

Stratford-on-Avon District Council BUDGET BOOK 2010/2011

For this year Stratford-on-Avon District Council has set a Band D council tax of £129.34 an increase of 1.5% over the previous year.

The most visible services the council provides are refuse collection, kerbside recycling and street cleaning. Then, there are services to protect residents and preserve the environment such as community safety, food safety, pollution control, planning regulations and building control. Also provided are services for the homeless and the administration of disabled facilities grants and housing and council tax benefit.

This summarised budget book presents the Council's services in a format that demonstrates where they meet the four aims of the Council's Corporate Strategy 2009/12, being :

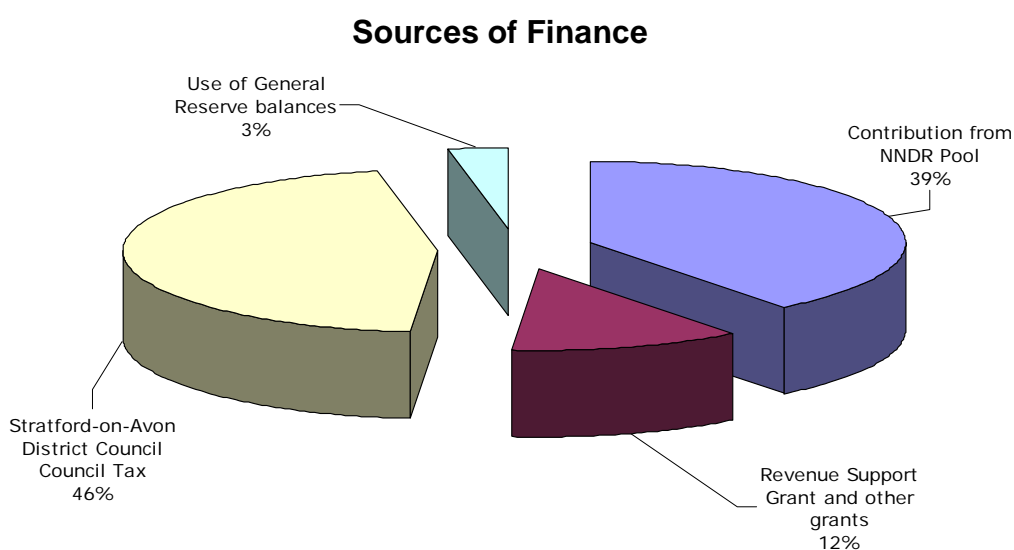
Aim 1 - A district where everyone shares an improved quality of life

Aim 2 - A clean and green district

Aim 3 - A district where business and enterprise can flourish

Aim 4 - An excellent council that is well managed and respected by the community

The budget for 2010/11 was presented to The Cabinet on the 8th of February 2010 and approved by Council on the 22nd of February 2010.



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STRATFORD-ON-AVON DISTRICT COUNCIL

REVENUE BUDGET FOR 2010/11

NET EXPENDITURE SUMMARY

| | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 | Cost per Head of Population | Cost per Band D Property |
|--|---------------------------|--|---------------------------------------|-----------------------------|--|---|
| | £ | £ | £ | £ | £ | £ |
| SERVICE EXPENDITURE | | | | | | |
| AIM 1 - A District where everyone shares in an improved quality of life | 9,213,256 | 8,570,824 | 8,730,312 | 9,585,490 | 78.51 | 185.61 |
| AIM 2 - A clean and green District | 6,785,162 | 6,212,300 | 6,069,282 | 6,207,560 | 50.85 | 120.23 |
| AIM 3 - A District where business and enterprise can flourish | 2,806,943 | -116,700 | -84,850 | -47,530 | -0.39 | -0.92 |
| AIM 4 - An excellent Council that is well managed and respected by the community | -5,868,201 | -329,987 | -376,147 | -1,235,630 | -10.11 | -23.94 |
| NET SERVICE EXPENDITURE | £12,937,161 | £14,336,437 | £14,338,597 | £14,509,890 | £118.86 | £280.98 |
| Appropriation to/-from General Revenue account balance | 597,210 | -418,800 | -420,960 | -359,838 | -2.95 | -6.97 |
| BUDGET REQUIREMENT | £13,534,371 | £13,917,637 | £13,917,637 | £14,150,052 | £115.91 | £274.01 |
| FINANCING | | | | | | |
| Contribution from NNDR Pool | -6,059,730 | -5,636,771 | -5,636,771 | -6,088,407 | -49.86 | -117.91 |
| Revenue Support Grant | -866,064 | -1,301,040 | -1,301,040 | -884,093 | -7.24 | -17.11 |
| Additional Concessionary Fares funding | -342,399 | -350,000 | -350,000 | -360,165 | -2.95 | -6.97 |
| Additional Housing & Planning Grant | 0 | -130,000 | -130,000 | -130,000 | -1.06 | -2.52 |
| Collection Fund adjustment transfer | 51,493 | 41,188 | 41,188 | -9,092 | -0.07 | -0.18 |
| Stratford-on-Avon District Council precept requirement on the collection fund | £6,317,671 | £6,541,014 | £6,541,014 | £6,678,295 | £54.73 | £129.32 |

