressures highlighted in the 'Financial Prospects and Budget Strategy 2020/21 and Beyond' report considered by Cabinet on 12 September 2019.
- 22 A number of growth and savings items will be proposed at the Advisory Committees with the aim of achieving the £93,000 net savings mentioned above. The £93,000 does not necessarily have to all be achieved in 2020/21 but the impact is required to be £930,000 (i.e. £93,000 x 10 years) over the 10-year budget period.
- 23 The proposed growth and savings items relating to this Advisory Committee are listed in **Appendix D** (if applicable).
- 24 Service Change Impact Assessments (SCIAs) contain further details for all proposed growth and savings items. SCIAs applicable to this Advisory Committee can be found in **Appendix E** (if applicable).
- 25 During the budget process last year, each Advisory Committee was asked to provide further growth and savings suggestions to Cabinet. Some suggestions were approved as part of the 2019/20 budget, but Cabinet indicated that some other suggestions would be worth keeping on a list for future investigation. The suggestions for future investigation relating to this Advisory Committee are included in **Appendix F** and Members may wish to consider these ideas when proposing growth and savings suggestions.

Financial Summary

- 26 The assumptions currently included take into account the latest information available, but a number of assumptions may change before the final budget meeting in February 2019.
- 27 The 10-year budget attached at **Appendix G** includes the changes that were included in the 'Financial Prospects and Budget Strategy 2020/21 and Beyond' report.

Role of the Advisory Committees

- 28 A training session on the budget process have been provided to Members on 24 September 2019. If Members require any further training or require any additional details on the content of this report and appendices, please contact Adrian Rowbotham or Alan Mitchell prior to the meeting.
- 29 Views of the Advisory Committees on the growth and savings items proposed together with any additional suggestions will be considered by Cabinet at its meeting on 5 December 2019.

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Process and Timetable

- 30 This report is the second stage of the budget process as shown in the Budget Setting Timetable (**Appendix H**).
- 31 It is possible that Advisory Committees may have to re-address service budgets in January if significant changes have taken place leading to a large and unmanageable deficit.

Key Implications

Financial

All financial implications are covered elsewhere in this report.

Legal Implications and Risk Assessment Statement.

There are no legal implications.

For the effective management of our resources and in order to achieve a sustainable budget it is essential that all service cost changes and risks are identified and considered.

Challenges and risks are included in the Service Dashboards and each Service Change Impact Assessment (SCIA) includes the likely impacts including a risk analysis.

Financial risks will be reviewed again when the Cabinet publishes its proposals for the annual budget.

Equality Assessment

Members are reminded of the requirement, under the Public Sector Equality Duty (section 149 of the Equality Act 2010) to have due regard to (i) eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the Equality Act 2010, (ii) advance equality of opportunity between people from different groups, and (iii) foster good relations between people from different groups.

Individual equality impact assessments have been completed for all Service Change Impact Assessments (SCIAs) to ensure the decision making process is fair and transparent.

Conclusions

The Strategic Financial and Business Planning process has ensured that the Council follows a logical and well considered process and approach in dealing with the many difficult financial challenges that it has faced. The 10-year budget has further improved this process and helped to ensure that the Council is well placed in dealing with more immediate and longer-term financial challenges.

By becoming financially self-sufficient at an early stage, this Council has become much more in control of its own destiny.

The attached 10-year budget shows that this Council can continue to be financially stable going into the future with a level of assurance that any council would aspire to.

This budget process will once again be a major financial challenge for a Council that already provides value for money services to a high standard. In making any budget proposals, Members will need to consider the impact on service quality and staff well-being, to ensure that these proposals lead to an achievable 10-year budget that supports the Council's aspirations for customer-focused services.

Members' consideration and scrutiny of the relevant services is an essential and key element in the business and financial planning process. If the net total of growth and savings proposals identified by the Advisory Committees and approved by Cabinet does not reach the £93,000 savings target, additional savings will be required that may result in service changes, to ensure a balanced budget position.

Appendices

Appendix A - Service Dashboards relating to this Advisory Committee.

Appendix B - 2019/20 Budget by Service relating to this Advisory Committee.

Appendix C - Summary of the Council's agreed savings plan and growth items.

Appendix D - New growth and savings items proposed relating to this Advisory Committee (if applicable).

Appendix E - Service Change Impact Assessment forms (SCIAs) for the new growth and savings items relating to this Advisory Committee (if applicable).

Appendix F - Growth and savings suggestions made last year that were agreed by Cabinet to be kept on the list for possible future investigation - relating to this Advisory

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Committee (if applicable)

Appendix G - 10-year budget

Appendix H - Budget Setting Timetable

Background Papers

Financial Prospects and Budget Strategy 2020/21
and Beyond - Cabinet 12 September 2019

<https://cds.sevenoaks.gov.uk/documents/s39252/08%20Financial%20Prospects%20and%20Budget%20Strategy%202020-21%20and%20Beyond.pdf?J=4>

Adrian Rowbotham

Chief Officer Finance and Trading

Service Dashboard
Portfolio for Finance & Investments

The services we provide
Corporate governance, financial strategy, local tax, procurement, strategic risk, tax & benefits, fraud prevention, operational assets, business continuity, investments, legal, wellbeing

Service contribution

Statutory service
🔒 🔒 🔒 🔒 🔒

Income generating
💰 💰 💰 💰 💰

Working in partnership
🗣️ 🗣️ 🗣️ 🗣️ 🗣️

Council Plan

Wellbeing ✓

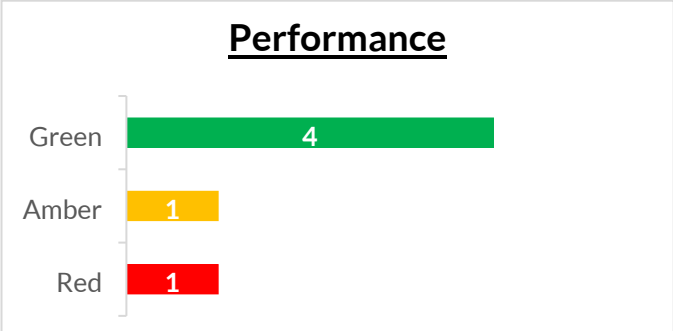
Environment ✖

Economy ✓

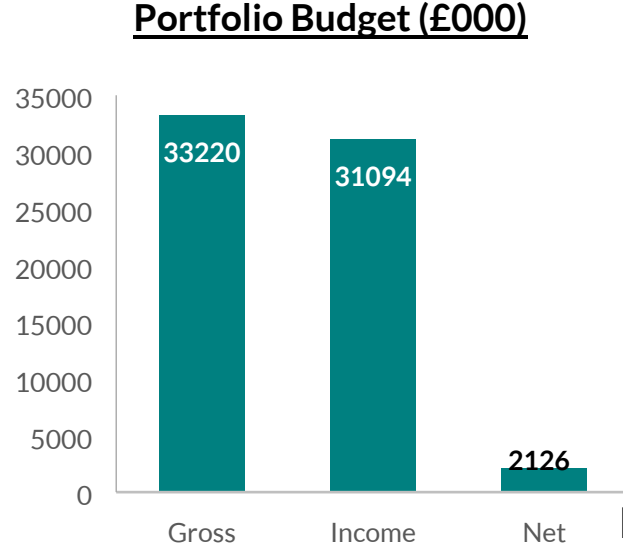
Housing ✖

Community Safety ✖

Health ✖



- Achievements & Opportunities**
- Continuing to achieve financial self-sufficiency and a balanced 10 year budget
 - One of a reducing number of Councils who has their 2018/19 accounts signed off on time by external audit.
 - Property Investment Strategy income target to be exceeded, supported by development of Burlington Mews.
 - High levels of council tax and business rates collection
 - Restructure of the Internal Audit Partnership on target in 2019/20



- Challenges & Risks**
- Continuing to find innovative ways to ensure a prosperous financial future
 - Seeking new investments to complement the Council's property portfolio
 - Continuing to improve the value added by the internal audit service
 - Further improving the service provided to customers of the revenues and benefits service
 - Cost of asset maintenance, including leisure centres

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Finance and Investment Advisory Committee				Appendix B
Chief Officer		2019/20 Exp Budget	2019/20 Inc Budget	2019/20 Approved Net Budget
		£000	£000	£000
Revenue				
Customer & Resources	Support - Legal Function	249	(8)	241
Finance & Trading	Administrative Expenses - Property	5		5
Finance & Trading	Asset Maintenance Argyle Road	110		110
Finance & Trading	Asset Maintenance CCTV	18		18
Finance & Trading	Asset Maintenance Countryside	9		9
Finance & Trading	Asset Maintenance Direct Services	40		40
Finance & Trading	Asset Maintenance Hever Road	38		38
Finance & Trading	Asset Maintenance Leisure	182		182
Finance & Trading	Asset Maintenance Other Corporate Properties	49		49
Finance & Trading	Asset Maintenance Playgrounds	8		8
Finance & Trading	Asset Maintenance Public Toilets	7		7
Finance & Trading	Asset Maintenance Sewage Treatment Plants	9		9
Finance & Trading	Asset Maintenance Support & Salaries	178		178
Finance & Trading	Bus Station	19	(6)	13
Finance & Trading	Estates Management - Buildings	114	(125)	(11)
Finance & Trading	Housing Premises	15	(14)	1
Finance & Trading	Support - Procurement	6		6
Finance & Trading	Support - Property Function	49		49
Finance & Trading	Administrative Expenses - Chief Executive	24		24
Finance & Trading	Administrative Expenses - Finance	37		37
Customer & Resources	Benefits Admin	712	(532)	180
Customer & Resources	Benefits Grants	28,091	(28,116)	(25)
Customer & Resources	Dartford Partnership Hub (SDC costs)	152	(152)	0
Finance & Trading	Housing Advances	1		1
Customer & Resources	Local Tax	530	(582)	(52)
Finance & Trading	Misc. Finance	1,763		1,763
Customer & Resources	Support - Counter Fraud	142	(87)	55
Finance & Trading	Support - Exchequer and Procurement	127		127
Finance & Trading	Support - Finance Function	198		198
Finance & Trading	Support - General Admin	(2)		(2)
Finance & Trading	Treasury Management	126		126
		33,006	(29,622)	3,384
Strategic Head of Comm & Prop	Property Investment Strategy	214	(1,472)	(1,258)
Capital				
	None			
				0

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SCIA Year	No.	Description	2011/12 - 2019/20 £000	2020/21 £000	Later Years £000	Total £000
		Cleaner and Greener Advisory Committee				
2016/17	8	Playgrounds: reduction in asset maintenance (reversal of temporary saving item)			7	
2016/17	9	Public Conveniences: reduction in asset maintenance (reversal of temporary saving item)			8	
2019/20	3	Bradbourne Lakes - Consultancy (reversal of temporary growth item)		(60)		
2019/20	7	Car Parking - Enforcement for Tandridge DC (reversal of temporary saving item)			30	
		Development and Conservation Advisory Committee				
		No savings or growth agreed from 2020/21 onwards				
		Finance and Investment Advisory Committee				
2011/12	62,63	Staff terms and conditions - savings agreed by Council 18/10/11		(187)		
		Housing and Health Advisory Committee				
		No savings or growth agreed from 2020/21 onwards				
		Improvement and Innovation Advisory Committee				
2017/18	10	Apprenticeship Levy (reversal of temporary growth item)		(45)		
2018/19	3	Swanley Local Office contract		(15)		
2018/19	13	IT Developers: funding for two years (reversal of temporary growth item)		(51)		
		People and Places Advisory Committee				
		No savings or growth agreed from 2020/21 onwards				
		Minor movements between years			(1)	
		Total Savings	(7,366)	(202)	44	(7,524)
		Total Growth	2,201	(156)	0	2,045
		Net Savings	(5,165)	(358)	44	(5,479)

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New Growth and Savings Proposals: Finance and Investment Advisory Committee

SCIA Year	No.	Description	Year	Ongoing	2020/21 Impact £000	10-year Budget Impact £000
Growth						
2020/21	9	Finance Team restructure	2020/21	Y	35	350
		Sub Total			35	350
Savings						
2020/21	10	Insurance contract renewal	2020/21	3 yrs	(87)	(261)
		Sub Total			(87)	(261)
		Net (Savings)/Growth Total			(52)	89

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SERVICE CHANGE IMPACT ASSESSMENT

SCIA 09 (20/21)

Chief Officer:	Adrian Rowbotham	Service:	Finance
Activity	Finance	No. of Staff:	10.17 fte

Activity Budget Change	Year: 2020/21 Growth £000	Later Years Comments (ongoing, one-off, etc.)
Finance Team restructure	35	ongoing

Reasons for and explanation of proposed change in service

The demands and challenges on the Finance team have been reviewed following the commencement of a new Head of Finance in early 2018 and more recent changes within the team and SMT restructure.

A staff finance questionnaire was undertaken in October 2018 which sought to identify the areas in which Finance operated well and those in which it did not. The feedback from that questionnaire suggested that system development and training were areas requiring development / resource.

A restructure of the team is proposed to meet the evolving demands on the service. The proposed structure aims to:

- ensure the demands on the service are met by re-distributing work appropriately amongst the Accountancy and Systems parts of the team.
- align the team to effectively support the newly restructured SMT.
- to promote empowerment of staff and ensure future succession planning and greater resilience.
- improve interactions with customers to provide proactive and progressive support (rather than reactionary), contributing to developing opportunities at an early stage.
- allow time for greater system development and customer training.
- support career progression opportunities ensuring retention of knowledge within the service.

SERVICE CHANGE IMPACT ASSESSMENT

	<p>The proposal would increase the number of staff in the Finance team from 11 (10.17 fte) to 12 (11.17 fte).</p>
<p>Key Stakeholders Affected</p>	<p>All Council services</p>
<p>Likely impacts and implications of the change in service (include Risk Analysis)</p>	<p>The new structure will enable staff to have greater focus on the areas that will help to continue to drive the council forward. These areas include property investment, the two companies, shared services viability and income generation.</p> <p>Without this change in resources, there is a risk that opportunities will be missed if there is not adequate focus on these key areas.</p> <p>The proposed changes should also result in the finance system being used more effectively and therefore improving budget monitoring.</p>
<p>Risk to Service Objectives (High / Medium / Low)</p>	<p>Medium</p>

2019/20 Budget	£'000	Performance Indicators		
Operational Cost	451	Code & Description	Actual	Target
Income	-	LPI_FS 001 The percentage of undisputed invoices paid within 30 days or agreed terms	99%	99%
Net Cost	451	LPI_FS 003 Debts outstanding more than 61 days	£30,195	£30,000

Equality Impacts

The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

SERVICE CHANGE IMPACT ASSESSMENT

SCIA 10 (20/21)

Chief Officer:	Adrian Rowbotham	Service:	Finance
Activity	Insurance	No. of Staff:	n/a

Activity Budget Change	Year: 2020/21 (Saving) £000	Later Years Comments (ongoing, one-off, etc.)
Insurance contract renewal	(87)	For 3 years

Reasons for and explanation of proposed change in service

The existing contract was due for renewal on 31/10/19 after a 3-year contract.

In preparation for the tender process a review of the Council’s major assets was conducted and as appropriate revalued for insurance purposes. An insurance audit was also undertaken. This looked in great detail at the cover currently in place and also considered the excess levels and balanced this with the Councils risk appetite.

The results of the insurance audit meant that when conducting the insurance tender, we were able to be very clear on our insurance requirements. In order to obtain the most competitive quality/price combination the tender was conducted via a broker and on a “lot” basis allowing insurance companies to bid for particular parts of the contract rather than its entirety. This greatly increased the number of insurers bidding for the contract and enable significant savings to be realised.

Key Stakeholders Affected

All council services

Likely impacts and implications of the change in service (include Risk Analysis)

The comprehensive process ensures that the Council is appropriately covered and has also delivered large savings over the life of the contract.

The saving proposed is for the 3-year term of the new contract to be reviewed when the following

SERVICE CHANGE IMPACT ASSESSMENT

contract is issued.

Risk to Service Objectives (High / Medium / Low)

Low

2019/20 Budget	£'000	Performance Indicators		
Operational Cost	415	Code & Description	Actual	Target
Income	-	n/a		
Net Cost	415			

Equality Impacts

The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

Growth and Savings Suggestions made last year that were agreed by Cabinet to be kept on the list for possible future investigation

Cabinet 06/12/18:

Cabinet discussed the further growth and savings items suggested by Advisory Committees and indicated that the following items be kept on the list for possible future investigation.

Finance and Investment Advisory Committee

Growth
none
Savings
A shared service for the Legal team.
A full-time magistrate on call to support the Legal team.

