

# Revenue Budget and Capital Programme 2015/16



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## REPORT OF THE CABINET MEMBER FOR FINANCE AND THE HEAD OF FINANCE

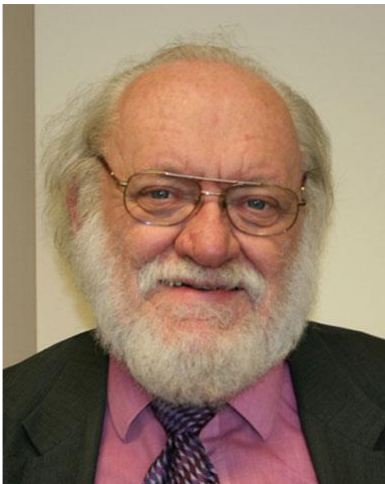
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The 2015/16 budget is the fifth which the Council has set in this period on national deficit reduction and over that time the Council has seen its' general Government grant funding reduce by around 40%. The continued downward trend in this funding is clear and we have known the funding gap for 2015/16 of around £1.5m for a year. So planning started very early, building upon the well established ways of coming to well thought through budget decisions which the Council has shown in previous years.

The approach taken has focussed on:

- Generation of new income - the Council's commitment to business growth in the borough has come through to the budget in significantly higher levels of business rates income.
- Limiting costs to local residents - this can be seen through the Council tax being frozen for the fifth year running, compared with inflation of 14% across the period, and no increases in the level of car parking charges.
- Efficient service provision - once again significant procurement efficiencies, in particular from the joint waste contract, have allowed us to make cost savings but not at the cost of reducing front line services. The whole organisation contributes to the generation of new ways of saving money.

The 2015/16 budget is a soundly based one and the Council has robust finances at the disposal of the new administration from May 2015.



Duncan Dewar-Whalley  
Cabinet Member for Finance



Nick Vickers  
Head of Finance

## COUNCIL TAX 2015/16

Swale's Council Tax requirement is as follows:

	2014/15 £000	2015/16 £000
<b>Swale Budget Requirement</b>	<b>15,541,795</b>	<b>15,015,294</b>
Less Revenue Support Grant	(4,116,864)	(2,929,549)
Less Business Rates	(4,556,979)	(5,053,444)
Less Collection Fund surplus	(178,360)	(176,183)
<b>Council Tax Requirement</b>	<b>6,689,592</b>	<b>6,856,118</b>
Band D Council Tax	159.93	159.93
Tax Base	41,828.25	42,869.49

As well as our own Council Tax, we collect on behalf of the other 'precepting authorities', i.e. Kent County Council, the Kent and Medway Towns Fire & Rescue Authority and the Kent Police and Crime Commissioner. Where applicable there will be an additional sum collected on behalf of the Parish Councils which have chosen to levy a local precept.

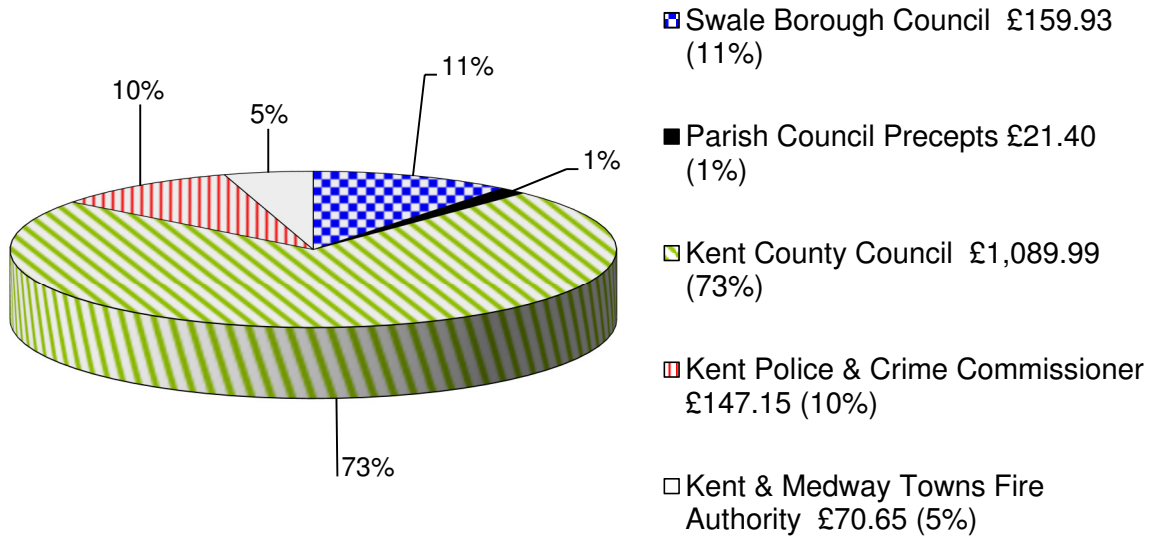
### Calculation of Band D Council Tax 2015/16:

2014/15		Authority	2015/16	
Precept £	Band D Council Tax £		Precept £	Band D Council Tax £
44,700,178	1,068.66	Kent County Council	46,727,315	1,089.99
6,034,980	144.28	Kent Police and Crime Commissioner	6,308,245	147.15
2,898,698	69.30	Kent and Medway Towns Fire & Rescue Authority	3,028,729	70.65
6,689,592	159.93	Swale Borough Council	6,856,118	159.93
<b>60,323,448</b>	<b>1,442.17</b>	<b>BASIC COUNCIL TAX</b>	<b>62,920,407</b>	<b>1,467.72</b>
864,532	20.67	Parish Council Precepts *	917,305	21.40
61,187,980	1,462.84	Council Tax inc. Parish	63,837,712	1,489.12

\*The Band D Council Tax is the average tax in respect of Parish Council Precepts for the whole Borough.

# COUNCIL TAX 2015/16

## Allocation of Council Tax:



## Council Tax Bandings

	Swale Borough Council £	Kent Police & Crime Commissioner £	Kent County Council £	Kent and Medway Towns Fire and Rescue Authority £	Total £
Band A	106.62	98.10	726.66	47.10	978.48
Band B	124.39	114.45	847.77	54.95	1,141.56
Band C	142.16	130.80	968.88	62.80	1,304.64
<b>Band D</b>	<b>159.93</b>	<b>147.15</b>	<b>1,089.99</b>	<b>70.65</b>	<b>1,467.72</b>
Band E	195.47	179.85	1,332.21	86.35	1,793.88
Band F	231.01	212.55	1,574.43	102.05	2,120.04
Band G	266.55	245.25	1,816.65	117.75	2,446.20
Band H	319.86	294.30	2,179.98	141.30	2,935.44

## MEDIUM TERM FINANCIAL PLAN

The Medium Term Financial Plan (MTFP) funding position is set out in the table on page 6. The MTFP is a forecast of the financial position over the next three years to aid the Council in meeting its objectives as set out in the Corporate Plan.

This is a simple financial forecast but it does give clarity on prudent management of its expenditure by the Council when planning for the future. The MTFP is underpinned by the following principles:

- achieving a balanced budget position with the base budget requirement being met from core income;
- maintaining a prudent level of reserves to allow the Council to deal with unexpected one-off events;
- reserves being used to fund one-off items of expenditure against the Council's priorities as determined by Members; and
- a prudent forecast for business rates.

## MEDIUM TERM FINANCIAL PLAN

	<b>2014-15</b> <b>£'000</b>	<b>2015-16</b> <b>£'000</b>	<b>2016-17</b> <b>£'000</b>	<b>2017-18</b> <b>£'000</b>
Base Budget	17,583	17,583	17,583	17,583
Growth Items	0	243	193	193
Unavoidable cost pressures	0	35	114	142
Loss of income	0	190	190	190
Additional income	0	(157)	(136)	(137)
Committed price increases	0	239	382	528
<b><u>Salary Related:</u></b>				
Increments	0	89	139	168
Pay Award	0	118	237	358
Contribution to/(from) reserves	595	317	317	317
Revenue Support Grant	(4,296)	(2,929)	(1,976)	(1,280)
Business Rates	(4,604)	(5,053)	(5,123)	(5,204)
Council Tax	(6,690)	(6,856)	(6,925)	(6,994)
Council Tax Freeze 2014/15	(79)	(79)	(79)	(79)
Council Tax Freeze 2015/16		(80)	(80)	(80)
New Homes Bonus	(2,269)	(2,811)	(3,299)	(2,989)
Collection Fund Surplus/Deficit	(178)	(176)	0	0
<b>Savings Required</b>	<b>62</b>	<b>673</b>	<b>1,537</b>	<b>2,716</b>
Preceptors Council Tax Support	(125)	0	0	0
Service savings	0	(731)	(751)	(815)
Requirement for balanced position	0	0	(786)	(1,901)
<b>Committed savings</b>	<b>(125)</b>	<b>(731)</b>	<b>(1,537)</b>	<b>(2,716)</b>
<b>Contribution (to) from Funds</b>	<b>(63)</b>	<b>(58)</b>	<b>0</b>	<b>0</b>

## MEDIUM TERM FINANCIAL PLAN

Growth Items:

