

Revenue Budget and Capital Programme 2011-2012



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REPORT OF THE CABINET MEMBER FOR FINANCE AND BUDGET MANAGEMENT AND THE INTERIM HEAD OF FINANCE

On the 23rd February the Council agreed the Cabinet's recommended 2011-12 Revenue and Capital Budgets, and the Medium Term Financial Strategy. Whilst the Council has been accustomed over a long period to making efficiency savings the unexpected scale of the funding reductions that had to be made both in Formula Grant and Specific Grants, was unprecedented.

Not only was the scale of the funding reduction very significant but the timing of Government announcements gave the Council very limited time in which to finalise the budget presentation. As a result of this the budget presented to Council focussed on changes to the base budget rather than presenting a revenue budget as a whole by service unit. A commitment was given at Council that this would be done by 31 March 2011.

This Budget Book is the detailed account of the Revenue and Capital Budget for 2011-12 analysed by the service unit and of course, this will provide the basic building block for the 2012-13 budget.

Whereas there were huge uncertainties about the 2011-12 budget in-terms of the Formula Grant and new specific grants such as the New Homes Bonus, looking ahead now we can start proper financial planning for the medium term. Whilst this report includes a projection to 2013-14 we will shortly start work on a four year financial projection for the period of the newly elected Council and when produced the new Corporate Plan.

The Council has a soundly based 2011-12 base budget and now needs to move forward with its financial planning to give a secure and underpin our activities so that we ensure that we manage the reduced level of resources well.

Most important of all is that the limited financial resources we have are applied to the highest priorities of this Council and that we continue to remain transparent in our financial management

Duncan Dewar-Whalley
Cabinet Member for Finance &
Budget Management

Nick Vickers
Interim Head of Finance

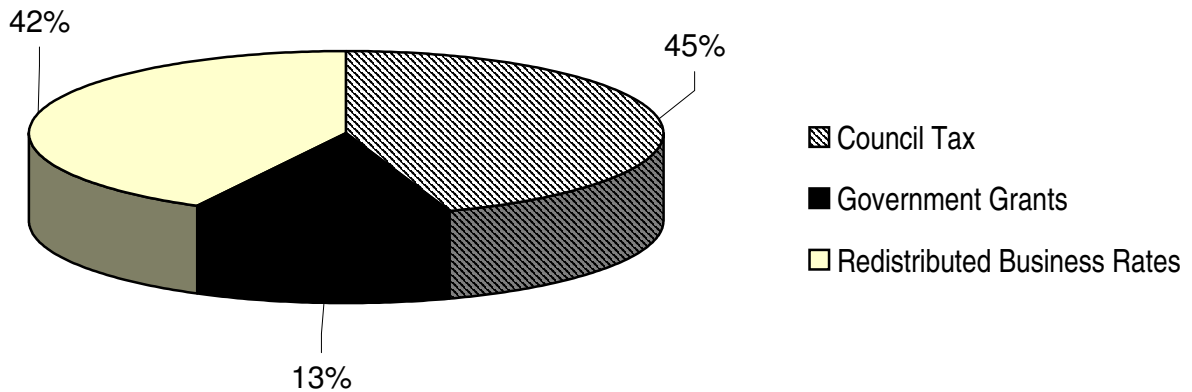
18 March 2011

MEDIUM TERM FINANCIAL STRATEGY

Swale's Council Tax requirement is as follows:

	2010-11 £	2011-12 £
Swale Budget Requirement	19,767,060	17,388,970
Less Revenue Support Grant	(1,538,581)	(2,273,489)
Less National Non Domestic Rate	(10,595,611)	(7,355,122)
Less Council Tax surplus	(71,970)	(88,260)
Net Requirement	7,560,898	7,672,099
Band D Council Tax	159.93	159.93
Tax Base	47,276.32	47,971.52

As well as our own Council Tax, we collect on behalf of the other 'precepting authorities', i.e. Kent County Council (0% increase), the Kent and Medway Towns Fire & Rescue Authority (0% increase) and the Kent Police Authority (0% increase). For a band D property this equates to an overall movement of 0% compared to the increase of 2.26% in 2010-11. Where applicable there will be an additional sum collected on behalf of the Parish Councils which have chosen to levy a local precept.



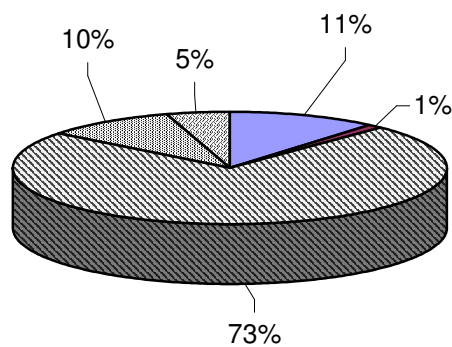
MEDIUM TERM FINANCIAL STRATEGY

Calculation of Band D Council Tax 2011-12:-

2010-11		Authority	2011-12	
Precept £	Band D Council Tax £		Precept £	Band D Council Tax £
49,535,183	1,047.78	Kent County Council	50,263,599	1,047.78
6,556,280	138.68	Kent Police Authority	6,652,690	138.68
3,212,426	67.95	Kent and Medway Towns Fire & Rescue Authority	3,259,665	67.95
7,560,898	159.93	Swale Borough Council	7,672,099	159.93
66,864,787	1,414.34	BASIC COUNCIL TAX	67,848,053	1,414.34
767,327	16.23	Parish Council Precepts*	772,447	16.10
67,632,114	1,430.57	Council Tax inc. Parish	68,620,500	1,430.44

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

Allocation of Council Tax:-



- Swale Borough Council £159.93
- Parish Council Precepts £16.10
- Kent County Council £1,047.78
- Kent Police Authority £138.68
- Kent & Medway Towns Fire Authority £67.95

Council Tax Bandings:-

	Swale Borough Council	Kent Police Authority	Kent County Council	Kent and Medway Towns Fire and Rescue Authority	Total
	£	£	£	£	£
Band A	106.62	92.45	698.52	45.30	942.89
Band B	124.39	107.86	814.94	52.85	1,100.04
Band C	142.16	123.27	931.36	60.40	1,257.19
Band D	159.93	138.68	1,047.78	67.95	1,414.34
Band E	195.47	169.50	1,280.62	83.05	1,728.64
Band F	231.01	200.32	1,513.46	98.15	2,042.94
Band G	266.55	231.13	1,746.30	113.25	2,357.23
Band H	319.86	277.36	2,095.56	135.90	2,828.68

MEDIUM TERM FINANCIAL STRATEGY

The change of Government and the very late announcement of Formula Grant figures has meant that the budget process has focussed on one year ahead. This is not an effective way to manage the Council's finances and we need to move to a focus on the three year position.

The Medium Term Financial Strategy funding position is set out in the table on page 6.

The key assumptions made for 2012/13 and 2013/14 are:

- Retail price Index at 5%;
- 2% staff pay award in 2012/13 and 2013/14;
- No further reduction in Formula Grant 2013/14;
- The continuation of the Council Tax grant as base income in all three years;
- Council Tax increases at 2% in 2012/13 and 2013/14;
- New Homes Bonus stays at £300,000 in the next two years.

This is a simple financial forecast but it does give clarity on the scale of the very significant savings which will be required in 2012/13 and 2013/14.

MEDIUM TERM FINANCIAL STRATEGY

	2010-11 £'000s	2011-12 £'000s	2012-13 £'000s	2013-14 £'000s
Base Budget	19,850	19,850	19,850	19,850
Less Concessionary Fares	-	(780)	(780)	(780)
Committed Price increases - Base Budget (pages 7-8)	-	732	1,045	1,408
Loss of income (pages 9 – 10)	-	509	567	537
Loss of specific grant (page 11)	-	1,841	1,841	1,841
Investment bids - Base Budget (page 12)	-	179	151	151
Savings (pages 13 – 16)	-	(2,627)	(2,627)	(2,627)
Cost reductions due to loss of specific grant (page 17)	-	(1,504)	(1,504)	(1,504)
Increased fees and charges (page 18)	-	(231)	(255)	(279)
Salary Changes (page 19):				
National Insurance	-	92	92	92
Superannuation	-	(200)	(200)	(200)
Increments	-	107	203	289
Pay Award	-	-	250	505
Contribution to/ from reserves	-	191	191	191
Reserves fund one-off items	-	(80)	-	-
Formula Grant	(12,134)	(9,629)	(8,409)	(8,409)
Council Tax	(7,561)	(7,672)	(7,906)	(8,143)
Council Tax Freeze Grant	-	(191)	(191)	(191)
New Homes Bonus	-	(300)	(300)	(300)
Council Tax Surplus/ Deficit	(72)	(88)	-	-
Contribution from General Fund	(83)	(199)	(518)	(259)
Savings required	0	0	1,500	2,172
Balance of General Fund at 31 March	(2,476)	(2,277)	(1,759)	(1,500)
Tax Base	47,276.32	47,971.52	48,451.24	48,935.75
Council Tax	£159.93	£159.93	£163.17	£166.41

MEDIUM TERM FINANCIAL STRATEGY

Committed Price Increases:-

No.	Description	Portfolio Holder	Head of Service	2011/12 Over 2010/11 £
1	Lower Medway Drainage Board	Cllr Duncan Dewar-Whalley	N.Vickers	3,100
2	Interest payable on credit sale agreements and finance leases for two leisure contracts and the refuse contract	Cllr Duncan Dewar-Whalley	N.Vickers	15,900
3	Provision for Bad Debts - Housing Benefits and Homelessness	Cllr Duncan Dewar-Whalley	N. Vickers/B. Planner	57,100
4	Minimum Revenue Provision including capital funding of CCTV equipment	Cllr Duncan Dewar-Whalley	N. Vickers	87,000
5	Disposal of Assets	Cllr Duncan Dewar-Whalley	N. Vickers	5,000
6	Cleansing contract - RPI increase in contract price	Cllr David Simmons	D. Thomas	1,300
7	Grounds Maintenance contract - RPI increased contract price and increased maintenance areas	Cllr David Simmons	D. Thomas	104,000
8	Public Convenience contract - RPI increase in contract price	Cllr David Simmons	D. Thomas	11,000
9	Grove toilets - increase in contract price	Cllr David Simmons	D. Thomas	38,000
10	Public convenience hygiene service - increase in contract price	Cllr David Simmons	D. Thomas	12,000
11	Street cleaning - RPI increase in contract price	Cllr David Simmons	D. Thomas	70,700
12	Household waste contract - RPI increase in contract price	Cllr David Simmons	D. Thomas	119,200
13	Wheeled bins contract - current budget is insufficient	Cllr David Simmons	D. Thomas	19,000
14	Borough and Parish Elections 2011 (2011/12 only)	Cllr Andrew Bowles	M. Blades-Chase	46,600
15	Regular Mileage - lump sum	Various	Various	61,000

