

# Revenue Budget and Capital Programme 2016/17



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

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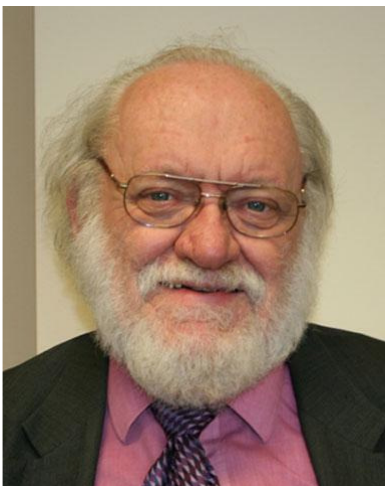
The budget for 2016/17 reflects the continuation of the Government's deficit reduction programme with a consequent significant further reduction in the funding which the Council receives from Central Government. In 2010 80% of local government expenditure was funded from Government grants and by 2020 local government will be wholly self financing.

The 2016/17 budget is one of transition between fundamentally different approaches to funding local authorities. The Council's Revenue Support Grant Settlement for 2016/17 was broadly as forecast but beyond that there are major new issues which will fundamentally impact on the Council's Medium Term Financial Plan:

- Steeper than expected reductions in Revenue Support Grant and a local authority funding model where the government assume Council Tax base growth and increases in Council Tax.
- A consultation on major changes to how New Homes Bonus operates with the central proposition being that funding for each property is received for four years rather than six. But New Homes Bonus is then built into the funding model permanently.
- The launch of a major consultation exercise on the full localisation of business rates by 2020.

Given that the Settlement was only received in late December our main focus has been on balancing the 2016/17 budget. This has been achieved once again without increasing Council tax- for an unprecedented sixth year in succession.

We will start work shortly on tackling the huge challenges in the years beyond 2016/17.



Duncan Dewar-Whalley  
Cabinet Member for Finance



Nick Vickers  
Head of Finance

## COUNCIL TAX 2016/17

Swale's Council Tax requirement is as follows:

	2015/16 £000	2016/17 £000
<b>Swale Budget Requirement</b>	<b>15,015,294</b>	<b>14,890,268</b>
Less Revenue Support Grant	(2,929,549)	(1,954,950)
Less Business Rates	(5,053,444)	(5,643,950)
Less Collection Fund surplus	(176,183)	(260,970)
<b>Council Tax Requirement</b>	<b>6,856,118</b>	<b>7,030,398</b>
Band D Council Tax	159.93	159.93
Tax Base	42,869.49	43,959.22

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.

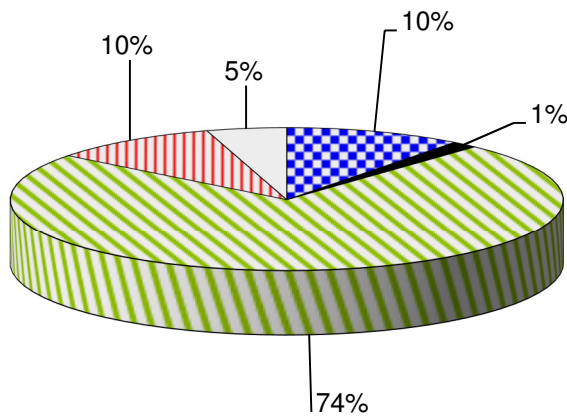
### Calculation of Band D Council Tax 2016/17:

2015/16		Authority	2016/17	
Precept £	Band D Council Tax £		Precept £	Band D Council Tax £
46,727,315	1,089.99	Kent County Council	49,829,974	1,133.55
6,308,245	147.15	Kent Police and Crime Commissioner	6,688,395	152.15
3,028,729	70.65	Kent and Medway Towns Fire & Rescue Authority	3,165,064	72.00
6,856,118	159.93	Swale Borough Council	7,030,398	159.93
<b>62,920,407</b>	<b>1,467.72</b>	<b>BASIC COUNCIL TAX</b>	<b>66,713,831</b>	<b>1,517.63</b>
917,305	21.40	Parish Council Precepts *	1,038,628	23.63
63,837,712	1,489.12	Council Tax inc. Parish	67,752,459	1,541.26

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

## COUNCIL TAX 2016/17

### Allocation of Council Tax:



- Swale Borough Council  
 £159.93 (10%)
- Parish Council Precepts £23.63  
 (1%)
- Kent County Council £1,133.55  
 (74%)
- Kent Police & Crime  
 Commissioner £152.15 (10%)
- Kent & Medway Towns Fire  
 Authority £72.00 (5%)

### 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	101.43	755.70	48.00	1,011.75
Band B	124.39	118.34	881.65	56.00	1,180.38
Band C	142.16	135.24	1,007.60	64.00	1,349.00
<b>Band D</b>	<b>159.93</b>	<b>152.15</b>	<b>1,133.55</b>	<b>72.00</b>	<b>1,517.63</b>
Band E	195.47	185.96	1,385.45	88.00	1,854.88
Band F	231.01	219.77	1,637.35	104.00	2,192.13
Band G	266.55	253.58	1,889.25	120.00	2,529.38
Band H	319.86	304.30	2,267.10	144.00	3,035.26

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## MEDIUM TERM FINANCIAL PLAN

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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

	2015/16 £'000	2016/17 £'000	2017/18 £'000	2018/19 £'000
Base budget	17,609	17,609	17,609	17,609
Growth items	0	469	459	451
Unavoidable cost pressures	0	759	691	697
Loss of income	0	35	35	35
Additional income	0	(595)	(549)	(585)
Committed price increases	0	66	93	136
<u>Salary Related:</u>				
Increments	0	57	79	101
Pay award	0	109	240	371
Contribution to/(from) reserves	317	459	317	317
Revenue Support Grant	(2,929)	(1,955)	(1,107)	(576)
Business Rates	(5,040)	(5,644)	(5,843)	(6,011)
Council Tax	(6,856)	(7,030)	(7,101)	(7,172)
Council Tax Freeze Grant funded from RSG	(79)	(79)	(79)	(79)
Council Tax Freeze Grant funded separately	(80)	0	0	0
New Homes Bonus	(2,824)	(3,482)	(3,500)	(2,199)
Collection Fund Surplus - Council Tax	(176)	(261)	0	0
<b>Savings Required</b>	<b>(58)</b>	<b>517</b>	<b>1,344</b>	<b>3,095</b>
Service savings	0	(517)	(378)	(384)
Requirement for balanced position	0	0	(966)	(2,711)
<b>Committed savings</b>	<b>0</b>	<b>(517)</b>	<b>(1,344)</b>	<b>(3,095)</b>
<b>Contribution (to) from General Fund</b>	<b>(58)</b>	<b>0</b>	<b>0</b>	<b>0</b>