No.	Description	Cabinet Member / Head of Service	2015/16 over 2014/15 £
	<b>Commissioning &amp; Customer Contact</b>		
1	Procurement - greater use of electronic procurement systems to advertise contract opportunities.	Cllr D. Dewar-Whalley / D. Thomas	10,000
2	Swale Community Leisure Ltd for Executive officer post.	Cllr D. Simmons / D. Thomas	50,000
3	Additional waste contract monitoring activity.	Cllr D. Simmons / D. Thomas	50,000
	<b>Director of Regeneration</b>		
4	Increase Director post by two days.	Cllr M. Cosgrove / P. Raine	53,540
	<b>Economic &amp; Community Services</b>		
5	Heritage activities.	Cllr M. Whiting / E. Wiggins	10,000
6	New structure in the Communications Team.	Cllr A. Bowles / E. Wiggins	16,290
7	Increased grants for the First World War commemoration.	Cllr M. Whiting / E. Wiggins	5,000
	<b>Environmental Health</b>		
8	Shellfish Sampling - increase to fee.	Cllr D. Simmons / M. Radford	9,620
	<b>Service Delivery</b>		
9	Christmas car parking concessions.	Cllr D. Simmons / B. Planner	25,000
10	Resilience Officer - increase in hours.	Cllr D. Simmons / B. Planner	13,700
	<b>Total Growth Items</b>		<b>243,150</b>



## MEDIUM TERM FINANCIAL PLAN

### Unavoidable Cost Pressures:

No.	Description	Cabinet Member / Head of Service	2015/16 over 2014/15 £
	<b>Democratic Services</b>		
1	Members Allowances – 1% increase.	Cllr A. Bowles / M. Radford	3,600
	<b>Finance</b>		
2	Insurance increase from annual renewal. The projection assumes a 3% increase pa.	Cllr D. Dewar-Whalley / N. Vickers	10,000
3	Increase in precept from Lower Medway Internal Drainage Board 2%	Cllr D. Dewar-Whalley / N. Vickers	3,200
	<b>Property Services</b>		
4	Maintenance cost of new equipment in Print Room.	Cllr D. Dewar-Whalley / A. Adams	2,210
5	Maintenance cost of new equipment in Council Chamber.	Cllr D. Dewar-Whalley / A. Adams	850
	<b>Service Delivery</b>		
6	Increase in electricity charges for SBC owned street lighting.	Cllr D. Simmons / B. Planner	880
7	Council Tax - Single person discount review.	Cllr D. Dewar-Whalley / B. Planner	4,000
8	Council Tax - court costs of recovery action.	Cllr D. Dewar-Whalley / B. Planner	10,000
	<b>Total Unavoidable Cost Pressures</b>		<b>34,740</b>

## MEDIUM TERM FINANCIAL PLAN

### Loss of Income:

No.	Description	Cabinet Member / Head of Service	2015/16 over 2014/15 £
	<b>Commissioning &amp; Customer Contact</b>		
1	Kent County Council recycling credits replaced by enabling payments as part of the new joint waste contract.	Cllr D. Simmons / D. Thomas	83,000
	<b>Economic &amp; Cultural Services</b>		
2	CCTV - loss of income.	Cllr K. Pugh / E. Wiggins	12,150
	<b>Property Services</b>		
3	Transfer of Princes Street Depot – Sittingbourne Town Centre Regeneration.	Cllr D. Dewar-Whalley / A. Adams	70,000
	<b>Service Delivery</b>		
4	Parking Enforcement – reduced income	Cllr D. Simmons / B. Planner	25,000
	<b>Total Loss of Income</b>		<b>190,150</b>

### Service Savings:

No.	Description	Cabinet Member / Head of Service	2015/16 over 2014/15 £
	<b>Commissioning &amp; Customer Contact</b>		
1	Reduce the number of play area inspections by Zurich from two to one per year.	Cllr D. Simmons / D. Thomas	(5,000)
2	Reduce budget commitment for contract variations for the leisure contract.	Cllr D. Simmons / D. Thomas	(1,200)
3	Graffiti cleaning – now included in the main waste contract.	Cllr D. Simmons / D. Thomas	(6,000)
4	Bring site repairs - cease to exist.	Cllr D. Simmons / D. Thomas	(1,000)
5	Bring site maintenance - cease to exist.	Cllr D. Simmons / D. Thomas	(2,840)
6	Recycling credit payments	Cllr D. Simmons / D. Thomas	(58,700)
7	Additional waste contract savings.	Cllr D. Simmons / D. Thomas	(250,000)

## MEDIUM TERM FINANCIAL PLAN

No.	Description	Cabinet Member / Head of Service	2015/16 over 2014/15 £
8	Channel shift – greater use of digital as opposed to face-to-face contact.	Cllr A. Bowles / D. Thomas	(19,000)
9	Automated switchboard facility, fewer calls handled by Customer Services Centre staff - channel shift.	Cllr A. Bowles / D. Thomas	(9,000)
10	Swale Community Leisure Ltd reduction in utility levy.	Cllr D. Simmons / D. Thomas	(40,000)
	<b>Economic &amp; Community Services</b>		
11	Kemsley Hall - asset transfer efficiencies.	Cllr M. Whiting / E. Wiggins	(10,000)
	<b>Finance</b>		
12	Minimum Revenue Provision Reduction – accountancy charge for capital expenditure.	Cllr D. Dewar-Whalley / N. Vickers	(56,600)
	<b>Housing</b>		
13	Reduction in use of emergency accommodation in Medway through the provision of a Council owned House in Multiple Occupation (HMO).	Cllr J. Wright/ A. Christou	(6,000)
14	Council tax payment for housing in Teynham owned by the Council.	Cllr J. Wright/ A. Christou	(1,500)
	<b>Housing</b>		
15	Cost of maintenance for the Council owned Teynham house by using in house handyperson.	Cllr J. Wright/ A. Christou	(1,000)
16	Private Sector Housing Manager - reduced hours.	Cllr J. Wright/ A. Christou	(20,000)
17	Enhancements to the Housing ICT system following new allocations policy enabling management of homeless register and greater use of digital services.	Cllr J. Wright/ A. Christou	(23,600)
	<b>Planning</b>		
18	Non-salary shared service efficiency savings e.g. printing, advertising etc.	Cllr G. Lewin/ J. Freeman	(10,000)
	<b>Policy</b>		
19	Revised Team Structure.	Cllr A. Bowles / A. Kara	(5,860)

## MEDIUM TERM FINANCIAL PLAN

No.	Description	Cabinet Member / Head of Service	2015/16 over 2014/15 £
	<b>Property Services</b>		
20	Reduction in the cost of trade waste at Swale House.	Cllr D. Dewar-Whalley / A. Adams	(1,250)
21	End of leases at New Road Industrial Estate.	Cllr D. Dewar-Whalley / A. Adams	(33,110)
22	Reduction in running costs at Sheerness District office following move to Gateway and re-letting of building on FRI terms.	Cllr D. Dewar-Whalley / A. Adams	(6,950)
23	Reduction in staffing costs of community halls due to community asset transfer.	Cllr D. Dewar-Whalley / A. Adams	(11,100)
24	Reduction in utility costs at Swale House.	Cllr D. Dewar-Whalley / A. Adams	(8,640)
	<b>Service Delivery</b>		
25	Retirement of Head of Service.	Cllr D. Dewar-Whalley / B. Planner	(94,470)
	<b>Mid Kent Improvement Partnership (MKIP) Services</b>		
26	ICT predicted savings as agreed by Cabinet in April 2012 and based on savings against 2011/12 base budgets.	Cllr D. Dewar-Whalley / M. Radford	(15,000)
27	Savings on move to MKIP GIS service.	Cllr D. Dewar-Whalley / M. Radford	(5,000)
28	Corporate training budget to be reduced by 10%, this reflects the reduced staffing levels but also the increased efficiencies of purchasing for the three MKIP councils.	Cllr T. Wilcox/ D. Smart	(9,000)
29	Extension of HR shared service to Tunbridge Wells Borough Council.	Cllr T. Wilcox/ D. Smart	(19,690)
	<b>Total Service Savings</b>		<b>(731,510)</b>

## MEDIUM TERM FINANCIAL PLAN

Additional Income:

No.	Description	Cabinet Member / Head of Service	2015/16 over 2014/15 £
	<b>Commissioning &amp; Customer Contact</b>		
1	Introduction of extra beach huts to sell and lease on to the public.	Cllr D. Simmons / D. Thomas	(20,000)
2	Ground rent for extra beach huts.	Cllr D. Simmons / D. Thomas	(2,500)
3	Sell space for memorial plaques at the new Iwade cemetery.	Cllr D. Simmons / D. Thomas	(3,000)
4	Swale Indoor bowls - increasing existing fees & charges.	Cllr D. Simmons / D. Thomas	(2,500)
5	Increased income from seafront concessions.	Cllr D. Simmons / D. Thomas	(4,600)
6	Increased subscriptions to garden waste service.	Cllr D. Simmons / D. Thomas	(12,430)
	<b>Finance</b>		
7	Investment income.	Cllr D. Dewar-Whalley / N. Vickers	(10,000)
	<b>Planning</b>		
8	Anticipated increase in planning fees.	Cllr G. Lewin/ J. Freeman	(34,000)
9	Anticipated increase in pre-application advice fees.	Cllr G. Lewin/ J. Freeman	(20,000)
	<b>Property Services</b>		
10	Increase in rental income from miscellaneous properties.	Cllr D. Dewar-Whalley / A. Adams	(47,500)
	<b>Total Additional Income</b>		<b>(156,530)</b>