MEDIUM TERM FINANCIAL STRATEGY

Committed Price Increases:-

No.	Description	Portfolio Holder	Head of Service	2011/12 Over 2010/11 £
16	Sittingbourne Car Parks - Rents	Cllr John Wright	B. Planner	27,000
17	Sittingbourne Car Parks - Rates	Cllr John Wright	B. Planner	22,200
18	IT Equipment - Council Tax - Software licences and RPI increases	Cllr Mike Cosgrove	B. Planner	11,000
19	Treasury Management Advice - increase in contract costs	Cllr Duncan Dewar-Whalley	N. Vickers	1,000
20	Emergency Planning - increase in contract costs	Cllr John Morris	M. Radford	6,100
21	Additional waste collection costs due to Royal Wedding bank holiday	Cllr David Simmons	D. Thomas	5,600
22	IT Equipment - Environment & Amenities	Cllr David Simmons	B. Planner	800
23	Web Site Planning Lists - Planning	Cllr Gerry Lewin	J. Freeman	7,000
TOTAL				731,600

MEDIUM TERM FINANCIAL STRATEGY

Loss of Income:-

Ref.	Name of Item	Portfolio Holder	Head of Service	2011/12 Over 2010/11 £
1	Sheerness District Office - loss of rental income as a result of possible closure	Cllr Duncan Dewar-Whalley	A. Adams	15,500
2	New Road Site - Reduced Rental Phase 1 & 2	Cllr Duncan Dewar-Whalley	A. Adams	11,000
3	Misc General Fund Properties - Rents - reduction in rental income	Cllr Duncan Dewar-Whalley	A. Adams	70,700
4	Recovery of legal fees	Cllr Andrew Bowles	M. Blades Chase	4,000
5	Footpath closure Orders and Associated Press	Cllr Andrew Bowles	M. Blades Chase	1,800
6	Loss of Local Plan Publication Fees Income	Cllr Gerry Lewin	J. Freeman	2,700
7	Sittingbourne Car Park - Season Tickets	Cllr John Wright	B. Planner	48,000
8	Market Operations - reduced fees	Cllr Bryan Mulhern	E. Wiggins	55,000
9	Reduced CCTV monitoring fees	Cllr John Morris	E. Wiggins	10,000
10	Highways - Street Naming & Numbering	Cllr John Wright	B. Planner	10,000
11	Food Hygiene - reduction in income	Cllr David Simmons	B. Planner	800
12	Health & Safety - reduction in income	Cllr David Simmons	B. Planner	600
13	Food Training - loss of income as service is no longer delivered	Cllr David Simmons	B. Planner	2,000
14	Environmental Protection - reduction in income	Cllr David Simmons	B. Planner	7,500

MEDIUM TERM FINANCIAL STRATEGY

Loss of Income:-

Ref.	Name of Item	Portfolio Holder	Head of Service	2011/12 Over 2010/11 £
15	Cemeteries unachievable income	Cllr David Simmons	D. Thomas	33,200
16	Harbour mooring fees income unachievable	Cllr Bryan Mulhern	D. Thomas	17,500
17	Under-achieved wheeled bin sales	Cllr David Simmons	D. Thomas	5,000
18	Bulky waste collections	Cllr David Simmons	D. Thomas	15,000
19	Recycling credits - reduced income - this is offset by reduced costs	Cllr David Simmons	D. Thomas	122,000
20	Recycling credits - net loss garden waste subscriptions	Cllr David Simmons	D. Thomas	50,600
21	Open Spaces Commuted Sums reduced income	Cllr David Simmons	D. Thomas	20,000
22	Coast Protection - reduced income due to lower interest rates	Cllr David Simmons	B. Planner	6,200
TOTAL				509,100

MEDIUM TERM FINANCIAL STRATEGY

Loss of Specific Grant:-

Ref.	Name of Item	Portfolio Holder	Head of Service	2011/12 Over 2010/11 £
1	The Housing & Planning Delivery Grant has been abolished in 2010/11. This bid represents the ongoing service that was funded from the Grant	Cllr Gerry Lewin	J. Freeman	305,600
2	Free Swimming Concessionary Use PCT Grant Ceased - this is offset by reduction in service expenditure	Cllr Bryan Mulhern	D. Thomas	40,000
3	Community Cohesion - No Funding 2011/12 - this is offset by reduction in service expenditure	Cllr John Wright	E. Wiggins	134,600
4	Crime Disorder Reduction Partnership - Possible no funding 2011/12	Cllr John Morris	E. Wiggins	242,800
5	ASB Unit - Probable no funding 2011/12	Cllr John Morris	E. Wiggins	3,000
6	Regeneration - HCA Funding Ceased 2011/12	Cllr John Wright	E. Wiggins	375,000
7	Sittingbourne Master Plan - No Funding 2011/12	Cllr John Wright	E. Wiggins	85,000
8	Queenborough & Rushenden - No funding 2011/12	Cllr John Wright	E. Wiggins	64,100
9	Swale Forward - No Funding 2011/12	Cllr John Wright	E. Wiggins	10,000
10	Sure Start - Probable no funding 2011/12	Cllr John Wright	E. Wiggins	553,200
11	Contribution from Swale Forward	Cllr Duncan Dewar-Whalley	N. Vickers	5,000
12	Area Based Grant finished for climate change	Cllr David Simmons	L. Matthews	22,500
TOTAL				1,840,800

MEDIUM TERM FINANCIAL STRATEGY

Investment Bids:-

No.	Name of Item	Portfolio Holder	Head of Service	2011/12 Over 2010/11 £
1	Economic Development/Regeneration - minimal contribution to TGKP	Cllr John Wright	E. Wiggins	28,000
2	CCTV contracts amended to include replacement camera	Cllr John Morris	E. Wiggins	10,000
3	Health Screening	Cllr Duncan Dewar-Whalley	D. Smart	2,000
4	Contribution to Kent & Medway Chief Executives Kent Forum Support	Cllr Duncan Dewar-Whalley	A. Kara	4,100
5	Counselling	Cllr Duncan Dewar-Whalley	D. Smart	2,100
6	Health & Safety Officer - Training Fees	Cllr Duncan Dewar-Whalley	A. Adams	2,600
7	The Section 106 (S106) function is currently carried out as a part-time function. It is proposed to increase this function to full-time which can be met by increased S106 fees.	Cllr Gerry Lewin	J. Freeman	25,000
8	Publication of invoices greater than £500	Cllr Duncan Dewar-Whalley	N. Vickers	3,000
9	Flytipping - actual to date in 2010/11 has exceeded budget	Cllr David Simmons	D. Thomas	10,000
10	Net Base Budget Issues	Various	Various	92,200
TOTAL				179,000

MEDIUM TERM FINANCIAL STRATEGY

Savings:-

Ref.	Name of Item	Portfolio Holder	Head of Service	2011/12 Over 2010/11 £
1	Business Rates - the budget for business rates at Swale House can be reduced	Cllr Duncan Dewar-Whalley	A. Adams	-14,000
2	Business Rates - the budget for business rates at Central House can be reduced	Cllr Duncan Dewar-Whalley	A. Adams	-6,300
3	Rental on coffee machines	Cllr Duncan Dewar-Whalley	A. Adams	-4,500
4	New Road Site - Lease Rent - previous rent reviews will not now be implemented	Cllr Duncan Dewar-Whalley	A. Adams	-10,000
5	Provision for Bad Debts - Council Tax Collection	Cllr Duncan Dewar-Whalley	N. Vickers/B. Planner	-14,000
6	External printing of cheques - budget not required in 2011/12	Cllr Duncan Dewar-Whalley	N. Vickers	-3,700
7	SERCO operating costs (excl RPI inc)	Cllr Bryan Mulhern	D. Thomas	-25,000
8	Refuse & Recycling - reduced bring site collections	Cllr David Simmons	D. Thomas	-7,000
9	A249 litter collection - reduced cleaning costs	Cllr David Simmons	D. Thomas	-4,000
10	Cessation of SBC assistance to leisure trust	Cllr Bryan Mulhern	D. Thomas	-10,000
11	Reduced graffiti cleaning	Cllr David Simmons	D. Thomas	-1,000
12	Refuse & Recycling - reduced budget re brown bins - based now only on 4000 bins - 4000+ brown bins costs will be funded from 'Invest to Save'	Cllr David Simmons	D. Thomas	-26,000

MEDIUM TERM FINANCIAL STRATEGY

Savings:-

Ref.	Name of Item	Portfolio Holder	Head of Service	2011/12 Over 2010/11 £
13	Annual contribution to MKIP Transformation Team	Cllr Duncan Dewar-Whalley	N. Vickers	-39,900
14	Environmental Protection - reduction in contractor costs	Cllr David Simmons	B. Planner	-5,000
15	Recycling credits - reduced income, therefore reduced payments out	Cllr David Simmons	D. Thomas	-125,000
16	Contaminated land - analysis monitoring - reduced fees	Cllr David Simmons	B. Planner	-2,000
17	Food Hygiene - Private Contractors	Cllr John Morris	B. Planner	-2,200
18	Transport Modelling - 10/11 budget not required	Cllr Gerry Lewin	J. Freeman	-80,000
19	Borough & Parish Elections - Returning Officer Fees	Cllr Andrew Bowles	M. Blades Chase	-5,000
20	Housing Zero-Based Budgeting	Cllr Derek Conway	A. Christou	-46,900
21	Other minor savings	Various	Various	-12,300
	<u>Category Savings:</u>			
22	Agency, Consultants and Professional Fees	Various	N. Vickers	-43,000
23	Computer Equipment & Maintenance	Various	T. Bullock	-34,300
24	Equipment	Various	B. Planner	-28,500
25	Communications including phones	Various	T. Bullock	-7,000
26	Advertising and Promotion including Printing and Graphics	Various	L. Matthews	-29,400