## MEDIUM TERM FINANCIAL PLAN

Growth items			
No.	Description	Cabinet Member / Head of Service	2016/17 over 2015/16 £
	<b>Chief Executive</b>		
1	Swale Borough Council share of the cost of a MKIP Director and support	Cllr A. Bowles / A. Kara	60,000
	<b>Commissioning &amp; Customer Contact</b>		
2	Parking – funding communication links for car park machines	Cllr D. Simmons / D. Thomas	8,500
3	Parking - repairs and renewals to car parks and equipment	Cllr D. Simmons / D. Thomas	7,500
4	Leisure Development Officer	Cllr M. Whiting / D. Thomas	34,240
	<b>Director of Corporate Services</b>		
5	Licensing salaries change to establishment to provide a fit for purpose service following review of processes and resources	Cllr K. Pugh / M. Radford	60,000
	<b>Economic &amp; Community Services</b>		
6	Increase the Safeguarding Officer post to full time	Cllr K. Pugh / E. Wiggins	20,000
	<b>Environmental Health</b>		
7	Reallocation of MKIP resources for Food Safety service	Cllr D. Simmons / M. Radford	28,000
	<b>Mid Kent Legal Services (MKLS)</b>		
8	Gross cost increase in Mid Kent Legal Services pooled budget for additional staff. See Additional Income item 10 on page 12.	Cllr D. Dewar- Whalley / J. Scarborough	176,770
	<b>Property Services</b>		
9	For the provision of software to support lone workers.	Cllr D. Dewar- Whalley / A. Adams	8,000
	<b>Resident Services</b>		
10	Two Council Tax Posts – to be funded from the Council Tax Support reserve. See Additional Income item 13 on page 12.	Cllr D. Dewar- Whalley / A. Christou	65,640
	<b>Total Growth Items</b>		<b>468,650</b>



## MEDIUM TERM FINANCIAL PLAN

Unavoidable Cost Pressures			
No.	Description	Cabinet Member / Head of Service	2016/17 over 2015/16 £
	<b>Commissioning &amp; Customer Contact</b>		
1	Business rates for Faversham District office	Cllr D. Dewar-Whalley / D. Thomas	1,700
2	Rent and service charges for Faversham District office - new charges to apply from 2016/17	Cllr D. Dewar-Whalley / D. Thomas	6,700
3	Closed churchyards maintenance	Cllr D. Simmons / D. Thomas	18,000
4	Parking shared service reapportionment	Cllr D. Simmons / D. Thomas	15,000
5	Beach Huts - unachievable income	Cllr D. Simmons / D. Thomas	20,000
6	The effect on grounds maintenance and leisure contract budgets of the introduction of the minimum living wage	Cllr D. Simmons / D. Thomas	46,000
7	Increase in cemeteries' rates	Cllr D. Simmons / D. Thomas	1,500
8	Cost of Bartons Point cesspit emptying	Cllr D. Simmons / D. Thomas	2,000
9	Cost of metered water at seafront	Cllr D. Simmons / D. Thomas	2,000
	<b>Democratic Services</b>		
10	Individual Electoral Registration additional staff resources	Cllr A. Bowles / M. Radford	22,000
	<b>Finance</b>		
11	Increase cost of credit and debit cards for Council Tax collection	Cllr D. Dewar-Whalley / N. Vickers	40,000
12	Increase in precept from Lower Medway Internal Drainage Board 2.2%	Cllr D. Dewar-Whalley / N. Vickers	3,850
13	Insurance increase from annual renewal. The projection reflects a 4.4% increase	Cllr D. Dewar-Whalley / N. Vickers	17,760
14	From 2016/17 KCC has announced it will be ending the grant to district councils relating to the number of second homes in their area	Cllr D. Dewar-Whalley / N. Vickers	46,000

## MEDIUM TERM FINANCIAL PLAN

Unavoidable Cost Pressures			
No.	Description	Cabinet Member / Head of Service	2016/17 over 2015/16 £
	<b>Mid Kent Improvement Partnership (MKIP)</b>		
15	Unachieved saving from 2015/16. Extension of HR shared service to TWBC is no longer a possibility	Cllr T. Wilcox / D. Smart	19,690
16	National Insurance cost increase	Cllr T. Wilcox / D. Smart	182,000
	<b>Planning</b>		
17	Increased Local Plan costs - to be funded from reserves	Cllr G. Lewin / J. Freeman	60,000
	<b>Property Services</b>		
18	Increase in business rates for Swale House	Cllr D. Dewar-Whalley / A. Adams	6,000
19	Business rates for miscellaneous properties due to the necessary delay between vacating them and transferring them to Spirit of Sittingbourne	Cllr D. Dewar-Whalley / A. Adams	4,660
	<b>Resident Services</b>		
20	Reduction in Housing Benefits Admin subsidy. This pressure will be offset by Housing Benefits salary savings. The remaining grant pressure will then be met from the housing benefits reserve. See Service Savings item 12 on page 11.	Cllr D. Dewar-Whalley / A. Christou	244,000
	<b>Total Unavoidable Cost Pressures</b>		<b>758,860</b>

Loss of Income			
No.	Description	Cabinet Member / Head of Service	2016/17 over 2015/16 £
	<b>Commissioning &amp; Customer Contact</b>		
1	Tipping Away payment - Kent County Council rechargeable works	Cllr D. Simmons / D. Thomas	10,500
2	The scheme whereby SBC receive a payment from Amicus for arranging local clear ups has now ended	Cllr D. Simmons / D. Thomas	10,000
	<b>Property Services</b>		
3	Net loss of rental income from miscellaneous properties due to properties to be transferred for town centre regeneration	Cllr D. Dewar-Whalley / A. Adams	12,600

## MEDIUM TERM FINANCIAL PLAN

Loss of Income			
No.	Description	Cabinet Member / Head of Service	2016/17 over 2015/16 £
4	Anticipated reduction in income from external printing	Cllr D. Dewar-Whalley / A. Adams	2,000
<b>Total Loss of Income</b>			<b>35,100</b>

Service Savings			
No.	Description	Cabinet Member / Head of Service	2016/17 over 2015/16 £
<b>Commissioning &amp; Customer Contact</b>			
1	Hygiene services revised contract	Cllr D. Simmons / D. Thomas	(11,000)
2	Teynham public convenience electricity costs - facility closed	Cllr D. Simmons / D. Thomas	(840)
3	Marine Parade public convenience electricity costs - facility closed	Cllr D. Simmons / D. Thomas	(1,470)
4	Litter bins - reduced replacement programme	Cllr D. Simmons / D. Thomas	(10,000)
5	Waste contract - fewer variation orders required as result of new contracts and more effective monitoring	Cllr D. Simmons / D. Thomas	(45,000)
6	Waste contract - reduction in base figure for negative indexation 2015/16	Cllr D. Simmons / D. Thomas	(61,670)
7	Street Cleaning contract - reduction in base figure for negative indexation 2015/16	Cllr D. Simmons / D. Thomas	(20,900)
8	Swale Community Leisure Executive Officer Post – end of grant	Cllr D. Simmons / D. Thomas	(50,000)
<b>Director of Corporate Services</b>			
9	Reduction in external audit fee	Cllr D. Dewar-Whalley / M. Radford	(18,810)
<b>Economic &amp; Community Services</b>			
10	Savings from asset transfer for Kemsley Hall - Grant to Kemsley Trust	Cllr M. Whiting / E. Wiggins	(6,010)