**PARISH COUNCIL PRECEPTS 2015/16**

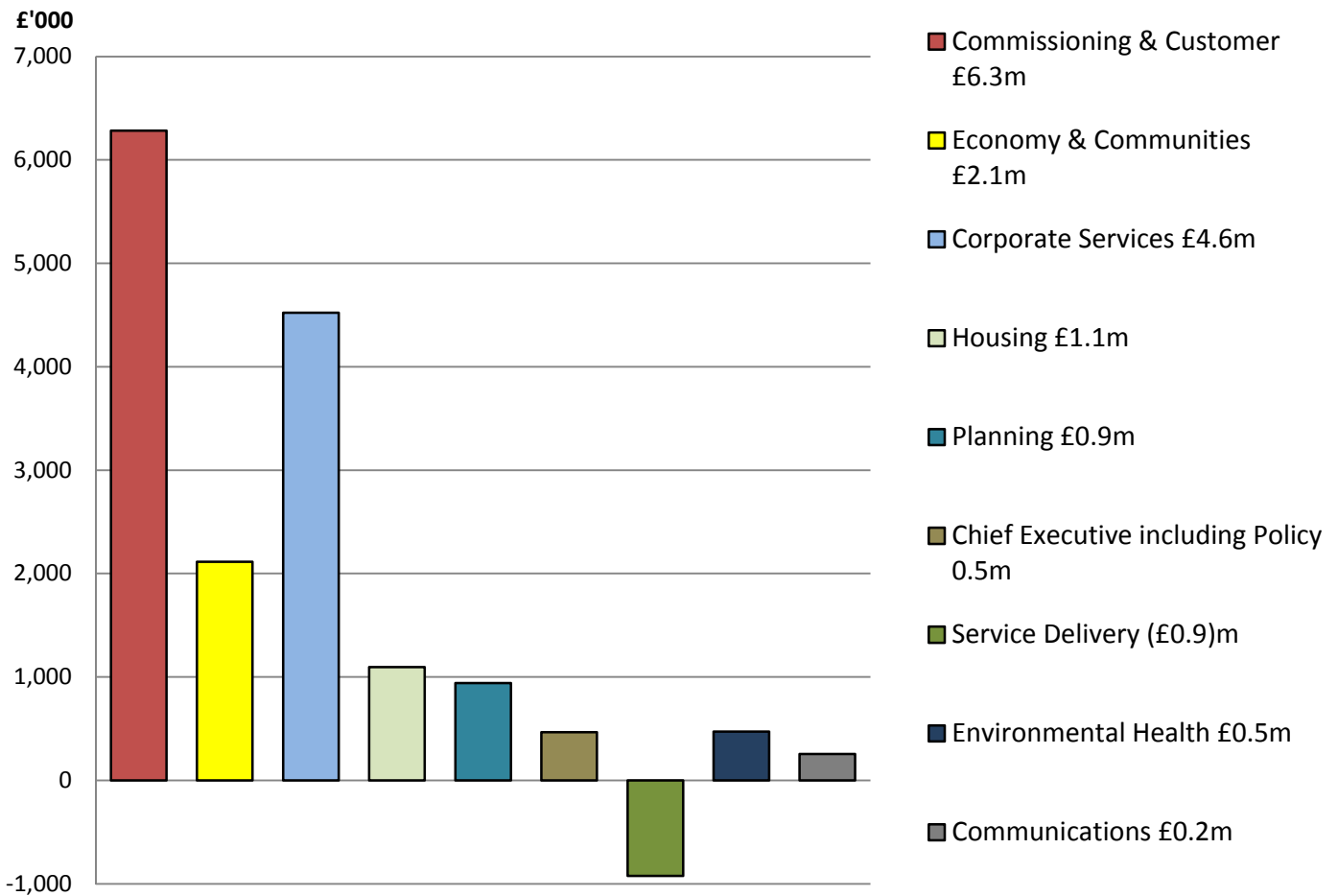
Parish/Town Council	Tax Base	Parish Precept (rounded)	Additional Council Tax for Band D	Parish Precept 2015/16
	2015/16	2015/16	2015/16	% change
		£	£	
BAPCHILD	451.05	10,000	22.17	-0.54 %
BOBBING	700.12	13,875	19.82	1.07 %
BORDEN	1021.03	46,468	45.51	1.20 %
BOUGHTON-UNDER-BLEAN	664.98	45,224	68.01	15.51 %
BREDGAR	285.17	9,500	33.31	3.90 %
DODDINGTON	210.01	7,600	36.19	1.32 %
DUNKIRK	473.92	11,792	24.88	-0.52 %
EASTCHURCH	665.47	30,000	45.08	8.89 %
EASTLING	140.70	3,000	21.32	5.13 %
FAVERSHAM TOWN COUNCIL	5987.03	258,345	43.15	5.06 %
GRAVENEY & GOODNESTONE	177.22	6,236	35.19	15.34 %
HARTLIP	360.56	7,000	19.41	5.89 %
HERNHILL	279.36	8,000	28.64	0.07 %
IWADE	1187.20	40,000	33.69	6.38 %
LEYSDOWN	1141.19	25,180	22.06	-6.80 %
LOWER HALSTOW	446.11	25,250	56.60	18.83 %
LUDDENHAM	44.77	0	0	0.00 %
LYNSTED	445.97	17,049	38.23	-2.00 %
MILSTEAD	88.17	3,900	44.23	26.95 %
MINSTER	4906.21	111,714	22.77	0.00 %
NEWINGTON	856.90	42,000	49.01	7.06 %
NEWNHAM	149.58	3,250	21.73	16.64 %
NORTON & BUCKLAND	180.99	5,660	31.27	-1.82 %
OARE	162.90	8,568	52.60	1.60 %
OSPRINGE	273.71	6,500	23.75	16.94 %
QUEENBOROUGH TOWN COUNCIL	746.90	44,000	58.91	-5.94 %
RODMERSHAM	235.86	7,500	31.80	-0.34 %
SELLING	326.56	8,825	27.02	22.15 %
SHELDWICH/LEAVELAND/ BADLESMERE	344.31	8,600	24.98	0.12 %
STALISFIELD	90.83	2,600	28.62	1.24 %
TEYNHAM	838.07	44,480	53.07	-4.21 %
THROWLEY	139.63	3,166	22.67	-1.13 %
TONGE	110.94	1,800	16.22	-0.12 %
TUNSTALL	391.94	8,800	22.45	1.91 %
UPCHURCH	889.71	25,423	28.57	9.21 %
WARDEN	464.54	16,000	34.44	-6.49 %
<b>TOTAL</b>		<b>917,305</b>		

## REVENUE BUDGET - SUMMARY – BY SERVICE

	Actual 2013/14 £	Original Budget 2014/15 £	Working Budget 2014/15 £	Original Budget 2015/16 £
The Chief Executive	602,141	465,570	464,600	465,330
Economy & Communities	2,401,668	2,112,090	2,316,600	2,114,550
Communications	235,649	183,700	252,020	253,740
Housing	1,432,640	1,144,810	1,206,900	1,094,500
Planning	1,058,067	991,330	1,006,410	940,430
Commissioning & Customer Contact	6,420,655	6,334,450	6,320,920	6,283,120
Service Delivery	(832,532)	(935,010)	(965,830)	(922,620)
Environmental Health	489,717	467,880	481,330	471,030
The Director of Corporate Services & The Director of Regeneration	456,310	366,780	361,810	407,080
Information Technology	773,134	672,780	672,780	654,270
Audit	165,783	153,980	153,980	158,840
Finance	1,431,270	1,385,580	1,383,000	1,398,940
Legal	362,339	302,660	301,990	307,660
Property	915,350	448,920	448,320	418,730
Human Resources	342,338	372,870	391,720	345,290
Democratic	802,428	809,420	822,670	832,090
<b>NET EXPENDITURE BEFORE NET RECHARGES</b>	<b>17,056,957</b>	<b>15,277,810</b>	<b>15,619,220</b>	<b>15,222,980</b>
Contribution (from) / to General Fund	1,334,775	63,000	63,000	58,000
Net Recharges	4,050	0	0	0
<b>NET EXPENDITURE</b>	<b>18,395,782</b>	<b>15,340,810</b>	<b>15,682,220</b>	<b>15,280,980</b>
<b>Net below the line items (see page 15)</b>	<b>(2,413,641)</b>	<b>325,190</b>	<b>210,780</b>	<b>(266,980)</b>
<b>Less Revenue Support Grant</b>	<b>(5,495,075)</b>	<b>(4,117,000)</b>	<b>(4,296,000)</b>	<b>(2,929,000)</b>
<b>Less Business Rates Retained Income</b>	<b>(3,768,918)</b>	<b>(4,556,000)</b>	<b>(4,604,000)</b>	<b>(5,053,000)</b>
<b>Less Collection Fund Surplus</b>	<b>0</b>	<b>(178,360)</b>	<b>(178,360)</b>	<b>(176,200)</b>
<b>Less Preceptors Council Tax Support</b>	<b>(125,000)</b>	<b>(125,000)</b>	<b>(125,000)</b>	<b>0</b>
<b>Less Council Tax Requirement</b>	<b>(6,593,148)</b>	<b>(6,689,640)</b>	<b>(6,689,640)</b>	<b>(6,855,800)</b>
<b>NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## REVENUE BUDGET - SUMMARY – BY SERVICE