AIM 1 - A District where everyone shares in an improved quality of life

NET EXPENDITURE SUMMARY

| | Page | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 | Cost per Head of Population | Cost per Band D Property |
|---|------|-------------------|-------------------------------|------------------------------|---------------------|-----------------------------------|--------------------------------|
| | | £ | £ | £ | £ | £ | £ |
| Building Control <i>Head of Planning Services : Pat Reid</i> | 3 | 363,139 | 372,600 | 354,610 | 276,390 | 2.26 | 5.35 |
| C.C.T.V. <i>Head of Community Services : Geoff Turton</i> | 4 | 390,045 | 498,620 | 485,200 | 499,020 | 4.09 | 9.66 |
| Community Leadership <i>Head of Community Services : Geoff Turton</i> | 5 | 874,514 | 486,984 | 534,944 | 511,020 | 4.19 | 9.90 |
| Community Leisure Service <i>Head of Community Services : Geoff Turton</i> | 6 | 234,469 | 245,949 | 237,269 | 242,310 | 1.98 | 4.69 |
| Concessionary Fares <i>Head of Resources : Andrew Lovegrove</i> | 7 | 855,933 | 811,344 | 809,734 | 1,021,790 | 8.37 | 19.79 |
| Crime Reduction <i>Head of Community Services : Geoff Turton</i> | 8 | 136,945 | 117,670 | 110,270 | 102,360 | 0.84 | 1.98 |
| Grants <i>Head of Revenues & Housing : Dave Webb</i> | 9 | 39,526 | 38,987 | 38,937 | 39,150 | 0.32 | 0.76 |
| Health Promotion <i>Head of Community Services : Geoff Turton</i> | 10 | 79,875 | 33,401 | 27,011 | 31,590 | 0.26 | 0.61 |
| Housing <i>Head of Revenues & Housing : Dave Webb</i> | 11 | 1,845,867 | 1,910,290 | 1,891,960 | 2,359,210 | 19.32 | 45.69 |
| Leaseholder Services <i>Head of Resources : Andrew Lovegrove</i> | 12 | -2,012 | -730 | -730 | -820 | -0.01 | -0.02 |
| Leisure Centres <i>Head of Community Services : Geoff Turton</i> | 13 | 686,923 | 620,203 | 657,983 | 843,290 | 6.91 | 16.33 |
| Licensing <i>Head of Environment : Robert Weeks</i> | 14 | 145,776 | -8,950 | 13,508 | -9,820 | -0.08 | -0.19 |
| Local Land Charges <i>Head of Planning Services : Pat Reid</i> | 15 | -46,742 | 5,140 | 25,530 | 5,010 | 0.04 | 0.10 |
| Mortgages <i>Head of Resources : Andrew Lovegrove</i> | 16 | -785 | -2,920 | -2,920 | -3,470 | -0.03 | -0.07 |
| Parks Playfields & Open Spaces <i>Head of Environment : Robert Weeks</i> | 17 | 777,329 | 749,456 | 741,526 | 737,000 | 6.04 | 14.27 |
| Planning Policy <i>Head of Planning Services : Pat Reid</i> | 18 | 796,308 | 815,524 | 939,939 | 606,340 | 4.97 | 11.74 |
| Recreational Amenities <i>Head of Resources : Andrew Lovegrove</i> | 19 | 81,370 | 27,020 | 21,890 | 550,510 | 4.51 | 10.66 |
| Regulatory Services <i>Head of Planning Services : Pat Reid</i> | 20 | 1,595,563 | 1,566,508 | 1,549,453 | 1,478,010 | 12.10 | 28.62 |
| Social Inclusion <i>Head of Revenues & Housing : Dave Webb</i> | 21 | 258,372 | 283,728 | 294,198 | 296,600 | 2.43 | 5.74 |
| Southam Community Centre <i>Head of Community Services : Geoff Turton</i> | 22 | 100,842 | 0 | 0 | 0 | 0.00 | 0.00 |
| NET EXPENDITURE | | £9,213,256 | £8,570,824 | £8,730,312 | £9,585,490 | £78.51 | £185.61 |

| w230 | Building Control | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|--------------------------------|---------------------------|--|---------------------------------------|-----------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 540,746 | 466,620 | 459,110 | 476,780 |
| | Premises Related Expenses | 200 | 0 | 0 | 0 |
| | Transport Related Expenses | 42,040 | 36,030 | 35,880 | 35,780 |
| | Supplies And Services Expenses | 21,264 | 16,500 | 16,320 | 16,320 |
| | Third Party Payments | 5,532 | 24,000 | 24,000 | 24,000 |
| | Transfer Payments | 5,618 | 22,550 | 22,550 | 10,520 |
| | Central Support Services | 256,966 | 254,400 | 244,250 | 254,990 |
| | GROSS COST OF SERVICE | 872,366 | 820,100 | 802,110 | 818,390 |
| | Fees & Charges Income | (509,227) | (447,500) | (447,500) | (542,000) |
| | INCOME | (509,227) | (447,500) | (447,500) | (542,000) |
| | NET COST OF SERVICE | £363,139 | £372,600 | £354,610 | £276,390 |

Building Control is a statutory function. The core business of the Building Control service is processing Building Regulation applications. The Building Regulations are national standards covering areas such as safety and health in and around buildings, access to buildings and sustainability of buildings.

Through a process of approving designs and inspecting building work on site the service endeavours to improve the quality of the built environment in accordance with our corporate strategy and ensure that building work is carried out in accordance with the Building Regulations. The service works with a wide variety of customers from householders through to major national developers and aims to work in partnership with our clients to allow their design ambitions to be achieved whilst still providing buildings that comply with the Building Regulations.

The service operates in direct competition with private sector Approved Inspectors and the 'trading account' functions must be self-financing. High quality customer care is essential for our business to succeed. Building Control is also responsible for Dangerous Structures and Demolition of Buildings and elements of Theatre Licensing. Building Control also provides consultant advice to other sections of the Council on construction matters. Building Control works within Stratford DC and as part of Local Authority Building Control (LABC), our national commercial umbrella organisation, which markets and promotes building control and seeks to ensure that we deliver a nationally consistent product.

1 Fees and Charges : This increase better reflects the anticipated income that should be achieved in the year.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £3.12 | £2.26 |
| per band D property | £7.26 | £5.35 |

| v080 | C.C.T.V. | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|--------------------------------|---------------------------|--|---------------------------------------|-----------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 191,355 | 183,440 | 181,950 | 185,380 |
| | Premises Related Expenses | 2,899 | 1,132 | 1,132 | 1,130 |
| | Transport Related Expenses | 1,477 | 1,030 | 1,030 | 710 |
| | Supplies And Services Expenses | 51,874 | 72,387 | 72,387 | 72,500 |
| | Third Party Payments | 40,913 | 45,121 | 45,121 | 45,120 |
| | Transfer Payments | 1,826 | 12,470 | 12,470 | 3,610 |
| | Central Support Services | 93,781 | 80,000 | 78,070 | 84,000 |
| | Capital Charges | 30,368 | 109,040 | 109,040 | 112,570 |
| | GROSS COST OF SERVICE | 414,493 | 504,620 | 501,200 | 505,020 |
| | Other Grants & Contributions | (24,449) | (6,000) | (16,000) | (6,000) |
| | Fees & Charges Income | 0 | 0 | 0 | 0 |
| | INCOME | (24,449) | (6,000) | (16,000) | (6,000) |
| | NET COST OF SERVICE | £390,045 | £498,620 | £485,200 | £499,020 |