## MEDIUM TERM FINANCIAL PLAN

### Service Savings

No.	Description	Cabinet Member / Head of Service	2016/17 over 2015/16 £
	<b>Finance</b>		
11	Savings on interest element of leases	Cllr D. Dewar-Whalley / N. Vickers	(6,070)
	<b>Resident Services</b>		
12	Channel Shift/ behaviour change to Housing Benefits Customer process. See Unavoidable Cost Pressures item 20 on page 9.	Cllr D. Dewar-Whalley / A. Christou	(244,000)
13	Use of Council owned Housing in Teynham reducing temporary accommodation costs.	Cllr J. Wright/ A. Christou	(10,000)
	<b>Planning</b>		
14	Miscellaneous savings from unused fees & services budgets	Cllr G. Lewin / J. Freeman	(4,800)
15	Reduction in advertising budget	Cllr G. Lewin / J. Freeman	(4,000)
16	South Thames Gateway Building Control Partnership savings	Cllr G. Lewin / J. Freeman	(3,500)
	<b>Mid Kent Improvement Partnership (MKIP) Services</b>		
17	Essential car users allowance reduction in cost	Cllr T. Wilcox / D. Smart	(18,990)
	<b>Total Service Savings</b>		<b>(517,060)</b>

### Additional Income

No.	Description	Cabinet Member / Head of Service	2016/17 over 2015/16 £
	<b>Commissioning &amp; Customer Contact</b>		
1	Replacement of KCC enabling payment with supporting payments, following new waste contract	Cllr D. Simmons / D. Thomas	(53,900)
2	Bulky waste collections - increase in demand for service	Cllr D. Simmons / D. Thomas	(5,000)
3	Bulky waste collections – increase in fees	Cllr D. Simmons / D. Thomas	(20,000)
4	Wheeled bins sales to developers - increase in demand in line with new property builds	Cllr D. Simmons / D. Thomas	(5,000)

## MEDIUM TERM FINANCIAL PLAN

Additional Income			
No.	Description	Cabinet Member / Head of Service	2016/17 over 2015/16 £
5	Garden waste collections - increased subscription levels	Cllr D. Simmons / D. Thomas	(106,500)
6	Litter picking works on the A249	Cllr D. Simmons / D. Thomas	(25,000)
7	Parking – increase in car parking charges	Cllr D. Simmons / D. Thomas	(100,000)
	<b>Finance</b>		
8	Increase in investment income	Cllr D. Dewar- Whalley / N. Vickers	(15,000)
	<b>Mid Kent Legal Services (MKLS)</b>		
9	Additional income from heightened budgeted income from s.106 legal drafting fees	Cllr D. Dewar- Whalley / J. Scarborough	(9,000)
10	Additional income from Maidstone and Tunbridge Wells councils for their share of increase of MKLS Growth item. See Growth Items, item 8 on page 7.	Cllr D. Dewar- Whalley / J. Scarborough	(155,260)
	<b>Planning</b>		
11	Increased planning fee income	Cllr G. Lewin/ J. Freeman	(30,000)
	<b>Resident Services</b>		
12	Utilities charge for households in bed and breakfast accommodation	Cllr J. Wright/ A. Christou	(5,000)
13	Two Council Tax Posts funded from the preceptors. See Growth Items, item 10 on page 7.	Cllr D. Dewar- Whalley / A. Christou	(65,640)
	<b>Total Additional Income</b>		<b>(595,300)</b>

**PARISH COUNCIL PRECEPTS 2016/17**

Parish/Town Council	Tax Base	Parish Precept (rounded)	Additional Council Tax for Band D	Parish Precept 2016/17
	2016/17	2016/17	2016/17	% change
		£	£	
BAPCHILD	457.47	10,500	22.95	3.52 %
BOBBING	825.54	16,361	19.82	0.00 %
BORDEN	1,065.30	49,500	46.47	2.11 %
BOUGHTON-UNDER-BLEAN	676.32	44,840	66.30	-2.51 %
BREDGAR	287.14	9,500	33.08	-0.69 %
DODDINGTON	216.82	7,800	35.97	-0.61 %
DUNKIRK	482.81	11,792	24.42	-1.85 %
EASTCHURCH	701.88	30,000	42.74	-5.19 %
EASTLING	144.39	3,225	22.34	4.78 %
FAVERSHAM TOWN COUNCIL	6,083.95	322,814	53.06	22.97 %
GRAVENEY & GOODNESTONE	181.07	5,500	30.37	-13.70 %
HARTLIP	361.24	7,000	19.38	-0.15 %
HERNHILL	283.33	8,000	28.24	-1.40 %
IWADE	1,298.32	46,000	35.43	5.16 %
LEYSDOWN	1,147.26	26,000	22.66	2.72 %
LOWER HALSTOW	452.21	29,250	64.68	14.28 %
LUDDENHAM	44.24	0	0	0.00 %
LYNSTED	453.71	17,049	37.58	-1.70 %
MILSTEAD	85.08	5,000	58.77	32.87 %
MINSTER	5,083.32	136,714	26.89	18.09 %
NEWINGTON	870.50	44,000	50.55	3.14 %
NEWNHAM	151.01	5,355	35.46	63.18 %
NORTON & BUCKLAND	184.36	5,773	31.31	0.13 %
OARE	165.96	8,568	51.63	-1.84 %
OSPRINGE	276.57	7,000	25.31	6.57 %
QUEENBOROUGH TOWN COUNCIL	767.69	45,225	58.91	0.00 %
RODMERSHAM	237.79	7,500	31.54	-0.82 %
SELLING	342.96	8,205	23.92	-11.47 %
SHELDWICH/LEAVELAND/ BADLESMERE	350.13	8,600	24.56	-1.68 %
STALISFIELD	97.02	2,600	26.80	-6.36 %
TEYNHAM	861.67	45,480	52.78	-0.55 %
THROWLEY	136.82	3,166	23.14	2.07 %
TONGE	141.52	2,000	14.13	-12.89 %
TUNSTALL	701.51	17,000	24.23	7.93 %
UPCHURCH	912.01	26,311	28.85	0.98 %
WARDEN	473.20	15,000	31.70	-7.96 %
<b>TOTAL</b>		<b>1,038,628</b>		