MEDIUM TERM FINANCIAL STRATEGY

Savings:-

Ref.	Name of Item	Portfolio Holder	Head of Service	2011/12 Over 2010/11 £
	<u>Spans and Layers Savings:</u>			
27	Finance	Cllr Duncan Dewar - Whalley	N. Vickers	-30,000
28	Partnership Savings - Parking Management	Cllr Gerry Lewin	B. Planner	-70,000
29	Planning	Cllr David Simmons	J. Freeman	-33,700
30	Regeneration - Deletion of two senior management posts	Cllr John Wright	E. Wiggins	-128,000
31	Legal - Deletion of Administrative post	Cllr Duncan Dewar Whalley	M. Blades Chase	-21,600
32	Information Services - Deletion of Network Manager post (net saving after creation of junior post)	Cllr Duncan Dewar Whalley	T. Bullock	-29,300
33	Restructure of Revenues and Housing Benefits	Cllr Derek Conway	B. Planner	-165,000
34	Management of Vacancies	Cllr Duncan Dewar Whalley	N. Vickers	-340,000
	<u>Across the board 4% Savings:</u>			
35	Reduction in Corporate Consultancy	Cllr Duncan Dewar Whalley	L. Matthews	-10,000
36	Members Allowances - budget not require	Cllr Andrew Bowles	N. Vickers	-35,000

MEDIUM TERM FINANCIAL STRATEGY

Savings:-

Ref.	Name of Item	Portfolio Holder	Head of Service	2011/12 Over 2010/11 £
37	Removal of Building Control Budgets	Cllr Gerry Lewin	J. Freeman	-1,800
38	Building Control Partnership - reduced contribution	Cllr Gerry Lewin	J. Freeman	-3,000
39	Learning & Skills	Cllr John Wright	E. Wiggins	-26,000
40	Local Engagement Forum	Cllr Andrew Bowles	E. Wiggins	-5,000
41	Other minor savings	Various	Various	-600
	<u>Capital and Reserves:</u>			
42	Capital Items funded from revenue in 2010/11. This funding is not required in 2011/12	Cllr Andrew Bowles	N. Vickers	-742,000
43	Transformation - top-up in 2010/11 not required in 2011/12	Cllr Andrew Bowles	N. Vickers	-400,000
	TOTAL			-2,627,000

MEDIUM TERM FINANCIAL STRATEGY

Cost Reductions to Reflect Loss of Specific Grant:-

No.	Name of Item	Portfolio Holder	Head of Service	2011/12 Over 2010/11 £
1	Queenborough & Rushenden Community Development - Probable no funding for service in 2011/12 - this reflects reduction in service provision and staffing establishment	Cllr John Wright	E. Wiggins	-81,800
2	Swale Forward - Probable no funding for service in 2011/12 - this reflects reduction in service provision and reductions in staffing establishment	Cllr John Wright	E. Wiggins	-392,000
3	Sure Start - probable no funding for service in 2011/12 - this reflects reduction in service provision and reductions in staffing establishment	Cllr John Wright	E. Wiggins	-533,600
4	Subsidiarity Officer - probable no funding for service in 2011/12 - this reflects reduction in service provision	Cllr John Wright	E. Wiggins	-600
5	Crime Disorder Reduction Partnership GOSE Grant - probable no funding for service in 2011/12 - this reflects reduction in service provision and reductions in staffing establishment	Cllr John Morris	E. Wiggins	-98,900
6	Community Safety - reduction in salary establishment	Cllr John Wright	E. Wiggins	-137,400
7	Community Cohesion - probable no funding for service in 2011/12 - this reflects reduction in service provision and reductions in staffing establishment	Cllr John Wright	E. Wiggins	-132,200
8	Anti-Social Behaviour Unit - probable no funding for service in 2011/12	Cllr John Morris	E. Wiggins	-2,500
9	Sittingbourne Master Plan - Agency	Cllr John Wright	E. Wiggins	-85,000
10	Free Swimming - possible no funding for service in 2011/12 - this reflects reduction in service provision	Cllr Bryan Mulhern	D. Thomas	- 40,000
TOTAL				-1,504,000

MEDIUM TERM FINANCIAL STRATEGY

Increases Fees and Charges:-

No.	Name of Item	Portfolio Holder	Head of Service	2011/12 Over 2010/11 £
1	Planning - increased fees from pre-application service and S106 monitoring	Cllr Gerry Lewin	J. Freeman	-45,000
3	Decriminalisation Car Parking - increased income from parking permits	Cllr John Wright	B. Planner	-27,000
4	Borough & Parish Elections - contribution from other local authorities	Cllr Andrew Bowles	M. Blades Chase	-25,000
5	Flytipping - new income from Amicus	Cllr David Simmons	D. Thomas	-10,000
6	Grounds Maintenance Recovery - Additional Income Verge Maintenance	Cllr David Simmons	D. Thomas	-7,200
7	Clinical Waste tipping away	Cllr David Simmons	D. Thomas	-6,000
8	Queenborough Town Quay increased mooring income	Cllr Gerry Lewin	D. Thomas	-1,000
9	Hackney Carriages & Private Car Charges	Cllr John Morris	B. Planner	-1,200
10	Licences (Legal) - Fees Gambling	Cllr John Morris	M. Blades Chase	-4,500
11	Swale Allotments - increased rents	Cllr David Simmons	D. Thomas	-300
12	Licences (Legal) - Refunds	Cllr John Morris	M. Blades Chase	-500
13	Central House service charges	Cllr Duncan Dewar-Whalley	A. Adams	-3,500
14	Housing Benefit increased income recovery - Increase in the forecast debt relating to the recovery of overpaid housing benefit. This is to an extent offset by the increase in the provision for bad debts for this item shown under "committed price increases	Cllr Duncan Dewar-Whalley	N. Vickers / B. Planner	-100,000
TOTAL				-231,200

MEDIUM TERM FINANCIAL STRATEGY

Salary Changes:-

No.	Name of Item	Portfolio Holder	Head of Service	2011/12 Over 2010/11 £
1	National Insurance	Clr Andrew Bowles	N. Vickers	92,000
2	Superannuation	Clr Andrew Bowles	N. Vickers	-200,000
3	Increments	Clr Andrew Bowles	N. Vickers	107,000
TOTAL				-1,000

PARISH COUNCIL PRECEPTS 2011-12

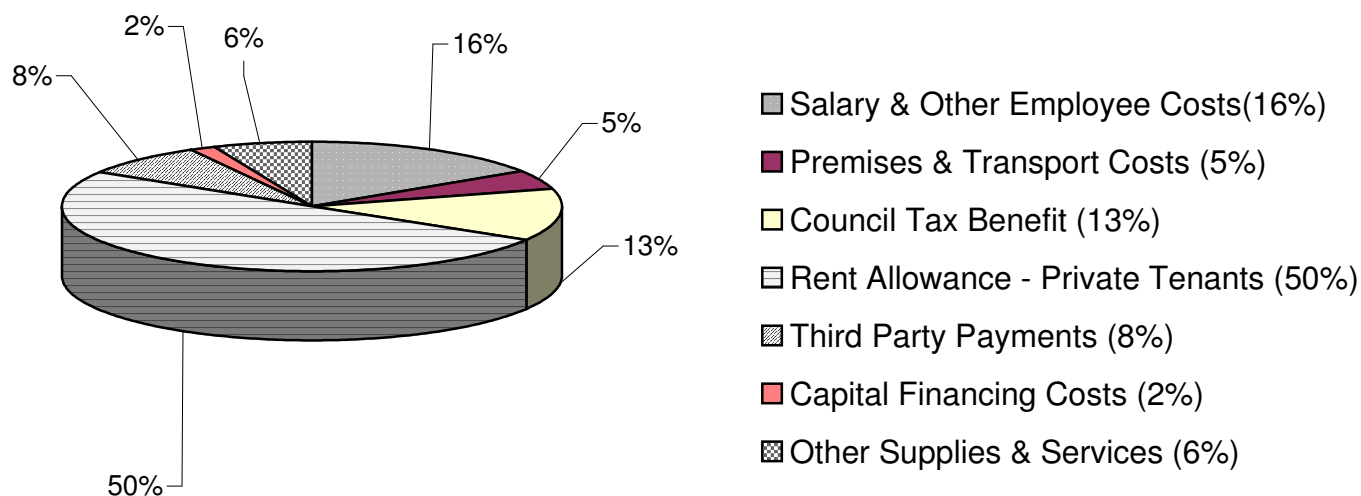
Parish/Town Council	Tax Base 2011/12	Parish Precept (rounded) 2011/12 £	Additional Council Tax for Band D 2011/12 £	Parish Precept 2011/12 % change
Bapchild	480.41	6,500	13.53	0.22%
Bobbing	758.13	10,500	13.85	2.14%
Borden	1,082.30	38,026	35.13	-3.41%
Boughton-under-Blean	735.30	42,485	57.78	1.00%
Bredgar	300.80	9,000	29.92	0.44%
Doddington	234.38	7,500	32.00	4.54%
Dunkirk	465.99	10,750	23.07	-6.94%
Eastchurch	723.92	23,700	32.74	-0.49%
Eastling	157.80	2,686	17.02	0.24%
Faversham	6,755.59	195,946	29.01	-2.68%
Goodnestone & Graveney	198.91	6,710	33.73	38.98%
Hartlip	366.61	5,000	13.64	-0.58%
Hernhill	285.34	6,500	22.78	-15.10%
Iwade	1,084.72	29,500	27.20	-0.80%
Leysdown	1,138.56	29,982	26.33	21.00%
Lower Halstow	463.39	19,233	41.50	-1.71%
Luddenham	46.42	0	0.00	0.00%
Lynsted	480.85	15,000	31.19	-7.17%
Milstead	89.29	2,000	22.40	1.31%
Minster	5,301.78	103,120	19.45	0.00%
Newington	966.04	28,386	29.38	-5.38%
Newnham	169.66	2,000	11.79	31.88%
Norton & Buckland	171.38	5,598	32.66	12.27%
Oare	192.46	8,400	43.65	1.51%
Ospringe	289.34	4,500	15.55	0.52%
Queenborough Town Council	964.87	40,500	41.97	-0.85%
Rodmersham	248.12	5,000	20.15	-0.05%
Selling	351.95	7,683	21.83	39.67%
Sheldwich, Leaveland & Badlesmere	360.71	6,700	18.57	-0.91%
Stalisfield	105.80	2,050	19.38	-1.72%
Teynham	974.39	42,830	43.96	3.19%
Throwley	145.92	3,321	22.76	-0.74%
Tonge	124.13	1,900	15.31	0.13%
Tunstall	395.40	8,445	21.36	-19.09%
Upchurch	977.75	24,996	25.56	-8.16%
Warden	575.27	16,000	27.81	-2.59%
TOTAL		772,447		