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	Budget 2019/20	Plan 2020/21	Plan 2021/22	Plan 2022/23	Plan 2023/24	Plan 2024/25	Plan 2025/26	Plan 2026/27	Plan 2027/28	Plan 2028/29	Plan 2029/30
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Expenditure											
Net Service Expenditure c/f	14,687	15,251	15,556	15,972	16,353	16,740	17,133	17,531	17,936	18,450	18,971
Inflation	608	656	472	481	487	493	499	505	513	521	530
Superannuation Fund deficit and staff recruitment & retention	0	100	0	0	0	0	0	0	0	0	0
Net savings (approved in previous years)	(181)	(298)	44	0	0	0	(1)	0	1	0	(1)
New growth	256	(60)	0	0	0	0	0	0	0	0	0
New savings/Income	(119)	(93)	(100)	(100)	(100)	(100)	(100)	(100)	0	0	0
Net Service Expenditure b/f	15,251	15,556	15,972	16,353	16,740	17,133	17,531	17,936	18,450	18,971	19,500
Financing Sources											
Govt Support: Revenue Support Grant	0	0	0	0	0	0	0	0	0	0	0
New Homes Bonus	0	0	0	0	0	0	0	0	0	0	0
Council Tax	(10,917)	(11,261)	(11,616)	(11,979)	(12,353)	(12,737)	(13,131)	(13,536)	(13,927)	(14,328)	(14,740)
Business Rates Retention	(2,132)	(2,139)	(2,182)	(2,226)	(2,271)	(2,316)	(2,362)	(2,409)	(2,457)	(2,506)	(2,556)
Collection Fund Surplus	0	0	0	0	0	0	0	0	0	0	0
Interest Receipts	(200)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)	(250)
Property Investment Strategy Income	(1,258)	(1,311)	(1,311)	(1,311)	(1,411)	(1,455)	(1,455)	(1,655)	(1,655)	(1,655)	(1,696)
Contributions to/(from) Reserves	(353)	(353)	(353)	(179)	(179)	(635)	148	148	148	148	148
Total Financing	(14,860)	(15,314)	(15,712)	(15,945)	(16,464)	(17,393)	(17,050)	(17,702)	(18,141)	(18,591)	(19,094)
Budget Gap (surplus)/deficit	391	242	260	408	276	(260)	481	234	309	380	406
Contribution to/(from) Stabilisation Reserve	(391)	(242)	(260)	(408)	(276)	260	(481)	(234)	(309)	(380)	(406)
Unfunded Budget Gap (surplus)/deficit	0	0	0	0	0	0	0	0	0	0	0

Assumptions

Revenue Support Grant:	nil all years
Business Rates Retention:	Business Rates Retention safety-net in 19/20 plus 2% in later years
Council Tax:	2% in all years
Council Tax Base:	Increase of 580 Band D equivalent properties from 20/21, 480 from 27/28
Interest Receipts:	£250,000 in all years
Property Investment Strategy:	£1.311m from 20/21, £1.411m from 23/24, £1.455m from 24/25, £1.655m from 26/27, £1.696m from 29/30
Pay award:	2% in all years
Other costs:	2.25% in all years
Income:	2.5% in all years except for off-street car parks which are an average of 3.5% per annum from 19/20 - 23/24

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2020/21 Budget Setting Timetable

	Date	Committee
Stage 1		
Financial Prospects and Budget Strategy 2020/21 and Beyond	3 September	Finance & Investment AC
	12 September	Cabinet
↓		
Stage 2		
Review of Service Dashboards and Service Change Impact Assessments (SCIAs)	1 October	People & Places AC
	3 October	Improvement & Innovation AC
	8 October	Housing & Health AC
	15 October	Development & Conservation AC
	29 October	Cleaner & Greener AC
	21 November	Finance & Investment AC
↓		
Stage 3		
Budget Update (incl. Service Change Impact Assessments (SCIAs), feedback from Advisory Committees)	5 December	Cabinet
↓		
Stage 4		
Budget Update (incl. Government Settlement information)	9 January	Cabinet
↓		
Stage 5		
<i>Budget Update and further review of Service Change Impact Assessments (if required)</i>	<i>January - February</i>	<i>Advisory Committees</i>
↓		
Stage 6		
Budget Setting Meeting (Recommendations to Council)	6 February	Cabinet
↓		
Stage 7		
Budget Setting Meeting (incl. Council Tax setting)	25 February	Council

Note: The Scrutiny Committee may 'call in' items concerning the budget setting process.

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TREASURY MANAGEMENT MID-YEAR UPDATE 2019/20

Finance & Investment Advisory Committee - 21 November 2019

Report of the: Chief Officer Finance & Trading

Status: For decision

Also considered by: Cabinet - 5 December 2019

Key Decision: No

Executive Summary: This report gives details of treasury activity in the first half of the current financial year, recent developments in the financial markets and fulfils the reporting requirements of the Chartered Institute of Public Finance and Accountancy (CIPFA) Code of Practice on Treasury Management.

This report supports the Key Aim of Effective Management of Council Resources.

Portfolio Holder Cllr. Matthew Dickins

Contact Officer Roy Parsons, Principal Accountant - Ext 7204

Recommendation to Finance & Investment Advisory Committee: That Cabinet be asked to approve the Treasury Management Mid-Year Update for 2019/20.

Recommendation to Cabinet: That the Treasury Management Mid-Year Update for 2019/20 be approved.

Reason for recommendation: As required by both the Council's Financial Procedure Rules and the CIPFA Code, a mid-year report of treasury management activity is to be presented to Members for approval.

Background

Capital Strategy

- 1 In December 2017, the Chartered Institute of Public Finance and Accountancy (CIPFA) issued revised Prudential and Treasury Management Codes. As from 2019/20, all local authorities have been required to prepare a Capital Strategy which is intended to provide the following:
 - a high-level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services;
 - an overview of how the associated risk is managed; and

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- the implications for future financial sustainability

Treasury management

- 2 The Council operates a balanced budget, which broadly means cash raised during the year will meet its cash expenditure. Part of the treasury management operations ensure this cash flow is adequately planned, with surplus monies being invested in low risk counterparties, providing adequate liquidity initially before considering optimising investment return.
- 3 The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning to ensure the Council can meet its capital spending operations. This management of longer term cash may involve arranging long or short term loans, or using longer term cash flow surpluses, and on occasion any debt previously drawn may be restructured to meet Council risk or cost objectives.
- 4 Accordingly, treasury management is defined as:

"The management of the local authority's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks."

Introduction

- 5 This report has been written in accordance with the requirements of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management (revised 2017). The primary requirements of the Code are as follows:
 - Creation and maintenance of a Treasury Management Policy Statement which sets out the policies and objectives of the Council's treasury management activities;
 - Creation and maintenance of Treasury Management Practices which set out the manner in which the Council will seek to achieve those policies and objectives;
 - Receipt by the full council of an annual Treasury Management Strategy Statement - including the Annual Investment Strategy and Minimum Revenue Provision Policy - for the year ahead, a Mid-year Review Report and an Annual Report (stewardship report), covering activities during the previous year;
 - Delegation by the Council of responsibilities for implementing and monitoring treasury management policies and practices and for the execution and administration of treasury management decisions; and

- Delegation by the Council of the role of scrutiny of treasury management strategy and policies to a specific named body. For this Council the delegated body is the Finance & Investment Advisory Committee.

In addition, monthly reports from our treasury management advisors, Link Asset Services, are emailed to Members of the Finance & Investment Advisory Committee.

- 6 This mid-year report has been prepared in compliance with CIPFA's Code of Practice on Treasury Management, and covers the following:
- An economic update for the first part of the 2019/20 financial year;
 - Interest rate forecasts;
 - A review of the Treasury Management Strategy Statement and Annual Investment Strategy;
 - A review of the Council's investment portfolio for 2019/20;
 - A review of the Council's borrowing strategy for 2019/20; and
 - Any recent treasury management developments.

Economic update (as at 16 October 2019)

- 7 **UK.** This first half year has been a time of upheaval on the political front as Theresa May resigned as Prime Minister to be replaced by Boris Johnson on a platform of the UK leaving the EU on or 31 October, with or without a deal. However, in September, his proroguing of Parliament was overturned by the Supreme Court and Parliament carried a bill to delay Brexit until 31 January 2020 if there is no deal by 31 October. MPs also voted down holding a general election before 31 October, though one is likely before the end of 2019. So far, there has been no majority of MPs for any one option to move forward on enabling Brexit to be implemented. At the time of writing, (first week in October), the whole Brexit situation is highly fluid and could change radically by the day.
- 8 Given these circumstances and the likelihood of an imminent general election, any interest rate forecasts are subject to material change as the situation evolves. If the UK does soon achieve a deal on Brexit agreed with the EU, including some additional clarification wording on the Irish border backstop, then it is possible that growth could recover relatively quickly. The Bank of England's Monetary Policy Committee (MPC) could then need to address the issue of whether to raise Bank Rate when there is very little slack left in the labour market; this could cause wage inflation to accelerate which would then feed through into general inflation.
- 9 On the other hand, if there was a no deal Brexit and there was a significant level of disruption to the economy, then growth could weaken even further

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than currently and the MPC would be likely to cut Bank Rate in order to support growth. However, with Bank Rate still only at 0.75%, it has relatively little room to make a big impact and the MPC would probably suggest that it would be up to the Chancellor to provide help to support growth by way of a fiscal boost by e.g. tax cuts, increases in government departments and services annual expenditure budgets and expenditure on infrastructure projects, to boost the economy.

- 10 The first half of 2019/20 has seen UK economic growth fall as Brexit uncertainty took a toll. In its Inflation Report of 1 August, the Bank of England was notably downbeat about the outlook for both the UK and major world economies. The MPC meeting of 19 September reemphasised their concern about the downturn in world growth and also expressed concern that the prolonged Brexit uncertainty would contribute to a build-up of spare capacity in the UK economy, especially in the context of a downturn in world growth. This mirrored investor concerns around the world which are now expecting a significant downturn or possibly even a recession in some major developed economies. It was therefore no surprise that the MPC left Bank Rate unchanged at 0.75% throughout 2019, so far, and is expected to hold off on changes until there is some clarity on what is going to happen over Brexit. However, it is also worth noting that the new Prime Minister is making some significant promises on various spending commitments and a relaxation in the austerity programme. This will provide some support to the economy and, conversely, take some pressure off the MPC to cut Bank Rate to support growth.
- 11 As for inflation itself, CPI has been hovering around the Bank of England's target of 2% during 2019, but fell to 1.7% in August. It is likely to remain close to 2% over the next two years and so it does not pose any immediate concern to the MPC at the current time. However, if there was a no deal Brexit, inflation could rise towards 4%, primarily as a result of imported inflation on the back of a weakening pound.
- 12 With regard to the labour market, despite the contraction in quarterly GDP growth of -0.2%q/q, (+1.3% y/y), in quarter 2, employment continued to rise, but at only a muted rate of 31,000 in the three months to July after having risen by no less than 115,000 in quarter 2 itself: the latter figure, in particular, suggests that firms are preparing to expand output and suggests there could be a return to positive growth in quarter 3. Unemployment continued at a 44 year low of 3.8% on the Independent Labour Organisation measure in July and the participation rate of 76.1% achieved a new all-time high. Job vacancies fell for a seventh consecutive month after having previously hit record levels. However, with unemployment continuing to fall, this month by 11,000, employers will still be having difficulty filling job vacancies with suitable staff. It was therefore unsurprising that wage inflation picked up to a high point of 3.9% in June before easing back slightly to 3.8% in July, (3 month average regular pay, excluding bonuses). This meant that in real terms, (i.e. wage rates higher than CPI inflation), earnings grew by about 2.1%.

- 13 As the UK economy is very much services sector driven, an increase in household spending power is likely to feed through into providing some support to the overall rate of economic growth in the coming months. The latest GDP statistics also included a revision of the savings ratio from 4.1% to 6.4% which provides reassurance that consumers' balance sheets are not over stretched and so will be able to support growth going forward. This would then mean that the MPC will need to consider carefully at what point to take action to raise Bank Rate if there is an agreed Brexit deal, as the recent pick-up in wage costs is consistent with a rise in core services inflation to more than 4% in 2020.
- 14 In the political arena, if there is a general election soon, this could result in a potential loosening of monetary policy and therefore medium to longer dated gilt yields could rise on the expectation of a weak pound and concerns around inflation picking up although, conversely, a weak international backdrop could provide further support for low yielding government bonds and gilts.
- 15 **USA.** President Trump's massive easing of fiscal policy in 2018 fuelled a temporary boost in consumption in that year which generated an upturn in the rate of strong growth to 2.9% y/y. Growth in 2019 has been falling back after a strong start in quarter 1 at 3.1%, (annualised rate), to 2.0% in quarter 2. Quarter 3 is expected to fall further. The strong growth in employment numbers during 2018 has reversed into a falling trend during 2019, indicating that the economy is cooling, while inflationary pressures are also weakening. The Federal Reserve (Fed) finished its series of increases in rates to 2.25 - 2.50% in December 2018. In July 2019, it cut rates by 0.25% as a 'midterm adjustment' but flagged up that this was not to be seen as the start of a series of cuts to ward off a downturn in growth. It also ended its programme of quantitative tightening in August, (reducing its holdings of treasuries etc). It then cut rates again in September to 1.75% - 2.00% and is thought likely to cut another 25 bps in December. Investor confidence has been badly rattled by the progressive ramping up of increases in tariffs that President Trump has made on Chinese imports and China has responded with increases in tariffs on American imports. This trade war is seen as depressing US, Chinese and world growth. In the EU, it is also particularly impacting Germany as exports of goods and services are equivalent to 46% of total GDP. It will also impact developing countries dependent on exporting commodities to China.
- 16 **EUROZONE.** Growth has been slowing from +1.8% during 2018 to around half of that in 2019. Growth was +0.4% q/q (+1.2% y/y) in quarter 1 and then fell to +0.2% q/q (+1.0% y/y) in quarter 2; there appears to be little upside potential to the growth rate in the rest of 2019. German GDP growth fell to -0.1% in quarter 2; industrial production was down 4% y/y in June with car production down 10% y/y. Germany would be particularly vulnerable to a no deal Brexit depressing exports further and if President Trump imposes tariffs on EU produced cars. The European Central Bank (ECB) ended its programme of quantitative easing purchases of debt in December 2018, which meant that the central banks in the US, UK and EU had all ended the

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phase of post financial crisis expansion of liquidity supporting world financial markets by purchases of debt.

- 17 However, the downturn in EZ growth in the second half of 2018 and into 2019, together with inflation falling well under the upper limit of its target range of 0 to 2%, (but it aims to keep it near to 2%), has prompted the ECB to take new measures to stimulate growth. At its March meeting it said that it expected to leave interest rates at their present levels “at least through the end of 2019”, but that was of little help to boosting growth in the near term. Consequently, it announced a third round of Targeted Longer Term Refinancing Operations (TLTROs); this provides banks with cheap borrowing every three months from September 2019 until March 2021 which means that, although they will have only a two-year maturity, the Bank is making funds available until 2023, two years later than under its previous policy. As with the last round, the new TLTROs will include an incentive to encourage bank lending, and they will be capped at 30% of a bank’s eligible loans.
- 18 However, since then, the downturn in EZ and world growth has gathered momentum so at its meeting on 12 September, it cut its deposit rate further into negative territory, from -0.4% to -0.5%, and announced a resumption of quantitative easing purchases of debt. It also increased the maturity of the third round of TLTROs from two to three years. However, it is doubtful whether this loosening of monetary policy will have much impact on growth and unsurprisingly, the ECB stated that governments will need to help stimulate growth by fiscal policy. On the political front, Austria, Spain and Italy are in the throes of forming coalition governments with some unlikely combinations of parties i.e. this raises questions around their likely endurance. The recent results of two German state elections will put further pressure on the frail German CDU/SDP coalition government.
- 19 **CHINA.** Economic growth has been weakening over successive years, despite repeated rounds of central bank stimulus; medium term risks are increasing. Major progress still needs to be made to eliminate excess industrial capacity and the stock of unsold property, and to address the level of non-performing loans in the banking and credit systems. Progress also still needs to be made to eliminate excess industrial capacity and to switch investment from property construction and infrastructure to consumer goods production. The trade war with the US does not appear currently to have had a significant effect on GDP growth as some of the impact of tariffs has been offset by falls in the exchange rate and by transshipping exports through other countries, rather than directly to the US.
- 20 **JAPAN** - has been struggling to stimulate consistent significant GDP growth and to get inflation up to its target of 2%, despite huge monetary and fiscal stimulus. It is also making little progress on fundamental reform of the economy.
- 21 **WORLD GROWTH.** The trade war between the US and China is a major concern to financial markets and is depressing worldwide growth, as any downturn in China will spill over into impacting countries supplying raw

materials to China. Concerns are focused on the synchronised general weakening of growth in the major economies of the world compounded by fears that there could even be a recession looming up in the US, though this is probably overblown. These concerns have resulted in government bond yields in the developed world falling significantly during 2019. If there were a major worldwide downturn in growth, central banks in most of the major economies will have limited ammunition available, in terms of monetary policy measures, when rates are already very low in most countries, (apart from the US), and there are concerns about how much distortion of financial markets has already occurred with the current levels of quantitative easing purchases of debt by central banks. The latest Purchasing Managers Index (PMI) survey statistics of economic health for the US, UK, EU and China have all been sub 50 which gives a forward indication of a downturn in growth; this confirms investor sentiment that the outlook for growth during the rest of this financial year is weak.

Interest rate forecasts (as at 16 October 2019)

- 22 The Council’s treasury advisor, Link Asset Services, has provided the following forecast. This forecast includes the increase in margin over gilt yields of 100bps introduced on 9 October 2019:

Link Asset Services Interest Rate View										
	Dec-19	Mar-20	Jun-20	Sep-20	Dec-20	Mar-21	Jun-21	Sep-21	Dec-21	Mar-22
Bank Rate View	0.75	0.75	0.75	0.75	1.00	1.00	1.00	1.00	1.00	1.25
3 Month LIBID	0.70	0.70	0.70	0.80	0.90	1.00	1.00	1.00	1.10	1.20
6 Month LIBID	0.80	0.80	0.80	0.90	1.00	1.10	1.10	1.20	1.30	1.40
12 Month LIBID	1.00	1.00	1.00	1.10	1.20	1.30	1.30	1.40	1.50	1.60
5yr PWLB Rate	2.30	2.50	2.60	2.70	2.70	2.80	2.90	3.00	3.00	3.10
10yr PWLB Rate	2.60	2.80	2.90	3.00	3.00	3.10	3.20	3.30	3.30	3.40
25yr PWLB Rate	3.30	3.40	3.50	3.60	3.70	3.70	3.80	3.90	4.00	4.00
50yr PWLB Rate	3.20	3.30	3.40	3.50	3.60	3.60	3.70	3.80	3.90	3.90

- 23 The above forecasts have been based on an assumption that there is some sort of muddle through to an agreed deal on Brexit at some point in time. Given the current level of uncertainties, this is a huge assumption and so forecasts may need to be materially reassessed in the light of events over the next few weeks or months.