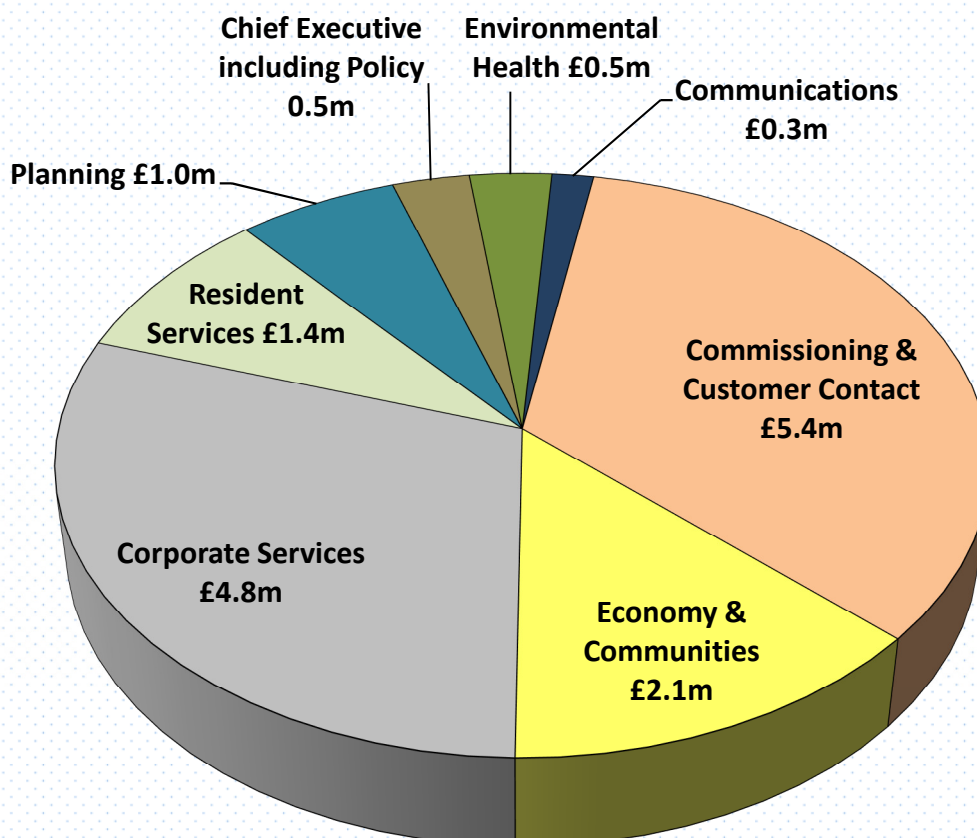
## REVENUE BUDGET – SUMMARY – BY SERVICE

	Actual 2014/15 £	Original Budget 2015/16 £	Working Budget 2015/16 £	Original Budget 2016/17 £
The Chief Executive	461,779	465,330	469,870	481,910
Economy & Communities	2,287,745	2,107,590	2,389,890	2,154,390
Communications	225,619	253,740	255,640	259,290
Resident Services	1,689,116	1,189,440	1,287,290	1,377,760
Planning	929,432	940,430	979,800	999,460
Commissioning & Customer Contact	2,534,695	5,340,250	5,446,760	5,418,710
Environmental Health	477,361	471,030	489,590	512,480
The Director of Corporate Services & The Director of Regeneration	330,126	332,390	402,310	403,030
Information Technology	740,424	654,270	654,270	662,080
Audit	155,554	158,840	158,840	160,410
Finance	1,476,776	1,398,940	1,404,520	1,452,480
Legal	417,218	307,660	342,700	353,340
Property	318,162	425,690	455,200	452,070
Human Resources	390,279	345,290	357,360	349,880
Democratic	829,988	832,090	937,680	926,790
<b>NET EXPENDITURE BEFORE NET RECHARGES</b>	<b>13,264,274</b>	<b>15,222,980</b>	<b>16,031,720</b>	<b>15,964,080</b>
Contribution (from) / to General Fund	503,398	58,000	58,000	0
Net Recharges	(2,740)	0	0	0
<b>NET EXPENDITURE</b>	<b>13,764,932</b>	<b>15,280,980</b>	<b>16,089,720</b>	<b>15,964,080</b>
<b>Net below the line items (see page 15)</b>	<b>2,378,391</b>	<b>(279,662)</b>	<b>(1,088,422)</b>	<b>(1,073,710)</b>
<b>Less Revenue Support Grant</b>	<b>(4,296,804)</b>	<b>(2,929,000)</b>	<b>(2,929,000)</b>	<b>(1,955,000)</b>
<b>Less Business Rates Retained Income</b>	<b>(4,978,566)</b>	<b>(5,040,000)</b>	<b>(5,040,000)</b>	<b>(5,644,000)</b>
<b>Less Collection Fund Surplus</b>	<b>(178,361)</b>	<b>(176,200)</b>	<b>(176,180)</b>	<b>(260,970)</b>
<b>Less Council Tax Requirement</b>	<b>(6,689,592)</b>	<b>(6,856,118)</b>	<b>(6,856,118)</b>	<b>(7,030,400)</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 – 2016/17 (expenditure less income and before recharges):



	Actual 2014/15 £	Original Budget 2015/16 £	Working Budget 2015/16 £	Original Budget 2016/17 £
<b>BELOW THE LINE ITEMS:</b>				
Backfunding superannuation costs	2,567,167	1,688,480	1,700,670	1,678,080
Accounting adjustments	(346,877)	230,208	(577,742)	(26,400)
2013/14 rollovers	1,355,544	0	0	0
Contributions to/from reserves	976,000	317,000	317,000	459,000
Interest on Balances	(121,230)	(78,000)	(78,000)	(93,000)
Interest Payable	64,477	101,610	101,610	72,570
Minimum Revenue Provision	368,665	318,040	318,040	318,040
New Homes Bonus	(2,268,687)	(2,811,000)	(2,824,000)	(3,482,000)
Other Grants	(216,668)	(46,000)	(46,000)	0
<b>Total Below the Line Items</b>	<b>2,378,391</b>	<b>(279,662)</b>	<b>(1,088,422)</b>	<b>(1,073,710)</b>

## REVENUE BUDGET BY SERVICE

	Actual 2014/15 £	Original Budget 2015/16 £	Working Budget 2015/16 £	Original Budget 2016/17 £	Purpose of Service
<b>Chief Executive Cllr A. Bowles (A. Kara)</b>					
Chief Executive	239,391	231,590	233,800	238,850	The Chief Executive is the senior officer who leads and takes responsibility for the work of the staff of the Council.
Climate Change	29,224	23,220	23,760	27,050	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	8,030	27,030	27,030	27,530	Costs relating to various corporate development activities.
Policy & Performance	185,134	183,490	185,280	188,480	To provide policy support; overview and scrutiny; performance management; data transparency; strategic partnerships; equalities; demographic and customer insight.
<b>NET DIRECT EXPENDITURE</b>	<b>461,779</b>	<b>465,330</b>	<b>469,870</b>	<b>481,910</b>	
Net Recharges	(371,658)	(363,150)	(363,570)	(372,660)	
<b>NET EXPENDITURE</b>	<b>90,121</b>	<b>102,180</b>	<b>106,300</b>	<b>109,250</b>	
	Actual 2014/15 £	Original Budget 2015/16 £	Working Budget 2015/16 £	Original Budget 2016/17 £	Purpose of Service
<b>Economy &amp; Communities Cllrs M. Cosgrove, M. Whiting, D. Simmons and K. Pugh (E. Wiggins)</b>					
Animal Welfare	(7,543)	(8,000)	(8,000)	(8000)	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	28,736	25,000	25,000	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 include funding to commemorate the centenary of the First World War.
Closed Circuit Television (CCTV)	276,780	249,250	254,250	254,250	Our CCTV service is carried out through a partnership agreement with Medway Council.
Community Halls/Centres	77,482	63,910	73,910	56,440	The Council currently operates one community hall. The Council has successfully transferred its other halls to local trusts via community asset transfer. The budget also includes funding for the transferred Alexander Centre and Kemsley Community Centre.
Community Safety	215,691	207,270	223,890	226,910	The Community Safety Unit exists to tackle crime and antisocial behaviour in the Borough.
Community Services	160,375	372,240	372,870	372,990	This budget includes the funds allocated to voluntary organisations.