REVENUE BUDGET - SUMMARY – BY TYPE OF EXPENDITURE

	2009-10	2010-11	2010-11	2011-12
	Outturn	Original Budget	Working Budget	Original Budget
	£	£	£	£
EXPENDITURE				
Total Salary Costs	10,864,905	12,082,890	11,948,080	11,529,250
Other Employee Costs	1,624,222	(14,010)	28,390	254,620
Total Premises	2,974,165	3,099,950	3,028,030	3,090,550
Total Transport	1,386,256	1,139,780	1,129,380	270,910
Total Supplies & Services	7,958,933	5,971,290	5,449,890	4,429,940
Total Third Party Payments	5,861,572	5,722,710	5,713,900	5,859,610
Council Tax Benefit	10,652,390	9,764,270	9,764,270	9,764,270
Rent Allowances - Private Tenants	46,238,822	37,330,600	37,330,600	37,330,600
Discretionary Housing Payments	54,109	60,000	60,000	60,000
Other Transfer Payments	168,125	170,600	170,600	170,600
Total Capital Financing Costs	808,973	1,416,460	1,416,468	1,377,450
Revaluation loss Prices Impairment	2,021,944	0	0	0
Total Gross Expenditure	90,614,416	76,744,540	76,039,608	74,137,800
INCOME				
Council Tax Benefit	(10,766,008)	(9,846,990)	(9,846,990)	(9,846,990)
Housing Benefit	(46,012,105)	(37,127,450)	(37,127,450)	(37,127,450)
Planning Delivery Grant	(640,080)	(305,560)	(305,560)	0
Discretionary Housing Payment	(62,798)	(60,000)	(60,000)	(60,000)
Concessionary Fares Govt Grant	(313,736)	(150,000)	(150,000)	0
Housing Benefit Performance Reward	(135,509)	0	0	0
Housing Benefit Admin Subsidy	(1,342,283)	(1,175,420)	(1,175,420)	(1,175,420)
Other Grant Income	(3,362,118)	(1,376,780)	(1,399,210)	(269,190)
Land Charges Income	(227,318)	(175,000)	(175,000)	(175,000)
Planning Fees	(510,399)	(556,500)	(556,060)	(601,050)
Recycling credits Kent County Council	(399,183)	(480,000)	(480,000)	(400,000)
Contributions From Other Local Authoriti	(228,966)	(179,500)	(217,100)	(242,240)
Parking Income (including on-street parking)	(1,918,285)	(2,000,400)	(2,000,400)	(1,979,400)
Garden Waste and Recycling	(259,322)	(617,880)	(617,880)	(521,800)
Rent & Service Charge Income	(750,763)	(824,800)	(824,800)	(741,300)
Other Income	(3,926,692)	(3,762,730)	(3,070,170)	(2,614,570)
Total Income	(70,855,565)	(58,639,010)	(58,006,040)	(55,754,410)
NET EXPENDITURE	19,758,851	18,105,530	18,033,568	18,383,390
Contribution from General Fund	(738,000)	(182,360)	(75,430)	(199,000)
Net Recharges	(481,932)	(48,780)	87,892	(127,540)
TOTAL NET EXPENDITURE BEFORE 'BELOW THE LINE ITEMS'	18,538,919	17,874,390	18,046,030	18,056,850
Below the Line Items (see page 22)	88,041	1,892,670	1,721,030	(667,880)
NET EXPENDITURE	18,626,960	19,767,060	19,767,060	17,388,970

REVENUE BUDGET - SUMMARY – BY TYPE OF EXPENDITURE

Analysis by type of expenditure - 2011-2012:-

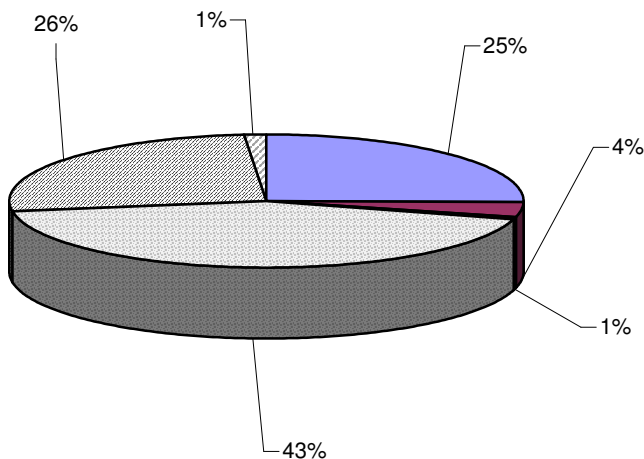


	2009-10 Outturn £	2010-11 Original Budget £	2010-11 Working Budget £	2011-12 Original Budget £
BELOW THE LINE ITEMS:-				
Net Capital Charges etc	(461,430)	353,750	211,410	(790,280)
Contributions To Funds	2,136,687	1,473,130	1,473,130	168,810
Contributions from Funds	(1,402,263)	(1,447,000)	(1,476,300)	(115,000)
Contribution to Govt Pool	10,102	0	0	0
Interest on Balances	(58,713)	(67,550)	(67,550)	(67,550)
Interest Payable	100,744	91,100	91,100	91,100
Systematic Underspends	0	(7,220)	(7,220)	0
Gains & Losses on disposal of assets	(474,710)	0	0	0
Disposal Costs - Fixed Assets	5,600	0	0	5,000
Sale of Council House Mortgages	4,466	2,460	2,460	1,160
Minimum Revenue Provision	480,000	450,000	450,000	552,880
Direct Revenue Financing	91,777	1,094,000	1,094,000	35,000
Non-Specific Grants:-				
Area Based Grant	(184,941)	0	0	0
New Homes Bonus	0	0	0	(300,000)
Council Tax Freeze Grant	0	0	0	(191,000)
Other Grants	(159,278)	(50,000)	(50,000)	(58,000)
Total Below the Line Items	88,041	1,892,670	1,721,030	(667,880)

REVENUE BUDGET – SUMMARY – BY SERVICE

	2009-10 Outturn £	2010-11 Original Budget £	2010-11 Working Budget £	2011-12 Original Budget £
The Chief Executive & The Director of Regeneration	359,269	333,350	362,090	388,970
Corporate Strategy & Communications	488,508	707,010	698,610	684,690
Economy & Communities	2,119,119	1,898,980	1,862,710	1,971,580
Housing	1,662,865	1,285,590	1,293,060	1,286,620
Planning	665,050	1,017,210	1,039,940	1,417,500
Director of Corporate Services & Information Services	826,216	925,000	932,400	911,420
Audit	247,619	143,370	159,970	207,460
Finance	2,151,748	1,737,550	1,669,258	1,484,350
Human Resources	386,055	220,890	222,310	357,230
Legal & Democratic	1,291,636	1,006,090	1,039,480	1,055,270
Commissioning & Customer Contact	7,983,186	7,536,930	7,502,090	7,913,380
Property	422,877	518,620	514,480	606,180
Service Delivery	1,154,703	774,940	737,170	98,740
NET EXPENDITURE BEFORE NET RECHARGES	19,758,851	18,105,530	18,033,568	18,383,390
Contribution from General Fund	(738,000)	(182,360)	(75,430)	(199,000)
Net Recharges	(481,932)	(48,780)	87,892	(127,540)
NET EXPENDITURE	18,538,919	17,874,390	18,046,030	18,056,850
Net below the line items (see page 22)	88,041	1,892,670	1,721,030	(667,880)
NET EXPENDITURE	18,626,960	19,767,060	19,767,060	17,388,970

Net Expenditure by Service – 2011-2012 (expenditure less income and before recharges):-



- Corporate Services £4.63m (25%)
- Corporate Strategy & Communication £0.68m (4%)
- Service Delivery £0.10m (1%)
- Commissioning & Customer £7.91m (43%)
- Regeneration £4.80m (26%)
- Chief Executive £0.26m (1%)

REVENUE BUDGET 2011-12 BY SERVICE

	Actual 2009-10 £	Original Budget 2010-11 £	Working Budget 2010-11 £	Original Budget 2011-12 £
The Chief Executive & The Director of Regeneration				
Head of Services:- A. Kara (Chief Executive) & P. Raine (Director of Regeneration)				
EXPENDITURE				
Staff Costs	341,540	411,160	437,810	460,670
Other Employee Costs	116,819	12,000	12,000	12,000
Transport	9,158	1,910	2,020	1,940
Supplies & Services	8,732	34,980	36,960	41,060
Gross Expenditure	476,249	460,050	488,790	515,670
INCOME	(116,980)	(126,700)	(126,700)	(126,700)
NET EXPENDITURE BEFORE NET RECHARGES	359,269	333,350	362,090	388,970
Net Recharges	(331,876)	(298,240)	(298,220)	(354,500)
NET EXPENDITURE	27,393	35,110	63,870	34,470

	Actual 2009-10 £	Original Budget 2010-11 £	Working Budget 2010-11 £	Original Budget 2011-12 £
Corporate Strategy & Communications				
Head of Service:- L. Matthews				
EXPENDITURE				
Staff Costs	423,233	531,800	530,550	552,930
Other Employee Costs	(138,124)	100	100	100
Premises	110	340	340	340
Transport	15,319	1,000	1,000	1,000
Supplies & Services	277,195	227,250	227,120	168,320
Gross Expenditure	577,733	760,490	759,110	722,690
INCOME				
Grant Income	(50,000)	(30,980)	(38,000)	(38,000)
Other Income	(39,225)	(22,500)	(22,500)	0
Total Income	(89,225)	(53,480)	(60,500)	(38,000)
NET EXPENDITURE BEFORE NET RECHARGES	488,508	707,010	698,610	684,690
Net Recharges	1,095,382	828,710	835,860	731,240
NET EXPENDITURE	1,583,890	1,535,720	1,534,470	1,415,930

REVENUE BUDGET 2011-12 BY SERVICE

	Actual 2009-10 £	Original Budget 2010-11 £	Working Budget 2010-11 £	Original Budget 2011-12 £
Economy & Communities				
Head of Service:- E. Wiggins				
EXPENDITURE				
Staff Costs	1,129,145	1,228,480	1,233,080	589,380
Other Employee Costs	21,518	16,730	16,730	0
Premises	259,900	186,670	162,190	114,100
Transport	62,468	17,990	17,990	21,350
Supplies & Services	2,369,112	1,567,350	1,550,960	822,040
Third Party Payments	202,706	207,370	207,370	217,370
Transfer Payments	107,805	104,800	104,800	104,800
Capital Financing Costs	110,286	339,770	339,770	339,340
Revaluation loss Prices Impairment	222,402	0	0	0
Gross Expenditure	4,485,342	3,669,160	3,632,890	2,208,380
INCOME				
Grant Income	(1,534,999)	(1,126,890)	(1,126,890)	0
Other Income	(831,224)	(643,290)	(643,290)	(236,800)
Total Income	(2,366,223)	(1,770,180)	(1,770,180)	(236,800)
NET EXPENDITURE BEFORE NET RECHARGES	2,119,119	1,898,980	1,862,710	1,971,580
Net Recharges	189,919	159,470	193,520	449,410
NET EXPENDITURE	2,309,038	2,058,450	2,056,230	2,420,990