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- 24 It has been little surprise that the MPC has left Bank Rate unchanged at 0.75% so far in 2019 due to the ongoing uncertainty over Brexit. In its meeting on 1 August, the MPC became more dovish as it was more concerned about the outlook for both the global and domestic economies. That's shown in the policy statement, based on an assumption that there is an agreed deal on Brexit, where the suggestion that rates would need to rise at a "gradual pace and to a limited extent" is now also conditional on "some recovery in global growth". Brexit uncertainty has had a dampening effect on UK GDP growth in 2019, especially around mid-year. If there were a no deal Brexit, then it is likely that there will be a cut or cuts in Bank Rate to help support economic growth. The September MPC meeting sounded even more concern about world growth and the effect that prolonged Brexit uncertainty is likely to have on growth.
- 25 **Bond yields / PWLB rates.** There has been much speculation recently that we are currently in a bond market bubble. However, given the context that there are heightened expectations that the US could be heading for a recession, and a general background of a downturn in world economic growth, together with inflation generally at low levels in most countries and expected to remain subdued, conditions are ripe for low bond yields. While inflation targeting by the major central banks has been successful over the last thirty years in lowering inflation expectations, the real equilibrium rate for central rates has fallen considerably due to the high level of borrowing by consumers: this means that central banks do not need to raise rates as much now to have a major impact on consumer spending, inflation, etc. This has pulled down the overall level of interest rates and bond yields in financial markets over the last thirty years.
- 26 We have therefore seen over the last year, many bond yields up to ten years in the Eurozone actually turn negative. In addition, there has, at times, been an inversion of bond yields in the US whereby ten year yields have fallen below shorter term yields. In the past, this has been a precursor of a recession. The other side of this coin is that bond prices are elevated as investors would be expected to be moving out of riskier assets i.e. shares, in anticipation of a downturn in corporate earnings and so selling out of equities. However, stock markets are also currently at high levels as some investors have focused on chasing returns in the context of dismal ultra-low interest rates on cash deposits.
- 27 What we saw during the last half year up to 30 September is a near halving of longer term PWLB rates to completely unprecedented historic low levels (but see paragraph 41 below for comments on the increase in margin over gilt yields of 100 bps introduced on 9 October 2019). There is though, an expectation that financial markets have gone too far in their fears about the degree of the downturn in US and world growth. If, as expected, the US only suffers a mild downturn in growth, bond markets in the US are likely to sell off and that would be expected to put upward pressure on bond yields, not only in the US, but due to a correlation between US treasuries and UK gilts, which at various times has been strong but at other times weaker, in the UK.

However, forecasting the timing of this and how strong the correlation is likely to be is very difficult to forecast with any degree of confidence.

- 28 One potential danger that may be lurking in investor minds is that Japan has become mired in a twenty year bog of failing to get economic growth and inflation up off the floor, despite a combination of massive monetary and fiscal stimulus by both the central bank and government. Investors could be fretting that this condition might become contagious.
- 29 Another danger is that unconventional monetary policy post 2008, (ultra-low interest rates plus quantitative easing), may end up doing more harm than good through prolonged use. Low interest rates have encouraged a debt fuelled boom which now makes it harder for economies to raise interest rates. Negative interest rates could damage the profitability of commercial banks and so impair their ability to lend and / or push them into riskier lending. Banks could also end up holding large amounts of their government's bonds and so create a potential doom loop. (A doom loop would occur where the credit rating of the debt of a nation was downgraded which would cause bond prices to fall, causing losses on debt portfolios held by banks and insurers, so reducing their capital and forcing them to sell bonds - which, in turn, would cause further falls in their prices etc.) In addition, the financial viability of pension funds could be damaged by low yields on holdings of bonds.

The balance of risks to the UK

- The overall balance of risks to economic growth in the UK is probably to the downside due to the weight of all the uncertainties over Brexit, as well as a softening global economic picture.
- The balance of risks to increases in Bank Rate and shorter term PWLB rates are broadly similarly to the downside.
- One risk that is both an upside and downside risk is that all central banks are now working in very different economic conditions than before the 2008 financial crash. There has been a major increase in consumer and other debt due to the exceptionally low levels of borrowing rates that have prevailed for eleven years since 2008. This means that the neutral rate of interest in an economy, (i.e. the rate that is neither expansionary nor deflationary), is difficult to determine definitively in this new environment, although central banks have made statements that they expect it to be much lower than before 2008. Central banks could, therefore, over or under-do increases in central interest rates.

Downside risks to current forecasts for UK gilt yields and PWLB rates

- Brexit - if it were to cause significant economic disruption and a major downturn in the rate of growth.

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- Bank of England takes action too quickly, or too far, over the next three years to raise Bank Rate and causes UK economic growth, and increases in inflation, to be weaker than we currently anticipate.
- A resurgence of the Eurozone sovereign debt crisis. In 2018, Italy was a major concern due to having a populist coalition government which made a lot of anti-austerity and anti-EU noise. However, in September 2019 there was a major change in the coalition governing Italy which has brought to power a much more EU friendly government; this has eased the pressure on Italian bonds. Only time will tell whether this new unlikely alliance of two very different parties will endure.
- Weak capitalisation of some European banks, particularly Italian banks.
- German minority government. In the German general election of September 2017, Angela Merkel's CDU party was left in a vulnerable minority position dependent on the fractious support of the SPD party, as a result of the rise in popularity of the anti-immigration AfD party. Then in October 2018, the results of the Bavarian and Hesse state elections radically undermined the SPD party and showed a sharp fall in support for the CDU. As a result, the SPD had a major internal debate as to whether it could continue to support a coalition that is so damaging to its electoral popularity. After the result of the Hesse state election, Angela Merkel announced that she would not stand for re-election as CDU party leader at her party's convention in December 2018. However, this makes little practical difference as she has continued as Chancellor, though more recently concerns have arisen over her health.
- Other minority EU governments. Austria, Sweden, Spain, Portugal, Netherlands and Belgium all have vulnerable minority governments dependent on coalitions which could prove fragile.
- Italy, Austria, the Czech Republic and Hungary now form a strongly anti-immigration bloc within the EU. There has also been rising anti-immigration sentiment in Germany and France.
- There are concerns around the level of US corporate debt which has swollen massively during the period of low borrowing rates in order to finance mergers and acquisitions. This has resulted in the debt of many large corporations being downgraded to a BBB credit rating, close to junk status. Indeed, 48% of total investment grade corporate debt is rated at BBB. If such corporations fail to generate profits and cash flow to reduce their debt levels as expected, this could tip their debt into junk ratings which will increase their cost of financing and further negatively impact profits and cash flow.
- Geopolitical risks, for example in North Korea, but also in Europe and the Middle East, which could lead to increasing safe haven flows.

Upside risks to current forecasts for UK gilt yields and PWLB rates

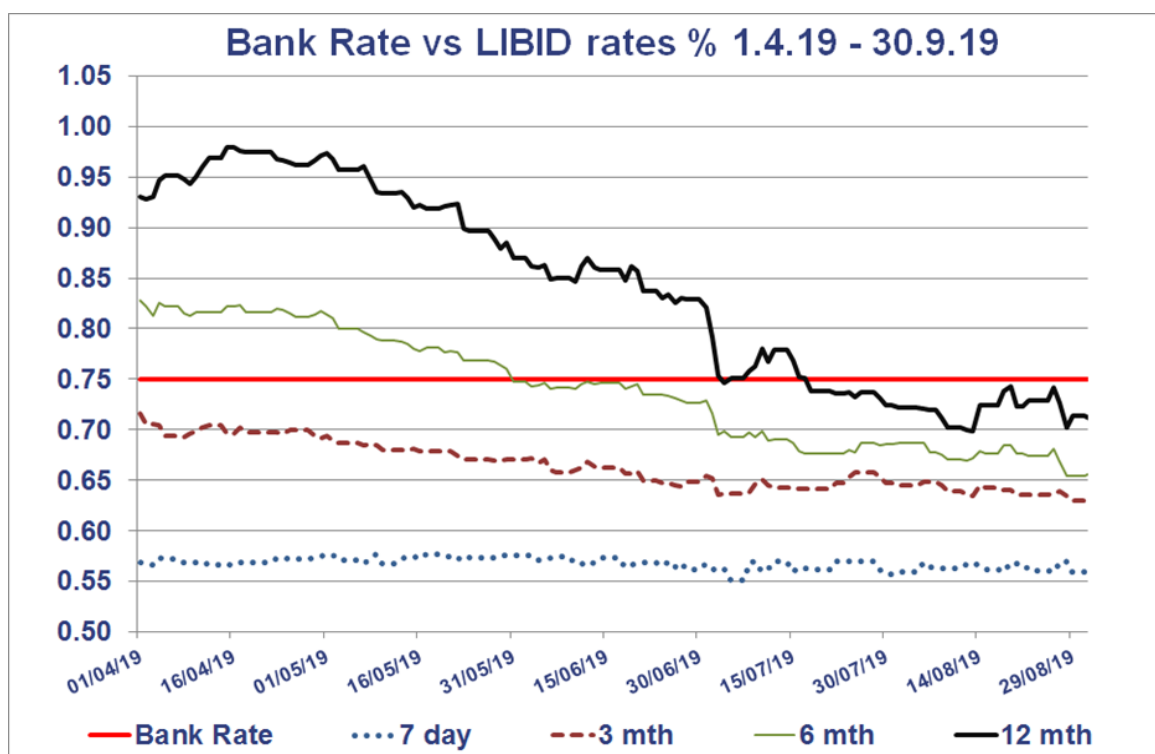
- Brexit - if agreement was reached all round that removed all threats of economic and political disruption between the EU and the UK.
- The Bank of England is too slow in its pace and strength of increases in Bank Rate and, therefore, allows inflationary pressures to build up too strongly within the UK economy, which then necessitates a later rapid series of increases in Bank Rate faster than we currently expect.
- UK inflation, whether domestically generated or imported, returning to sustained significantly higher levels causing an increase in the inflation premium inherent to gilt yields.

Treasury Management Strategy and Annual Investment Strategy update

- 30 The Treasury Management Strategy Statement (TMSS) and Prudential Indicators for 2019/20 were approved by the Council on 26 February 2019. There are no policy changes to the TMSS thus far and the details in this report merely update the position in the light of the updated economic position.

Investment portfolio 2019/20

- 31 In accordance with the Code, it is the Council's priority to ensure security of capital and liquidity, and to obtain an appropriate level of return which is consistent with the Council's risk appetite. As described above, it is a very difficult investment market in terms of earning the level of interest rates commonly seen in previous decades as rates are very low and in line with the 0.75% Bank Rate. The continuing potential for a re-emergence of a Eurozone sovereign debt crisis, and its impact on banks, prompts a low risk and short term strategy. Given this risk environment and the fact that increases in Bank Rate are likely to be gradual and unlikely to return to the levels seen in previous decades, investment returns are likely to remain low.
- 32 The Council held £22.424m of investments as at 30 September 2019 (£20.155m at 31 March 2019) and the investment portfolio yield for the first six months of the year is 0.90% against 7 Day and 3 Month LIBID benchmarks of 0.57% and 0.66% respectively. A full list of investments held as at 30 September 2019 appears in the Appendix.
- 33 Members have previously expressed their desire to achieve returns closer to or exceeding the rate of inflation and investigations are underway as to how this can best be realised within the context of the overarching treasury management tenet of "Security, Liquidity and then Yield". Proposals are due to be put before Members when designing the Treasury Management Strategy for 2020/21.
- 34 A comparison of Bank Rate and LIBID rates appears in the graph and table below.



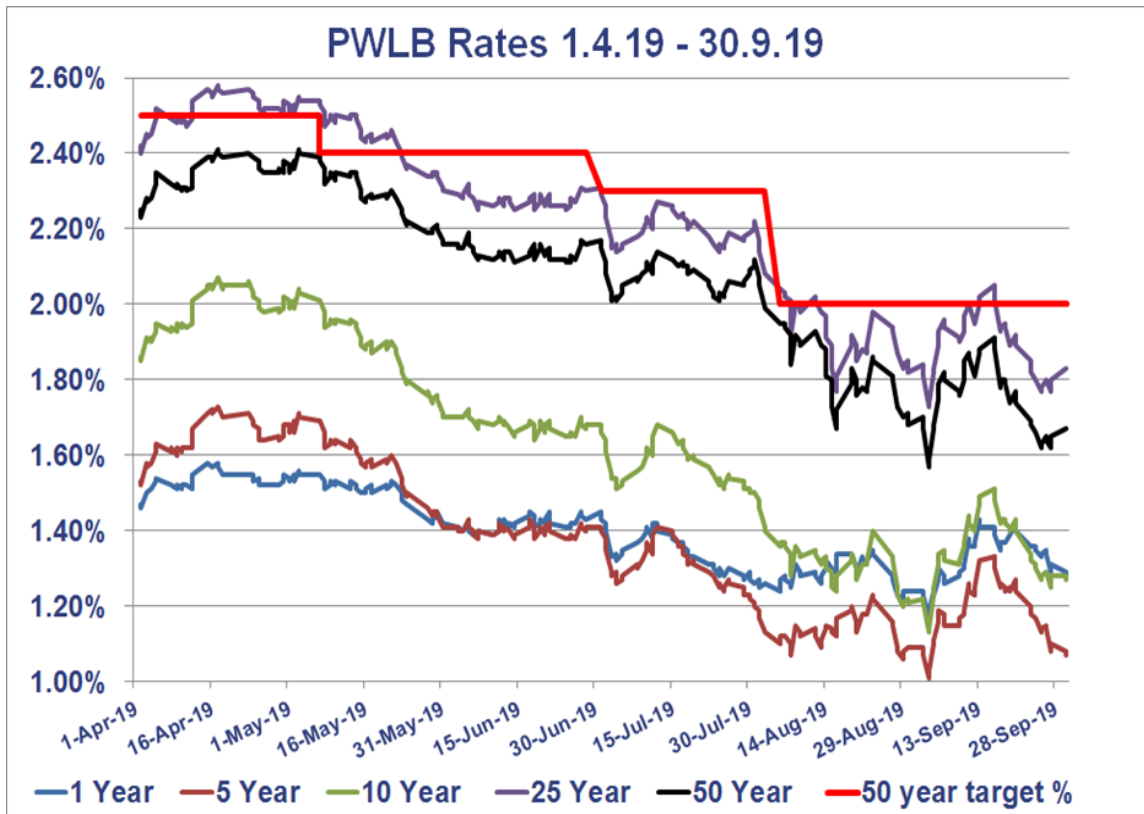
	Bank Rate	7 day	1 mth	3 mth	6 mth	12 mth
High	0.75	0.58	0.61	0.72	0.83	0.98
High Date	01/04/2019	09/05/2019	15/04/2019	01/04/2019	01/04/2019	15/04/2019
Low	0.75	0.55	0.58	0.63	0.65	0.69
Low Date	01/04/2019	05/07/2019	08/08/2019	29/08/2019	04/09/2019	04/09/2019
Average	0.75	0.57	0.60	0.66	0.73	0.83
Spread	0.00	0.03	0.03	0.09	0.18	0.29

- 35 The approved limits within the Annual Investment Strategy were not breached during the first six months of 2019/20.
- 36 The Council’s budgeted investment return for 2019/20 is £200,000 and performance for the year to 30 September 2019 is approximately £27,000 above budget. This trend is likely to be maintained for the remainder of the financial year.
- 37 The current investment counterparty criteria approved in the Treasury Management Strategy Statement is currently meeting the requirements of the treasury management function.

Borrowing

- 38 As at the end of September 2018 the Council had £5.074m of borrowings, comprising one loan from the Public Works Loan Board (PWLB) for 30 years at 2.66%.
- 39 It is anticipated that no further borrowing will be undertaken during this financial year.

- 40 The graph and table below show the movement in PWLB certainty rates for the first six months of the year to date. PWLB rates have been on a falling trend during this period and longer rates have almost halved to reach historic lows. The 50 year PWLB target (certainty) rate for new long term borrowing fell from 2.50% to 2.00% during this period.



	1 Year	5 Year	10 Year	25 Year	50 Year
Low	1.17%	1.01%	1.13%	1.73%	1.57%
Date	03/09/2019	03/09/2019	03/09/2019	03/09/2019	03/09/2019
High	1.58%	1.73%	2.07%	2.58%	2.41%
Date	15/04/2019	17/04/2019	17/04/2019	17/04/2019	17/04/2019
Average	1.40%	1.37%	1.62%	2.20%	2.07%

Increase in the cost of borrowing from the PWLB

- 41 On 9 October 2019 the Treasury and PWLB announced an increase in the margin over gilt yields of 100bps on top of the current margin which this authority has paid prior to this date for new borrowing from the PWLB. There was no prior warning that this would happen and it now means that every local authority has to fundamentally reassess how to finance their external borrowing needs and the financial viability of capital projects in their capital programme due to this unexpected increase in the cost of borrowing. Representations are going to be made to HM Treasury to suggest that areas of capital expenditure that the Government are keen to see move

Agenda Item 7

forward e.g. housing, should not be subject to such a large increase in borrowing.

- 42 Whereas this authority had been planning to rely on the PWLB as its main source of any future funding, it now has to fundamentally reconsider alternative cheaper sources of borrowing, should the need arise. At the current time, this is a developmental area as this event has also taken the financial services industry by surprise. It is expected that various financial institutions will enter the market or make products available to local authorities. Members will be updated as this area evolves.
- 43 It is possible that the Municipal Bonds Agency will be offering loans to local authorities in the future. This Authority may make use of this new source of borrowing as and when appropriate.

Key Implications

Financial

The management of the Council's investment portfolio and cash-flow generated balances plays an important part in the financial planning of the authority. The security of its capital and liquidity of its investments is of paramount importance.

Legal Implications and Risk Assessment Statement

Under Section 151 of the Local Government Act 1972, the Section 151 Officer has statutory duties in relation to the financial administration and stewardship of the authority, including securing effective arrangements for treasury management.

This annual review report fulfils the requirements of The Chartered Institute of Public Finance & Accountancy's Code of Practice on Treasury Management 2017.

Treasury management has two main risks :

- Fluctuations in interest rates can result in a reduction in income from investments; and
- A counterparty to which the Council has lent money fails to repay the loan at the required time.

Consideration of risk is integral in our approach to treasury management. However, this particular report has no specific risk implications as it is not proposing any new actions, but merely reporting performance over the last six months.

Equality Assessment

The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

Conclusions

The overall return on the Council's investments up to the end of September 2019 significantly exceeds the budget and is forecast to increase further by the end of the financial year.

The percentage yield on the portfolio is 0.90%, which exceeds the recognised benchmarks. However, as previously noted, inflation continues to outpace investment returns and attempts are being made to address this.

Should the Council need to borrow to fund its activities, the recent increase in PWLB new loan rates of 100bps over gilt yields will have an impact on the choice of funding options.

The economic situation both globally and within the Eurozone remains volatile, and this will have consequences for the UK economy particularly as the Brexit process moves forward. Treasury management in the current and recent financial years has been conducted against this background and with a cautious investment approach.