## REVENUE BUDGET BY SERVICE

	Actual 2014/15 £	Original Budget 2015/16 £	Working Budget 2015/16 £	Original Budget 2016/17 £	Purpose of Service
<b>Economy &amp; Communities</b>					
<b>Cllrs M. Cosgrove, M. Whiting, D. Simmons and K. Pugh (E. Wiggins)</b>					
Culture & Liveability	116,034	106,660	107,660	109,300	Staff and other costs for departmental management for tourism and cultural services.
Culture & Economic Development	503,979	348,220	425,730	357,690	Staff costs for departmental economic development services including Head of Service. Includes costs associated with promoting economic activity within the Borough.
Dog Warden Service	51,984	49,470	49,720	50,180	This service relates to enforcement and practical activities involving stray dogs, dangerous dogs, dog fouling and nuisance from barking dogs.
Emergency Planning	20,793	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	(260)	(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	468,318	442,270	447,580	451,970	Staff costs for the Environmental Wardens and Environmental Response Team.
Gypsy Site Illegal	2,535	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	10,000	10,000	10,000	10,000	Cost of grants allocated to heritage projects
Learning & Skills	59,801	68,390	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	7,574	14,170	14,170	19,510	The service relates to the provision and maintenance of the museum buildings owned by the Council.
Members' Grants	100,063	59,000	129,950	59,000	Cost of grants allocated by members.
Markets	(30,614)	(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	(8,300)	(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	24,658	0	12,000	0	Regeneration is currently being funded from the regeneration reserve.
Sittingbourne Town Centre Development	88,945	0	60,000	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	87,092	93,440	116,470	94,460	Funding and staff costs to enable the delivery of sport and physical activities in partnership that will increase participation and improve health.

## REVENUE BUDGET BY SERVICE

	Actual 2014/15 £	Original Budget 2015/16 £	Working Budget 2015/16 £	Original Budget 2016/17 £	Purpose of Service
<b>Economy &amp; Communities</b>					
<b>Cllrs M. Cosgrove, M. Whiting, D. Simmons and K. Pugh (E. Wiggins)</b>					
Tourism	27,347	14,670	14,670	14,670	This service maintains focus on development of the local industry through partnership working including the Faversham Society and Green Grid.
Youth	6,275	5,430	5,430	5,430	This represents expenditure on Youth Forum.
<b>NET DIRECT EXPENDITURE</b>	<b>2,287,745</b>	<b>2,107,590</b>	<b>2,389,890</b>	<b>2,154,390</b>	
Net Recharges	313,785	389,840	415,110	418,610	
<b>NET EXPENDITURE</b>	<b>2,601,530</b>	<b>2,497,430</b>	<b>2,805,000</b>	<b>2,573,000</b>	

	Actual 2014/15 £	Original Budget 2015/16 £	Working Budget 2015/16 £	Original Budget 2016/17 £	Purpose of Service
<b>Communications</b>					
<b>Cllr A. Bowles (E. Wiggins)</b>					
Communications	225,619	253,740	255,640	259,290	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>225,619</b>	<b>253,740</b>	<b>255,640</b>	<b>259,290</b>	
Net Recharges	(181,237)	(200,990)	(204,020)	(207,850)	
<b>NET EXPENDITURE</b>	<b>44,382</b>	<b>52,750</b>	<b>51,620</b>	<b>51,440</b>	

	Actual 2014/15 £	Original Budget 2015/16 £	Working Budget 2015/16 £	Original Budget 2016/17 £	Purpose of Service
<b>Resident Services</b>					
<b>Cllr J. Wright, Cllr D. Dewar-Whalley (A. Christou)</b>					
Benefit	(294,981)	(262,780)	(262,780)	(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	546,606	291,160	294,950	324,640	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.
Council Tax and Business Rates Collection	(64,933)	66,560	80,090	192,760	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.

## REVENUE BUDGET BY SERVICE

	Actual 2014/15 £	Original Budget 2015/16 £	Working Budget 2015/16 £	Original Budget 2016/17 £	Purpose of Service
<b>Resident Services</b>					
<b>Cllr J. Wright, Cllr D. Dewar-Whalley (A. Christou)</b>					
Housing Options	817,928	572,130	646,490	594,050	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 Strategy and Health	237,189	240,030	242,300	244,080	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. The health partnership work requires managing the local Health & Wellbeing Board and associated local operational groups to improve health, wellbeing and reduce health inequality through partnership working.
Private Sector Housing	449,911	300,600	303,250	307,680	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	(2,604)	(18,260)	(17,010)	(22,670)	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>1,689,116</b>	<b>1,189,440</b>	<b>1,287,290</b>	<b>1,377,760</b>	
Net Recharges	1,356,779	1,182,770	1,201,540	1,224,500	
<b>NET EXPENDITURE</b>	<b>3,045,895</b>	<b>2,372,210</b>	<b>2,488,830</b>	<b>2,602,260</b>	

## REVENUE BUDGET BY SERVICE

	Actual 2014/15 £	Original Budget 2015/16 £	Working Budget 2015/16 £	Original Budget 2016/17 £	Purpose of Service
<b>Planning</b>					
<b>Cllr G. Lewin (J. Freeman)</b>					
Building Control	82,510	85,990	85,990	81,450	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	(890,196)	(529,440)	(548,530)	(560,790)	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	(29,674)	(147,090)	(147,090)	(146,480)	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	80,064	148,400	155,130	208,620	This service incorporates Local Plan preparation and review, strategic planning matters and conservation.
Development Services	1,335,233	1,132,850	1,184,580	1,164,550	Staff costs for the department.
Mid Kent Planning Support	351,495	249,720	249,720	252,110	Planning Admin and Planning Technical support carried out in a shared service with Maidstone and Tunbridge Wells Borough Council. During 2016/17 this service will be carried out with Maidstone Borough Council only.
<b>NET DIRECT EXPENDITURE</b>	<b>929,432</b>	<b>940,430</b>	<b>979,800</b>	<b>999,460</b>	
Net Recharges	591,878	619,250	631,570	608,550	
<b>NET EXPENDITURE</b>	<b>1,521,310</b>	<b>1,559,680</b>	<b>1,611,370</b>	<b>1,608,010</b>	

	Actual 2014/15 £	Original Budget 2015/16 £	Working Budget 2015/16 £	Original Budget 2016/17 £	Purpose of Service
<b>Legal</b>					
<b>Cllr D. Dewar-Whalley (J. Scarborough)</b>					
Mid Kent Legal Services	407,218	307,660	342,700	353,340	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>407,218</b>	<b>307,660</b>	<b>342,700</b>	<b>353,340</b>	
Net Recharges	(407,218)	(307,660)	(342,700)	(353,340)	
<b>NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## REVENUE BUDGET BY SERVICE

	Actual 2014/15 £	Original Budget 2015/16 £	Working Budget 2015/16 £	Original Budget 2016/17 £	Purpose of Service
<b>Commissioning &amp; Customer Contact</b>					
<b>Cllrs D. Simmons and M. Whiting (D.Thomas)</b>					
Allotments	2,346	3,810	5,780	3,890	Swale Borough Council has 14 allotment sites across the Borough.
Car Park Staff	125,249	121,380	138,280	152,590	Staff costs for the delivery of car parking.
Cemeteries & Closed Churchyards	137,310	139,130	145,800	199,900	This service covers the management of 5 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	305,645	290,560	259,150	322,000	Staff costs for the Client & Amenity services.
Coast Protection	(18,183)	(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.
Contracts and Procurement	260,217	324,520	362,810	342,710	Staff costs for contracts and procurement.
Countryside & Country Parks	217,991	242,880	244,540	216,510	The Council manages and maintains a number of Council owned informal country and coastal parks.
Customer Service Centre – Sheerness Gateway	21,761	63,040	63,090	63,090	Running costs for the Sheerness Gateway.
Customer Service Centre Staff	558,650	480,770	542,060	509,680	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.
Hackney Carriages	(44,847)	(41,170)	(41,040)	(40,820)	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.
Harbour & Quays	2,064	(370)	(310)	(730)	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	112,746	92,920	95,380	96,210	Cost of Head of Service and support for the Department.
Public Conveniences	293,954	340,190	340,190	332,760	The cleaning and supervision of conveniences is managed under contract.
Refuse Collection	2,332,264	2,320,260	2,310,260	2,417,210	See Recycling and Waste Minimisation.