To promote confidence by developing a safe and secure environment for the benefit of those employed, visiting and using the area. To inspire confidence by ensuring that all public area CCTV systems which are linked to the CCTV Control room are operated in a manner that will secure their consistent effectiveness and preserve the civil liberty of law abiding citizens at all times. The CCTV service covers seven communities across the district: Alcester, Bidford, Shipston, Southam, Stratford, Studley and Wellesbourne and provides twenty-four hour coverage seven days a week on the 96 cameras across the locations.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £4.17 | £4.09 |
| per band D property | £9.71 | £9.66 |

| v275 | Community Leadership | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|--------------------------------|---------------------------|--|---------------------------------------|-----------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 197,757 | 128,972 | 160,942 | 168,820 |
| | Premises Related Expenses | 8,418 | 0 | 102 | 100 |
| | Transport Related Expenses | 13,774 | 12,590 | 12,290 | 5,400 |
| | Supplies And Services Expenses | 238,404 | 176,852 | 195,990 | 161,250 |
| | Third Party Payments | 25,791 | 10,000 | 10,000 | 10,000 |
| | Transfer Payments | 1,980 | 9,510 | 9,510 | 3,930 |
| | Central Support Services | 146,781 | 117,540 | 114,590 | 119,100 |
| | Capital Charges | 317,573 | 75,000 | 75,000 | 84,000 |
| | GROSS COST OF SERVICE | 950,477 | 530,464 | 578,424 | 552,600 |
| | Other Grants & Contributions | (53,887) | (30,040) | (30,040) | (31,580) |
| | Fees & Charges Income | (22,075) | (13,440) | (13,440) | (10,000) |
| | INCOME | (75,963) | (43,480) | (43,480) | (41,580) |
| | NET COST OF SERVICE | £874,514 | £486,984 | £534,944 | £511,020 |

Based within Community Services, the Community Leadership Team is responsible for supporting delivery of the 2020 Visions in the market towns and hinterland and delivery of the Better Welcome projects aimed at enhancing the visitor experience in the market towns. Other areas of work include enabling and facilitating a rural cinema for the district and administering community grants.

- 1 **Transport** : The decrease in the budget for 2010/11 reflects the anticipated reduced transport costs.
- 2 **Supplies and Services** : The number of community grants has decreased for 2010/11 leading to a drop in the estimate.
- 3 **Transfer Payments** : This 2010/11 budget decrease is the reduction of the notional FRS17 charge for pensions.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £4.07 | £4.19 |
| per band D property | £9.49 | £9.90 |

| v039 | Community Leisure Service | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|----------------------------------|---------------------------|--|---------------------------------------|-----------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 198,272 | 196,570 | 190,840 | 222,820 |
| | Premises Related Expenses | 5,099 | 4,100 | 4,100 | 4,100 |
| | Transport Related Expenses | 15,082 | 14,460 | 14,310 | 14,000 |
| | Supplies And Services Expenses | 18,813 | 14,676 | 14,496 | 14,500 |
| | Third Party Payments | 5,014 | 3,453 | 3,453 | 3,460 |
| | Transfer Payments | 1,652 | 7,370 | 7,370 | 1,650 |
| | Central Support Services | 141,914 | 125,440 | 122,820 | 124,800 |
| | GROSS COST OF SERVICE | 385,847 | 366,069 | 357,389 | 385,330 |
| | Other Grants & Contributions | (79,693) | (18,000) | (18,000) | (53,300) |
| | Fees & Charges Income | (71,685) | (102,120) | (102,120) | (89,720) |
| | INCOME | (151,378) | (120,120) | (120,120) | (143,020) |
| | NET COST OF SERVICE | £234,469 | £245,949 | £237,269 | £242,310 |

The Community Leisure service aims to improve and promote leisure activities and facilities throughout the district. This service includes sports development and summer play schemes which are run by the Council and are partially funded from external contributions.

- 1 **Other Grants & Contributions** : The increase in 2010/11 relates to grants received from Sport England to fund Sport, Recreation and Active Communities Officers.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £2.06 | £1.98 |
| per band D property | £4.79 | £4.69 |

| r385 | Concessionary Fares | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|--------------------------------|---------------------------|--|---------------------------------------|-----------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 338 | 1,600 | 1,600 | 0 |
| | Supplies And Services Expenses | 746,248 | 730,444 | 729,904 | 940,490 |
| | Third Party Payments | 19,699 | 0 | 0 | 0 |
| | Central Support Services | 89,737 | 79,300 | 78,230 | 81,300 |
| | GROSS COST OF SERVICE | 856,023 | 811,344 | 809,734 | 1,021,790 |
| | Fees & Charges Income | (90) | 0 | 0 | 0 |
| | INCOME | (90) | 0 | 0 | 0 |
| | NET COST OF SERVICE | £855,933 | £811,344 | £809,734 | £1,021,790 |

This service contains the costs of the English National Concessionary bus pass scheme. Stratford-on-Avon District Council issues bus passes to qualifying residents that enables free national travel on local bus routes. Within Warwickshire an enhanced service is offered with free travel being provided between 9:00am to midnight. Outside Warwickshire the statutory service applies to free travel between 9:30am and 11:00pm. Free travel is available in all areas at weekends and bank holidays.