Appendix: Investment Portfolio at 30 September 2019

Background Papers: [Treasury Management Strategy for 2019/20 - Council 26 February 2019](#)

Adrian Rowbotham
Chief Officer Finance & Trading

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List of Investments as at:- 30-Sep-19

Reference	Name	Rating	Country	Group	Amount	Start Date	Comm Rate	End Date	Curr Rate	Terms	Broker
	Barclays Bank plc (Business Premium A/C)	A+	U.K.		924,000	01-Oct-11			0.55000%	Variable	Direct
	Svenska Handelsbanken AB (Deposit A/C)	AA	Sweden		0	23-Jul-14			0.40000%	Variable	Direct
	Svenska Handelsbanken AB (35 Day Notice A/C)	AA	Sweden		0	01-Sep-16			0.50000%	Variable	Direct
	Aberdeen Standard Liquidity Fund (Money Market Fund)	AAA	U.K.		1,300,000	11-May-12				Variable	Direct
	Insight Liquidity Fund (Money Market Fund)	AAA	U.K.		900,000	11-May-12				Variable	Direct
	BlackRock Liquidity Fund (Money Market Fund)	AAA	U.K.		1,000,000	13-Oct-16				Variable	Direct
	CCLA Public Sector Deposit Fund (Money Market Fund)	AAA	U.K.		3,300,000	08-Oct-18				Variable	Direct
IP1357	Bank of Scotland plc	A+	U.K.	Lloyds/HBOS	1,000,000	09-Aug-17	0.45000%		1.10000%	95 Day Notice	Direct
IP1406	Goldman Sachs International Bank	A	U.K.		3,000,000	15-May-19	0.91000%	15-Nov-19		6 Months	Tradition
IP1374	Lloyds Bank plc	A+	U.K.	Lloyds/HBOS	1,000,000	05-Jan-18	0.70000%		1.10000%	95 Day Notice	Direct
IP1410	Newcastle Building Society		U.K.		2,000,000	22-Jul-19	1.27000%	20-Jul-20		1 Year	Tradition
IP1409	Newcastle Building Society		U.K.		1,000,000	31-Jul-19	1.30000%	31-Jul-20		1 Year	R P Martin
IP1407	Nottingham Building Society		U.K.		2,000,000	28-May-19	1.05000%	28-Nov-19		6 Months	Tradition
IP1408	Nottingham Building Society		U.K.		1,000,000	31-Jul-19	1.02000%	31-Jan-20		6 Months	R P Martin
IP1411	Principality Building Society		U.K.		2,000,000	31-Jul-19	0.97000%	31-Jan-20		6 Months	R P Martin
IP1410	West Bromwich Building Society		U.K.		2,000,000	22-Jul-19	0.98000%	19-Feb-20		7 Months	Tradition

Total Invested

22,424,000

Other Loans

	Sevenoaks Leisure Limited				529,648	02-Mar-18	6.00000%	02-Mar-28		10 Years	Direct
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FINANCIAL PERFORMANCE INDICATORS 2018/19 - TO THE END OF SEPTEMBER 2019

Finance Advisory Committee - 21 November 2019

Report of Chief Officer Finance & Trading

Status: For Consideration

Key Decision: No

This report supports the Key Aim of Effective Management of Council Resources

Portfolio Holder Cllr Matthew Dickins

Contact Officer Alan Mitchell Ext. 7483

Recommendation to Finance Advisory Committee: That the report be noted.

Reason for recommendation: This recommendation supports the sound control of the Councils finances.

Introduction and Background

- 1 This report presents figures on ten internally set performance indicators covering activities that support information provided in the regular financial monitoring statements.
- 2 Information is provided on targets for the financial year, and figures for the previous year are given for comparison.
- 3 Use of these indicators assists management in highlighting areas where performance has an impact on the financial outturn for the authority.

Key Implications

Financial

There are no financial implications arising from this report

Legal Implications and Risk Assessment Statement.

Under section 151 of the Local Government Act 1972, the section 151 officer has statutory duties in relation to the financial administration and stewardship of the authority.

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Equality Assessment

The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

Conclusions

That Members note the report.

Appendices

Appendix A - Performance Indicators - September 2019 (Tables)

Appendix B - Performance Indicators - September 2019 (Graphs)

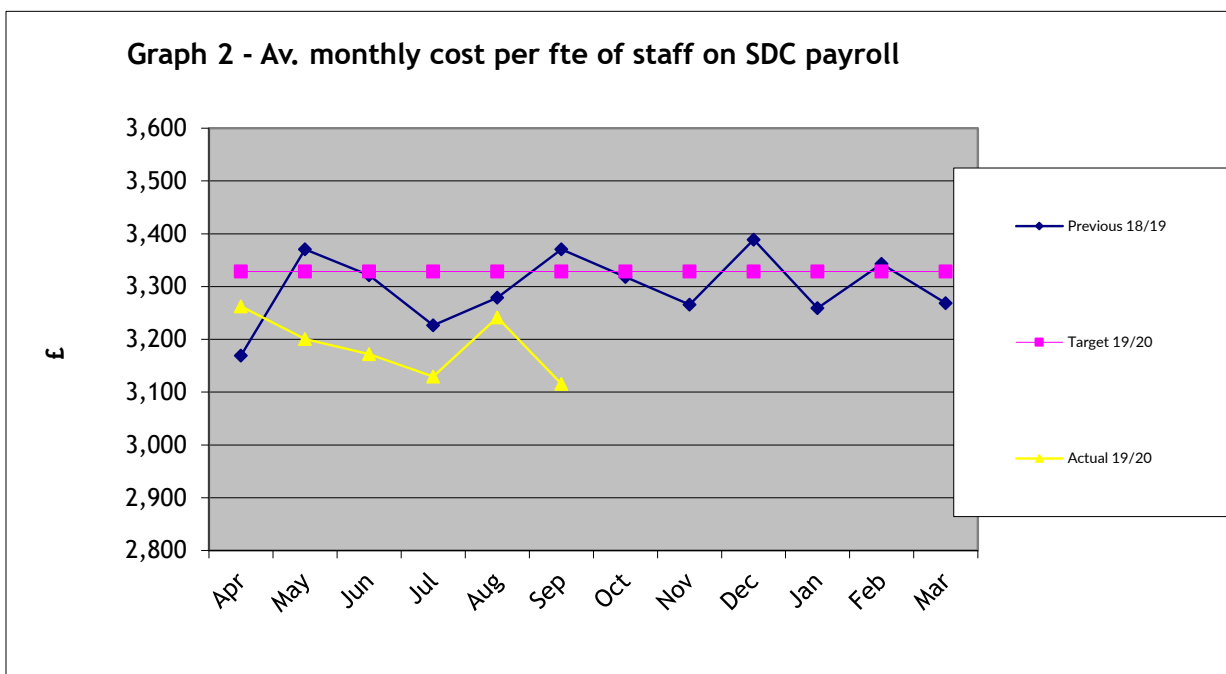
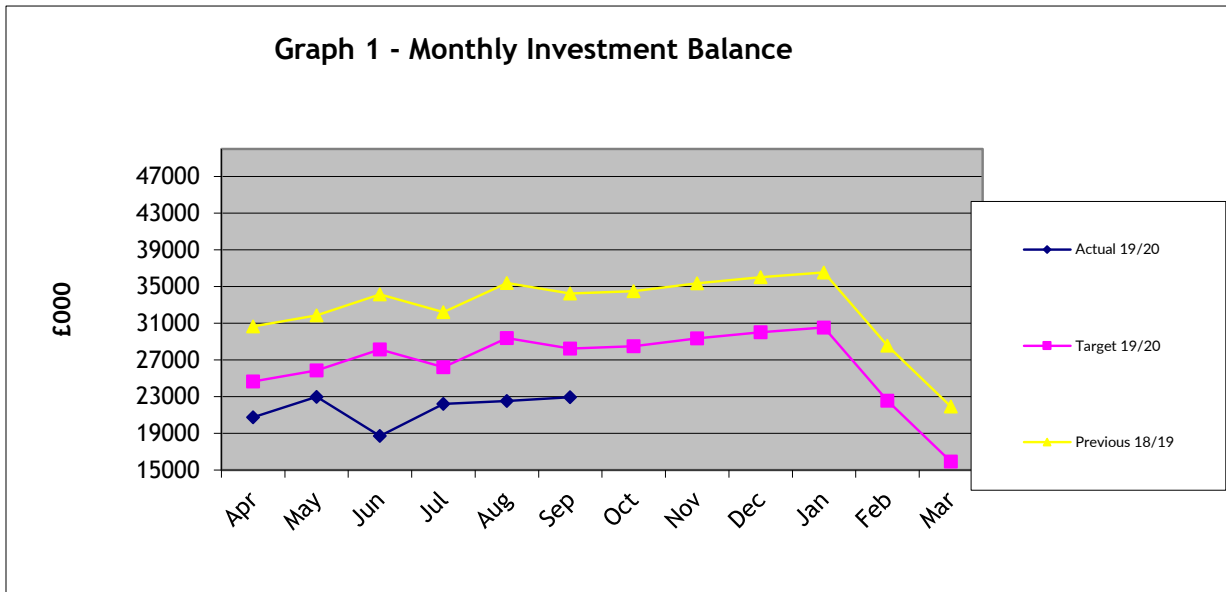
Background Papers:

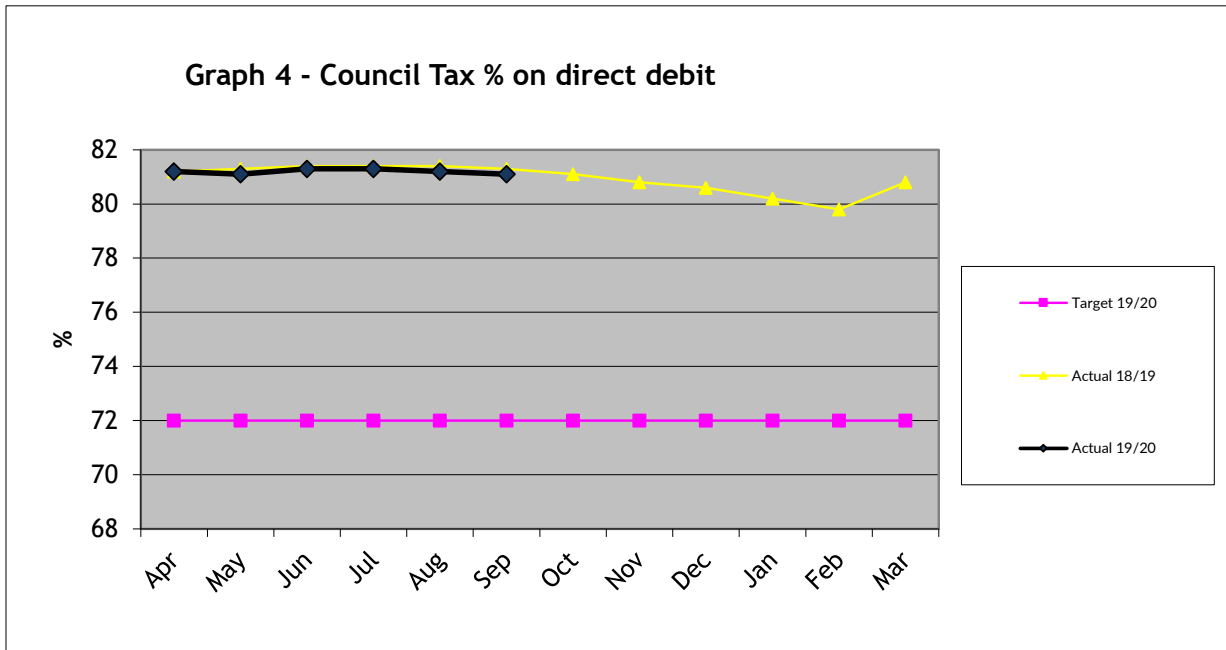
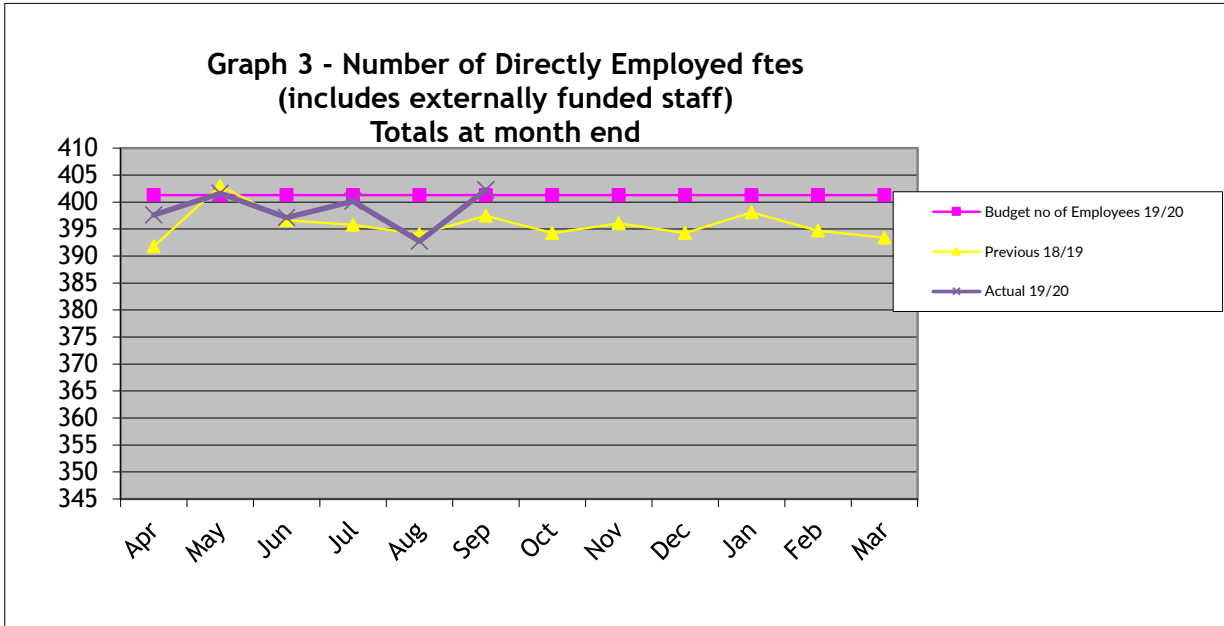
None

Adrian Rowbotham
Chief Officer Finance & Trading

Indicator	Target	Actual	Variance	Variance (%)	Notes	Graph
Monthly investment balance (£000)	28,233	22,954	(5,279)	(18.7%)	Indicator represents total investments at month end. Investment balances continue to exceed target levels. Capital payments in relation to Buckhurst 2 car park scheme will continue for the remainder of the financial year; £5.25m of PWLB borrowing was acquired in November 17 in relation to this scheme.	1
Average monthly cost per employee (£)	3,328	3,212	(117)	(3.5%)	Target is annual pay budget divided by budget FTEs.	2
Average monthly salary cost SDC (£000)	1,229	1,263	35	2.8 %	This indicator refers to directly employed staff only; the costs of agency staff paid on invoices are excluded.	-
Number of employees (Full Time Equivalent (FTE))	401.30	402.28	1.0	0.2 %	Target reflects budgeted FTEs. As at the end of February there were 29.5 FTE vacancies; some posts are temporarily vacant to meet the requirement for the vacancy budget, some are covered by agency staff and others are vacant pending recruitment.	3
Council Tax % collected for 2019/20	57.0	58.1	1.1	1.9 %	LPIFS 19. Monthly cumulative figures.	-
NNDR % collected for 2019/20	56.0	57.7	1.7	3.0 %	LPIFS 20. Monthly cumulative figures.	-
Council Tax payers % on direct debit	72.0	81.1	9.1	12.6%	LPIFS 8 - % on direct debit.	4
Investment return % - fund average	1.00	0.90	(0.10)	(10.0)%	Cumulative return on investments. Target is budget assumption.	5
Investment return % - 3 month LIBID		0.67				
Investment return % - 7 day LIBID		0.57				