REVENUE BUDGET 2011-12 BY SERVICE

	Actual 2009-10 £	Original Budget 2010-11 £	Working Budget 2010-11 £	Original Budget 2011-12 £
Housing				
Head of Service:- A. Christou				
EXPENDITURE				
Staff Costs	928,924	1,126,440	1,170,600	1,122,340
Other Employee Costs	222,012	16,300	0	22,680
Premises	97,139	88,110	85,000	56,800
Transport	59,331	25,300	25,300	39,040
Supplies & Services	2,236,750	1,003,760	332,740	393,440
Third Party Payments	57,492	12,000	12,000	12,000
Gross Expenditure	3,601,648	2,271,910	1,625,640	1,646,300
INCOME				
Grant Income	(1,736,169)	(207,850)	(230,280)	(249,650)
Other Income	(202,614)	(778,470)	(102,300)	(110,030)
Total Income	(1,938,783)	(986,320)	(332,580)	(359,680)
NET EXPENDITURE BEFORE NET RECHARGES	1,662,865	1,285,590	1,293,060	1,286,620
Net Recharges	140,176	180,330	180,540	284,940
NET EXPENDITURE	1,803,041	1,465,920	1,473,600	1,571,560

REVENUE BUDGET 2011-12 BY SERVICE

	Actual 2009-10 £	Original Budget 2010-11 £	Working Budget 2010-11 £	Original Budget 2011-12 £
Planning				
Head of Service:- J. Freeman				
EXPENDITURE				
Staff Costs	1,248,909	1,391,270	1,419,160	1,563,170
Other Employee Costs	73,142	0	0	0
Premises	402	750	750	680
Transport	67,924	10,790	10,690	16,700
Supplies & Services	479,103	449,920	448,570	417,520
Third Party Payments	428,290	182,990	178,830	174,280
Capital Financing Costs	21,549	21,550	21,550	21,550
Gross Expenditure	2,319,319	2,057,270	2,079,550	2,193,900
INCOME				
Planning Delivery Grant	(640,080)	(305,560)	(305,560)	0
Other Grant Income	(16,835)	0	0	0
Land Charges Income	(227,318)	(175,000)	(175,000)	(175,000)
Planning Fees	(510,399)	(556,500)	(556,060)	(601,050)
Other Income	(259,637)	(3,000)	(2,990)	(350)
Total Income	(1,654,269)	(1,040,060)	(1,039,610)	(776,400)
NET EXPENDITURE BEFORE NET RECHARGES	665,050	1,017,210	1,039,940	1,417,500
Net Recharges	402,118	333,680	339,260	314,810
NET EXPENDITURE	1,067,168	1,350,890	1,379,200	1,732,310

	Actual 2009-10 £	Original Budget 2010-11 £	Working Budget 2010-11 £	Original Budget 2011-12 £
Director of Corporate Services (including IT)				
Head of Service:- M. Radford				
EXPENDITURE				
Staff Costs	574,378	619,780	630,090	659,760
Other Employee Costs	26,802	6,360	6,360	6,000
Transport	28,615	4,830	4,830	3,120
Supplies & Services	136,986	227,640	224,730	217,540
Third Party Payments	25,794	25,000	25,000	25,000
Capital Financing Costs	39,990	41,390	41,390	0
Gross Expenditure	832,565	925,000	932,400	911,420
INCOME	(6,349)	0	0	0
NET EXPENDITURE BEFORE NET RECHARGES	826,216	925,000	932,400	911,420
Net Recharges	(720,651)	(817,860)	(814,700)	(820,120)
NET EXPENDITURE	105,565	107,140	117,700	91,300

REVENUE BUDGET 2011-12 BY SERVICE

	Actual 2009-10 £	Original Budget 2010-11 £	Working Budget 2010-11 £	Original Budget 2011-12 £
Audit Services				
Head of Service:- B. Parsons				
EXPENDITURE				
Staff Costs	165,588	194,720	82,820	90,460
Other Employee Costs	66,059	(57,600)	(6,900)	30,450
Transport	10,231	200	1,490	1,590
Supplies & Services	5,887	6,050	82,560	84,960
Gross Expenditure	247,765	143,370	159,970	207,460
INCOME	(146)	0	0	0
NET EXPENDITURE BEFORE NET RECHARGES	247,619	143,370	159,970	207,460
Net Recharges	(247,619)	(143,370)	(143,370)	(207,460)
NET EXPENDITURE	0	0	16,600	0

	Actual 2009-10 £	Original Budget 2010-11 £	Working Budget 2010-11 £	Original Budget 2011-12 £
Finance				
Head of Service:- N. Vickers				
EXPENDITURE				
Staff Costs (Finance)	609,322	766,830	647,380	650,430
Other Employee Costs	435,285	51,000	51,000	30,000
Transport	19,617	1,060	950	950
Supplies & Services	190,693	193,210	244,470	469,450
Global Savings	0	400,200	400,200	0
Third Party Payments	324,186	328,610	328,610	331,710
Capital Financing Costs	6,570	1,810	1,818	1,810
Revaluation Loss Prices Impairment	569,300	0	0	0
Gross Expenditure	2,154,973	1,742,720	1,674,428	1,484,350
INCOME	(3,225)	(5,170)	(5,170)	0
NET EXPENDITURE BEFORE NET RECHARGES	2,151,748	1,737,550	1,669,258	1,484,350
Net Recharges	(1,086,100)	(1,185,850)	(1,185,168)	(1,029,830)
NET EXPENDITURE	1,065,648	551,700	484,090	454,520

REVENUE BUDGET 2011-12 BY SERVICE

	Actual 2009-10 £	Original Budget 2010-11 £	Working Budget 2010-11 £	Original Budget 2011-12 £
Human Resources				
Head of Service:- D.Smart				
EXPENDITURE				
Staff Costs	140,910	220,920	222,420	225,440
Corporate Training	83,161	90,000	90,000	90,000
Other Employee Costs	110,263	(61,400)	(61,400)	12,500
Transport	6,553	1,740	1,740	1,740
Supplies & Services	61,478	(33,200)	(33,280)	24,720
Third Party Payments	0	4,000	4,000	4,000
Capital Financing Costs				
Gross Expenditure	402,365	222,060	223,480	358,400
INCOME	(16,310)	(1,170)	(1,170)	(1,170)
NET EXPENDITURE BEFORE NET RECHARGES	386,055	220,890	222,310	357,230
Net Recharges	(446,784)	299,020	299,100	(116,010)
NET EXPENDITURE	(60,729)	519,910	521,410	241,220

	Actual 2009-10 £	Original Budget 2010-11 £	Working Budget 2010-11 £	Original Budget 2011-12 £
Legal & Democratic				
Head of Service:- M. Blades-Chase				
EXPENDITURE				
Staff Costs	476,512	609,780	633,400	560,810
Other Employee Costs	333,806	(42,000)	(34,000)	8,000
Premises	374	8,860	8,850	12,850
Transport	52,383	25,550	23,500	31,320
Supplies & Services	458,280	474,080	477,910	529,290
Capital Financing Costs				2,380
Gross Expenditure	1,321,355	1,076,270	1,109,660	1,144,650
INCOME				
Contributions from other local authorities	(19,998)	(15,000)	(52,600)	(40,000)
Other Income	(9,721)	(55,180)	(17,580)	(49,380)
Total Income	(29,719)	(70,180)	(70,180)	(89,380)
NET EXPENDITURE BEFORE NET RECHARGES	1,291,636	1,006,090	1,039,480	1,055,270
Net Recharges	(48,836)	158,930	159,480	163,250
NET EXPENDITURE	1,242,800	1,165,020	1,198,960	1,218,520

REVENUE BUDGET 2011-12 BY SERVICE

	Actual 2009-10 £	Original Budget 2010-11 £	Working Budget 2010-11 £	Original Budget 2011-12 £
Commissioning & Customer Contact				
Head of Service:- D. Thomas				
EXPENDITURE				
Staff Costs	1,176,510	1,275,070	1,299,570	1,298,340
Other Employee Costs	42,822	500	500	500
Premises	1,728,528	1,688,530	1,671,330	1,786,210
Transport	61,750	53,140	50,580	61,010
Supplies & Services	833,569	803,370	778,440	629,260
Third Party Payments	4,703,513	4,818,560	4,813,910	4,960,740
Transfer Payments	60,320	60,300	60,300	60,300
Capital Financing Costs	559,575	876,550	876,550	876,980
Revaluation loss Prices Impairment	866,038	0	0	0
Gross Expenditure	10,032,625	9,576,020	9,551,180	9,673,340
INCOME				
KCC Recycling Credits	(399,183)	(480,000)	(480,000)	(400,000)
Other Local Authority Contributions	(82,692)	(8,000)	(8,000)	(51,940)
Grant Income	(24,115)	(19,540)	(19,540)	(19,540)
Other Income	(1,543,449)	(1,531,550)	(1,541,550)	(1,288,480)
Total Income	(2,049,439)	(2,039,090)	(2,049,090)	(1,759,960)
NET EXPENDITURE BEFORE NET RECHARGES	7,983,186	7,536,930	7,502,090	7,913,380
Net Recharges	262,144	129,330	182,070	310,770
NET EXPENDITURE	8,245,330	7,666,260	7,684,160	8,224,150