1 Supplies and Services : The scheme requires the Council to reimburse bus operators for the journeys they have provided to bus pass holders who have boarded within the Stratford-on-Avon District. The increased budget in 2010/11 reflects the continued growth in usage of the scheme.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £6.78 | £8.37 |
| per band D property | £15.81 | £19.79 |

| y110 | Crime Reduction | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|--------------------------------|---------------------------|--|---------------------------------------|-----------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 49,227 | 68,150 | 94,590 | 86,120 |
| | Premises Related Expenses | 60 | 0 | 0 | 0 |
| | Transport Related Expenses | 3,870 | 5,715 | 5,715 | 5,850 |
| | Supplies And Services Expenses | 23,848 | 5,320 | 5,320 | 5,320 |
| | Third Party Payments | 26,502 | 2,635 | 2,635 | 2,640 |
| | Transfer Payments | 1,016 | 5,280 | 5,280 | 1,130 |
| | Central Support Services | 38,023 | 30,570 | 31,330 | 36,700 |
| | GROSS COST OF SERVICE | 142,545 | 117,670 | 144,870 | 137,760 |
| | Other Grants & Contributions | 0 | 0 | (34,600) | (35,400) |
| | Fees & Charges Income | (5,600) | 0 | 0 | 0 |
| | INCOME | (5,600) | 0 | (34,600) | (35,400) |
| | NET COST OF SERVICE | £136,945 | £117,670 | £110,270 | £102,360 |

The Community Safety Unit is tasked with procuring and delivering services to reduce crime and disorder and to increase community confidence.

The Crime and Disorder Act 1998 places a statutory duty on the Council to work in partnership with other Responsible Authorities (as defined) to meet local targets agreed with Government Office of the West Midlands and to satisfy National Indicators. The Act also places a duty on the Council to take account of crime, disorder and anti-social behaviour in all aspects of service delivery. In addition, Community Safety continues to be a corporate priority.

The Unit works largely to address priorities identified in the South Warwickshire Crime & Disorder Reduction Partnership's Strategy and Action Plan - an evidence based document subject to annual review. The Unit's Anti-social Behaviour Officer has developed a working protocol which has proved so successful that it is being adopted for use across the County.

- 1 **Employees** : The increase of £17,970 reflects the addition of a funded Anti Social Behaviour Officer post.
- 2 **Transfer Payments** : This budget relates to a decrease in the notional FRS17 pension charge.
- 3 **Other Grants and Contributions** : The increase in 2010/11 relates to funding received from Warwickshire County Council for an Anti Social Behaviour Officer post.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £0.98 | £0.84 |
| per band D property | £2.29 | £1.98 |

| y115 | Grants | Actual 2008/09 £ | Original Budget 2009/10 £ | Revised Budget 2009/10 £ | Estimate 2010/11 £ |
|-------------|--------------------------------|---------------------------------|--|---|-----------------------------------|
| | Employees Expenses | 19,447 | 19,200 | 19,050 | 19,700 |
| | Transport Related Expenses | 1,642 | 1,650 | 1,750 | 1,750 |
| | Supplies And Services Expenses | 17,114 | 17,257 | 17,257 | 17,260 |
| | Third Party Payments | 1,114 | 0 | 0 | 0 |
| | Transfer Payments | 209 | 880 | 880 | 440 |
| | GROSS COST OF SERVICE | 39,526 | 38,987 | 38,937 | 39,150 |
| | INCOME | 0 | 0 | 0 | 0 |
| | NET COST OF SERVICE | £39,526 | £38,987 | £38,937 | £39,150 |

This service covers youth policy where young people can give their views and provide a solution to their initiative. The Youth Strategy budget is used to help young people find solutions to their problems and do something about them. The money is used to support a monthly Youth Forum and this identifies projects to work on. In 2009 this was used to support the setting up of a youth cafe in Stratford-upon-Avon and the Forum is currently working on developing opportunities for young people to access live music. Funds are also used to support issues surrounding local democracy, and we have taken groups to Parliament.

1 **Transfer Payments** : The 2010/11 budget represents a decrease of the notional FRS17 pension charge.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £0.33 | £0.32 |
| per band D property | £0.76 | £0.76 |

| y111 | Health Promotion | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|--------------------------------|---------------------------|--|---------------------------------------|-----------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 43,958 | 1,446 | 1,436 | 1,540 |
| | Transport Related Expenses | 2,326 | 1,050 | 1,050 | 1,000 |
| | Supplies And Services Expenses | 6,520 | 7,925 | 1,695 | 7,920 |
| | Third Party Payments | 799 | 0 | 0 | 0 |
| | Transfer Payments | 481 | 100 | 100 | 30 |
| | Central Support Services | 25,898 | 22,880 | 22,730 | 21,100 |
| | GROSS COST OF SERVICE | 79,982 | 33,401 | 27,011 | 31,590 |
| | Other Grants & Contributions | (107) | 0 | 0 | 0 |
| | INCOME | (107) | 0 | 0 | 0 |
| | NET COST OF SERVICE | £79,875 | £33,401 | £27,011 | £31,590 |

Based within Community Services the Health Improvement service works with a range of partners including education and delivers programmes and activities aimed at reducing inequality across the district. This includes activities which help people access affordable, healthier food and working closely with schools and colleges to promote wellbeing.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £0.28 | £0.26 |
| per band D property | £0.65 | £0.61 |

| w210 | Housing | Actual 2008/09 £ | Original Budget 2009/10 £ | Revised Budget 2009/10 £ | Estimate 2010/11 £ |
|------|--------------------------------|------------------------|------------------------------------|-----------------------------------|--------------------------|
| | Employees Expenses | 680,302 | 693,425 | 682,460 | 719,700 |
| | Premises Related Expenses | 1,613 | 4,104 | 4,104 | 4,100 |
| | Transport Related Expenses | 37,097 | 29,880 | 29,645 | 25,320 |
| | Supplies And Services Expenses | 30,173 | 25,750 | 65,435 | 25,760 |
| | Third Party Payments | 289,156 | 174,742 | 215,427 | 173,750 |
| | Transfer Payments | 7,467 | 31,620 | 31,620 | 15,860 |
| | Central Support Services | 512,665 | 423,730 | 417,230 | 426,600 |
| | Capital Charges | 400,917 | 598,739 | 598,739 | 1,221,820 |
| | GROSS COST OF SERVICE | 1,959,390 | 1,981,990 | 2,044,660 | 2,612,910 |
| | Government Grant Income | (40,000) | (30,000) | (75,000) | (222,000) |
| | Other Grants & Contributions | 0 | 0 | (6,000) | 0 |
| | Fees & Charges Income | (38,183) | (22,100) | (42,100) | (22,100) |
| | Recharges To Other Accounts | (35,341) | (19,600) | (29,600) | (9,600) |
| | INCOME | (113,524) | (71,700) | (152,700) | (253,700) |
| | NET COST OF SERVICE | £1,845,867 | £1,910,290 | £1,891,960 | £2,359,210 |

The Housing Team provide a statutory service which aims to meet housing needs through:- enabling other providers to build affordable homes and supporting owners to bring empty property back in to use, Homelessness, Housing Advice and supporting independent living through assisting the vulnerable, elderly and disabled with repairing, adapting and improving their property.