Net Expenditure by Service – 2015/16 (expenditure less income and before recharges):



	Actual 2013/14 £	Original Budget 2014/15 £	Working Budget 2014/15 £	Original Budget 2015/16 £
<b>BELOW THE LINE ITEMS:</b>				
Net Capital Charges etc	48,870	1,650,520	1,662,190	1,797,950
Contributions to Funds	1,029,132	650,100	642,100	364,100
Contributions from Funds	(1,531,771)	(66,800)	(454,880)	(101,800)
Interest on Balances	(119,597)	(68,000)	(68,000)	(78,000)
Interest Payable	78,408	101,610	101,610	101,610
Disposal Costs - Fixed Assets	650	5,000	5,000	5,000
Sale of Council House Mortgages	2,637	4,980	4,980	4,980
Minimum Revenue Provision	822,952	711,780	711,780	655,180
Non-Specific Grants:-				
New Homes Bonus	(1,762,974)	(2,269,000)	(2,269,000)	(2,811,000)
Council Tax Freeze Grant	(269,881)	(349,000)	(79,000)	(159,000)
Small Business & Empty Property Grant	(589,843)	0	0	0
Other Grants	(122,224)	(46,000)	(46,000)	(46,000)
<b>Total Below the Line Items</b>	<b>(2,413,641)</b>	<b>325,190</b>	<b>210,780</b>	<b>(266,980)</b>



## REVENUE BUDGET BY SERVICE

	Actual 2013/14 £	Original Budget 2014/15 £	Working Budget 2014/15 £	Original Budget 2015/16 £	Purpose of Service
<b>Chief Executive</b> <b>Cllr A. Bowles (A. Kara)</b>					
Chief Executive	251,516	227,660	228,050	231,590	The Chief Executive is the senior officer who leads and takes responsibility for the work of the staff of the Council.
Climate Change	23,534	23,220	23,220	23,220	To mitigate the causes of climate change and fulfil the Council's commitments set out in Climate Local Swale and to facilitate adaptation to a changing climate among the borough's residents and businesses.
Corporate Costs	10,143	28,100	27,030	27,030	Costs relating to various corporate development activities.
Policy & Performance	316,948	186,590	186,300	183,490	To provide policy support; overview and scrutiny; performance management; data transparency; strategic partnerships; equalities; demographic and customer insight.
<b>NET DIRECT EXPENDITURE</b>	<b>602,141</b>	<b>465,570</b>	<b>464,600</b>	<b>465,330</b>	
Net Recharges	(508,378)	(365,670)	(363,570)	(363,150)	
<b>NET EXPENDITURE</b>	<b>93,763</b>	<b>99,900</b>	<b>101,030</b>	<b>102,180</b>	
	Actual 2013/14 £	Original Budget 2014/15 £	Working Budget 2014/15 £	Original Budget 2015/16 £	Purpose of Service
<b>Economy &amp; Communities</b> <b>Cllrs M. Cosgrove, M. Whiting, D. Simmons and K. Pugh (E. Wiggins)</b>					
Animal Welfare	(7,630)	(8,000)	(8,000)	(8,000)	This service involves the licensing of various business premises including pet shops, boarding establishments, riding establishments, and dog breeders. We are also responsible for licensing of 'dangerous wild animals'.
Arts Events & Activities	1,761	20,000	20,000	25,000	The Council does not directly deliver arts events or activities but works in partnership to enable arts activities in the Borough. The budgets in 2014/15 and 2015/16 include funding to commemorate the centenary of the First World War.
Closed Circuit Television (CCTV)	287,984	237,100	237,100	249,250	Our CCTV service is carried out through a partnership agreement with Medway Council.
Community Halls/Centres	141,015	82,620	112,620	70,870	The Council currently operates two community halls. The option to transfer the halls to local trusts via asset transfer is being explored. The budget also includes funding for the transferred Alexander Centre.
Community Safety	237,228	207,380	208,370	207,270	The Community Safety Unit exists to tackle crime and antisocial behaviour in the Borough.
Community Services	278,647	371,210	376,710	372,240	This budget includes the funds allocated to voluntary organisations and an officer providing the delivery of community services across the Borough.

## REVENUE BUDGET BY SERVICE

	Actual 2013/14 £	Original Budget 2014/15 £	Working Budget 2014/15 £	Original Budget 2015/16 £	Purpose of Service
<b>Economy &amp; Communities</b>					
<b>Cllrs M. Cosgrove, M. Whiting, D. Simmons and K. Pugh (E. Wiggins)</b>					
Culture & Liveability	130,499	107,140	106,650	106,660	Staff and other costs for departmental management for tourism and cultural services.
Culture & Economic Development	403,563	348,850	417,300	348,220	Staff costs for departmental economic development services including Head of Service. Includes costs associated with promoting economic activity within the Borough.
Dog Warden Service	49,914	49,610	49,470	49,470	This service relates to enforcement and practical activities involving stray dogs, dangerous dogs, dog fouling and nuisance from barking dogs.
Emergency Planning	(68,609)	0	0	0	Grant money provided by the Department for Communities and Local Government to support businesses and households impacted by flooding in 2013/14.
Environmental Initiatives	(4,135)	(1,100)	(1,100)	(1,100)	This service undertakes a number of environmental initiatives to address litter, graffiti, etc. funded through income from fixed penalties and third party contributions.
Environmental Response	465,306	442,880	441,950	442,270	Staff costs for the Environmental Wardens and Environmental Response Team.
Gypsy Site Illegal	0	3,150	3,150	3,150	This service relates to the liaison with itinerant gypsies and the steps taken to remove them when necessary. A policy of using the powers within the Criminal Justice Act 1994 has been employed to achieve eviction.
Heritage	0	0	0	10,000	Cost of grants allocated to heritage projects
Learning & Skills	84,959	68,910	68,390	68,390	Funding and staff costs to deliver actions in the Economic Development Strategy so that Swale is open for business.
Local Heritage Centres	5,654	19,110	19,100	14,170	The service relates to the provision and maintenance of the museum buildings owned by the Council.
Localism	734	0	0	0	To deliver activities that enable local parish and town councils and voluntary and community groups to undertake projects or services in local communities working with or on behalf of the Council. This expenditure relates to one off projects funded from the Localism reserve.
Members' Grants	99,332	59,080	124,010	59,000	Cost of grants allocated by members.
Markets	13,711	(13,850)	(13,850)	(13,850)	Markets are operated under contract in Faversham, Sheerness and Sittingbourne – monitoring of contracts and market programmes for specialist markets.
Pest Control	(1,806)	(2,000)	(2,000)	(2,000)	This function is now carried out under contract in partnership with Maidstone and Ashford Borough Councils, this income is a rebate from the pest control contractors.
Regeneration	82,869	100	33,860	0	Regeneration is currently being funded from the regeneration reserve.

## REVENUE BUDGET BY SERVICE

	Actual 2013/14 £	Original Budget 2014/15 £	Working Budget 2014/15 £	Original Budget 2015/16 £	Purpose of Service
<b>Economy &amp; Communities</b>					
<b>Cllrs M. Cosgrove, M. Whiting, D. Simmons and K. Pugh (E. Wiggins)</b>					
Sittingbourne Town Centre Development	45,277	80	5,310	0	Leads and co-ordinates major regeneration projects for the Council, such as Sittingbourne Town Centre redevelopment and major road issues and schemes e.g. Junction 5 M2, Sittingbourne Northern Relief and Rushenden Relief roads.
Sports Development	132,521	96,650	97,460	93,440	Funding and staff costs to enable the delivery of sport and physical activities in partnership that will increase participation and improve health.
Tourism	12,292	17,400	14,670	14,670	This service maintains focus on development of the local industry through partnership working including the Faversham Society, Legacy 2012 and Green Grid.
Youth	10,582	5,770	5,430	5,430	This represents expenditure on Youth Forums and the Youth Diversion Project.
<b>NET DIRECT EXPENDITURE</b>	<b>2,401,668</b>	<b>2,112,090</b>	<b>2,316,600</b>	<b>2,114,550</b>	
Net Recharges	234,770	303,720	392,840	393,870	
<b>NET EXPENDITURE</b>	<b>2,636,438</b>	<b>2,415,810</b>	<b>2,709,440</b>	<b>2,508,420</b>	

	Actual 2013/14 £	Original Budget 2014/15 £	Working Budget 2014/15 £	Original Budget 2015/16 £	Purpose of Service
<b>Communications</b>					
<b>Cllr A. Bowles (E. Wiggins)</b>					
Communications	235,649	183,700	252,020	253,740	To communicate information to the public about Council services in order to raise awareness of what the Council delivers.
<b>NET DIRECT EXPENDITURE</b>	<b>235,649</b>	<b>183,700</b>	<b>252,020</b>	<b>253,740</b>	
Net Recharges	(196,589)	(151,880)	(199,490)	(200,990)	
<b>NET EXPENDITURE</b>	<b>39,060</b>	<b>31,820</b>	<b>52,530</b>	<b>52,750</b>	