## REVENUE BUDGET BY SERVICE

	Actual 2014/15 £	Original Budget 2015/16 £	Working Budget 2015/16 £	Original Budget 2016/17 £	Purpose of Service
<b>Commissioning &amp; Customer Contact</b> <b>Cllrs D. Simmons and M. Whiting (D.Thomas)</b>					
Highways	22,227	10,420	29,500	11,900	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.
Leisure & Sports Centres	(1,649,999)	571,110	571,110	517,970	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.
Parking Management	(1,314,309)	(1,179,960)	(1,192,090)	(1,274,730)	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.
Parks & Open Spaces	497,302	796,710	803,940	882,380	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.
Procurement & Commissioning	0	10,000	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.
Seafront	195,130	174,970	181,820	204,360	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.

## REVENUE BUDGET BY SERVICE

	Actual 2014/15 £	Original Budget 2015/16 £	Working Budget 2015/16 £	Original Budget 2016/17 £	Purpose of Service
<b>Commissioning &amp; Customer Contact</b>					
<b>Cllrs D. Simmons and M. Whiting (D.Thomas)</b>					
Sports Pitches & Pavilions	77,353	90,130	91,480	97,330	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	819,102	845,490	845,490	879,120	Operated as part of the Mid Kent Joint Waste contract.
Recycling & Waste Minimisation	(627,963)	(503,000)	(503,000)	(663,400)	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. Operated as part of the Mid Kent Joint contract.
Technical Services	208,685	159,930	155,990	152,250	Staff costs for delivering technical services.
<b>NET DIRECT EXPENDITURE</b>	<b>2,534,695</b>	<b>5,340,250</b>	<b>5,446,760</b>	<b>5,418,710</b>	
Net Recharges	1,607,222	2,064,625	2,106,090	2,114,590	
<b>NET EXPENDITURE</b>	<b>4,141,917</b>	<b>7,404,875</b>	<b>7,552,850</b>	<b>7,533,300</b>	

	Actual 2014/15 £	Original Budget 2015/16 £	Working Budget 2015/16 £	Original Budget 2016/17 £	Purpose of Service
<b>Information Technology</b>					
<b>Cllr D. Dewar-Whalley (A. Cole)</b>					
Administrative Buildings	60,896	56,630	56,630	56,630	Swale House telephone costs.
Information Technology	679,528	597,640	597,640	605,450	To promote IT development, channel shift and maintain effective IT systems for service delivery. This service is provided in partnership with Maidstone and Tunbridge Wells Borough Councils.
<b>NET DIRECT EXPENDITURE</b>	<b>740,424</b>	<b>654,270</b>	<b>654,270</b>	<b>662,080</b>	
Net Recharges	(740,424)	(654,270)	(654,270)	(662,080)	
<b>NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## REVENUE BUDGET BY SERVICE

	Actual 2014/15 £	Original Budget 2015/16 £	Working Budget 2015/16 £	Original Budget 2016/17 £	Purpose of Service
<b>Property</b>					
<b>Cllr D. Dewar-Whalley (A. Adams)</b>					
Administrative Buildings	268,352	300,250	300,250	318,610	Administrative Buildings shows the running and operational cost of Swale House.
Health & Safety	787	4,580	4,580	12,580	To carry out the Council's corporate Health and Safety function.
Leisure & Sports Centres	(2,787)	(3,520)	(3,520)	(3,560)	Rental income associated with the long-term lease of Faversham Community Gym and Activity Centre.
Property Services	548,816	530,880	560,180	547,330	Staff and other costs for this department including print room, cleaning and caretaking.
Property Management	(497,006)	(406,500)	(406,290)	(422,890)	Management of Council properties.
<b>NET DIRECT EXPENDITURE</b>	<b>318,162</b>	<b>425,690</b>	<b>455,200</b>	<b>452,070</b>	
Net Recharges	(605,458)	(603,700)	(701,930)	(698,080)	
<b>NET EXPENDITURE</b>	<b>(287,296)</b>	<b>(178,010)</b>	<b>(246,730)</b>	<b>(246,010)</b>	

	Actual 2014/15 £	Original Budget 2015/16 £	Working Budget 2015/16 £	Original Budget 2016/17 £	Purpose of Service
<b>Finance</b>					
<b>Cllr D. Dewar-Whalley (N. Vickers)</b>					
Treasury Management & Bank Charges	31,551	37,720	37,720	37,780	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	747,926	659,660	665,240	691,530	Staff and other costs for this department.
Insurance	335,404	332,400	332,400	350,160	The total Insurance cost for all Council activities.
Parish Councils (Footway Lighting)	41,680	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	320,215	322,990	322,990	326,840	Statutory Levy.
<b>NET DIRECT EXPENDITURE</b>	<b>1,476,776</b>	<b>1,398,940</b>	<b>1,404,520</b>	<b>1,452,480</b>	
Net Recharges	(2,310,198)	(2,774,080)	(2,783,060)	(2,827,500)	
<b>NET EXPENDITURE</b>	<b>(833,422)</b>	<b>(1,375,140)</b>	<b>(1,378,540)</b>	<b>(1,375,020)</b>	

## REVENUE BUDGET BY SERVICE

	Actual 2014/15 £	Original Budget 2015/16 £	Working Budget 2015/16 £	Original Budget 2016/17 £	Purpose of Service
<b>Democratic Services</b>					
<b>Cllr A. Bowles (K. Bescoby)</b>					
Democratic & Electoral	274,820	225,330	249,560	253,470	Staff and other costs for this department.
Democratic Process	146,379	134,520	134,330	195,450	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.
Elections & Electoral Registration	28,663	87,240	167,240	87,680	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.
Members Allowances	380,126	385,000	386,550	390,190	The cost of members allowances. This includes the basic allowance, the special responsibility allowance, the IT allowance and Members Travel.
<b>NET DIRECT EXPENDITURE</b>	<b>829,988</b>	<b>832,090</b>	<b>937,680</b>	<b>926,790</b>	
Net Recharges	517,149	469,150	427,700	516,950	
<b>NET EXPENDITURE</b>	<b>1,347,137</b>	<b>1,301,240</b>	<b>1,365,380</b>	<b>1,443,740</b>	