REVENUE BUDGET 2011-12 BY SERVICE

	Actual 2009-10 £	Original Budget 2010-11 £	Working Budget 2010-11 £	Original Budget 2011-12 £
Property				
Head of Service:- A. Adams				
EXPENDITURE				
Staff Costs	460,768	526,670	483,170	489,430
Other Employee Costs	36,991	2,000	2,000	4,590
Premises	501,141	740,780	716,630	687,840
Transport	11,270	4,950	4,950	6,170
Supplies & Services	41,908	(29,440)	34,070	56,980
Third Party Payments	42	5,250	5,250	5,250
Capital Financing Costs	50,694	97,220	97,220	97,220
Revaluation Loss Prices Impairment	75,752	0	0	0
Gross Expenditure	1,178,566	1,347,430	1,343,290	1,347,480
INCOME				
Rent & Service Charges	(750,763)	(824,800)	(824,800)	(741,300)
Other Income	(4,926)	(4,010)	(4,010)	0
Total Income	(755,689)	(828,810)	(828,810)	(741,300)
NET EXPENDITURE BEFORE NET RECHARGES	422,877	518,620	514,480	606,180
Net Recharges	(802,900)	(772,140)	(745,690)	(718,860)
NET EXPENDITURE	(380,023)	(253,520)	(231,210)	(112,680)

REVENUE BUDGET 2011-12 BY SERVICE

	Actual 2009-10 £	Original Budget 2010-11 £	Working Budget 2010-11 £	Original Budget 2011-12 £
Service Delivery				
Head of Service:- B. Planner				
EXPENDITURE				
Staff Costs	3,189,165	3,179,970	3,158,030	3,266,090
Other Employee Costs	193,666	(48,000)	(48,000)	37,800
Premises	386,571	385,910	382,940	431,730
Transport	981,638	991,320	984,340	84,980
Supplies & Services	859,240	646,120	644,440	575,360
Third Party Payments	119,548	138,930	138,930	129,260
Council Tax Benefit	10,652,390	9,764,270	9,764,270	9,764,270
Rent Allowances - Private Tenants	46,238,822	37,330,600	37,330,600	37,330,600
Discretionary Housing Payments	54,109	60,000	60,000	60,000
Other Transfer Payments	0	5,500	5,500	5,500
Capital Financing Costs	20,310	38,170	38,170	38,170
Revaluation Loss Prices Impairment	288,452	0	0	0
Gross Expenditure	62,983,911	52,492,790	52,459,220	51,723,760
INCOME				
Council Tax Benefit	(10,766,008)	(9,846,990)	(9,846,990)	(9,846,990)
Housing Benefit	(46,012,105)	(37,127,450)	(37,127,450)	(37,127,450)
Housing Benefit Admin. Subsidy	(1,342,283)	(1,175,420)	(1,175,420)	(1,175,420)
Housing Benefit Performance Reward	(135,509)	0	0	0
Discretionary Housing Payment	(62,798)	(60,000)	(60,000)	(60,000)
Concessionary Fares Govt Grant	(313,736)	(150,000)	(150,000)	0
Parking Income (including On-Street)	(1,918,285)	(2,000,400)	(2,000,400)	(1,979,400)
Other Income	(1,278,484)	(1,357,590)	(1,361,790)	(1,435,760)
Total Income	(61,829,208)	(51,717,850)	(51,722,050)	(51,625,020)
NET EXPENDITURE BEFORE NET RECHARGES	1,154,703	774,940	737,170	98,740
Net Recharges	1,113,096	1,079,210	1,085,210	865,730
NET EXPENDITURE	2,267,799	1,854,150	1,822,380	964,470

REVENUE BUDGET - SERVICE DETAIL – BY HEAD OF SERVICE

	Actual	Original	Working	Original
	2009-10	Budget	Budget	Budget
	2009-10	2010-11	2010-11	2011-12
	£	£	£	£
The Chief Executive & The Director of Regeneration				
A. Kara / P. Raine				
Chief Executive	0	0	(2,400)	0
Corporate Costs	1,663.77	27,690	27,690	27,770
Democratic Process	25,730.00	19,920	19,920	15,140
Strategic Director (Including Thames Gateway)	0	(12,500)	18,660	(8,440)
NET EXPENDITURE	27,393.77	35,110	63,870	34,470

	Actual	Original	Working	Original
	2009-10	Budget	Budget	Budget
	2009-10	2010-11	2010-11	2011-12
	£	£	£	£
Corporate Strategy & Communications				
L. Matthews				
Climate Change	5,217.16	11,680	11,680	41,260
Corporate Costs	1,502,281.34	1,460,670	1,455,670	1,337,480
External Funding	20,590.00	15,800	14,300	0
Local Strategic Partnership	55,801.83	47,570	47,570	37,190
Policy	0	0	5,250	0
NET EXPENDITURE	1,583,890.33	1,535,720	1,534,470	1,415,930

REVENUE BUDGET - SERVICE DETAIL – BY HEAD OF SERVICE

	Actual 2009-10 £	Original Budget 2010-11 £	Working Budget 2010-11 £	Original Budget 2011-12 £
Economy & Communities				
E. Wiggins				
Administrative Buildings	(2,044.40)	0	0	0
Citizens Advice Bureaux	134,386.34	134,430	134,430	134,430
Closed Circuit Television	246,645.54	265,750	265,230	246,840
Community Halls/Centres (Inc Public Clocks)	518,994.26	206,500	190,210	244,520
Community Safety	299,160.46	262,390	262,390	383,730
Community Service Grants	75,357.89	71,490	71,490	44,750
Cultural Events & Activities	73,356.38	144,000	144,000	188,900
Cultural & Economic Amenity Services	0 0.00	0 0	3,900 700	0 0
European	(2,492.88)	740	740	0
Economic Development	117,433.07	157,430	157,430	211,920
Infrastructure & Transport (Regeneration)	(104,851.35)	38,310	38,310	20,230
Learning & Skills	69,970.41	190,640	190,640	176,550
Leisure & Sports Centres	4,013.09	184,180	184,180	186,800
Local Heritage Centres	17,490.93	11,170	11,160	14,310
Local Strategic Partnership Projects	91,611.05	64,000	64,000	59,000
Markets	(12,882.71)	(70,470)	(70,470)	(23,780)
Parks & Open Spaces	26,867.99	26,210	26,210	30,160
Regeneration	99,910.06	29,830	29,830	39,900
Rural Regeneration	5,973.43	7,430	7,430	5,430
Sports Development	71,849.62	58,110	58,110	251,130
Subsidiarity	328,688.21	3,640	3,640	0
Sure Start	(6,524.90)	(13,900)	(13,900)	12,780
Swale Forward	50,451.47	84,340	94,340	30,620
Tourism	37,994.64	34,990	34,990	36,420
Voluntary Organisations	145,072.08	138,110	138,110	107,530
Youth	22,608.31	29,130	29,130	18,820
NET EXPENDITURE	2,309,038.99	2,058,450	2,056,230	2,420,990

	Actual 2009-10 £	Original Budget 2010-11 £	Working Budget 2010-11 £	Original Budget 2011-12 £
Housing				
A. Christou				
Housing	0	0	27,650	0
Homelessness	337,695.11	319,710	298,010	661,720
Home Energy Conservation	36,311.00	34,230	34,230	0
Home Renovation Grants	658,169.13	154,350	154,350	2,360
Housing Conditions	265,995.45	272,230	271,440	2,570
Housing Development and Strategy	81,330.18	80,970	80,970	371,870
Housing (General Fund)	205,348.71	199,840	199,840	399,490
Housing Register	393,302.18	338,310	358,010	107,900
Stay Put Scheme	(175,110.93)	66,280	49,100	25,650
NET EXPENDITURE	1,803,040.83	1,465,920	1,473,600	1,571,560

REVENUE BUDGET - SERVICE DETAIL – BY HEAD OF SERVICE

	Actual	Original Budget	Working Budget	Original Budget
	2009-10	2010-11	2010-11	2011-12
	£	£	£	£
Planning				
J. Freeman				
Building Control	199,007.00	194,870	190,710	197,680
Development Control	812,047.44	517,300	521,100	848,380
Local Land Charges	(9,061.93)	16,630	18,730	14,890
Local Planning & Conservation	705,255.61	622,090	619,440	671,360
Development Services	*(640,080)	0	29,220	0
NET EXPENDITURE	1,067,168.12	1,350,890	1,379,200	1,732,310

*Planning Delivery Grant – in 2010-11 was allocated across the relevant services. In 2009-10 for presentation purposes has been shown against Development Services.

	Actual	Original Budget	Working Budget	Original Budget
	2009-10	2010-11	2010-11	2011-12
	£	£	£	£
Director of Corporate Services				
M. Radford				
Strategic Director	0.00	0	(1,570)	0
Emergency Planning	99,810.63	101,300	111,080	91,300
Information Technology	5,754.43	5,840	8,190	0
NET EXPENDITURE	105,565.06	107,140	117,700	91,300

	Actual	Original Budget	Working Budget	Original Budget
	2009-10	2010-11	2010-11	2011-12
	£	£	£	£
Audit				
B. Parsons				
Audit Services	0	0	16,600	0
NET EXPENDITURE	0	0	16,600	0

	Actual	Original Budget	Working Budget	Original Budget
	2009-10	2010-11	2010-11	2011-12
	£	£	£	£
Finance				
N. Vickers				
Financial Services	12,932.25	210	(66,840)	710
Treasury Mgt & Bank Charges	79,835.50	139,390	138,830	39,000
Asset Register	27,470.00	28,340	28,340	32,570
Parish Councils (footway lighting)	40,649.00	46,170	46,170	46,170
Charities & Trusts	4,705.08	7,170	7,170	2,550
Revaluation Loss Prices Impairment / Cap Fin Costs	575,870.00	1,810	1,810	1,810
Lower Medway Internal Drainage	324,186.17	328,610	328,610	331,710
NET EXPENDITURE	1,065,648.00	551,700	484,090	454,520

REVENUE BUDGET - SERVICE DETAIL – BY HEAD OF SERVICE

	Actual	Original	Working	Original
	2009-10	Budget	Budget	Budget
	2009-10	2010-11	2010-11	2011-12
	£	£	£	£
Human Resources				
D. Smart				
Organisational Development	0	0	1,500	0
Salaries Overheads	(60,728.08)	519,910	519,910	241,220
NET EXPENDITURE	(60,728.08)	519,910	521,410	241,220

	Actual	Original	Working	Original
	2009-10	Budget	Budget	Budget
	2009-10	2010-11	2010-11	2011-12
	£	£	£	£
Legal & Democratic				
M. Blades-Chase				
Admin And Legal	(0.00)	0	31,640	0
Democratic Process	999,192.28	892,980	895,280	934,170
Elections & Electoral Registration	243,608.63	272,040	272,040	284,350
NET EXPENDITURE	1,242,800.91	1,165,020	1,198,960	1,218,520