- 1 **Employees** : The increase budget for 2010/11 reflects added superannuation increase and salary increments.
- 2 **Transfer Payments** : The 2010/11 budget represents a decrease of the notional FRS17 pension charge.
- 3 **Capital Charges** : The 2010/11 estimate of £ 1,221,820 relates to Revenue Expenditure Funded from capital under Statute on Disabled Facility Grants, Minor Works, Affordable Housing, Choice Base Lettings, Disabled Adaptations and Temporary Accommodation Units.
- 4 **Government Grant Income** : Included within the 2010/11 estimate is £ 192,000 in respect of Disabled Facilities Grants (DFG). This is used to offset the DFG expenditure incurred for Revenue Expenditure funded from capital under statute within the capital charges estimate (see note 3).

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £15.97 | £19.32 |
| per band D property | £37.22 | £45.69 |

| v280 | Leaseholder Services | Actual 2008/09 £ | Original Budget 2009/10 £ | Revised Budget 2009/10 £ | Estimate 2010/11 £ |
|-------------|--------------------------------|---------------------------------|--|---|-----------------------------------|
| | Premises Related Expenses | 1,704 | 1,880 | 1,880 | 1,830 |
| | Supplies And Services Expenses | 3 | 0 | 0 | 0 |
| | GROSS COST OF SERVICE | 1,706 | 1,880 | 1,880 | 1,830 |
| | Fees & Charges Income | (3,377) | (2,350) | (2,350) | (2,390) |
| | Rent Income | (342) | (260) | (260) | (260) |
| | INCOME | (3,719) | (2,610) | (2,610) | (2,650) |
| | NET COST OF SERVICE | (£2,012) | (£730) | (£730) | (£820) |

This service contains the costs of residential leasehold properties within Stratford-upon-Avon. The expenditure and income is in respect of insurance, service charges, ground rent and routine repairs.

| | | |
|---|---------------------|---------------------|
| The estimated cost of this service is : | Original 2009/10 | Estimate 2010/11 |
| per head of population | -£0.01 | -£0.01 |
| per band D property | -£0.01 | -£0.02 |

| v055 | Leisure Centres | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|--------------------------------|---------------------------|--|---------------------------------------|-----------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 64,546 | 54,430 | 53,930 | 55,860 |
| | Premises Related Expenses | 111,212 | 128,670 | 149,970 | 201,570 |
| | Transport Related Expenses | 6,235 | 6,980 | 6,980 | 6,800 |
| | Supplies And Services Expenses | 24,619 | 8,785 | 61,630 | 9,960 |
| | Third Party Payments | 165,232 | 116,664 | 132,664 | 5,600 |
| | Transfer Payments | 745 | 4,180 | 4,180 | 1,230 |
| | Central Support Services | 94,701 | 91,554 | 89,834 | 101,000 |
| | Capital Charges | 491,412 | 375,340 | 375,340 | 461,270 |
| | GROSS COST OF SERVICE | 958,702 | 786,603 | 874,528 | 843,290 |
| | Government Grant Income | 0 | 0 | (42,845) | 0 |
| | Other Grants & Contributions | (89,832) | 7,300 | 0 | 0 |
| | Fees & Charges Income | (181,947) | (173,700) | (173,700) | 0 |
| | INCOME | (271,779) | (166,400) | (216,545) | 0 |
| | NET COST OF SERVICE | £686,923 | £620,203 | £657,983 | £843,290 |

This service provides sport and leisure facilities across the four towns of Stratford-upon-Avon, Studley, Southam and Shipston. These facilities are run and managed by SLM on behalf of the Council. Stratford-on-Avon District Council retains the responsibility for the capital expenditure on the leisure centres.

- 1 **Premises Related Expenses** : The budget for 2010/11 reflects the increased planned maintenance for the year.
- 2 **Third Party Payments**: The budget for 2010/11 relates to the tendering of the Leisure Centre contract during 2010/11.
- 3 **Capital Charges** : The 2009/10 revised estimate of £375,340 and the 2010/11 estimate of £461,270 relates to depreciation charges on fixed assets.
- 4 **Fees and Charges Income** : The reduced budget for 2010/11 relates to the tendering of the Leisure Centre Contract.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £5.19 | £6.91 |
| per band D property | £12.08 | £16.33 |

| w215 | Licensing | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|--------------------------------|---------------------------|--|---------------------------------------|-----------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 200,065 | 115,345 | 140,253 | 145,370 |
| | Transport Related Expenses | 8,590 | 5,580 | 5,580 | 5,570 |
| | Supplies And Services Expenses | 7,600 | 4,280 | 4,280 | 4,280 |
| | Third Party Payments | 27,835 | 8,900 | 8,900 | 8,900 |
| | Transfer Payments | 1,803 | 5,290 | 5,290 | 3,220 |
| | Central Support Services | 217,639 | 168,410 | 165,960 | 149,900 |
| | GROSS COST OF SERVICE | 463,531 | 307,805 | 330,263 | 317,240 |
| | Fees & Charges Income | (317,755) | (316,755) | (316,755) | (327,060) |
| | INCOME | (317,755) | (316,755) | (316,755) | (327,060) |
| | NET COST OF SERVICE | £145,776 | (£8,950) | £13,508 | (£9,820) |

This service is responsible for administering and enforcing all of the statutory Licences' and Registrations which falls to the Council. The general purpose of this duty is to safeguard the public by regulating activities.