	Actual 2014/15 £	Original Budget 2015/16 £	Working Budget 2015/16 £	Original Budget 2016/17 £	Purpose of Service
<b>Director of Corporate Services &amp; Director of Regeneration</b>					
<b>Cllrs D. Dewar-Whalley and T. Wilcox (M. Radford &amp; K. Carr)</b>					
Corporate Costs	90,732	81,700	81,700	62,890	These costs relate to the Council as a whole rather than one service. They are mainly external Audit Fees.
Licences	(127,822)	(133,840)	(133,840)	(133,780)	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.
Licencing	75,413	59,150	119,700	121,630	Staff costs for licencing.
Strategic Directors	228,507	259,630	264,170	285,800	Staff and other costs for Corporate Services and Director of Regeneration.
Emergency Planning	63,296	65,750	70,580	66,490	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>330,126</b>	<b>332,390</b>	<b>402,310</b>	<b>403,030</b>	
Net Recharges	629,395	530,765	593,880	569,580	
<b>NET EXPENDITURE</b>	<b>929,521</b>	<b>863,155</b>	<b>996,190</b>	<b>972,610</b>	

## REVENUE BUDGET BY SERVICE

	Actual 2014/15 £	Original Budget 2015/16 £	Working Budget 2015/16 £	Original Budget 2016/17 £	Purpose of Service
<b>Environmental Health Cllr D. Simmons (T. Beattie)</b>					
Environmental Services	434,224	430,490	440,450	472,820	Staff costs for the Food Safety and Pollution.
Food Safety	32,773	17,500	20,300	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	414	2,360	2,360	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	13,424	19,250	25,930	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	(84)	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	(3,390)	(390)	(1,270)	(1,270)	Fee income from various establishments that could have an impact on Public Health.
<b>NET DIRECT EXPENDITURE</b>	<b>477,361</b>	<b>471,030</b>	<b>489,590</b>	<b>512,480</b>	
Net Recharges	143,078	137,250	167,130	168,810	
<b>NET EXPENDITURE</b>	<b>620,439</b>	<b>608,280</b>	<b>656,720</b>	<b>681,290</b>	

## REVENUE BUDGET BY SERVICE

	Actual 2014/15 £	Original Budget 2015/16 £	Working Budget 2015/16 £	Original Budget 2016/17 £	Purpose of Service
<b>Human Resources Cllr T. Wilcox (D. Smart)</b>					
Human Resources	253,832	239,860	247,460	244,450	Providing payroll, employee relations, training and organisational development in a shared service with Maidstone Borough Council.
Salaries Overheads	136,447	105,430	109,900	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>390,279</b>	<b>345,290</b>	<b>357,360</b>	<b>349,880</b>	
Net Recharges	(390,279)	(345,290)	(357,360)	(349,880)	
<b>NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

	Actual 2014/15 £	Original Budget 2015/16 £	Working Budget 2015/16 £	Original Budget 2016/17 £	Purpose of Service
<b>Audit Cllr D. Dewar-Whalley (R. Clarke)</b>					
Audit Services	155,554	158,840	158,840	160,410	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>155,554</b>	<b>158,840</b>	<b>158,840</b>	<b>160,410</b>	
Net Recharges	(155,554)	(158,840)	(158,840)	(160,410)	
<b>NET EXPENDITURE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	

## RESERVES 2016/17

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

Description	Balance as at 31/03/15 (after approved rollovers) £'000	Forecast Contributions to / from Reserves 2015/16 £'000	Balance as at 31/03/16 £'000	Forecast Contributions to / from Reserves 2016/17 £'000	Balance as at 31/03/17 £'000
General Reserve	(3,087)		(3,087)	170	(2,917)
Performance Fund	(747)		(747)		(747)
Transformation Fund	(293)		(293)		(293)
Regeneration Fund	(311)	(250)	(561)	(522)	(1,083)
Swale Local Loan Fund	(250)		(250)		(250)
Building Maintenance Fund	(738)		(738)		(738)
Housing Reserves	(181)		(181)		(181)
Repairs and Renewals Funds	(277)	(78)	(355)	(78)	(433)
Local Development Framework Fund	(234)		(234)		(234)
Stay Put Grants Reserve	(158)		(158)		(158)
Revenues Main Reserve	(387)		(387)		(387)
Business Rates Volatility Reserve	(1,233)	(1,018)	(2,251)	1,348	(903)
Development Control Reserve	(208)		(208)		(208)
Preceptors Council Tax Support Reserve	(125)	(125)	(250)	(59)	(309)
Homeless Property in Sheerness	(250)		(250)		(250)
Commuted Sums	(259)		(259)		(259)
Other Reserves	(1,661)	11	(1,650)	(29)	(1,679)
<b>Total Earmarked Reserves</b>	<b>(10,399)</b>	<b>(1,460)</b>	<b>(11,859)</b>	<b>830</b>	<b>(11,029)</b>
<b>Usable Capital Receipts Reserve</b>	<b>(911)</b>	<b>164</b>	<b>(747)</b>	<b>605</b>	<b>(142)</b>
<b>Capital Grants Unapplied Account</b>	<b>(269)</b>		<b>(269)</b>		<b>(269)</b>
<b>General Fund</b>	<b>(3,438)</b>	<b>(58)</b>	<b>(3,496)</b>		<b>(3,496)</b>



**CAPITAL PROGRAMME 2016/17 – 2017/18**

	<b>Funding SBC / Partnership</b>	<b>2015/16 Original Budget £</b>	<b>2015/16 Revised Budget £</b>	<b>2016/17 Original Budget £</b>	<b>2017/18 Original Budget £</b>	<b>Budget Later Years £</b>
<b><u>ECONOMY &amp; COMMUNITIES - E.WIGGINS</u></b>						
CCTV - Repairs & Renewals Reserve	SBC	15,000	15,000	15,000	15,000	15,000
The Mill Project, Sittingbourne Skate Park - Capital Receipts	SBC	0	0	200,000	0	0
Faversham Creek Basin Regeneration Project (swing bridge) - Capital Receipts	SBC	0	0	200,000	0	0
Faversham Pools refurbishment - Capital Receipts	SBC	0	0	150,000	0	0
The Meads Community Centre- Regeneration Fund	SBC	0	31,000	0	0	0
The Meads Community Centre- S106	P	0	417,330	0	0	0
The Meads Community Centre- KCC Grant	P	0	50,000	0	0	0
Easthall Farm Community Centre - S106	P	0	50,000	964,000	0	0
Kemsley Community Facilities - S106	P	0	4,870	0	0	0
<b>TOTAL ECONOMY &amp; COMMUNITIES</b>		<b>15,000</b>	<b>568,200</b>	<b>1,529,000</b>	<b>15,000</b>	<b>15,000</b>
<b><u>COMMISSIONING &amp; CUSTOMER CONTACT - D.THOMAS</u></b>						
Cemeteries - future burial provision in the borough - Capital Receipts	SBC	0	22,040	0	0	0
Milton Creek Footpath & Viewing platform - Capital Receipts	SBC	0	16,190	0	0	0
Tree Works in 3 Cemeteries - Capital Receipts	SBC	30,000	37,690	0	0	0
Customer Service Centre telephony system – Capital Receipts	SBC	0	65,000	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
Faversham Recreation Ground Improvements- S106	P	0	2,610	0	0	0
Car park machines - Reserves	SBC	0	0	15,000	0	0
Oare Village Hall - S106	P	9,000	9,000	0	0	0
Oare Gunpowder Works - S106	P	9,000	9,000	0	0	0
<b>TOTAL COMMISSIONING &amp; CUSTOMER CONTACT</b>		<b>48,000</b>	<b>288,730</b>	<b>15,000</b>	<b>0</b>	<b>0</b>