	Actual	Original	Working	Original
	2009-10	Budget	Budget	Budget
	2009-10	2010-11	2010-11	2011-12
	£	£	£	£
Commissioning & Customer Contact				
D. Thomas				
Allotments	9,750.10	7,170	7,170	8,680
Cemeteries And Closed Churchyards	(93,975.34)	152,340	152,300	201,330
Countryside & Country Parks	203,625.74	266,390	257,910	267,590
Customer Service Centre	23,689.39	41,190	41,190	138,570
Cultural & Economic	(0.00)	0	1,900	0
Environmental Services	0	0	600	0
Harbour & Quays	221,000.44	202,600	202,610	82,450
Information Technology	0.00	0	12,000	0
Leisure & Sports Centres	1,713,822.55	1,085,710	1,086,170	1,042,370
Parks & Open Spaces	1,123,949.19	1,236,960	1,237,440	1,353,380
Public Conveniences	478,923.01	345,160	345,160	424,090
Recycling & Waste Minimisation	(137,094.24)	(411,880)	(411,880)	(336,100)
Refuse Collection	2,714,616.64	2,875,980	2,875,980	3,057,660
Seafront	89,658.24	82,550	82,880	214,870
Sports Pitches & Pavilions	319,096.71	250,960	261,600	110,260
Street Cleansing	1,578,267.57	1,531,130	1,531,130	1,659,000
NET EXPENDITURE	8,245,330.00	7,666,260	7,684,160	8,224,150

REVENUE BUDGET - SERVICE DETAIL – BY HEAD OF SERVICE

	Actual	Original	Working	Original
	2009-10	Budget	Budget	Budget
	2009-10	2010-11	2010-11	2011-12
	£	£	£	£
Property				
A. Adams				
Administrative Buildings	12,087.09	277,250	277,130	278,500
Community Halls/Centres	(5,621.63)	(31,260)	3,660	11,990
Amenity Services	0	0	(17,400)	0
Gypsy Site Permanent	(2,444.00)	(2,700)	(2,700)	(2,700)
Property Services	0	0	4,900	0
Property	(410,181.25)	(525,560)	(525,550)	(438,430)
Salaries Overhead	26,136.15	28,750	28,750	37,960
NET EXPENDITURE	(380,023.64)	(253,520)	(231,210)	(112,680)

	Actual	Original	Working	Original
	2009-10	Budget	Budget	Budget
	2009-10	2010-11	2010-11	2011-12
	£	£	£	£
Service Delivery				
B. Planner				
Animal Welfare	25,332.30	16,420	20,920	22,030
Cemeteries And Closed Churchyards	4,764.53	2,030	2,030	2,060
Coast Protection	20,783.99	36,950	36,950	43,710
Concessionary Fares	598,871.09	853,880	851,480	0
Council Tax Collection	624,882.22	441,230	440,130	355,240
Council Tax Benefit	180,480.55	289,900	289,900	288,460
Dog Warden Service	51,748.55	52,930	48,430	49,470
Amenity Services	0	0	(10,730)	0
Environmental Services	0.00	0	2,990	880
Food Safety	209,388.24	198,490	198,490	203,840
Gypsy Site Illegal	31,774.95	32,150	32,150	32,720
Hackney Carriages	2,383.08	(7,290)	(7,290)	(4,150)
Health & Safety At Work	133,041.00	117,780	117,780	122,860
Highways K.C.C.	2,059.99	4,320	4,320	4,210
Highways S.B.C.	76,922.05	78,360	80,760	86,700
Housing Benefit Administration	(181,962.99)	(365,190)	(365,030)	(404,560)
Housing Benefit	350,086.92	532,690	532,690	450,220
Information Technology (Council Tax)	0.00	0	(15,700)	0
Licences	(56,333.76)	(61,830)	(66,330)	(63,990)
Miscellaneous Financial Services	15,070.00	15,860	15,860	82,860
Noise Control	159,925.85	148,240	148,240	159,530
Parking Management	(376,670.59)	(857,710)	(860,600)	(821,000)
Pest Control	76,848.56	66,990	66,990	67,970
Pollution Control	302,670.58	238,480	238,480	257,330
Recycling & Waste Minimisation	491.00	180	180	180
Street Cleansing	15,241.66	19,290	19,290	27,900
NET EXPENDITURE	2,267,799.77	1,854,150	1,822,380	964,470

RESERVES 2011-12

Description	Balance B/fwd	Contributions to/ from reserves	Balance C/fwd	Forecast Contributions	Balance C/fwd
	2010-11	2010-11	2010-11	2011-12	2011-12
	£000	£000	£000	£000	£000
General Reserve	(2,702)	960	(1,742)	80	(1,662)
Building Maintenance Fund	(774)	105	(669)	(5)	(674)
Partnership Reserve	(450)	183	(267)	0	(267)
Performance Fund	(126)	(144)	(270)	0	(270)
Invest to Save Reserve	(207)	(52)	(259)	0	(259)
Transformation Fund Reserve	(113)	22	(91)	0	(91)
Superannuation Reserve	(34)	34	0	0	0
Local Development Framework Fund	(292)	(45)	(337)	0	(337)
Local Strategic Partnership Reserve	(158)	0	(158)	0	(158)
Rent Deposit Scheme Bond Account	(140)	0	(140)	0	(140)
Empty Property Initiative Reserve	(128)	0	(128)	0	(128)
Stay Put Grants Reserve	(173)	71	(102)	0	(102)
English Partnership Reserve	(91)	45	(46)	0	(46)
Economic Development and Tourism	(78)	0	(78)	0	(78)
Private Sector Lease (PSL) Scheme	(73)	0	(73)	0	(73)
Supporting People Reserve	0	(71)	(71)	0	(71)
Council Tax Rate initiative	(54)	0	(54)	0	(54)
Housing Benefit Admin Perf Standards	(53)	0	(53)	0	(53)
Arts Council Funding Reserve	(50)	0	(50)	0	(50)
Learning & Skills Fund	(44)	50	6	0	6
Risk Management	(44)	3	(41)	0	(41)
Parking Surplus (On-Street)	(42)	0	(42)	0	(42)
Primary Care Trust Grant - free swimming	(40)	0	(40)	0	(40)
Community Cohesion Reserve	(33)	0	(33)	0	(33)
Commuted Sum - Iwade Stream	(30)	0	(30)	0	(30)
Climate Change Fund	(28)	0	(28)	0	(28)
Homes & Communities Agency	(25)	0	(25)	0	(25)
Recession Funding Grant Reserve	(25)	0	(25)	0	(25)
Carbon Management Reserve	(21)	(16)	(37)	(37)	(74)
Connecting Communities Reserve	(20)	0	(20)	0	(20)
Air Quality Fund	(10)	0	(10)	0	(10)
Insurance Fund	(9)	(9)	(18)	(15)	(33)
Empty Property Management Fund	(6)	0	(6)	0	(6)
Commuted Sum - Keycol Drainage	(5)	0	(5)	0	(5)
SBC Building Control Surplus	(95)	0	(95)	0	(95)
Building Control Surplus	(5)	0	(5)	0	(5)
Anti Social Behaviour Reserve	(3)	0	(3)	0	(3)
Fixed Penalty Notice	(3)	0	(3)	0	(3)
IT Development Fund	(2)	0	(2)	0	(2)
Electors Data Standards	(2)	0	(2)	0	(2)
Repairs and Renewals Funds	(322)	(24)	(346)	(78)	(424)
Other Miscellaneous	(133)	0	(133)	0	(133)
Total	(6,643)	1,112	(5,531)	(55)	(5,586)

CAPITAL PROGRAMME 2011-12

	Funding SBC/P	2010-11 Original Budget £	2010-11 Revised Budget £	2011-12 Original Budget £	2012-13 Original Budget £	2013-14 Original Budget £	Budget Later Years £
SUMMARY							
<u>PARTNERSHIP FUNDED SCHEMES</u>							
<i>Safer and Stronger Communities Portfolio</i>	<i>P</i>	20,000	136,200	0	0	0	0
<i>Environment (including rural issues) Portfolio</i>	<i>P</i>	0	433,900	127,200	0	0	0
<i>Housing Portfolio</i>	<i>P</i>	2,300,000	2,542,500	906,000	906,000	906,000	906,000
<i>Finance and Budget Management</i>	<i>P</i>	0	0	0	0	0	0
<i>Performance & Place</i>	<i>P</i>	229,000	239,500	0	0	0	0
<i>Regeneration</i>	<i>P</i>	1,250,000	1,045,900	0	0	0	0
<i>Culture</i>	<i>P</i>	0	0	0	0	0	0
TOTAL PARTNERSHIP FUNDING SCHEMES	P	3,799,000	4,398,000	1,033,200	906,000	906,000	906,000
<u>SWALE BOROUGH COUNCIL FUNDED SCHEMES</u>							
<i>Safer and Stronger Communities Portfolio</i>	SBC	0	52,200	0	0	0	0
<i>Environment (including rural issues) Portfolio</i>	SBC	122,000	149,500	105,000	35,000	35,000	0
<i>Housing Portfolio</i>	SBC	500,000	697,610	0	0	0	0
<i>Finance and Budget Management</i>	SBC	127,000	50,000	97,000	0	0	0
<i>Performance & Place</i>	SBC	215,000	480,400	0	0	0	0
<i>Regeneration</i>	SBC	0	0	0	0	0	0
<i>Sustainable Planning</i>	SBC	0	0	0	0	0	0
<i>Culture</i>	SBC	130,000	502,800	0	0	0	0
TOTAL SBC FUNDING SCHEMES	SBC	1,094,000	1,932,510	202,000	35,000	35,000	0
TOTAL CAPITAL PROGRAMME		4,893,000	6,330,510	1,235,200	941,000	941,000	906,000

CAPITAL PROGRAMME 2011-12

	Funding SBC/P	2010-11 Original Budget £	2010-11 Revised Budget £	2011-12 Original Budget £	2012-13 Original Budget £	2013-14 Original Budget £	Budget Later Years £
<u>SAFER AND STRONGER COMMUNITIES PORTFOLIO</u>							
<u>Community Initiatives</u>							
Community Safety & Development Initiatives	SBC	0	52,200	0	0	0	0
<i>Community Safety & Development Initiatives</i>	<i>P</i>	<i>0</i>	<i>1,600</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Community Safety</i>	<i>P</i>	<i>20,000</i>	<i>60,700</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Number Plate Recognition</i>	<i>P</i>	<i>0</i>	<i>65,400</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
<i>Crime Disorder Reduction Partnership</i>	<i>P</i>	<i>0</i>	<i>8,500</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
TOTAL SAFER & STRONGER COMMUNITIES		20,000	188,400	0	0	0	0
<u>ENVIRONMENT PORTFOLIO</u>							
<u>Cemeteries & Closed Churchyards</u>							
Cemeteries - future burial provision in the borough	SBC	60,000	19,400	70,000	0	0	0
Cemetery Lodge - Toilets (Halfway Cemetery) (Disposal of)	SBC	0	4,100	0	0	0	0
Total Cemeteries & Closed Churchyards		60,000	23,500	70,000	0	0	0
<u>Parks & Open Spaces</u>							
<i>Thistle Hill Community Woodland - Trim Trail</i>	<i>P</i>	<i>0</i>	<i>0</i>	<i>35,000</i>	<i>0</i>	<i>0</i>	<i>0</i>