- 1 **Employees** : The estimate for 2010/11 shows an increase of £30,022 from the 2009/10 original budget due to reallocation of employee time.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | -£0.07 | -£0.08 |
| per band D property | -£0.17 | -£0.19 |

| w220 | Local Land Charges | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|--------------------------------|---------------------------|--|---------------------------------------|-----------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 52,148 | 53,940 | 75,130 | 59,720 |
| | Transport Related Expenses | 215 | 100 | 0 | 0 |
| | Supplies And Services Expenses | 6,246 | 2,000 | 1,850 | 4,440 |
| | Third Party Payments | 0 | 0 | 0 | 0 |
| | Transfer Payments | 34,464 | 63,620 | 63,620 | 61,300 |
| | Central Support Services | 57,215 | 63,100 | 62,550 | 67,600 |
| | GROSS COST OF SERVICE | 150,288 | 182,760 | 203,150 | 193,060 |
| | Fees & Charges Income | (197,030) | (177,620) | (177,620) | (188,050) |
| | INCOME | (197,030) | (177,620) | (177,620) | (188,050) |
| | NET COST OF SERVICE | (£46,742) | £5,140 | £25,530 | £5,010 |

This service maintains the statutory register for land searches and provides the Councils Search service. This has recently had new legislation applied to it that requires the service to break even to allow direct competition with the private sector. Charges have therefore been revised to ensure the legislation is met. The residual service cost represents the costs associated with the maintenance of the statutory register.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £0.04 | £0.04 |
| per band D property | £0.10 | £0.10 |

| r365 | Mortgages | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|------------------------------|---------------------------|--|---------------------------------------|-----------------------------|
| | | £ | £ | £ | £ |
| | Premises Related Expenses | 290 | 580 | 580 | 30 |
| | Third Party Payments | 1,355 | 0 | 0 | 0 |
| | Transfer Payments | 12,085 | 10,000 | 10,000 | 10,000 |
| | GROSS COST OF SERVICE | 13,731 | 10,580 | 10,580 | 10,030 |
| | Interest Income | (2,431) | (3,500) | (3,500) | (3,500) |
| | Recharges To Other Accounts | (12,085) | (10,000) | (10,000) | (10,000) |
| | INCOME | (14,516) | (13,500) | (13,500) | (13,500) |
| | NET COST OF SERVICE | (£785) | (£2,920) | (£2,920) | (£3,470) |

This service contains the costs of administering the residual mortgages of the Right to Buy scheme which allowed tenants to buy their Council House.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | -£0.02 | -£0.03 |
| per band D property | -£0.06 | -£0.07 |

| v070 | Parks Playfields & Open Spaces | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|---|---------------------------|--|---------------------------------------|-----------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 97,223 | 33,555 | 33,365 | 36,820 |
| | Premises Related Expenses | 24,223 | 36,600 | 56,600 | 36,600 |
| | Transport Related Expenses | 5,678 | 1,070 | 1,070 | 1,230 |
| | Supplies And Services Expenses | 28,109 | 15,234 | 15,234 | 15,230 |
| | Third Party Payments | 637,758 | 655,697 | 627,697 | 645,690 |
| | Transfer Payments | 883 | 1,620 | 1,620 | 810 |
| | Central Support Services | 64,914 | 54,580 | 54,840 | 51,350 |
| | Capital Charges | 34,670 | 43,380 | 43,380 | 41,550 |
| | GROSS COST OF SERVICE | 893,457 | 841,736 | 833,806 | 829,280 |
| | Other Grants & Contributions | (50,518) | (42,500) | (42,500) | (42,500) |
| | Fees & Charges Income | (58,423) | (45,000) | (45,000) | (45,000) |
| | Rent Income | (385) | (1,480) | (1,480) | (1,480) |
| | Recharges To Other Accounts | (6,802) | (3,300) | (3,300) | (3,300) |
| | INCOME | (116,129) | (92,280) | (92,280) | (92,280) |
| | NET COST OF SERVICE | £777,329 | £749,456 | £741,526 | £737,000 |

This service is responsible for ensuring that land owned by the Council and which provides open spaces/recreational areas is maintained to pre-determined standards. This work includes grass cutting, floral displays, hanging baskets, hedge cutting and is carried out under contract by Veolia Environmental Services.

1 Transfer Payments : This budget relates to a decrease in the notional FRS17 pension charge.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £6.27 | £6.04 |
| per band D property | £14.60 | £14.27 |

| w225 | Planning Policy | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|--------------------------------|---------------------------|--|---------------------------------------|-----------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 318,832 | 315,278 | 313,268 | 295,000 |
| | Premises Related Expenses | 117 | 0 | 0 | 0 |
| | Transport Related Expenses | 21,716 | 18,700 | 18,550 | 14,910 |
| | Supplies And Services Expenses | 28,419 | 17,316 | 16,381 | 17,120 |
| | Third Party Payments | 21,797 | 155,100 | 288,000 | 6,200 |
| | Transfer Payments | 4,712 | 15,130 | 15,130 | 6,510 |
| | Central Support Services | 410,337 | 296,800 | 291,410 | 269,400 |
| | GROSS COST OF SERVICE | 805,930 | 818,324 | 942,739 | 609,140 |
| | Sales Income | (790) | (500) | (500) | (500) |
| | Fees & Charges Income | (8,832) | (2,300) | (2,300) | (2,300) |
| | INCOME | (9,622) | (2,800) | (2,800) | (2,800) |
| | NET COST OF SERVICE | £796,308 | £815,524 | £939,939 | £606,340 |

This Team produces planning policy to guide and shape the future development of the district. It also provides specialist advice on landscaping, trees, historic buildings and conservation areas. The Local Development Framework (LDF) is the term used to describe the 'folder' of local development documents which collectively set out the spatial planning strategy, policies and proposals for the district. The key document currently being produced is the Core Strategy which presents a vision of how we want the District to look and function in 2026 and will guide development and change during this period.