## REVENUE BUDGET BY SERVICE

	Actual 2013/14 £	Original Budget 2014/15 £	Working Budget 2014/15 £	Original Budget 2015/16 £	Purpose of Service
<b>Housing</b>					
<b>Cllr J. Wright (A. Christou)</b>					
Housing Options	895,120	603,370	658,620	572,130	To deliver the housing advice function, homelessness prevention, mortgage repossession support, illegal eviction, court cases, temporary accommodation, affordable housing allocation and housing register.
Housing Development and Strategy	294,413	263,740	248,730	240,030	This work includes the assessment, direction and monitoring of affordable housing provision to meet the Borough's identified housing needs. This is carried out in liaison with the Council's Housing Association and Thames Gateway partners.
Private Sector Housing	292,823	294,770	317,670	300,600	This service works to ensure homes are safe and healthy as possible. Its primary functions are tackling poor conditions within the private rented sector including houses in multiple occupation, returning long-term empty homes back into use, encouraging landlord accreditation and promoting home energy saving initiatives. It also provides grants to allow adaptations to the homes of disabled persons and repair loans where serious hazards are present in the home.
Stay Put Scheme Grants	(49,716)	(17,070)	(18,120)	(18,260)	This service assists elderly and disabled people to secure essential home improvements and repairs so that they can remain within the community in their own homes. This includes a Handyperson service for minor works, funded by Swale Primary Care Trust (PCT).
<b>NET DIRECT EXPENDITURE</b>	<b>1,432,640</b>	<b>1,144,810</b>	<b>1,206,900</b>	<b>1,094,500</b>	
Net Recharges	394,234	327,890	391,340	374,430	
<b>NET EXPENDITURE</b>	<b>1,826,874</b>	<b>1,472,700</b>	<b>1,598,240</b>	<b>1,468,930</b>	

	Actual 2013/14 £	Original Budget 2014/15 £	Working Budget 2014/15 £	Original Budget 2015/16 £	Purpose of Service
<b>Legal</b>					
<b>Cllr D. Dewar-Whalley (J. Scarborough)</b>					
Mid Kent Legal Services	362,339	302,660	301,990	307,660	Provision of legal services to support the delivery of Council priorities and front line services. This is carried out in a shared service with Tunbridge Wells and Maidstone Borough Council.
<b>NET DIRECT EXPENDITURE</b>	<b>362,339</b>	<b>302,660</b>	<b>301,990</b>	<b>307,660</b>	
Net Recharges	(362,339)	(302,660)	(301,990)	(307,660)	
<b>NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## REVENUE BUDGET BY SERVICE

	Actual 2013/14 £	Original Budget 2014/15 £	Working Budget 2014/15 £	Original Budget 2015/16 £	Purpose of Service
<b>Planning</b> <b>Cllr G. Lewin (J. Freeman)</b>					
Building Control	88,519	85,990	85,990	85,990	Building Control is defined as the administrative and technical process involved in the enforcement of statutory building standards, including plan examination and a series of site inspections. This service is provided by a partnership between Medway, Swale and Gravesham Councils.
Development Control	(505,849)	(406,970)	(452,310)	(529,440)	This service incorporates the processing and determination of planning applications, the provision of advice and guidance to potential applicants and others, planning appeals and enforcement. The primary source of income is from planning fees which are paid by applicants when submitting applications.
Local Land Charges	(140,286)	(149,070)	(149,000)	(147,090)	This is a statutory service providing local land charge searches on properties and land in the Borough. This is a shared service between Maidstone and Tunbridge Wells Borough Council.
Local Planning & Conservation	164,038	148,620	153,070	148,400	This service incorporates Local Plan preparation and review, strategic planning matters and conservation.
Development Services	1,451,645	1,136,090	1,122,010	1,132,850	Staff costs for the department.
Mid Kent Planning Support	0	176,670	246,650	249,720	Planning Admin and Planning Technical support, carried out in a shared service with Maidstone and Tunbridge Wells Borough Council.
<b>NET DIRECT EXPENDITURE</b>	<b>1,058,067</b>	<b>991,330</b>	<b>1,006,410</b>	<b>940,430</b>	
Net Recharges	706,352	617,680	606,360	619,250	
<b>NET EXPENDITURE</b>	<b>1,764,419</b>	<b>1,609,010</b>	<b>1,612,770</b>	<b>1,559,680</b>	

	Actual 2013/14 £	Original Budget 2014/15 £	Working Budget 2014/15 £	Original Budget 2015/16 £	Purpose of Service
<b>Information Technology</b> <b>Cllr D. Dewar-Whalley (A. Cole)</b>					
Administrative Buildings	66,784	65,630	65,630	56,630	Swale House telephone costs.
Information Technology	706,350	607,150	607,150	597,640	To promote IT development, channel shift and maintain effective IT systems for service delivery. From April 2013, this service is provided in Partnership with Maidstone and Tunbridge Wells Borough Councils.
<b>NET DIRECT EXPENDITURE</b>	<b>773,134</b>	<b>672,780</b>	<b>672,780</b>	<b>654,270</b>	
Net Recharges	(773,134)	(672,780)	(672,780)	(654,270)	
<b>NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## REVENUE BUDGET BY SERVICE

	Actual 2013/14 £	Original Budget 2014/15 £	Working Budget 2014/15 £	Original Budget 2015/16 £	Purpose of Service
<b>Commissioning &amp; Customer Contact</b>					
<b>Cllrs D. Simmons and M. Whiting (D.Thomas)</b>					
Allotments	5,286	3,770	3,770	3,810	Swale Borough Council has 14 allotment sites across the Borough.
Cemeteries And Closed Churchyards	98,629	135,420	136,560	139,130	This service covers the management of 4 cemeteries, including administration of the burial service, the keeping of public cemetery records and maps and the maintenance of the cemetery grounds. The service supports the requirement to maintain 17 churchyards in the Borough which are closed for further new burials and maintained by the Council at the request of the local Parochial Church Council. The service is also responsible for the maintenance of 7 war memorials and 1 Aviation memorial.
Client & Amenity Services	309,398	290,440	290,420	290,560	Staff costs for the Client & Amenity services.
Contracts and Procurement	264,769	258,320	274,370	324,520	Staff costs for contracts and procurement.
Countryside & Country Parks	232,418	239,650	236,980	242,880	The Council manages and maintains a number of Council owned informal country and coastal parks.
Customer Service Centre – Sheerness Gateway	18,082	62,830	57,800	63,040	Running costs for the Sheerness Gateway.
Customer Service Centre Staff	527,776	488,620	506,410	480,770	The Customer Service Centre delivers over 100 services at first point of contact via telephone, face to face, website and email. Services are delivered from Swale House and also at the Sheerness Gateway.
Harbour & Quays	1,334	(230)	(320)	(370)	Following the transfer of the management of Queenborough Harbour to a Trust in April 2012, this service covers the residual Council management of the Faversham Town Quay and fishing berth at Queenborough.
Head of Commissioning & Support	114,676	92,930	92,920	92,920	Cost of Head of Service and support for the Department.
Leisure & Sports Centres	515,778	517,030	516,660	571,110	This service area covers the costs incurred in providing built leisure facilities throughout Swale i.e. Sheppey Leisure Complex and the Swallows Leisure Centre. The service is operated through Swale Community Leisure Trust with Serco being their managing agents at the centres.
Parks & Open Spaces	503,951	772,790	769,310	796,710	This service involves the provision, development and maintenance of free urban parks, informal open spaces and play equipment totalling approximately 130 hectares of open space and the maintenance of 72 equipped play areas across the Borough.

## REVENUE BUDGET BY SERVICE

	Actual 2013/14 £	Original Budget 2014/15 £	Working Budget 2014/15 £	Original Budget 2015/16 £	Purpose of Service
<b>Commissioning &amp; Customer Contact</b>					
<b>Cllrs D. Simmons and M. Whiting (D.Thomas)</b>					
Procurement & Commissioning	0	0	10,000	10,000	This service will manage the procurement and commissioning of goods and services across the Council. The specialisation provided by this service will promote improvements in procurement activity and facilities.
Public Conveniences	288,292	333,680	333,530	340,190	The cleaning and supervision of conveniences is managed under contract.
Refuse Collection	2,683,819	2,279,530	2,301,500	2,320,260	See Recycling and Waste Minimisation.
Seafront	188,349	200,690	199,840	174,970	The service focuses on providing high quality beaches for both residents and visitors alike. The service also provides a reactive service to beach cleaning issues on more remote rural beaches.
Sports Pitches & Pavilions	101,495	89,940	89,940	90,130	This service provides well-maintained pitches and courts throughout the Borough for a range of the most popular outdoor sports. Sports facilities are let for self-management on the understanding that public use will be both available and encouraged.
Street Cleansing	1,145,120	1,078,780	1,012,260	845,490	The new Mid Kent Joint Waste contract commenced December 2013.
Recycling & Waste Minimisation	(578,517)	(509,740)	(511,030)	(503,000)	Refuse is collected largely in wheeled bins on behalf of the Council from 58,000 properties on an alternate weekly basis. Other areas are collected via communal bins. Those premises not suitable for wheeled bins are provided with sacks. All households are permitted to dispose of garden waste within the purchased service which provides brown-wheeled bins. In addition, the contract makes provision for the collection of clinical waste and for special collection of bulky household items, which includes some white goods. The Mid Kent Joint contract commenced December 2013.
<b>NET DIRECT EXPENDITURE</b>	<b>6,420,655</b>	<b>6,334,450</b>	<b>6,320,920</b>	<b>6,283,120</b>	
Net Recharges	1,728,636	1,810,380	1,767,100	1,778,945	
<b>NET EXPENDITURE</b>	<b>8,149,291</b>	<b>8,144,830</b>	<b>8,088,020</b>	<b>8,062,065</b>	