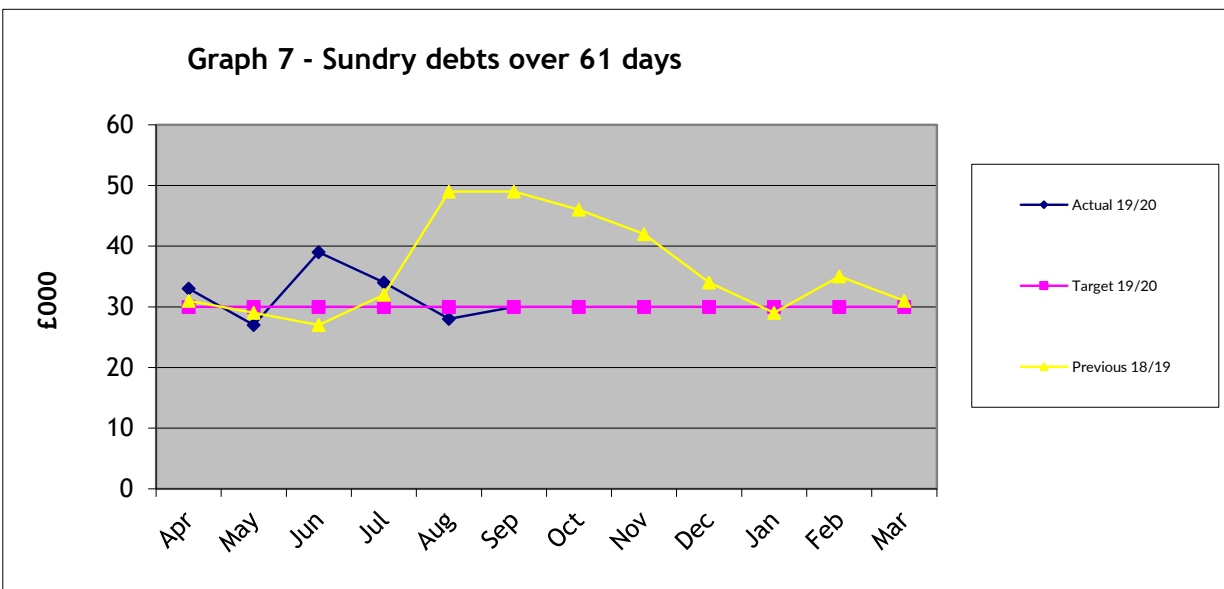
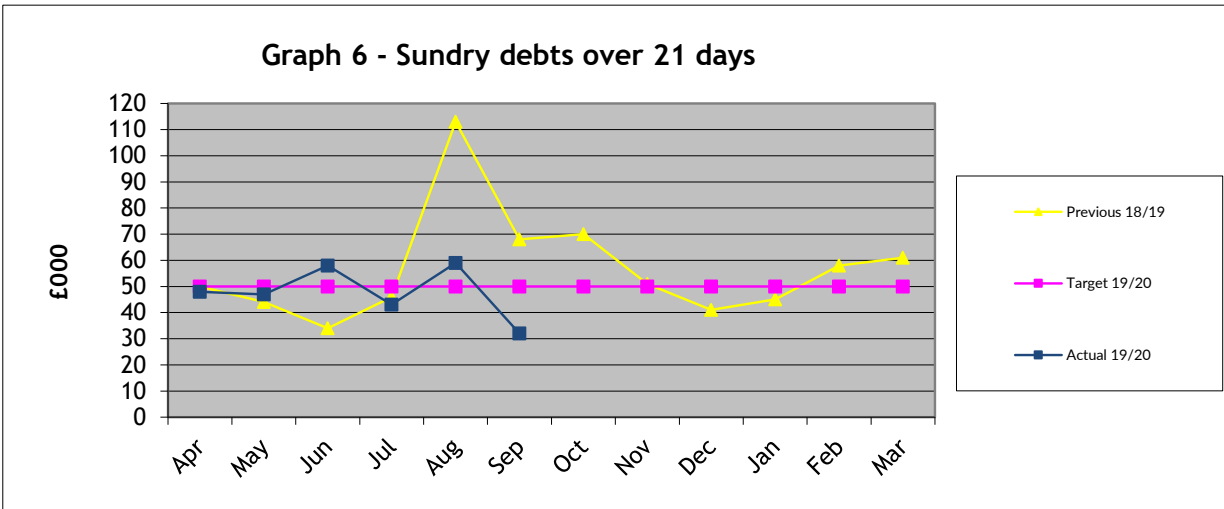
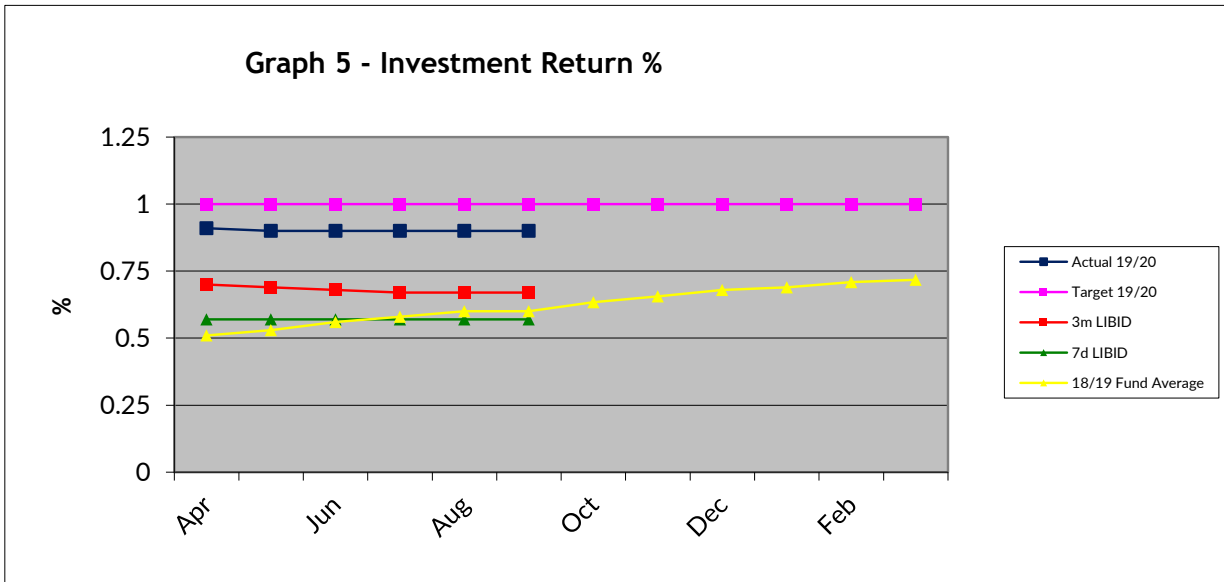
Indicator	Target	Actual	Variance	Variance (%)	Notes	Graph
Sundry debtors: debts over 21 days (£000)	50	32	(18.0)	(36.0)%	21 days is taken as the base as the first reminder is issued after 3 wks. Total debts exclude items on 'indefinite hold', e.g. debtors in administration or where the service has asked to defer follow up action whilst they make further investigations. The total amount of debts raised in the past 12 months was £4.838m. Debts over 21 days represents 0.66% of the debts raised in the past 12 months (ie 99.34% collected within terms).	6
Sundry debtors: debts over 61 days (£000)	30	30	-	-	61 days is when the third reminder is issued. The total amount of debts raised in the past 12 months was £4.838m. Debts still unpaid after 61 days represents 0.62% of the debts raised in the past 12 months (ie 99.38% collected).	7





Finance Advisory Committee Finance Performance Indicators 2019/20
as at end September 2019

Appendix B



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FINANCIAL RESULTS 2019/20 - TO THE END OF SEPTEMBER 2019

Finance & Investment Advisory Committee - 21 November 2019

Report of Chief Officer Finance & Trading

Status: For consideration

Also considered by: Cabinet - 5 December 2019

Key Decision: No

This report supports the Key Aim of Effective Management of Council Resources

Portfolio Holder Cllr. Matthew Dickins

Contact Officer(s) Alan Mitchell Ext. 7483

Adrian Rowbotham Ext. 7153

Recommendation to Finance and Investment Advisory Committee: That the report be noted, and any comments forwarded to Cabinet.

Recommendation to Cabinet: Cabinet considers any comments from Finance and Investment Advisory Committee and notes the report

Reason for recommendation: Sound financial governance of the Council.

Overall Financial Position

- 1 The year-end position is currently forecast to be a favourable variance of £103,000; this represents just under 0.7% of our net service expenditure budget totalling £15,627,000. This favourable variance includes £90,000 of interest from loans to Quercus 7 for property investments. If this was excluded there would be an favourable variance forecast of £13,000.

Year to Date - Areas of Note

- 2 Pay costs - the expenditure to date on staff costs is £126,000 below budget. There are currently vacancies within Corporate Services and Planning and Building Control. The impact of the larger salary variances are included within the Chief Officer commentaries.
- 3 Income - the Council receives a number of different income streams to help balance the budget; section 8 of the monitoring pack provides details in relation to the main streams. At the end of September, income is ahead of profile for On-Street Parking and Building Control and Development

Agenda Item 9

Management. The level of On-Street Parking income remained at an increased level as during large scale works customers park in different locations and are slowly moving back to carparks. We have seen an increase in the use of season tickets and proposed changes to implement short term parking options are anticipated to increase car park income. Land Charges and Planning Fee income is currently lower due to a reduced volume of search requests; Chief Officers are aware of risks and have provided further details in their commentaries.

- 4 Investment Returns - the return to date on the investments held by the Council has resulted in a favourable position being reported, with interest received to date totalling £128,000 compared to a budget of £101,000.
- 5 New Homes Bonus - the Council is due to receive £1,220,000 News Homes Bonus during 2019/20; as per the 10-year budget, this income will not be applied to fund the provision of services, instead it will be transferred to the Budget Stabilisation Reserve to be utilised as future needs arise.
- 6 Retained Business Rates - Income expectation of £2,132,000 forms part of the 2019/20 budget; any receipts over and above this amount, including those that result from being a beneficiary of the Kent Business Rates Pool, will be transferred to the Budget Stabilisation Reserve. At the end of August some £450,000 of additional income is being forecasted. Regular monitoring takes place, with any amendments feeding into the outturn forecasts.

Year End Forecast

- 7 The year-end forecast position is a favourable variance of £103,000. Following are details of the larger variances, both favourable and unfavourable.

Net Service Expenditure - Favourable variances

- 8 Various underspends across Cleaner and Greener support functions has resulted in a favourable variance of £25,000 being forecast; this is as a result of savings on repairs, postage, phones, equipment and other minor expenditure areas. In addition income from Swanley Markets is ahead of profile leading to a favourable variance of £30,000.
- 9 Within Corporate Management is the grant received from the Government to help local authorities with any necessary preparations for the UK exiting the EU. Until further information about the nature of the UK's exit is known the grant funding will not be committed. The annual forecast, currently £18,000 favourable will be continually reviewed and adjusted once any necessary spending commitments are known.

Net Service Expenditure - Unfavourable variances

- 10 Land charges fees were revised for 2019/20 but the number of searches is down on previous years leading to a £30,000 unfavourable forecast.
- 11 Car Parks income is £52,000 below target, with day ticket income down although season ticket income is up. The Business Rates bills for 2019/20 are higher than budgeted leading to an overall unfavourable variance of £150,000.
- 12 A new enforcement service is being trialled for a year and is currently not expected to achieve the full £100,000 in the year. The future service provision will be reviewed during the year. £95,000 is due to be received from Kent County Council following SDC's decision at Council on 26/02/19 to amend the Council Tax Empty Property discounts. £43,000 has been spent with business rates valuation experts and is shown as a cost here. A corresponding amount of additional income is shown on the Business Rates line.
- 13 Income from refuse collection is lower compared to budget due to income from glass and paper credits leading to an unfavourable variance of £50,000.
- 14 Estate Management for Buildings are forecasting an unfavourable variance of £40,000 due to Business Rates bills being higher than budgeted and includes Meeting Point in Swanley which will continue to be incurred until the building is demolished.

Other Variances

- 15 Retained Business Rates - Additional income of £43,000 has been forecast to reflect an increase in Rateable Values following works undertaken by Analyse Local; the cost of these works is reflected in Local Tax.
- 16 Interest Receipts - current levels of investment returns and possible rates available going forward has resulted in £27,000 additional income being forecast.
- 17 Investment Property Income - The properties held within the Property Investment Strategy continue to achieve the income levels predicted. During this year the council has loaned funds to Quercus 7 to enable property purchases. This will result in the council receiving an additional £90,000 interest compared to what would have been earned via treasury management interest receipts.

Future Issues and Risk areas

- 18 Chief Officers have considered the future issues and risk areas for their services and the impacts these may have on the Council's finances as follows:
 - Feasibility costs for property investments and development of council owned assets.
 - Recovery of Housing Benefits is lower than the cost of Nightly Paid Accommodation leading to an overspend in the Homelessness Budget.

Agenda Item 9

However, this will be offset using the Flexible Homelessness Grant. This is being carefully monitored with action taken to minimise the Nightly Paid Accommodation costs

- The full service of Universal Credit, seeing the transfer of new claims to Universal Credit, commenced in November 2018. Migration for existing claims is being phased after this date; however, pensioner cases will be retained. Regular liaison meetings are taking place between DBC/SDC managers and DWP partnership managers.
- NNDR bills higher than budget figures. NNDR bill not yet received for new Sevenoaks Town Car Park.
- Risk of higher diesel prices due to attacks on Saudi oil supplies resulting in increase in crude oil prices.
- There remains the risk that planning decisions and enforcement action will be challenged, either at appeal or through the Courts. The U+I Public Inquiry has now taken place and a cost award was successful. The effect of that will be reported in future months.
- Staff turnover remains high with planning and recruiting to vacant posts continues to be difficult.

- 19 The potential impact of Brexit is being monitored and addressed as part of the Council's risk management process.

Key Implications

Financial

The financial implications are set out elsewhere in this report.

Legal Implications and Risk Assessment Statement.

Under section 151 of the Local Government Act 1972, the Section 151 officer has statutory duties in relation to the financial administration and stewardship of the authority.

Detailed budget monitoring is completed on a monthly basis where all variances are explained. Future risk items are also identified.

Equality Assessment

The decisions recommended through this paper have a remote or low relevance to the substance of the Equality Act. There is no perceived impact on end users.

Appendices

Appendix A - September Budget Monitoring
Commentary

Appendix B - September Financial Information

Background Papers None

Adrian Rowbotham

Chief Officer Finance & Trading

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Budget Monitoring for September 2019

Contents

- 1 Commentaries
- 2 Overall Summary
- 3 Overall Summary by Service
- 4 Cumulative Salary Monitoring
- 5 Direct Services Trading accounts
- 6 Investment Income
- 7 Staffing Statistics
- 8 Income Graphs

BUDGET MONITORING - Strategic Commentary - As at 30th September 2019

People and Places - September 2019 Commentary

Service	Variance to date £000	Forecast Annual Variance £000	Explanation of variance and action planned (including changes from previous month)
Administrative Expenses - Communities & Business	11	10	This is due to advertisements for staff including the Chief Officer for People and Places.
Economic Development Property	48	10	This relates to feasibility and other work in the lead up to a number of property investments. Most of this will be capitalised as projects proceed and start to attract an income. This is an ongoing situation. Finance undertake the capitalisation work towards the end of the financial year. This also includes additional salaries costs to fill Head of Service post with interim staff, pending permanent appointment and the advert costs for the Strategic Head of Service for Commercial and Property.
Homeless	96		These anticipated additional costs will be offset using additional funding from Government under the Flexible Homelessness funding which is intended to mitigate the effects of the new legislation. This funding is held in an earmarked reserve and will be transferred later in the year. Additional expenditure for nightly paid emergency accommodation for homeless customers will also be offset to an extent by Housing Benefit reclaim. This current overspend against profile is likely to grow due to the national increase in the use of emergency accommodation for homelessness. However, the budget should be on target at the year end following the transfer from the earmarked reserve.
Homelessness Funding	11		This is to do with additional staff costs which will be offset with the Flexible Support grant.

Service	Variance to date £000	Forecast Annual Variance £000	Explanation of variance and action planned (including changes from previous month)
Housing Energy Retraining Options (HERO)	15		To be drawn down from earmarked reserve at year end.
Leisure Contract	(13)		This sum will be required for contractor recruitment for the White Oak site
West Kent Partnership	(13)		External funding received in advance.
Youth	11		Youth Zone activity costs paid in advance. Spend is ahead of profile.
Disabled Facilities Grant Administration	10		Income to be transferred at year end.
Energy Efficiency	(14)		This is an underspend in salary costs - to offset other housing salary costs.
Private Sector Housing	(35)		Savings on salaries due to vacancies - now filled. Will offset other additional housing salaries costs and be on budget at year end.
Community Sports Activation Fund	(11)		External funding received in advance. Will be zero at year end.
Dunton Green Projects - S106	15		External funding received in advance and Finance will be drawing this down to offset the expenditure at the year end. Will be zero at year end.
Partnership - Home Office	15		External Funding. Spend is ahead of profile. Will be zero at year end.
PCT Initiatives	(17)		External funding received in advance. Will be zero at year end.

Service	Variance to date £000	Forecast Annual Variance £000	Explanation of variance and action planned (including changes from previous month)
West Kent Enterprise Advisor Network	(11)		External funding for the enterprise network received in advance. Will be zero at year end.
West Kent Kick Start	(11)		External funding received in advance. Will be zero at year end.

Future Issues/Risk Areas

Feasibility costs for property investments and development of council owned assets increase with the number of projects worked on and it is possible that this will exceed the budget at the year end. This is carefully monitored
Recovery of Housing Benefits is lower than the cost of Nightly Paid Accommodation leading to an overspend in the Homelessness Budget. However, this will be offset using the Flexible Homelessness Grant. This is being carefully monitored with action taken to minimise the Nightly Paid Accommodation costs.

Lesley Bowles
Chief Officer - People & Places
October 2019

Customer & Resources - September 2019 Commentary

Service	Variance to Date £000	Forecast Annual Variance £000	Explanation of variance and action planned
Asset Maintenance IT	(85)		Spend as per 10-year asset maintenance plan - surplus to IT Asset Maintenance reserve at year end as agreed
Elections	46		Current overspend due to income outstanding relating to the EU Parliamentary and local Elections. The remaining 25% of the fees will be recovered once accounts are signed off by the Electoral Claims Unit (ECU)
Register of Electors	(12)		Underspend due to staff turnover to be offset by work on Polling Place Review
Support - Legal Function	(25)	(11)	Underspend due to staff turnover. Underspend likely to cover external advice required.
Land Charges	20	30	Current underachievement in income is due to a reduced volume of search requests received. This will be monitored monthly and potentially offset by increased volumes in later periods.
Dartford Rev&Ben Partnership Hub (SDC costs)	(25)		Current underspend due to staff turnover but likely to be offset by new staff and backfilling of resources.
Local Tax	106	22	A new enforcement service is being trialled for a year and is currently not expected to achieve the full £100,000 in the year. The future service provision will be reviewed during the year. £95,000 is due to be received from Kent County Council following SDC's decision at Council on 26/02/19 to amend the Council Tax Empty Property discounts. £43,000 has been spent with business rates valuation experts and is shown as a cost here. A corresponding amount of additional income is shown on the Business Rates line.

For noting, figures in brackets represent a favourable variance

Future Issues/Risk Areas

None

Jim Carrington-West
Chief Officer - Customer & Resources
October 2019

Finance & Trading - September 2019 Commentary

Service	Variance to date £'000	Forecast Annual Variance £000	Explanation of variance and action planned (including changes from previous month)
Corporate Management	(41)	18	Brexit Funding receipt.
Corporate - Other	(33)		The savings made from vacant posts are currently ahead of profile for the year to date. Currently the level of savings generated is forecast to reduce in the coming months and to be in line with the budgeted amount by the end of September. Should additional vacancies arise the year-end forecast will be reviewed.
Members	(17)	(10)	This is due to the gap between the election and appointment to roles.
Administrative Expenses - Finance	27	16	Works carried out to improve the Finance IT system.
Support - Exchequer and Procurement	13		Temporary staffing to cover vacancy coupled with Vacancy Pot Contribution.
Car Parks	137	150	Full NNDR bills paid for year. Actual exp £30K over budget. No NNDR bill for new Sevenoaks Town MSCP. Income £48,000 below target. Day ticket income down but Season ticket income up. Maintenance carried out on Buckhurst 1 wall. Reduction in Income reflects the, 'Freeze' in most parking charges for 19/20.
CCTV	8	15	Full income budget will not be realised.
Asset Maintenance Argyle Road	(32)		Spend behind profile on generator replacement.
Asset Maintenance Leisure	13		Works carried out to showers and boilers and lifts at Edenbridge Leisure Centre. Fire alarm system to be replaced at Edenbridge Leisure Centre.