CAPITAL PROGRAMME 2011-12

	Funding SBC/P	2010-11 Original Budget £	2010-11 Revised Budget £	2011-12 Original Budget £	2012-13 Original Budget £	2013-14 Original Budget £	Budget Later Years £
<u>New Play Areas - Partnership Funding</u>							
<i>New Play Area - Iwade Schemes</i>	<i>P</i>	0	0	92,200	0	0	0
<i>Queenborough Youth Facility - Big Lottery</i>	<i>P</i>	0	185,000	0	0	0	0
<i>The Leas, Minster, Outdoor Gym Equipment</i>	<i>P</i>	0	15,000	0	0	0	0
<i>Albany Rec, S/Bourne Outdoor Gym Equip</i>	<i>P</i>	0	5,000	0	0	0	0
<i>Church Marshes Play Equipment S106</i>	<i>P</i>	0	26,000	0	0	0	0
<i>King George V S/B Equip Play</i>	<i>P</i>	0	30,000	0	0	0	0
<i>Lovell Rd open space & play improvements</i>	<i>P</i>	0	17,300	0	0	0	0
<i>Big Lottery Play - Natural BP Coastal</i>	<i>P</i>	0	75,600	0	0	0	0
<i>Big Lottery Play - Hugh Price Close, Murston</i>	<i>P</i>	0	80,000	0	0	0	0
Total New Play Areas, Parks & Open Spaces		0	433,900	127,200	0	0	0
<u>Refuse Collection</u>							
Waste Collection and Recycling (Wheelie bins) (Revenue Funded)	SBC	35,000	35,000	35,000	35,000	35,000	0
Waste Collection and Recycling - Brown Bins (Green Waste) (Invest to Save)	SBC	27,000	91,000	0	0	0	0
Total Refuse Collection		62,000	126,000	35,000	35,000	35,000	0
TOTAL ENVIRONMENT PORTFOLIO		122,000	583,400	232,200	35,000	35,000	0

CAPITAL PROGRAMME 2011-12

	Funding SBC/P	2010-11 Original Budget £	2010-11 Revised Budget £	2011-12 Original Budget £	2012-13 Original Budget £	2013-14 Original Budget £	Budget Later Years £
HOUSING PORTFOLIO							
Disabled Facilities Grants (DFG)							
DFG Mandatory Grants	SBC	500,000	677,610	0	0	0	0
<i>DFG Mandatory Grants - CLG</i>	<i>P</i>	1,200,000	906,000	906,000	906,000	906,000	906,000
<i>DFG Mandatory Grants - Other</i>	<i>P</i>	0	100,000	0	0	0	0
Total Disabled Facilities Grants		1,700,000	1,683,610	906,000	906,000	906,000	906,000
Regional Housing Board Grant (RHB) Schemes							
<i>Private Sector Renewal - 2010-11 (RHB 2)</i>	<i>P</i>	700,000	749,500	0	0	0	0
<i>RHB - Rushenden Façade Grants</i>	<i>P</i>	400,000	400,000	0	0	0	0
<i>RHB2 - Energy Grants and Loans</i>	<i>P</i>	0	0	0	0	0	0
<i>RRO Disabled Adaptation Grant</i>	<i>P</i>	0	0	0	0	0	0
<i>RHB2 - Decent Home Loans Owner Occupier</i>	<i>P</i>	0	284,200	0	0	0	0
<i>RHB2 - Decent Home Loans Landlord</i>	<i>P</i>	0	102,800	0	0	0	0
Total Regional Housing Board Grant Schemes		1,100,000	1,536,500	0	0	0	0
<i>HRG - Housing Repair Grants Over 60 (cap receipts)</i>	<i>SBC</i>	0	20,000	0	0	0	0
<i>HRG - Empty Home Action</i>	<i>P</i>	0	0	0	0	0	0
TOTAL HOUSING PORTFOLIO		2,800,000	3,240,110	906,000	906,000	906,000	906,000

CAPITAL PROGRAMME 2011-12

	Fundin g SBC/P	2010-11 Original Budget £	2010-11 Revised Budget £	2011-12 Original Budget £	2012-13 Original Budget £	2013-14 Original Budget £	Budget Later Years £
FINANCE AND BUDGET MANAGEMENT PORTFOLIO							
ICT System replacement - Environmental Services	SBC	0	20,000	0	0	0	0
Agresso Upgrade (Capital Receipts)	SBC	97,000	0	97,000	0	0	0
Cash Receipting System - Replacement (Revenue Funded)	SBC	30,000	30,000	0	0	0	0
TOTAL FINANCE AND BUDGET MANAGEMENT PORTFOLIO		127,000	50,000	97,000	0	0	0
PERFORMANCE AND PLACE PORTFOLIO							
Swale House Window Repair & Building Refurbishment	SBC	0	96,610	0	0	0	0
Swale House Refurbishment including boilers & consultants st	SBC	0	19,190	0	0	0	0
New Building Feasibility Study	SBC	0	7,300	0	0	0	0
Sheerness Gateway (30K Building Maintenance/£170k Partne	SBC	150,000	246,400	0	0	0	0
Swale House standby/generator /Full uninterrupted power supply project (Rev Funded)	SBC	65,000	65,000	0	0	0	0
Disability Discrimination Act Works	SBC	0	3,000	0	0	0	0
Faversham District Office/ Alexander Centre Roof & Gutter Modifications	SBC	0	11,800	0	0	0	0
Faversham District Office/Alexander Centre Repairs & Refurbis	SBC	0	31,100	0	0	0	0
<i>Meads Community Centre</i>	P	<i>229,000</i>	<i>239,500</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
TOTAL PERFORMANCE & PLACE PORTFOLIO		444,000	719,900	0	0	0	0

CAPITAL PROGRAMME 2011-12

	Funding SBC/P	2010-11 Original Budget £	2010-11 Revised Budget £	2011-12 Original Budget £	2012-13 Original Budget £	2013-14 Original Budget £	Budget Later Years £
<u>REGENERATION PORTFOLIO</u>							
<i>Milton Creek Gateway Landscaping</i>	<i>P</i>	1,250,000	1,045,900	0	0	0	0
TOTAL REGENERATION PORTFOLIO		1,250,000	1,045,900	0	0	0	0
<u>CULTURE PORTFOLIO</u>							
SERCO Leisure Centre	SBC	0	12,500	0	0	0	0
SERCO Leisure Centres - credit sale agreement equipment	SBC	0	350,000	0	0	0	0
Replacement Lift at Swallows (Rev Funded)	SBC	50,000	50,000	0	0	0	0
Sheppey Leisure Centre - Boiler (Building Maintenance)	SBC	<i>80,000</i>	<i>80,000</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
Swallows Leisure Centre - Air Conditioning Unit	SBC	0	10,300	0	0	0	0
TOTAL CULTURE PORTFOLIO		130,000	502,800	0	0	0	0

CAPITAL PROGRAMME 2011-12

FUNDING OF PROPOSALS	Original Estimate 10/11 £	Revised Estimate 10/11 £	Original Estimate 11/12 £	Original Estimate 12/13 £	Original Estimate 13/14 £	Future Years £	Total £
TOTAL CAPITAL EXPENDITURE	<u>4,893,000</u>	<u>6,330,510</u>	<u>1,235,200</u>	<u>941,000</u>	<u>941,000</u>	<u>906,000</u>	<u>10,353,710</u>
FUNDING ANALYSIS							
PARTNERSHIP FUND	3,799,000	4,398,000	1,033,200	906,000	906,000	906,000	8,149,200
REVENUE CONTRIBUTIONS:-							
(a) Repairs & Renewals Reserves							
- Recycling Bins (Wheeled Bins)	35,000	35,000	35,000	35,000	35,000	0	140,000
(b) Building Maintenance Reserve							
- Sheppey Leisure Centre - Boiler	80,000	80,000	0	0	0	0	80,000
- Sheerness Gateway	30,000	30,000	0	0	0	0	30,000
(c) Invest to Save Reserve							
- Brown Bins	27,000	91,000	0	0	0	0	91,000
(d) Partnership Reserve							
- Sheerness Gateway	120,000	216,400	0	0	0	0	216,400
(e) Housing Reserve							
- Housing Grants Over 60s	0	20,000	0	0	0	0	20,000

CAPITAL PROGRAMME 2011-12

FUNDING OF PROPOSALS	Original Estimate 10/11 £	Revised Estimate 10/11 £	Original Estimate 11/12 £	Original Estimate 12/13 £	Original Estimate 13/14 £	Future Years £	Total £
(f) General Fund Contribution							
- Agresso Upgrade	97,000	0	0	0	0	0	97,000
- New Cash Module	30,000	30,000	0	0	0	0	60,000
- Replacement Lift at Swallows	50,000	50,000	0	0	0	0	100,000
- Swale Housing Standby Generator	65,000	65,000	0	0	0	0	130,000
- DFG	500,000	500,000	0	0	0	0	1,000,000
	<u>742,000</u>	<u>645,000</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	<u>1,387,000</u>
(g) General Reserve							
- Cemeteries - future burial provision	60,000	19,400	70,000	0	0	0	149,400
CAPITAL RECEIPTS:-							
- General Fund Receipts	0	445,710	97,000	0	0	0	542,710
- Housing Receipts	0	0	0	0	0	0	0
TOTAL FUNDS UTILISED	<u><u>4,893,000</u></u>	<u><u>5,980,510</u></u>	<u><u>1,235,200</u></u>	<u><u>941,000</u></u>	<u><u>941,000</u></u>	<u><u>906,000</u></u>	<u><u>16,283,710</u></u>
Variance (unfunded)	0	350,000	0	0	0	0	350,000
The unfunded £350,000 is a credit arrangement and is funded via revenue.							

CAPITAL PROGRAMME 2011-12

How we are intending to fund our 2011-12 Capital Programme:-