1 **Third Party Payments** : The decrease in the estimate for 2010/11 reflects the programmed removal of budget for work relating to the Local Development

2 **Transfer Payments** : This budget relates to a decrease in the notional FRS17 pension charge.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £6.82 | £4.97 |
| per band D property | £15.89 | £11.74 |

| v085 | Recreational Amenities | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|--------------------------------|---------------------------|--|---------------------------------------|-----------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 4,211 | 4,800 | 0 | 0 |
| | Premises Related Expenses | 12,890 | 15,810 | 15,810 | 21,000 |
| | Transport Related Expenses | 162 | 250 | 100 | 100 |
| | Supplies And Services Expenses | 4,068 | 4,400 | 4,220 | 4,460 |
| | Third Party Payments | 396 | 0 | 0 | 0 |
| | Transfer Payments | 80 | 250 | 250 | 0 |
| | Central Support Services | 9,218 | 8,200 | 8,200 | 7,100 |
| | Capital Charges | 145,166 | 113,120 | 113,120 | 672,340 |
| | GROSS COST OF SERVICE | 176,191 | 146,830 | 141,700 | 705,000 |
| | Fees & Charges Income | 0 | 0 | 0 | (280) |
| | Rent Income | (94,821) | (119,810) | (119,810) | (154,210) |
| | INCOME | (94,821) | (119,810) | (119,810) | (154,490) |
| | NET COST OF SERVICE | £81,370 | £27,020 | £21,890 | £550,510 |

Recreational Amenities includes management of District Council licence holders and control of concessions for trading on the recreation ground and Bancroft.

- 1 **Capital Charges** : Capital charges relate to depreciation charges on the use of council assets and revenue expenditure funded from capital under statute in respect of World Class Stratford.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £0.23 | £4.51 |
| per band D property | £0.53 | £10.66 |

| w235 | Regulatory Services | Actual 2008/09 £ | Original Budget 2009/10 £ | Revised Budget 2009/10 £ | Estimate 2010/11 £ |
|------|--------------------------------|------------------------|------------------------------------|-----------------------------------|--------------------------|
| | Employees Expenses | 1,134,993 | 1,129,338 | 1,141,768 | 1,177,800 |
| | Premises Related Expenses | 1,512 | 0 | 0 | 0 |
| | Transport Related Expenses | 64,189 | 52,390 | 52,240 | 47,520 |
| | Supplies And Services Expenses | 58,598 | 22,360 | 22,180 | 22,180 |
| | Third Party Payments | 257,867 | 118,500 | 117,745 | 113,500 |
| | Transfer Payments | 15,103 | 54,290 | 54,290 | 25,620 |
| | Central Support Services | 1,065,718 | 859,630 | 840,230 | 961,390 |
| | GROSS COST OF SERVICE | 2,597,980 | 2,236,508 | 2,228,453 | 2,348,010 |
| | Government Grant Income | (399,013) | (10,000) | (10,000) | (110,000) |
| | Fees & Charges Income | (603,404) | (660,000) | (669,000) | (760,000) |
| | INCOME | (1,002,417) | (670,000) | (679,000) | (870,000) |
| | NET COST OF SERVICE | £1,595,563 | £1,566,508 | £1,549,453 | £1,478,010 |

The team investigates, plans and manages proposals to either build new developments or organise the regeneration of existing sites. Planning and development takes into account both the physical and social impact of the built environment and the commercial viability of any proposals to enable development in the district to meet the needs of applicants and the whole community. Where necessary it takes enforcement action to protect the amenities of residents and to preserve the character of the natural and manmade environment.

- 1 **Employees** : The estimate for 2010/11 reflects the reintroduction of planning applications committee post and the service operating at full establishment.
- 2 **Transfer Payments** : This budget relates to a decrease in the notional FRS17 pension charge.
- 3 **Government Grant Income** : The increase of £100,000 in 2010/11 estimate is due to the addition of budget to reflect the anticipated Housing and Planning Delivery Grant.
- 4 **Fees & Charges Income** : The rise in 2010/11 estimate is a reflection of the anticipated increase in the number of planning application submissions.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £13.10 | £12.10 |
| per band D property | £30.52 | £28.62 |

| r404 | Social Inclusion | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|--------------------------------|---------------------------|--|---------------------------------------|-----------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 59,795 | 65,060 | 64,300 | 68,660 |
| | Transport Related Expenses | 2,421 | 660 | 1,860 | 1,870 |
| | Supplies And Services Expenses | 199,574 | 186,718 | 226,718 | 226,720 |
| | Third Party Payments | 2,772 | 5,130 | 5,130 | 5,130 |
| | Transfer Payments | 730 | 2,990 | 2,990 | 1,520 |
| | Central Support Services | 23,181 | 23,170 | 23,200 | 22,700 |
| | GROSS COST OF SERVICE | 288,472 | 283,728 | 324,198 | 326,600 |
| | Other Grants & Contributions | (30,100) | 0 | (30,000) | (30,000) |
| | INCOME | (30,100) | 0 | (30,000) | (30,000) |
| | NET COST OF SERVICE | £258,372 | £283,728 | £294,198 | £296,600 |

The Social Inclusion Unit is responsible for delivering inclusive communities by working with all residents/groups in the community, particularly vulnerable groups. The Unit seeks to raise the profile of the social inclusion agenda within the Corporate framework through contact with Members, Senior Management and Staff. The Unit facilitates dialogue between the Council and vulnerable groups. This service encompasses both statutory and discretionary areas of work.

- 1 **Supplies And Services** : The increase to this budget with effect from 2009/10 is an extra contribution to fund Community Links bus service (£30,000), and approved funding for subsidised public transport (£10,000).
- 2 **Transfer Payments** : The 2010/11 budget represents a decrease of the notional FRS17 pension charge.
- 3 **Other Grants & Contributions** : The £30,000 budget with effect from 2009/10 relates to income to help fund Community Links (see item 1)

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £2.37 | £2.43 |
| per band D property | £5.53 | £5.74 |

| v035 | Southam Community Centre | Actual 2008/09 £ | Original Budget 2009/10 £ | Revised Budget 2009/10 £ | Estimate 2010/11 £ |
|-------------|---------------------------------|---------------------------------|--|---|-----------------------------------|
| | Capital Charges | 100,842 | 0 | 0 | 0 |
| | GROSS COST OF SERVICE | 100,842 | 0 | 0 | 0 |
| | INCOME | 0 | 0 | 0 | 0 |
| | NET COST OF SERVICE | £100,842 | 0 | 0 | 0 |