Service	Variance to date £'000	Forecast Annual Variance £000	Explanation of variance and action planned (including changes from previous month)
Estates Management - Buildings	47	40	NNDR bills paid incl for Meeting Point building in Swanley. This will continue to be paid until building demolished. NNDR bill £50,000 over budget. Additional rental income received for SDC owned buildings.
Estates Management - Grounds	19	15	Essential tree work undertaken. Legal fees paid for transferring land to Swanley Town Council.
Housing Premises	(13)	(10)	Income received for Private Sewage treatment works ahead of profile. Income received higher than budget.
Markets	(12)	(30)	Income for Swanley Market ahead of profile. Rent paid for Swanley market site.
Parks and Recreation Grounds	(13)		First invoice from Consultants for Bradbourne Lakes surveys, paid in 2018/19.
Parks - Greensand Commons Project	26		HLF grant covers expenditure.
Parks - Rural	(22)		Income received for coppiced timber.
Refuse Collection	(29)	50	£60,000 income received from Kent Resource Partnership. To be ring fenced for recycling initiatives. Income from glass and paper credits will be below budget.
Support - Central Offices - Facilities	12		Exp above profile on salaries.
Support - General Admin (Post/Scanning)	(22)		Savings on Salaries and postage costs.

Service	Variance to date £'000	Forecast Annual Variance £000	Explanation of variance and action planned (including changes from previous month)
Support - General Admin (Print Shop)	21		Income is currently behind profile. This is partly due to a delay in contract payments from Dartford due to staff absence. All payments have been chased and there is no year-end variance forecast.
Support - Direct Services	11		Exp ahead of profile on training costs.
Direct Services - Trading Accounts	27	10	Income £28,000 below profile. Expenditure to profile. Profiled surplus £179,000. Actual surplus £152,000.

For noting, figures in brackets represent a favourable variance

Future Issues/Risk Areas

The full service of Universal Credit, seeing the transfer of new claims to Universal Credit, commenced in November 2018. Migration for existing claims is being phased after this date; however, pensioner cases will be retained. Regular liaison meetings are taking place between DBC/SDC managers and DWP partnership managers. NNDR bills higher than budget figures. NNDR bill not yet received for new Sevenoaks Town Car Park. Risk of higher diesel prices due to attacks on Saudi oil supplies resulting in increase in crude oil prices.

Adrian Rowbotham
Chief Officer - Finance & Trading
October 2019

Planning & Regulatory Services - September 2019 Commentary

Service	Variance to Date £000	Forecast Annual Variance £000	Explanation of variance and action planned
Administrative Expenses - Planning Services	18	5	This is a result of staff training and development, including university fees.
Planning Performance Agreement (PPA)	100		This will be offset from the PPA reserve - Fort Halstead/Brokehill
Conservation	(9)	(10)	This is an underspend on staff from profiled salary budgets.
Planning Policy	(26)		This relates to a vacant post. Any underspend can form part of the Local Plan reserve.
Planning - Appeals	29	43	This is the result of an award of costs at Fircroft Way, Edenbridge. Additional costs will be forthcoming following the U+I appeal in Swanley.
Planning - CIL Administration	44	(5)	This is the result of profiling as income is transferred twice a year.
Planning - Development Management	(174)	(211)	This results from an underspend on salaries due to vacant posts, which are proving difficult to fill, and an overachievement on fee income due to a small number of high fee applications. The forecast reflects the incoming Fort Halstead and Brokehill applications.
Planning - Enforcement	52	87	This is due to increased enforcement activity, including the successful serving of Injunctions, associated costs and the salary cost of our temporary senior officer.
Building Control	(56)	(30)	This is a result of an overachievement on fee income, in part due to the national Approved Inspector (AI) insurance issue. It is being closely monitored to see if it is a trend.
EH Commercial	6	(10)	Reflects reduction in payment to hub costs agreed with DBC.

Service	Variance to Date £000	Forecast Annual Variance £000	Explanation of variance and action planned
EH Environmental Protection	(25)	(10)	Exp below profile on air quality monitoring, required later in the year. Reflects reduction in payment to hub costs agreed with DBC.
Licensing Regime	11		Premises annual fees profiled to be all received. Some still to invoice when due.

For noting, figures in brackets represent a favourable variance

Future Issues/Risk Areas

<p>There remains the risk that planning decisions and enforcement action will be challenged, either at appeal or through the Courts. The U+I Public Inquiry has now taken place and a cost award was successful. The effect of that will be reported in future months. Staff turnover remains high and recruiting to vacant posts continues to be difficult. The Local Plan process will likely generate the submission of a small number of potentially high fee applications, which will be carefully monitored.</p>
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Richard Morris
Chief Officer Planning & Regulatory Services
October 2019

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*Position as at the end of September 2019
(Period 202006)*

People & Places
Customer & Resources
Finance & Trading
Planning & Regulatory Services

Adjustments to Reconcile to amount to be met from reserves

Direct Services Trading Account

Capital Charges outside the General Fund
Support Services outside the General Fund

NET SERVICE EXPENDITURE

Revenue Support Grant and New Homes Bonus
Retained Business Rates
Council Tax
Contribution from Collection Fund
Summary excluding Investment Income

Investment Property Income
Interest Receipts

OVERALL TOTAL

Planned Appropriation to/(from) Reserves
Other Reserve Movements

Supplementary Estimates

(Surplus)/Deficit

Y-T-D Actual £'000	Annual Budget £'000	Annual Forecast (including Accruals) £'000	Annual Variance £'000	Annual Variance %
1,210	1,778	1,748	(30)	(1.7)
2,118	3,291	3,354	62	1.9
4,019	8,582	8,775	193	2.2
351	1,975	1,834	(141)	(7.1)
7,698	15,627	15,711	84	0.5
(152)	(144)	(171)	(27)	(18.8)
(30)	(60)	(60)	0	0.0
(86)	(172)	(172)	0	0.0
7,430	15,251	15,308	57	0.4
0		0	0	-
(1,066)	(2,132)	(2,625)	(493)	(23.1)
(5,459)	(10,917)	(10,917)	0	(0.0)
0	0	0	0	-
906	2,202	1,766	(436)	(19.8)
(847)	(1,258)	(1,348)	(90)	0.0
(128)	(200)	(227)	(27)	0.0
(69)	744	191	(553)	(74.3)
(372)	(744)	(744)	0	
0	0	450	450	
0	0	0	0	
(441)	0	(103)	(103)	

3. Services by Chief Officer

Position as at the end of September 2019 (Period 202006)

People & Places SDC Funded

- Administrative Expenses - Communities & Business
- Administrative Expenses - Housing
- All Weather Pitch
- Community Development Service Provisions
- Community Safety
- Community Housing Fund
- Economic Development
- Economic Development Property
- Grants to Organisations
- Health Improvements
- Housing Initiatives
- Homeless
- Homelessness Funding
- Housing
- Homelessness Prevention
- Housing Energy Retraining Options (HERO)
- Leader Programme
- Leisure Contract
- Leisure Development
- The Community Plan
- Tourism
- Youth
- West Kent Partnership
- Energy Efficiency

Y-T-D Actual £'000	Y-T-D Budget £'000	Y-T-D Variance as at y-t-d £'000	Annual Budget £'000	Annual Forecast (including Accruals) £'000	Forecast Annual Variance £'000
20	9	11	22	22	-
2	-	2	-	-	-
(3)	(3)	(0)	(5)	(5)	-
(6)	(6)	-	(6)	(6)	-
108	100	7	201	201	-
4	-	-	-	-	-
35	36	(1)	59	59	-
203	155	48	268	268	-
170	168	2	183	183	-
25	27	(1)	53	53	-
21	24	(3)	48	48	-
218	122	96	253	253	-
65	54	11	-	-	-
94	99	(5)	118	118	-
3	-	3	-	-	-
73	59	15	45	45	-
2	2	0	4	4	-
29	42	(13)	183	183	-
10	10	(0)	20	20	-
26	29	(3)	57	57	-
18	23	(5)	33	33	-
28	17	11	35	35	-
(26)	(13)	(13)	-	-	-
-	14	(14)	26	26	-

**Position as at the end of September 2019
(Period 202006)**

People & Places SDC Funded cont.

- Gypsy Sites
- Disabled Facilities Grant Administration
- Private Sector Housing
- Sevenoaks Switch and Save
- Total People & Places (SDC Funded)**

Y-T-D Actual £'000	Y-T-D Budget £'000	Y-T-D Variance as at y-t-d £'000	Annual Budget £'000	Annual Forecast (including Accruals) £'000	Forecast Annual Variance £'000
2	(3)	5	(6)	(6)	-
0	(10)	10	(20)	(20)	-
88	123	(35)	207	177	(30)
(1)	-	(1)	-	-	-
1,210	1,080	127	1,778	1,748	(30)

**Position as at the end of September 2019
(Period 202006)**

People & Places Externally Funded

- Choosing Health WK PCT
- Community Sports Activation Fund
- Dementia Area Project - Run Walk Push
- Dunton Green Projects - S106
- Dunton Green Projects
- One You - Your Home Project
- Partnership - Home Office
- PCT Health Checks
- PCT Initiatives
- Sport Satellite Clubs
- Sportivate Inclusive Archery Project
- Troubled Families Project
- West Kent Enterprise Advisor Network
- West Kent Kick Start
- West Kent Business Rates Retention
- West Kent Partnership Business Support
- Total Communities & Business (Ext Funded)**

Total People & Places

Y-T-D Actual £'000	Y-T-D Budget £'000	Y-T-D Variance as at y-t-d £'000	Annual Budget £'000	Annual Forecast (including Accruals) £'000	Forecast Annual Variance £'000
(7)	2	(9)	-	-	-
0	11	(11)	-	-	-
(4)	-	(4)	-	-	-
31	16	15	-	-	-
(0)	-	(0)	-	-	-
(9)	-	(9)	-	-	-
(2)	(17)	15	-	-	-
(0)	-	(0)	-	-	-
(5)	12	(17)	-	-	-
(1)	-	(1)	-	-	-
(0)	-	(0)	-	-	-
(2)	-	(2)	-	-	-
9	20	(11)	-	-	-
(11)	-	(11)	-	-	-
6	-	6	-	-	-
(6)	-	(6)	-	-	-
(1)	43	(44)	-	-	-
1,210	1,123	83	1,778	1,748	(30)

**Position as at the end of September 2019
(Period 202006)**

Customer & Resources

- Asset Maintenance IT
- Civic Expenses
- Democratic Services
- Elections
- Register of Electors
- Administrative Expenses - Corporate Services
- Land Charges
- Street Naming
- Administrative Expenses - Legal and Democratic
- Administrative Expenses - Human Resources
- Support - Contact Centre
- Support - IT
- Support - Legal Function
- Support - Local Offices
- Support - Nursery
- Support - Human Resources
- Corporate Projects
- Benefits Admin
- Benefits Grants
- Dartford Rev&Ben Partnership Hub (SDC costs)
- Local Tax
- Administrative Expenses - Revenues and Benefits
- Support - Counter Fraud
- Total Customer & Resources**

Y-T-D Actual £'000	Y-T-D Budget £'000	Y-T-D Variance as at y-t-d £'000	Annual Budget £'000	Annual Forecast (including Accruals) £'000	Forecast Annual Variance £'000
57	141	(85)	283	283	-
16	16	(0)	17	17	-
76	70	6	148	155	7
134	87	46	136	136	-
114	126	(12)	223	223	-
9	7	1	17	17	-
(35)	(55)	20	(105)	(75)	30
(5)	3	(7)	6	6	-
41	46	(5)	69	73	4
10	4	6	4	4	-
265	265	(0)	527	527	-
776	769	7	1,117	1,117	-
92	118	(25)	241	230	(11)
14	9	5	19	29	10
1	-	1	-	-	-
169	167	2	338	338	-
39	39	0	101	101	-
(447)	(446)	(1)	180	180	-
237	237	(0)	(25)	(25)	-
963	987	(25)	-	-	-
(364)	(470)	106	(56)	(34)	22
(0)	-	(0)	-	-	-
(42)	(42)	-	55	55	-
2,118	2,078	40	3,291	3,354	62

**Position as at the end of September 2019
(Period 202006)**

Finance & Trading	Y-T-D Actual £'000	Y-T-D Budget £'000	Y-T-D Variance as at y-t-d £'000	Annual Budget £'000	Annual Forecast (including Accruals) £'000	Forecast Annual Variance £'000
- Action and Development	2	4	(2)	7	7	-
- Consultation and Surveys	-	-	-	4	4	-
- Corporate Management	455	496	(41)	1,056	1,038	(18)
- Corporate - Other	-	33	(33)	99	99	-
- Equalities Legislation	-	-	-	20	20	-
- External Communications	103	104	(1)	201	201	-
- Housing Advances	1	1	(0)	1	1	-
- Housing Other Income	(11)	(7)	(4)	(14)	(14)	-
- Members	209	226	(17)	455	445	(10)
- Misc. Finance	736	742	(5)	1,763	1,763	-
- Performance Improvement	6	3	3	(1)	(1)	-
- Administrative Expenses - Chief Executive	3	8	(5)	22	22	-
- Administrative Expenses - Finance	45	18	27	32	47	16
- Administrative Expenses - Transformation and Strategy	3	2	0	5	5	-
- Support - Audit Function	(6)	(12)	6	185	185	-
- Support - Exchequer and Procurement	65	51	13	116	116	-
- Support - Finance Function	88	84	4	183	183	-
- Treasury Management	59	63	(4)	126	126	-
- Car Parks	(781)	(899)	119	(1,951)	(1,801)	150
- Asset Maintenance Argyle Road	38	70	(32)	141	141	-
- Asset Maintenance CCTV	13	9	5	18	18	-
- Asset Maintenance Countryside	0	4	(4)	8	8	-
- Asset Maintenance Other Corporate Properties	14	17	(2)	33	33	-
- Asset Maintenance Direct Services	35	40	(5)	80	80	-
- Asset Maintenance Hever Road	27	23	4	38	38	-
- Asset Maintenance Leisure	104	91	13	182	182	-

Agenda Item 9

**Position as at the end of September 2019
(Period 202006)**

Finance & Trading cont.

	Y-T-D Actual £'000	Y-T-D Budget £'000	Y-T-D Variance as at y-t-d £'000	Annual Budget £'000	Annual Forecast (including Accruals) £'000	Forecast Annual Variance £'000
- Asset Maintenance Playgrounds	5	4	1	8	8	-
- Asset Maintenance Support & Salaries	35	30	5	104	104	-
- Asset Maintenance Sewage Treatment Plants	0	4	(4)	9	9	-
- Asset Maintenance Public Toilets	-	4	(4)	7	7	-
- Bus Station	15	9	6	13	13	-
- Car Parking - On Street	(236)	(244)	9	(486)	(486)	-
- CCTV	151	143	8	264	279	15
- Civil Protection	36	37	(1)	71	71	-
- Emergency	34	34	0	68	68	-
- Estates Management - Buildings	60	13	47	(11)	29	40
- Estates Management - Grounds	78	59	19	118	133	15
- Housing Premises	(12)	1	(13)	15	5	(10)
- Kent Resource Partnership	(195)	(163)	(31)	(0)	(0)	-
- Markets	(102)	(91)	(12)	(185)	(215)	(30)
- Parking Enforcement - Tandridge DC	(18)	(15)	(4)	(29)	(29)	-
- Parks and Recreation Grounds	78	91	(13)	185	185	-
- Parks - Greensand Commons Project	26	-	26	-	-	-
- Parks - Rural	40	62	(22)	130	130	-
- Asset Maintenance Operatives	6	-	6	-	-	-
- Public Transport Support	-	0	(0)	0	0	-
- Refuse Collection	1,342	1,371	(29)	2,781	2,831	50
- Administrative Expenses - Direct Services	(0)	-	(0)	-	-	-
- Administrative Expenses - Property	3	2	1	3	3	-
- Administrative Expenses - Transport	3	3	(0)	7	7	-
- Street Cleansing	726	732	(6)	1,467	1,467	-
- Support - Central Offices	360	353	8	473	463	(10)

**Position as at the end of September 2019
(Period 202006)**

Finance & Trading cont.

- Support - Central Offices - Facilities
- Support - General Admin (Post/Scanning)
- Support - General Admin (Print Shop)
- Support - General Admin
- Support - Health and Safety
- Support - Direct Services
- Support - Procurement
- Support - Property Function
- Public Conveniences
- Dartford Audit Partnership Hub (SDC Costs)
- Total Finance & Trading**

Y-T-D Actual £'000	Y-T-D Budget £'000	Y-T-D Variance as at y-t-d £'000	Annual Budget £'000	Annual Forecast (including Accruals) £'000	Forecast Annual Variance £'000
133	122	12	271	271	-
70	92	(22)	184	169	(15)
1	(20)	21	(37)	(37)	-
12	16	(4)	166	166	-
9	9	(0)	22	22	-
35	24	11	51	51	-
-	3	(3)	6	6	-
30	24	6	48	48	-
28	25	3	49	49	-
56	105	(50)	-	-	-
4,019	4,010	9	8,582	8,775	193

**Position as at the end of September 2019
(Period 202006)**

Planning & Regulatory Services

	Y-T-D Actual £'000	Y-T-D Budget £'000	Y-T-D Variance as at y-t-d £'000	Annual Budget £'000	Annual Forecast (including Accruals) £'000	Forecast Annual Variance £'000
- Administrative Expenses - Planning Services	35	17	18	46	51	5
- Conservation	37	46	(9)	92	82	(10)
- Planning Performance Agreement	(100)	-	(100)	-	-	-
- LDF Expenditure	7	-	7	-	-	-
- Planning - Appeals	132	103	29	207	250	43
- Planning - CIL Administration	10	(34)	44	(68)	(73)	(5)
- Planning - Counter	(0)	-	(0)	-	-	-
- Planning - Development Management	(73)	100	(174)	227	16	(211)
- Planning - Enforcement	187	135	52	280	367	87
- Planning Policy	259	285	(26)	605	605	-
Building Control Partnership Members	0	-	0	-	-	-
Building Control Partnership Hub (SDC Costs)	(0)	(0)	0	-	-	-
Building Control	(120)	(64)	(56)	(129)	(159)	(30)
Dangerous Structures	-	1	(1)	3	3	-
- Dartford Environmental Hub (SDC Costs)	(0)	-	(0)	-	-	-
- EH Commercial	3	(2)	6	263	253	(10)
- EH Animal Control	6	6	(0)	1	1	-
- EH Environmental Protection	12	37	(25)	405	395	(10)
- Licensing Partnership Hub (Trading)	(16)	(5)	(12)	-	-	-
- Licensing Partnership Members	-	-	-	-	-	-
- Licensing Regime	(23)	(34)	11	10	10	-
- Administrative Expenses - Health	1	4	(3)	10	10	-
- Administrative Expenses - Licensing	0	4	(4)	8	8	-
- Taxis	(6)	1	(8)	4	4	-
Administrative Expenses - Building Control	1	6	(5)	12	12	-
Total Planning & Regulatory Services	351	606	(255)	1,975	1,834	(141)

4. Cumulative Salary Monitoring

Position as at the end of September 2019
(Period 202006)

People & Places

Customer & Resources

- Revenues & Benefits

- Legal & Democratic Services

Finance & Trading

- Operational Services

- Parking

- Emergency Planning & Property

Transformation & Strategy

Planning & Regulatory Services

- Planning

- Building Control

- Environmental Health

- Licensing

Sub Total

Council Wide - Vacant Posts

Staff Recruitment and Retention

TOTAL SDC Funded Salary Costs

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.