## REVENUE BUDGET BY SERVICE

	Actual 2013/14 £	Original Budget 2014/15 £	Working Budget 2014/15 £	Original Budget 2015/16 £	Purpose of Service
<b>Service Delivery</b>					
<b>CLlr D. Simmons (B. Planner)</b>					
Amenity Services	481,058	436,230	421,870	340,460	Staff costs for the delivery of car parking, Swale highway, licensing and coast protection services.
Coast Protection	(17,753)	(13,470)	(13,470)	(13,470)	This service involves the maintenance and monitoring of the coastal defences that are the responsibility of the Council under the Coast Protection Act and the monitoring of the unprotected cliffs to ensure public safety.
Council Tax and Business Rates Collection	(62,188)	18,370	5,210	66,560	This is the net cost of collecting and administering Council Tax and National Non Domestic Rates (NNDR) income received. This includes the collection of NNDR and the recovery of court costs in relation to the issue of summonses and liability orders which are anticipated as being collected in addition to the Council Tax itself.
Hackney Carriages	(46,150)	(41,000)	(41,170)	(41,170)	This service provides for the licensing of Hackney Carriages and Private Hire vehicles and drivers to ensure the safety, convenience and comfort of passengers as well as the safety of other road users. The licence fees and fare schedules are reviewed annually.
Highways	(4,833)	10,420	39,270	10,420	This service covers the expenditure on highways and highway related works including Borough Council lighting, street naming and nameplates, bus shelters, cycling and traffic issues. These are Borough Council functions and although closely related to the work of Kent Highways they do not form part of County Council responsibilities. This also shows the cost of accommodation within Swale House for KCC staff principally engaged in dealing with highway aspects of planning applications.
Benefit	(324,633)	(262,780)	(296,380)	(262,780)	This shows the cost of benefit payments offset by grant received plus the level of debt raised for the recovery of overpaid benefits.
Benefit Administration	500,036	279,890	279,790	291,160	This account shows the cost of administering Benefit. Staffing is the major element of the overall cost together with the cost of I.T. systems and services, interviewing facilities at district offices and recharges from other cost centres. The cost of administration is offset by Government grants.
Licences	(134,225)	(133,380)	(133,900)	(133,840)	Swale Borough Council deals with applications for the following Licences: New Premises or New Club Premises Licence, Variation or transfer of a Premises/Club Premises Licence, Personal Licences, Temporary Events, Gambling Licences and for Sex Establishments.



## REVENUE BUDGET BY SERVICE

	Actual 2013/14 £	Original Budget 2014/15 £	Working Budget 2014/15 £	Original Budget 2015/16 £	Purpose of Service
<b>Service Delivery</b>					
<b>Cllr D. Simmons (B. Planner)</b>					
Parking Management	(1,223,844)	(1,229,290)	(1,227,050)	(1,179,960)	This function is carried out in partnership with Maidstone Borough Council. The service includes the enforcement of on-street parking restrictions under decriminalised parking enforcement powers and also the management of the Council's off-street car parks. The operational costs of these two areas of service are separated so that any operational surplus for on-street enforcement can be identified as this must be used to support parking related functions.
<b>NET DIRECT EXPENDITURE</b>	<b>(832,532)</b>	<b>(935,010)</b>	<b>(965,830)</b>	<b>(922,620)</b>	
Net Recharges	1,165,839	1,044,190	1,161,350	1,146,790	
<b>NET EXPENDITURE</b>	<b>333,307</b>	<b>109,180</b>	<b>195,520</b>	<b>224,170</b>	

	Actual 2013/14 £	Original Budget 2014/15 £	Working Budget 2014/15 £	Original Budget 2015/16 £	Purpose of Service
<b>Director of Corporate Services &amp; Director of Regeneration</b>					
<b>Cllrs D. Dewar-Whalley and T. Wilcox (M. Radford &amp; P. Raine)</b>					
Corporate Costs	107,202	99,600	81,700	81,700	These costs relate to the Council as a whole rather than one service. They are mainly external Audit Fees.
Strategic Directors	290,111	214,420	214,350	259,630	Staff and other costs for Corporate Services and Director of Regeneration.
Emergency Planning	58,997	52,760	65,760	65,750	This service has been operating at a minimum level, with support from Kent County Council under a Service Level Agreement. The Civil Contingencies Act has increased the responsibilities of the Borough Council and emergency plans have been reviewed to address these requirements.
<b>NET DIRECT EXPENDITURE</b>	<b>456,310</b>	<b>366,780</b>	<b>361,810</b>	<b>407,080</b>	
Net Recharges	656,302	593,330	536,660	477,885	
<b>NET EXPENDITURE</b>	<b>1,112,612</b>	<b>960,110</b>	<b>898,470</b>	<b>884,965</b>	

## REVENUE BUDGET BY SERVICE

	Actual 2013/14 £	Original Budget 2014/15 £	Working Budget 2014/15 £	Original Budget 2015/16 £	Purpose of Service
<b>Finance</b>					
<b>Cllr D. Dewar-Whalley (N. Vickers)</b>					
Treasury Management & Bank Charges	29,500	37,660	37,660	37,720	Treasury Management is the management of the Council's 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.
Financial Services	698,561	654,560	651,980	659,660	Staff and other costs for this department.
Insurance	347,717	327,400	327,400	332,400	The total Insurance cost for all Council activities.
Parish Councils (Footway Lighting)	41,410	46,170	46,170	46,170	The Council decided to cap Parish Councils' Footway Lighting at the level of 2007-08 grant, with the result that any increase above this level would be paid for by the relevant Parish Council responsible.
Lower Medway Internal Drainage Board	314,082	319,790	319,790	322,990	Statutory Levy.
<b>NET DIRECT EXPENDITURE</b>	<b>1,431,270</b>	<b>1,385,580</b>	<b>1,383,000</b>	<b>1,398,940</b>	
Net Recharges	(2,560,845)	(2,766,650)	(2,762,080)	(2,774,080)	
<b>NET EXPENDITURE</b>	<b>(1,129,575)</b>	<b>(1,381,070)</b>	<b>(1,379,080)</b>	<b>(1,375,140)</b>	

	Actual 2013/14 £	Original Budget 2014/15 £	Working Budget 2014/15 £	Original Budget 2015/16 £	Purpose of Service
<b>Property</b>					
<b>Cllr D. Dewar-Whalley (A. Adams)</b>					
Administrative Buildings	267,262	325,170	325,110	310,720	Administrative Buildings shows the running and operational cost of Swale House and Sheerness District Office.
Health & Safety	3,428	4,580	4,580	4,580	To ensure that the Council is compliant with Health and Safety legislation.
Leisure & Sports Centres	(3,052)	(1,470)	(3,520)	(3,520)	Rental income associated with the long-term lease of Faversham Community Gym and Activity Centre.
Property Services	547,758	538,580	538,030	530,880	Staff and other costs for this department.
Property Management	99,954	(417,940)	(415,880)	(423,930)	Management of Council properties.
<b>NET DIRECT EXPENDITURE</b>	<b>915,350</b>	<b>448,920</b>	<b>448,320</b>	<b>418,730</b>	
Net Recharges	(570,961)	(595,890)	(626,840)	(607,620)	
<b>NET EXPENDITURE</b>	<b>344,389</b>	<b>(146,970)</b>	<b>(178,520)</b>	<b>(188,890)</b>	

## REVENUE BUDGET BY SERVICE

	Actual 2013/14 £	Original Budget 2014/15 £	Working Budget 2014/15 £	Original Budget 2015/16 £	Purpose of Service
<b>Human Resources</b> <b>Cllr T. Wilcox (D. Smart)</b>					
Human Resources	251,390	258,440	257,070	239,860	Providing payroll, employee relations, training and organisational development in a shared service with Maidstone Borough Council.
Salaries Overheads	90,948	114,430	134,650	105,430	This shows the salary related costs which are not allocated directly to other budgets, for example health and safety and employers liability insurance.
<b>NET DIRECT EXPENDITURE</b>	<b>342,338</b>	<b>372,870</b>	<b>391,720</b>	<b>345,290</b>	
Net Recharges	(393,066)	(261,030)	(391,720)	(345,290)	
<b>NET EXPENDITURE</b>	<b>(50,728)</b>	<b>111,840</b>	<b>0</b>	<b>0</b>	