**CAPITAL PROGRAMME 2016/17 – 2017/18**

	<b>Funding SBC / Partnership</b>	<b>2015/16 Original Budget £</b>	<b>2015/16 Revised Budget £</b>	<b>2016/17 Original Budget £</b>	<b>2017/18 Original Budget £</b>	<b>Budget Later Years £</b>
<b><u>HOUSING - A. CHRISTOU</u></b>						
Disabled Facilities Grants - External Grant	P	1,040,000	1,032,060	1,140,000	0	0
Temporary Accommodation provision - Reserves	SBC	0	200,000	0	0	0
<b>TOTAL HOUSING</b>		<b>1,040,000</b>	<b>1,232,060</b>	<b>1,140,000</b>	<b>0</b>	<b>0</b>
<b><u>PLANNING - J. FREEMAN</u></b>						
Wylie Court – Reserves	SBC	0	119,680	0	0	0
<b>TOTAL PLANNING</b>		<b>0</b>	<b>119,680</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>FINANCE - N. VICKERS</u></b>						
Cash Receipting System - Replacement - Capital Receipts	SBC	0	22,760	0	0	0
<b>TOTAL FINANCE</b>		<b>0</b>	<b>22,760</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>ENVIRONMENTAL HEALTH - T. BEATTIE</u></b>						
Replacement of Air Quality Stations - Capital Receipts	SBC	0	0	55,000	35,000	0
<b>TOTAL ENVIRONMENTAL HEALTH</b>		<b>0</b>	<b>0</b>	<b>55,000</b>	<b>35,000</b>	<b>0</b>
TOTAL CAPITAL PROGRAMME	SBC	<b>45,000</b>	<b>529,360</b>	<b>635,000</b>	<b>50,000</b>	<b>15,000</b>
TOTAL CAPITAL PROGRAMME	P	<b>1,058,000</b>	<b>1,702,070</b>	<b>2,104,000</b>	<b>0</b>	<b>0</b>
<b>TOTAL CAPITAL PROGRAMME</b>		<b>1,103,000</b>	<b>2,231,430</b>	<b>2,739,000</b>	<b>50,000</b>	<b>15,000</b>

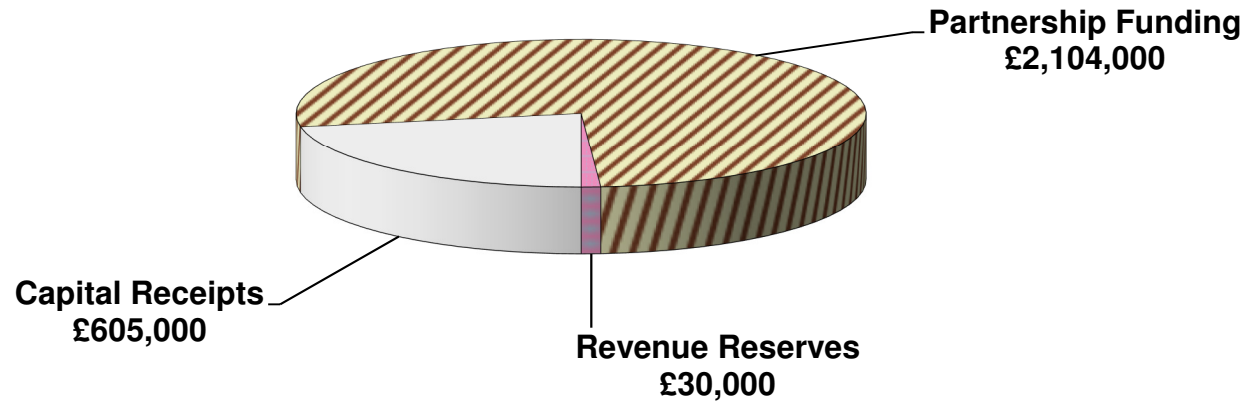
**CAPITAL PROGRAMME 2016/17 – 2017/18**

	<b>2015/16 Original Budget £</b>	<b>2015/16 Revised Budget £</b>	<b>2016/17 Original Budget £</b>	<b>2017/18 Original Budget £</b>	<b>Budget Later Years £</b>
<b>TOTAL CAPITAL EXPENDITURE</b>	<b>1,103,000</b>	<b>2,231,430</b>	<b>2,739,000</b>	<b>50,000</b>	<b>15,000</b>
<b><u>FUNDING ANALYSIS</u></b>					
<b>PARTNERSHIP FUNDING</b>	<b>1,058,000</b>	<b>1,702,070</b>	<b>2,104,000</b>	<b>0</b>	<b>0</b>
<b>REVENUE CONTRIBUTIONS:-</b>					
<b>(a) Repairs &amp; Renewals Reserves</b>					
- CCTV	15,000	15,000	15,000	15,000	15,000
<b>(b) General Reserve</b>					
- Temporary Accommodation Provision	0	200,000	0	0	0
- Wylie Court	0	119,680	0	0	0
- Car Park Machines	0	0	15,000	0	0
	0	319,680	15,000	0	0
<b>(c) Regeneration Fund</b>					
- The Meads Community Centre	0	31,000	0	0	0
<b>TOTAL REVENUE CONTRIBUTIONS</b>	<b>15,000</b>	<b>365,680</b>	<b>30,000</b>	<b>15,000</b>	<b>15,000</b>

## CAPITAL PROGRAMME 2016/17 – 2017/18

	2015/16 Original Budget £	2015/16 Revised Budget £	2016/17 Original Budget £	2017/18 Original Budget £	Budget Later Years £
<b>CAPITAL RECEIPTS:-</b>					
- Tree Works in three Cemeteries	30,000	37,690	0	0	0
- The Mill project, Sittingbourne Skate Park	0	0	200,000	0	0
- Faversham Creek Basin Regeneration Project (swing bridge)	0	0	200,000	0	0
- Customer Service Centre telephony system	0	65,000	0	0	0
- Faversham Pools Refurbishment	0	0	150,000	0	0
- Milton Creek Footpath and Viewing Platform	0	16,190	0	0	0
- Cemeteries - future burial provision	0	22,040	0	0	0
- Replacement of Cash Receipting System	0	22,760	0	0	0
- Replacement of Air Quality Stations	0	0	55,000	35,000	0
<b>TOTAL CAPITAL RECEIPTS</b>	<b>30,000</b>	<b>163,680</b>	<b>605,000</b>	<b>35,000</b>	<b>0</b>
<b>TOTAL FUNDS UTILISED</b>	<b>1,103,000</b>	<b>2,231,430</b>	<b>2,739,000</b>	<b>50,000</b>	<b>15,000</b>

How we are intending to fund our 2016/17 Capital Programme:



## 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 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**