People & Places Ext. Funded

Finance & Trading Ext. Funded

TOTAL All Salary Costs

Y-T-D	Annual	Annual	Annual	Annual
Actual	Budget	Forecast	Variance	Variance
£'000	£'000	£'000	£'000	%
567	1,008	1,008	0	-
1,927	4,120	4,049	(71)	(2)
703	1,523			
249	577			
3,045	6,053	6,034	(19)	(0)
2,010	3,930	3,930	0	-
240	475	475	0	-
392	827	808	(19)	(2)
176	369	369	0	-
1,727	3,636	3,488	(149)	(4)
1,051	2,242	2,093	(149)	(7)
174	336	336	0	-
318	668			
184	391			
7,442	15,186	14,947	(239)	(6)
0	(26)	(26)	0	-
0	72	72	0	-
7,442	15,232	14,994	(239)	(2)
302	667	667	0	-
61	173	173	0	-
363	841	841	0	-
7,805	16,073	15,834	(239)	(1)

2019-20 Sep-19	PERIOD				YEAR-TO-DATE				ANNUAL			Y-T-D NET VARIANCE			ANNUAL NET VARIANCE		
	Budget	Actual	Actual / Budget	Variance	Budget	Actual	Actual / Budget	Variance	Budget	Forecast	Variance	Net Budget by Service	Net Actual by Service	Variance by Service	Net Budget by Service	Net Actual by Service	Variance by Service
	£'000	£'000	%	£'000	£'000	£'000	%	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Income																	
Refuse	(220)	(223)	(1.3)	(3)	(1320)	(1324)	(0.3)	(4)	(2640)	-2,640	0	5	12	8	10	20	10
CDSU	(9)	(8)	2.5		(52)	(51)	1.7	1	(103)	(103)	0	10	12	2	20	20	0
Street & Toilet Cleaning	(123)	(124)	(1.0)	(1)	(700)	(706)	(0.8)	(6)	(1400)	(1400)	0	(7)	(31)	(24)	(13)	(13)	0
Trade	(46)	(42)	9.3	4	(259)	(242)	6.4	16	(447)	(447)	0	(58)	(29)	29	(46)	(46)	0
Workshop	(62)	(61)	1.6	1	(372)	(353)	5.1	19	(744)	(744)	0	0	(4)	(4)	(1)	(1)	0
Green Waste	(55)	(45)	18.2	10	(360)	(402)	(11.7)	(42)	(596)	(596)	0	(94)	(116)	(22)	(66)	(66)	0
															0	0	0
Cesspools	(20)	(19)	5.0	1	(122)	(120)	1.3	2	(243)	(243)	0	(16)	(11)	5	(31)	(31)	0
Pest Control	(11)	(7)	38.0	4	(62)	(41)	33.5	21	(90)	(90)	0	(17)	9	26	0	0	0
Grounds	(15)	(16)	(0.9)	(1)	(93)	(92)	0.5	1	(185)	(185)	0	2	(16)	(17)	(2)	(2)	0
Fleet	(80)	(82)	(2.6)	(2)	(479)	(477)	0.4	2	(958)	(958)	0	0	15	15	0	0	0
Depot	(25)	(18)	28.0	7	(154)	(135)	12.5	19	(302)	(302)	0	3	16	13	0	0	0
Emergency	(5)	(5)	0.0	0	(28)	(28)	0.0	0	(57)	(57)	0	(8)	(10)	(3)	(15)	(15)	0
Total Income	(670)	(649)	3.2	21	(4001)	(3972)	0.7	28	7766	7766		(179)	(152)	27	(145)	(135)	10
Expenditure																	
Refuse	221	224	1.4	3	1,325	1,337	0.9	12	2,650	2,660	10						
CDSU	10	7	(30.1)	(3)	62	63	1.3	1	124	124	0						
Street & Toilet Cleaning	116	106	(8.7)	(10)	694	675	(2.6)	(18)	1,387	1,387	0						
Trade	33	44	31.0	10	201	214	6.4	13	401	401	0						
Workshop	62	58	(6.7)	(4)	372	349	(6.1)	(23)	743	743	0						
Green Waste	40	42	3.1	1	266	286	7.6	20	530	530	0						
															0	0	0
Cesspools	18	15	(14.0)	(2)	106	109	2.9	3	212	212	0						
Pest Control	7	8	3.7		45	51	11.5	5	90	90	0						
Grounds	16	14	(13.1)	(2)	94	77	(19.0)	(18)	183	183	0						
Fleet	80	87	9.3	7	479	492	2.7	13	958	958	0						
Depot	22	16	(26.8)	(6)	157	152	(3.7)	(6)	301	301	0						
Emergency	3	3	(14.1)	(1)	21	18	(13.0)	(3)	41	41	0						
Total Expenditure	628	623	(0.9)	-6	3821	3820	(0.0)	(1)	7621	7631	10						
Net	(41)	(26)	2.2	15	(179)	(152)	0.7	27	145	135	10						

STAFFING STATISTICS SEPT 2019

	BUDGET FTE	STAFF FTE	AGENCY STAFF	CASUAL FTE	TOTAL	COMMENTS	AUGUST TOTALS
1. People and Places (Communities and Business	19.42	31.64	2.00	1.29	34.93	This includes Housing Advice	27.84
2. Customers and Resources Customer Solutions, HR, PAs, Legal, Democratic Service, Election, Revenues and Benefits	65.67	100.16	0.00	0.40	100.56		57.01
3. Finance and Trading	168.88	149.40	21.12	0.92	171.44		183.38
3a. Environmental Health	12.57	0.00	0.00	0.00	0.00		12.65
3b. Licensing	10.67	0.00	0.00	0.00	0.00		8.27
3c & 3d Operational Services + CCTV	112.16	110.42	19.12	0.70	130.24		129.77
3e. Parking & Amenity Services	13.00	13.00	0.00	0.00	13.00		13.00
3f. Property Services (Em P&Property and FM)	20.48	15.79	0.00	0.00	15.79		19.69
Finance		10.19	2.00	0.22	12.41		
4. Transformation and Strategy	67.92	7.49	4.00	0.00	11.49		62.18
5a. Planning and regulatory (Environmental Services, Development Management, Licensing, Planning Policy)	50.21	64.64	2.00	0.14	66.78		45.25
5b. Building Control	7.00	7.00	0.00	0.00	7.00		7.00
SUB TOTAL	379.10	360.33	29.12	2.75	392.20		382.66
EXTERNALLY FUNDED POSTS							
7. Communities and Business	18.7	7.08	0.00	0	7.08		7.08
8. Operational Services	2	2	0.00	0	2.00		2.00
9. Property Services	1.50	1.00	0.00	0.00	1.00		1.00
SUB TOTAL	22.20	10.08	0.00	0.00	10.08		10.08
TOTAL	401.30	370.41	29.12	2.75	402.28		392.74
Number of staff paid in Sept 2019: 400 permanent, 9 casuals							

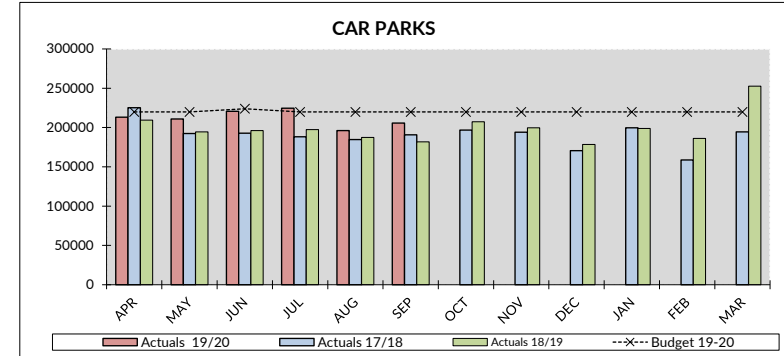
8 Income Graphs Summary

		Comparison of 18/19 and 19/20, where brackets show increased income	MANAGER'S PROFILED BUDGET	Variance, where brackets are favourable	ANNUAL BUDGET 2019/20	Annual Forecast
	ACTUAL					
CAR PARKS	1,271,148	(104,452)	1,323,352	52,205	2,642,705	2,642,705
ON-STREET PARKING	540,052	36,807	515,068	(24,984)	1,030,136	1,030,136
LAND CHARGES	89,455	(12,958)	105,068	15,612	210,135	210,135
BUILDING CONTROL	290,234	(52,351)	233,555	(56,679)	467,110	467,110
DEVELOPMENT MANAGEMENT	604,642	(200,645)	460,861	(143,781)	921,722	921,722
	2,795,531	(333,599)	2,637,904	(157,627)	5,271,808	5,271,808

CAR PARKS (HWCARPK)

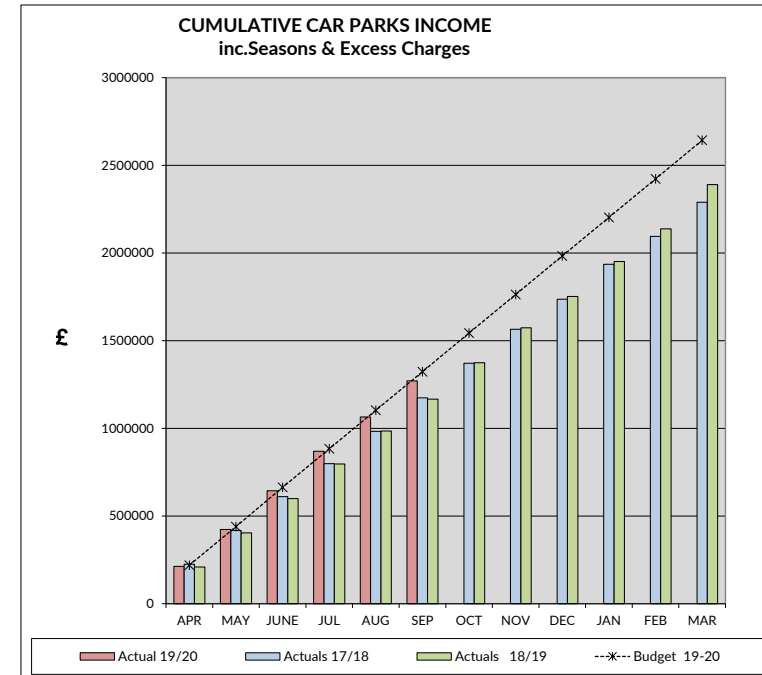
	Actuals 17/18	Actuals 18/19	Actuals 19/20	Increase / decrease from 18/19 to 19/20	Budget 19-20	Variance (Budget-Actuals)	Manager's Forecast
1 APR	225,193	209,387	213,119	(3,732)	219,892	6,773	
2 MAY	192,331	194,451	210,813	(16,362)	219,892	9,079	
3 JUN	192,806	196,119	220,637	(24,518)	223,892	3,255	
4 JUL	188,319	197,332	224,678	(27,346)	219,892	(4,786)	
5 AUG	184,778	187,490	196,164	(8,674)	219,892	23,729	
6 SEP	190,794	181,917	205,737	(23,820)	219,892	14,155	
7 OCT	196,832	207,316			219,892		
8 NOV	194,124	199,634			219,892		
9 DEC	170,661	178,551			219,892		
10 JAN	199,732	198,858			219,892		
11 FEB	158,761	186,163			219,892		
12 MAR	194,523	252,653			219,892		
	2,288,853	2,389,870	1,271,148	-104,452	2,642,705	52,205	2,642,705

NOTE: Budget Profiles to be reviewed



CAR PARKS (CUMULATIVE)

	Actuals 17/18	Actuals 18/19	Actual 19/20	Cumulative increase / decrease from 18/19 to 19/20	Budget 19-20	Variance (Budget-Actuals)	Manager's Forecast
APR	225,193	209,387	213,119	(3,732)	219,892	6,773	
MAY	417,523	403,838	423,932	(20,094)	439,784	15,852	
JUNE	610,329	599,957	644,570	(44,612)	663,676	19,107	
JUL	798,648	797,289	869,247	(71,959)	883,568	14,321	
AUG	983,426	984,779	1,065,411	(80,632)	1,103,460	38,049	
SEP	1,174,220	1,166,696	1,271,148	(104,452)	1,323,352	52,205	
OCT	1,371,052	1,374,012			1,543,245		
NOV	1,565,176	1,573,646			1,763,137		
DEC	1,735,836	1,752,197			1,983,029		
JAN	1,935,568	1,951,055			2,202,921		
FEB	2,094,330	2,137,218			2,422,813		
MAR	2,288,853	2,389,870			2,642,705		
							2,642,705



Sep-19

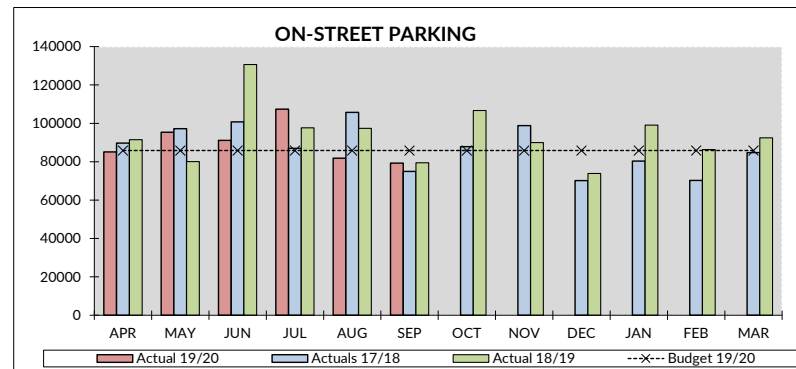
HWCARPK

	Actual (Cumulative)	Budget	(Monthly)	
DAY TICKETS	3300	1,057,675	1,121,774	185,803
EXCESS / PENALTY CHARGES	****1/****3	-	-	-
SEASON TICKETS	***2	(597)	(0)	-
SEASON TICKET CAR PARK	3310	207,558	186,767	20,027
OTHER (inc.Res.Pkg)	***9	-	3,312	-
WAIVERS	3404	-	-	-
RENT	94500	6,605	11,500	-
Business Permits	3406 /3408	(94)	(94)	(94)
	1,271,147	1,323,352	205,737	
	(0)	0	(0)	

ON-STREET PARKING (HWDCRIM / HWENFORC)

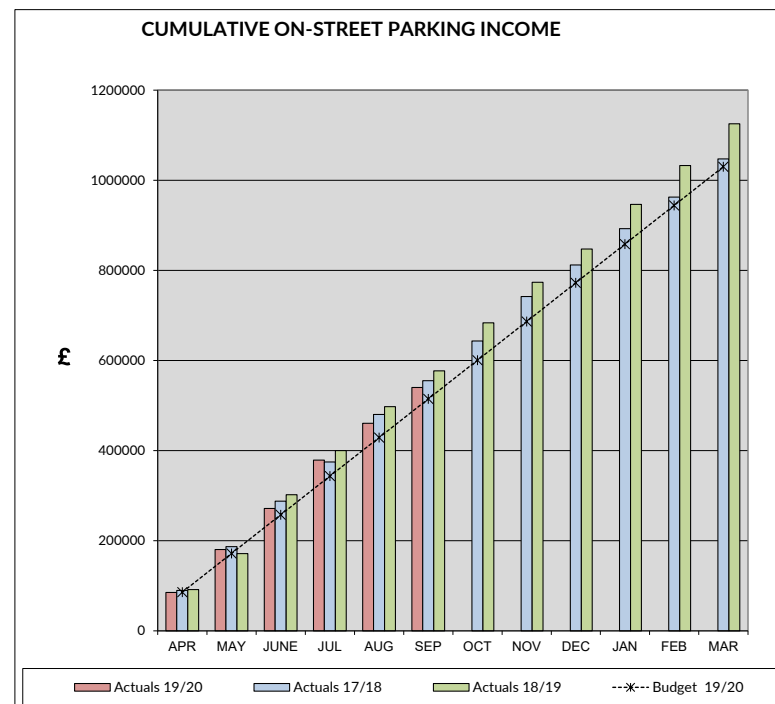
	Actuals 17/18	Actual 18/19	Actual 19/20	Increase / decrease from 18/19 to 19/20	Budget 19/20	Variance (Budget-Actuals)	Manager's Forecast
1 APR	89,694	91,515	85115	6,400	85,845	730	
2 MAY	97,250	80,099	95338	(15,240)	85,845	(9,494)	
3 JUN	100,738	130,688	91102	39,586	85,845	(5,257)	
4 JUL	86,987	97,678	107391	(9,713)	85,845	(21,547)	
5 AUG	105,737	97,434	81797	15,637	85,845	4,048	
6 SEP	74,972	79,445	79308	137	85,845	6,537	
7 OCT	87,843	106,690			85,845		
8 NOV	98,849	89,993			85,845		
9 DEC	70,137	73,861			85,845		
10 JAN	80,326	99,112			85,845		
11 FEB	70,259	86,373			85,845		
12 MAR	84,739	92,426			85,845		
TOTAL	1,047,530	1,125,314	540,052	36,807	1,030,136	-24,984	1,030,136