	Actual 2013/14 £	Original Budget 2014/15 £	Working Budget 2014/15 £	Original Budget 2015/16 £	Purpose of Service
<b>Democratic Services</b> <b>Cllr A. Bowles (K. Bescoby)</b>					
Admin And Legal	252,245	225,890	241,310	225,330	Staff and other costs for this department.
Democratic Process	514,347	494,460	510,440	519,520	The Service arranges the Council's meetings which includes agenda preparation, production of minutes, and follow up action. The section also provides a support for scrutiny, member development and training and other aspects of the democratic service and the budget includes the cost of members allowances.
Elections & Electoral Registration	35,836	89,070	70,920	87,240	The Service carries out an annual audit of the electoral register (annual canvass) and updates it throughout the year (rolling registration), encouraging as many eligible people to register as possible.
<b>NET DIRECT EXPENDITURE</b>	<b>802,428</b>	<b>809,420</b>	<b>822,670</b>	<b>832,090</b>	
Net Recharges	506,086	446,080	464,650	469,150	
<b>NET EXPENDITURE</b>	<b>1,308,514</b>	<b>1,255,500</b>	<b>1,287,320</b>	<b>1,301,240</b>	

## REVENUE BUDGET BY SERVICE

	Actual 2013/14 £	Original Budget 2014/15 £	Working Budget 2014/15 £	Original Budget 2015/16 £	Purpose of Service
<b>Environmental Health</b>					
<b>Cllr D. Simmons (T. Beattie)</b>					
Environmental Services	447,699	405,890	413,360	430,490	Staff costs for the Food Safety and Pollution.
Food Safety	33,568	39,830	31,430	17,500	This budget relates to the promotion of food safety and includes activities such as the inspection of food premises, food sampling and surveillance, investigation of food complaints and food safety educational initiatives.
Noise Control	3,178	2,360	3,530	2,360	This budget includes the investigation of noise nuisance from industrial, commercial and residential premises. The time spent by officers from the Environmental Services Pollution, the Environmental Response and the Out of Hours Teams in delivering this service is included under the Environmental Services budget line.
Pollution Control	8,524	19,250	32,460	19,250	This budget relates to all pollution issues other than noise. Contractual support is employed to undertake inspections and authorisation for the purposes of the Environmental Protection Act 1990.
Public Health Burials	1,763	1,820	1,820	1,820	Swale Borough Council is responsible for arranging the funeral of any person who has died other than in hospital and where it appears that no other agency or persons are making suitable arrangements for the disposal of the body.
Public Health	(5,015)	(1,270)	(1,270)	(390)	Fee income from various establishments that could have an impact on Public Health.
<b>NET DIRECT EXPENDITURE</b>	<b>489,717</b>	<b>467,880</b>	<b>481,330</b>	<b>471,030</b>	
Net Recharges	142,921	112,940	137,360	137,250	
<b>NET EXPENDITURE</b>	<b>632,638</b>	<b>580,820</b>	<b>618,690</b>	<b>608,280</b>	

	Actual 2013/14 £	Original Budget 2014/15 £	Working Budget 2014/15 £	Original Budget 2015/16 £	Purpose of Service
<b>Audit</b>					
<b>Cllr D. Dewar-Whalley (R. Clarke)</b>					
Audit Services	165,783	153,980	153,980	158,840	The Internal Audit Partnership provides an independent appraisal of the Council's system of internal controls. It is a statutory requirement for Councils to have an Internal Audit function in accordance with the Local Government Act 1972. This service is provided in partnership with Tunbridge Wells, Maidstone and Ashford Borough Council.
<b>NET DIRECT EXPENDITURE</b>	<b>165,783</b>	<b>153,980</b>	<b>153,980</b>	<b>158,840</b>	
Net Recharges	(165,783)	(153,980)	(153,980)	(158,840)	
<b>NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## RESERVES 2015/16

Description	Balance as at 31/03/14 (after approved rollovers) £'000	Forecast Contributions to / from Reserves 2014/15 £'000	Balance as at 31/03/15 £'000	Forecast Contributions to / from Reserves 2015/16 £'000	Balance as at 31/03/16 £'000
General Reserve	(3,291)		(3,291)		(3,291)
Performance Fund	(906)		(906)		(906)
Transformation Fund	(252)		(252)		(252)
Regeneration Fund	(355)	(250)	(605)	(250)	(855)
Swale Local Loan Fund	(250)		(250)		(250)
Building Maintenance Fund	(519)		(519)		(519)
Housing Reserves	(238)		(238)		(238)
Repairs and Renewals Funds	(225)	(78)	(303)	(78)	(381)
Local Development Framework Fund	(171)		(171)		(171)
Stay Put Grants Reserve	(146)		(146)		(146)
Empty Property Initiative	(150)		(150)		(150)
Revenues Main Reserve	(428)		(428)	(125)	(553)
Business Rates Resilience Reserve	(450)	(278)	(728)	(526)	(1,254)
Other Reserves	(633)	11	(622)	11	(611)
<b>Total Earmarked Reserves</b>	<b>(8,014)</b>	<b>(595)</b>	<b>(8,609)</b>	<b>(968)</b>	<b>(9,577)</b>
<b>Usable Capital Receipts Reserve</b>	<b>(1,331)</b>	<b>444</b>	<b>(887)</b>	<b>30</b>	<b>(857)</b>
<b>Capital Grants Unapplied Account</b>	<b>(243)</b>		<b>(243)</b>		<b>(243)</b>
<b>General Fund</b>	<b>(3,263)</b>	<b>(63)</b>	<b>(3,326)</b>	<b>(58)</b>	<b>(3,384)</b>
<b>Total Usable Reserves</b>	<b>(12,851)</b>	<b>(214)</b>	<b>(13,065)</b>	<b>(996)</b>	<b>(14,061)</b>

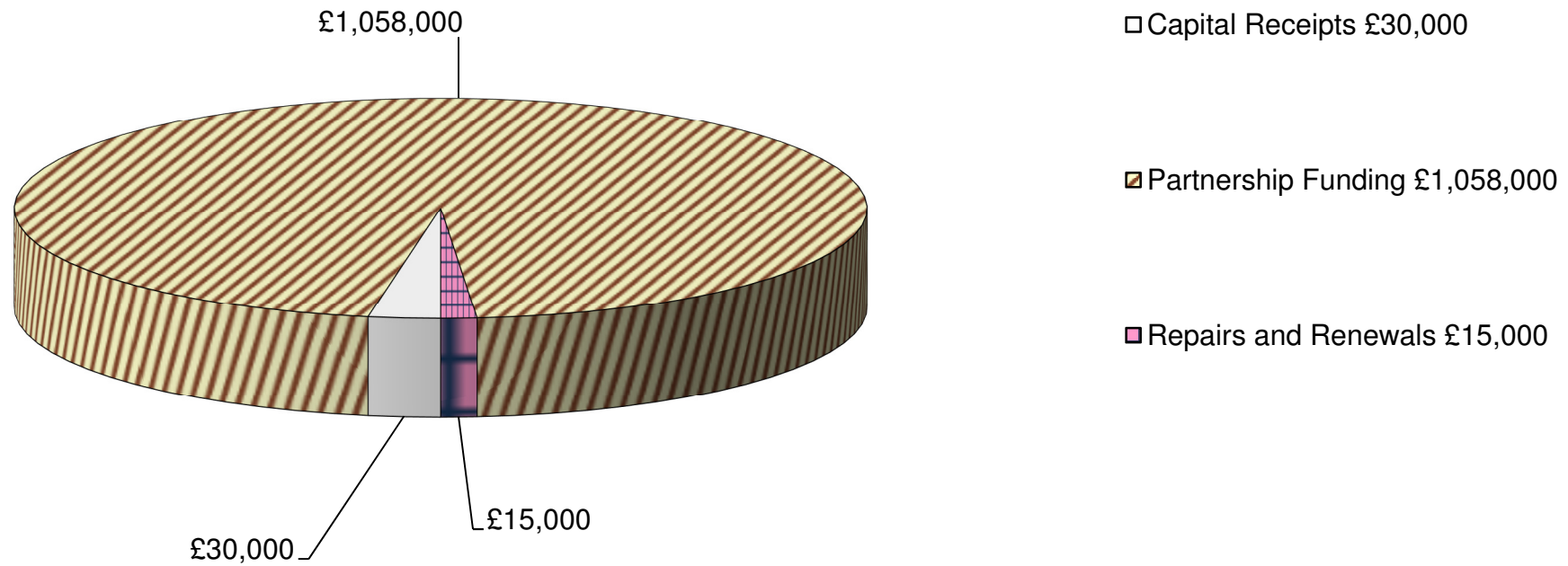
Note: This shows the Base position, but in-year expenditure will be reflected in closedown and in the Council's financial accounts

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## CAPITAL PROGRAMME 2015/16 – 2016/17

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How we are intending to fund our 2015/16 Capital Programme:



## CAPITAL PROGRAMME 2015/16 – 2016/17

	Funding SBC / P	2014/15 Original Budget £	2014/15 Revised Budget £	2015/16 Original Budget £	2016/17 Original Budget £	Budget Later Years £
<b><u>ECONOMY &amp; COMMUNITIES - E.WIGGINS</u></b>						
CCTV - Repairs & Renewals Reserve	SBC	15,000	15,000	15,000	15,000	15,000
Queenborough Harbour Trust Loan - Swale Loan Fund	SBC	0	50,000	0	0	0
Sittingbourne War Memorial - Capital Receipts	SBC	0	8,100	0	0	0
Capital Expansion of CCTV Service - S106	P	0	38,800	0	0	0
Meads Community Centre - S106	P	0	348,000	0	0	0
Kemsley Community Facilities - S106	P	0	4,870	0	0	0
<b>TOTAL ECONOMY &amp; COMMUNITIES</b>		<b>15,000</b>	<b>464,770</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>
<b><u>CORPORATE SERVICES - M.RADFORD</u></b>						
I.T Equipment Scanners - External Grant	P	0	6,200	0	0	0
<b>TOTAL CORPORATE SERVICES</b>		<b>0</b>	<b>6,200</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>COMMISSIONING &amp; CUSTOMER CONTACT - D.THOMAS</u></b>						
Cemeteries - future burial provision in the borough - Capital Receipts	SBC	0	32,590	0	0	0
Wheelie Bins - Repairs & Renewals Reserve	SBC	35,000	35,000	0	0	0
Beach Huts, Minster Leas - Performance Fund	SBC	0	7,170	0	0	0
Cemetery Chapel, Love Lane Faversham- Capital Receipts	SBC	0	25,300	0	0	0
Milton Creek Footpath - Capital Receipts	SBC	0	30,000	0	0	0
High Risk Tree Works in 3 Cemeteries - Capital Receipts	SBC	0	45,000	30,000	0	0
Medium Risk Tree Works in 3 Cemeteries- Capital Receipts	SBC	0	10,000	0	0	0
Customer Service Centre telephony system - Capital Receipts	SBC	0	40,000	0	0	0
The Glen Play Area - Revenue Funding	SBC	0	5,050	0	0	0
The Glen Play Area - S106	P	0	30,950	0	0	0
Thistle Hill Community Woodland - Trim Trail - S106	P	0	35,000	0	0	0
New Play Area - Iwade Schemes - S106	P	0	92,200	0	0	0
Kemsley West Play Area- S106	P	0	56,000	0	0	0
Kemsley East Play Area- S106	P	0	50,000	0	0	0
Oare Village Hall - S106	P	0	0	9,000	0	0
Oare Gunpowder Works - S106	P	0	0	9,000	0	0
<b>TOTAL COMMISSIONING &amp; CUSTOMER CONTACT</b>		<b>35,000</b>	<b>494,260</b>	<b>48,000</b>	<b>0</b>	<b>0</b>

## CAPITAL PROGRAMME 2015/16 – 2016/17

	Funding SBC / P	2014/15 Original Budget £	2014/15 Revised Budget £	2015/16 Original Budget £	2016/17 Original Budget £	Budget Later Years £
<b><u>SERVICE DELIVERY - B. PLANNER</u></b>						
Ground Floor Reception Area - Revenue Funding	SBC	0	25,000	0	0	0
Ground Floor Reception Area - Capital Receipts	SBC	0	20,000	0	0	0
<b>TOTAL SERVICE DELIVERY</b>		<b>0</b>	<b>45,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>HOUSING - A. CHRISTOU</u></b>						
Disabled Facilities Grants - Reserves	SBC	100,000	252,150	0	0	0
Emergency Accommodation - House Purchase - Earmarked Reserves	SBC	0	165,000	0	0	0
Disabled Facilities Grants - External Grant	P	926,740	926,740	1,040,000	0	0
<b>TOTAL HOUSING</b>		<b>1,026,740</b>	<b>1,343,890</b>	<b>1,040,000</b>	<b>0</b>	<b>0</b>
<b><u>FINANCE - N. VICKERS</u></b>						
Cash Receipting System - Replacement - Capital Receipts	SBC	30,000	56,570	0	0	0
<b>TOTAL FINANCE AND PERFORMANCE PORTFOLIO</b>		<b>30,000</b>	<b>56,570</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>PROPERTY - A. ADAMS</u></b>						
Swale House Window Rep & Blding Refurbishment - Capital Receipts	SBC	0	26,470	0	0	0
Central Plaza Sittingbourne - Capital Receipts	SBC	0	25,740	0	0	0
Committee Room new Equipment - Capital Receipts	SBC	0	17,850	0	0	0
Committee Room new Equipment - Capital Receipts	SBC	0	920	0	0	0
Council Chamber Digital System - Reserves	SBC	0	52,000	0	0	0
Folder Inserter Machine - Capital Receipts	SBC	0	15,970	0	0	0
Folder Inserter Machine - Revenue Grant	P	0	4,550	0	0	0
<b>TOTAL PROPERTY</b>		<b>0</b>	<b>143,500</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL CAPITAL PROGRAMME</b>	SBC	<b>180,000</b>	<b>960,880</b>	<b>45,000</b>	<b>15,000</b>	<b>15,000</b>
<b>TOTAL CAPITAL PROGRAMME</b>	P	<b>926,740</b>	<b>1,593,310</b>	<b>1,058,000</b>	<b>0</b>	<b>0</b>
<b>TOTAL CAPITAL PROGRAMME</b>		<b>1,106,740</b>	<b>2,554,190</b>	<b>1,103,000</b>	<b>15,000</b>	<b>15,000</b>



## CAPITAL PROGRAMME 2015/16 – 2016/17

	Original Estimate 14/15 £	Revised Estimate 14/15 £	Original Estimate 15/16 £	Original Estimate 16/17 £	Budget Later Years £
<b>TOTAL CAPITAL EXPENDITURE</b>	1,106,740	2,554,190	1,103,000	15,000	15,000
<b>FUNDING ANALYSIS</b>					
<b>PARTNERSHIP FUNDING</b>	<b>926,740</b>	<b>1,593,310</b>	<b>1,058,000</b>	<b>0</b>	<b>0</b>
<b>REVENUE CONTRIBUTIONS:-</b>					
<b>(a) Repairs &amp; Renewals Reserves</b>					
- Recycling Bins (Wheeled Bins)	35,000	35,000	0	0	0
- CCTV	15,000	15,000	15,000	15,000	15,000
<b>(b) Disabled Facilities Grant Reserve</b>	50,000	50,000	15,000	15,000	15,000
<b>(c) Housing Benefits Reserve</b>	100,000	100,000	0	0	0
- Ground Floor Reception Area	0	25,000	0	0	0
<b>(d) General Reserve</b>					
- Disabled Facilities Grants	0	62,610	0	0	0
<b>(e) Council Chamber Improvements Reserve</b>					
- Council Chamber Digital System	0	52,000	0	0	0
<b>(f) Performance Fund</b>					
- Beach Huts, Minster Leas, Sheppey	0	7,170	0	0	0
<b>(g) Housing Reserves</b>					
- Emergency Accommodation	0	165,000	0	0	0
<b>(h) Swale Local Loan Reserve</b>					
- Swale Local Loan Reserve	0	50,000	0	0	0
<b>(i) Open Spaces Revenue underspend</b>					
- The Glen Play Area	0	5,050	0	0	0
<b>TOTAL REVENUE CONTRIBUTIONS</b>	<b>150,000</b>	<b>516,830</b>	<b>15,000</b>	<b>15,000</b>	<b>15,000</b>

## CAPITAL PROGRAMME 2015/16 – 2016/17

	Original Estimate 14/15 £	Revised Estimate 14/15 £	Original Estimate 15/16 £	Original Estimate 16/17 £	Budget Later Years £
<b>CAPITAL RECEIPTS:-</b>					
- Disabled Facilities Grants	0	89,540	0	0	0
- New Cash Module	30,000	56,570	0	0	0
- High Risk Tree Works Cemeteries	0	45,000	30,000	0	0
- Medium Risk Tree Works Cemeteries	0	10,000	0	0	0
- Sittingbourne War Memorial	0	8,100	0	0	0
- Cemeteries - future burial provision	0	32,590	0	0	0
- Swale House Window Replacement & Building Refurbishment	0	26,470	0	0	0
- Customer Service Centre telephony system	0	40,000	0	0	0
- Cemetery Chapel, Love Lane Faversham	0	25,300	0	0	0
- Milton Creek Footpath	0	30,000	0	0	0
- Ground Floor Reception Area	0	20,000	0	0	0
- Central Plaza Sittingbourne	0	25,740	0	0	0
- Folder Inserter Machine	0	15,970	0	0	0
- Committee Room Adaptations	0	18,770	0	0	0
<b>TOTAL CAPITAL RECEIPTS</b>	<b>30,000</b>	<b>444,050</b>	<b>30,000</b>	<b>0</b>	<b>0</b>
<b>TOTAL FUNDS UTILISED</b>	<b>1,106,740</b>	<b>2,554,190</b>	<b>1,103,000</b>	<b>15,000</b>	<b>15,000</b>

## Contacting Swale Borough Council

The Customer Service Centre deals with all enquiries across the Council; it should be your first stop when contacting us.

Copies of this Revenue Budget and Capital Programme 2014-15 are available on the council website [www.swale.gov.uk](http://www.swale.gov.uk).

If you would like further hard copies or alternative versions (i.e. large print, audio, different language) we will do our best to accommodate your request. Please contact the council at:

Swale Borough Council  
Swale House, East Street  
Sittingbourne  
Kent, ME10 3HT

**Customer Service Centre** ☎ **01795 417850**