Note: Budget profiles still subject to review



ON-STREET PARKING (CUMULATIVE)

	Actuals 17/18	Actuals 18/19	Actuals 19/20	Cumulative increase / decrease from 18/19 to 19/20	Budget 19/20	Variance (Budget-Actuals)	Manager's Forecast
APR	89,694	91,515	85115	6,400	85,845	730	
MAY	186,944	171,613	180,453	(8,840)	171,689	(8,764)	
JUNE	287,681	302,302	271,555	30,746	257,534	(14,021)	
JUL	374,669	399,980	378,947	21,033	343,379	(35,568)	
AUG	480,406	497,414	460,744	36,671	429,223	(31,520)	
SEP	555,378	576,859	540,052	36,807	515,068	(24,984)	
OCT	643,221	683,549			600,913		
NOV	742,070	773,542			686,757		
DEC	812,207	847,403			772,602		
JAN	892,532	946,515			858,447		
FEB	962,791	1,032,888			944,291		
MAR	1,047,530	1,125,314			1,030,136		1,030,136



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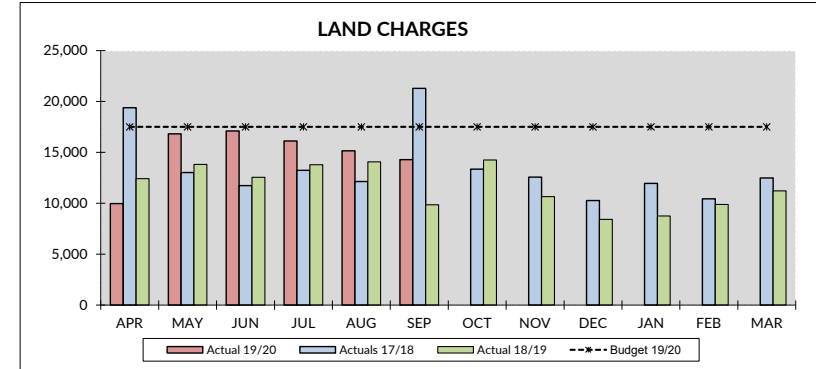
HWDCRIM / HWENFORC

	Actual (Cumulative)	Budget	(Monthly)
PENALTY NOTICES & EXCESS CH/ 3403/**1	169,771	178,587	21,478
WAIVERS	3404	10,527	5,519
RESIDENTS PERMITS	3406	43,959	26,492
ON STREET PARKING	3300	298,757	258,662
BUSINESS PERMITS	3408	14,655	45,809
Driveway Access Protection Lines	3405	1,107	-
OTHER	9999	1,275	-
TOTAL	540,052	515,068	79,308

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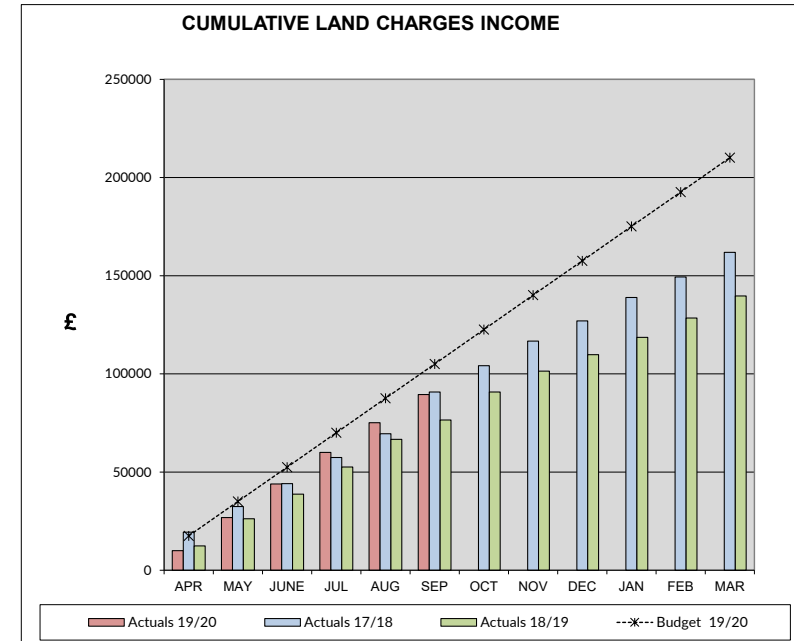
LAND CHARGES (LPLNDCH)

	Actuals 17/18	Actual 18/19	Actual 19/20	Increase / decrease from 18/19	Budget 19/20	Variance (Budget-Actuals)	Manager's Forecast
1 APR	19,382	12,416	9,967	2,449	17,511	7,544	
2 MAY	13,025	13,827	16,828	(3,001)	17,511	683	
3 JUN	11,742	12,546	17,112	(4,566)	17,511	399	
4 JUL	13,243	13,782	16,113	(2,331)	17,511	1,398	
5 AUG	12,132	14,070	15,149	(1,079)	17,511	2,363	
6 SEP	21,283	9,855	14,286	(4,431)	17,511	3,225	
7 OCT	13,360	14,249			17,511		
8 NOV	12,568	10,650			17,511		
9 DEC	10,270	8,425			17,511		
10 JAN	11,950	8,755			17,511		
11 FEB	10,438	9,882			17,511		
12 MAR	12,485	11,220			17,511		
TOTAL	161,879	139,678	89,455	-12,958	210,135	15,612	210,135



LAND CHARGES (CUMULATIVE)

	Actuals 17/18	Actuals 18/19	Actuals 19/20	Cumulative increase / decrease from 18/19	Budget 19/20	Variance (Budget-Actuals)	Manager's Forecast
APR	19,382	12,416	9,967.29	2,449	17,511	7,544	
MAY	32,408	26,244	26,795	(552)	35,023	8,227	
JUNE	44,149	38,789	43,907	(5,118)	52,534	8,626	
JUL	57,393	52,572	60,020	(7,449)	70,045	10,025	
AUG	69,525	66,641	75,169	(8,528)	87,556	12,387	
SEP	90,808	76,497	89,455	(12,958)	105,068	15,612	
OCT	104,167	90,746			122,579		
NOV	116,735	101,396			140,090		
DEC	127,005	109,821			157,601		
JAN	138,955	118,576			175,113		
FEB	149,394	128,457			192,624		
MAR	161,879	139,678			210,135		210,135



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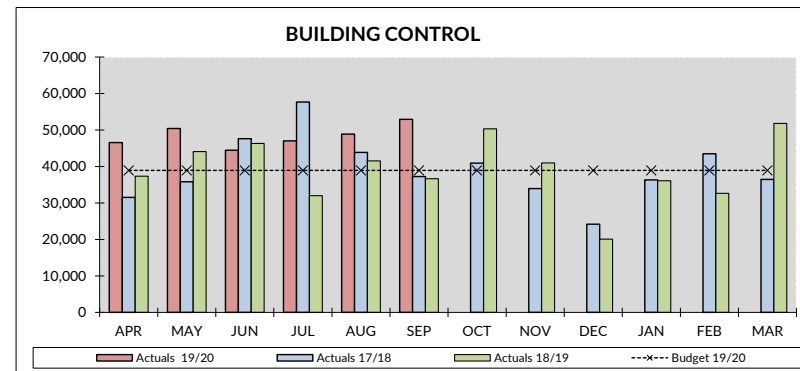
LPLNDCH

Searches Received - Paper
 Searches Received - Electronic
 Searches Received - Personal

	Received (Month)	Percentage (Month)	Percentage (Month 18/19)	(Cumulative)
£105	14	8%	8%	105
£86	77	42%	42%	544
£0	91	50%	49%	635
TOTAL	182	100%	100%	1,284

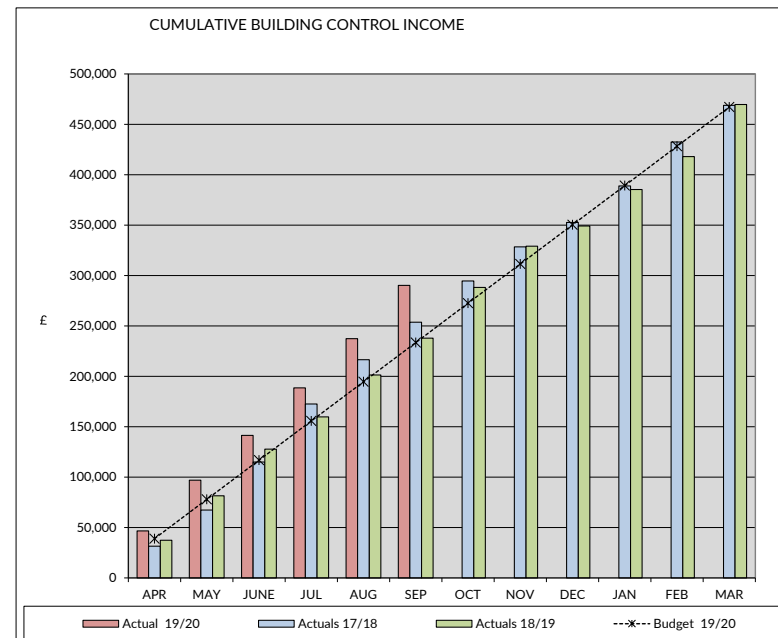
BUILDING CONTROL (DVBCFEE)

	Actuals 17/18	Actuals 18/19	Actuals 19/20	Increase / decrease from 18/19 to 19/20	Budget 19/20	Variance (Budget-Actuals)	Manager's Forecast
1 APR	31,511	37,342	46,552	(9,210)	38,926	(7,626)	
2 MAY	35,809	44,099	50,427	(6,328)	38,926	(11,501)	
3 JUN	47,602	46,293	44,461	1,833	38,926	(5,535)	
4 JUL	57,651	32,009	47,025	(15,017)	38,926	(8,100)	
5 AUG	43,832	41,516	48,869	(7,353)	38,926	(9,943)	
6 SEP	37,255	36,624	52,900	(16,276)	38,926	(13,975)	
7 OCT	40,902	50,302			38,926		
8 NOV	33,940	40,944			38,926		
9 DEC	24,156	20,059			38,926		
10 JAN	36,291	36,097			38,926		
11 FEB	43,486	32,648			38,926		
12 MAR	36,473	51,799			38,926		
TOTAL	468,910	469,732	290,234	(52,351)	467,110	(56,679)	467,110



BUILDING CONTROL (CUMULATIVE)

	Actuals 17/18	Actuals 18/19	Actual 19/20	Cumulative increase / decrease from 18/19-19/20	Budget 19/20	Variance (Budget-Actuals)	Manager's Forecast
APR	31,511	37,342	46,552	(9,210)	38,926	(7,626)	
MAY	67,320	81,441	96,978	(15,537)	77,852	(19,127)	
JUNE	114,923	127,734	141,439	(13,705)	116,777	(24,661)	
JUL	172,574	159,743	188,464	(28,722)	155,703	(32,761)	
AUG	216,406	201,259	237,334	(36,075)	194,629	(42,704)	
SEP	253,661	237,883	290,234	(52,351)	233,555	(56,679)	
OCT	294,563	288,185			272,481		
NOV	328,503	329,129			311,407		
DEC	352,660	349,188			350,332		
JAN	388,951	385,285			389,258		
FEB	432,437	417,933			428,184		
MAR	468,910	469,732			467,110		467,110



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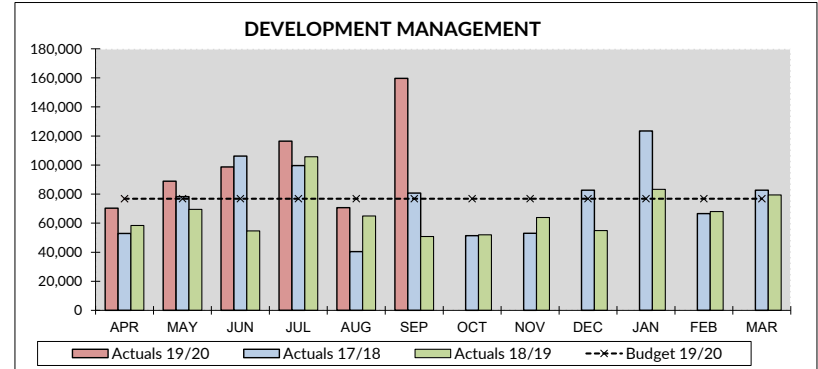
Sep-19

DVBCFEE

	Actual (Cumulative)	Budget	(Monthly)	
Plan Fee	3066	183,779	142,743	32,243
Inspection Fee	3067	104,263	90,813	20,658
Other	9999	2,192	-	-
TOTAL	290,234	233,555	52,900	0.02

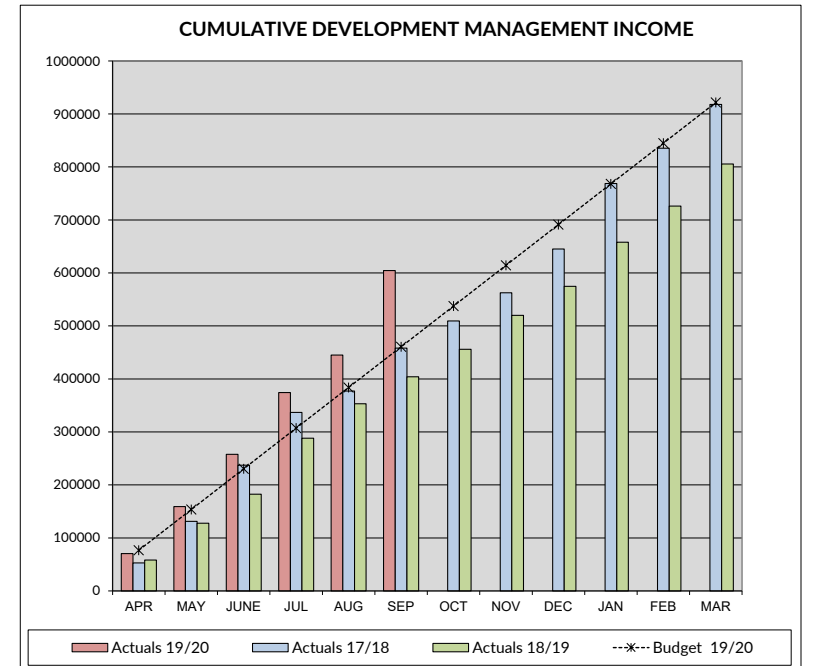
DEVELOPMENT MANAGEMENT (DVDEVCT/DVDEVRND)

	Actuals 17/18	Actuals 18/19	Actuals 19/20	Increase / decrease from 18/19 - 19/20	Budget 19/20	Variance (Budget-Actuals)	Manager's Forecast
1 APR	52,884	58,404	70,363	(11,959)	76,810	6,447	
2 MAY	78,250	69,455	88,827	(19,372)	76,810	(12,017)	
3 JUN	106,124	54,668	98,710	(44,043)	76,810	(21,900)	
4 JUL	99,681	105,667	116,501	(10,834)	76,810	(39,690)	
5 AUG	40,402	64,977	70,614	(5,637)	76,810	6,196	
6 SEP	80,747	50,827	159,628	(108,800)	76,810	(82,818)	
7 OCT	51,400	51,985			76,810		
8 NOV	53,057	63,941			76,810		
9 DEC	82,753	54,926			76,810		
10 JAN	123,499	83,258			76,810		
11 FEB	66,539	67,922			76,810		
12 MAR	82,682	79,480			76,810		
TOTAL	918,017	805,509	604,642	(200,645)	921,722	(143,781)	921,722



DEVELOPMENT MANAGEMENT (CUMULATIVE)

	Actuals 17/18	Actuals 18/19	Actuals 19/20	Cumulative increase / decrease from 18/19 to 19/20	Budget 19/20	Variance (Budget-Actuals)	Manager's Forecast
APR	52,884	58404	70363	(11,959)	76,810	6,447	
MAY	131,134	127,859	159,190	(31,331)	153,620	(5,570)	
JUNE	237,257	182,526	257,900	(75,374)	230,431	(27,469)	
JUL	336,939	288,193	374,400	(86,208)	307,241	(67,160)	
AUG	377,340	353,170	445,014	(91,844)	384,051	(60,963)	
SEP	458,087	403,997	604,642	(200,645)	460,861	(143,781)	
OCT	509,487	455,982			537,671		
NOV	562,544	519,923			614,481		
DEC	645,297	574,849			691,292		
JAN	768,796	658,107			768,102		
FEB	835,335	726,029			844,912		
MAR	918,017	805,509			921,722		921,722



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DVDEVCT/DVDEVRND

	Actual (Cumulative)	Budget	(Monthly)	
Planning Application Fees	94300/3009	553,116	406565	141693
Other	94300/9999	(1,707)	0	0
Pre-application Fees	94301	53,233	48601	17935
Monitoring Fees	94302	5696		
RECH-Other A/C'S	98100			
TOTAL	604,642	460,861	159,628	

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Agenda Item 9

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Finance & Investment Advisory Committee Work Plan 2019/20 (as at 3.9.19)

21 November 2019	23 January 2020	24 March 2020	Summer 2020	Autumn 2020
<p>Treasury Management Mid-Year Update 2019/20</p> <p>Budget 2020/21: Review of Service Dashboards and Service Change Impact Assessments (SCIAs)</p> <p>Financial Performance Indicators 2019/20 - to the end of September 2019</p> <p>Financial Results 2019/20 - to the end of September 2019</p>	<p>Discretionary Rate Relief</p> <p>Risks and Assumptions</p> <p>Treasury Management Strategy</p> <p>Financial Performance Indicators 2019/20 - to the end of November 2019</p> <p>Financial Results 2019/20 - to the end of November 2019</p> <p>The Capital Strategy 2020/21</p> <p>Capital Programme and Asset Maintenance 2020/23</p> <p>Property Investment Strategy Update</p>	<p>Financial Performance Indicators 2019/20 - to the end of January 2020</p> <p>Financial Results 2019/20 - to the end of January 2020</p>	<p>Financial Performance Indicators 2019/20- to the end of March 2019</p> <p>Provisional Outturn 2019/20</p> <p>Financial Results 2019/20- to the end of March 2019</p>	

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