The estimated cost of this service is :

| | Original 2009/10 | Estimate 2010/11 |
|------------------------|---------------------|---------------------|
| per head of population | £0.00 | £0.00 |
| per band D property | £0.00 | £0.00 |

AIM 2 - A clean and green District

NET EXPENDITURE SUMMARY

| | Page | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 | Cost per Head of Population | Cost per Band D Property |
|--|------|-------------------|-------------------------------|------------------------------|---------------------|-----------------------------------|--------------------------------|
| | | £ | £ | £ | £ | £ | £ |
| Environmental Health <i>Head of Environment : Robert Weeks</i> | 24 | 1,525,491 | 1,584,430 | 1,527,002 | 1,513,660 | 12.40 | 29.32 |
| Environmental Initiatives <i>Head of Revenues & Housing : Dave Webb</i> | 25 | 21,596 | 25,150 | 25,080 | 25,170 | 0.21 | 0.49 |
| Off-Street Parking <i>Head of Community Services : Geoff Turton</i> | 26 | 261,514 | -458,844 | -455,069 | -303,140 | -2.48 | -5.87 |
| On Street Parking <i>Head of Community Services : Geoff Turton</i> | 27 | 5,490 | 21,200 | 13,730 | 11,500 | 0.09 | 0.22 |
| Public Conveniences <i>Head of Environment : Robert Weeks</i> | 28 | 363,104 | 442,516 | 407,411 | 459,930 | 3.77 | 8.91 |
| Refuse Collection <i>Head of Environment : Robert Weeks</i> | 29 | 3,330,266 | 3,261,965 | 3,221,615 | 3,182,590 | 26.07 | 61.64 |
| Requisition Of Sewers <i>Head of Environment : Robert Weeks</i> | 30 | 7,369 | 0 | 0 | 0 | 0.00 | 0.00 |
| Street Cleansing & Furniture <i>Head of Environment : Robert Weeks</i> | 31 | 1,270,332 | 1,335,883 | 1,329,513 | 1,317,850 | 10.79 | 25.52 |
| NET EXPENDITURE | | £6,785,162 | £6,212,300 | £6,069,282 | £6,207,560 | £50.85 | £120.23 |

| w205 | Environmental Health | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|------|--------------------------------|-------------------|-------------------------------|------------------------------|---------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 780,437 | 713,904 | 675,196 | 671,340 |
| | Premises Related Expenses | 51,619 | 27,203 | 27,203 | 39,300 |
| | Transport Related Expenses | 81,564 | 74,440 | 74,140 | 63,310 |
| | Supplies And Services Expenses | 79,642 | 64,990 | 62,170 | 67,250 |
| | Third Party Payments | 47,971 | 43,800 | 37,700 | 33,800 |
| | Transfer Payments | 8,381 | 32,680 | 32,680 | 14,860 |
| | Central Support Services | 669,719 | 525,330 | 515,830 | 496,250 |
| | Capital Charges | 36,887 | 298,250 | 298,250 | 335,220 |
| | GROSS COST OF SERVICE | 1,756,219 | 1,780,597 | 1,723,169 | 1,721,330 |
| | Government Grant Income | (842) | 0 | 0 | 0 |
| | Other Grants & Contributions | (24,456) | 0 | 0 | 0 |
| | Sales Income | (12,538) | (13,000) | (13,000) | (13,000) |
| | Fees & Charges Income | (173,866) | (169,767) | (169,767) | (169,770) |
| | Rent Income | (19,026) | (13,400) | (13,400) | (24,900) |
| | INCOME | (230,728) | (196,167) | (196,167) | (207,670) |
| | NET COST OF SERVICE | £1,525,491 | £1,584,430 | £1,527,002 | £1,513,660 |

This service is responsible for the delivery of statutory functions relating to public health designed to protect or improve the environment of those who live in, work in or visit Stratford and its district. This includes carrying out food and safety inspections, preventing the spread of infectious disease, controlling noise and pollution, controlling public health pests and stray dogs and reducing the risk of flooding.

- 1 **Employees** : The revised budget 2009/10 reflects the removal of budget following a managerial restructure.
- 2 **Premises** : The increase in this budget is due to a rise in the cost of utilities in relation to the Pathlow site.
- 3 **Third Party Payments** : Decrease in 2010/11 estimate mainly reflects reduction of air pollution analysis.
- 4 **Transfer Payments** : This budget relates to a decrease in the notional FRS17 pension charge.
- 5 **Capital Charges** : The 2010/11 budget relates to depreciation charges of £285,220 on the Pathlow Gypsy Site and £50,000 for Land Drainage being Revenue Expenditure Funded from Capital under Statute.
- 6 **Rent Income** : The estimate for 2010/11 has increased by £11,400 for purchases of Pathlow electricity cards as a consequence of the increased premises utility costs.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £13.25 | £12.40 |
| per band D property | £30.87 | £29.32 |

| y200 | Environmental Initiatives | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|----------------------------------|---------------------------|--|---------------------------------------|-----------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 9,429 | 9,600 | 9,530 | 9,850 |
| | Transport Related Expenses | 967 | 830 | 830 | 820 |
| | Supplies And Services Expenses | 11,096 | 14,280 | 14,280 | 14,280 |
| | Transfer Payments | 104 | 440 | 440 | 220 |
| | GROSS COST OF SERVICE | 21,596 | 25,150 | 25,080 | 25,170 |
| | INCOME | 0 | 0 | 0 | 0 |
| | NET COST OF SERVICE | £21,596 | £25,150 | £25,080 | £25,170 |

This service contains the costs of advising people on energy. 'Act on Energy' give information, guidance and advice on energy for the public.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £0.21 | £0.21 |
| per band D property | £0.49 | £0.49 |

| v530 | Off-Street Parking | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|--------------------------------|---------------------------|--|---------------------------------------|-----------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 232,586 | 261,672 | 258,792 | 267,020 |
| | Premises Related Expenses | 359,637 | 427,217 | 427,217 | 673,160 |
| | Transport Related Expenses | 6,760 | 9,890 | 9,840 | 9,250 |
| | Supplies And Services Expenses | 71,019 | 91,693 | 94,033 | 79,790 |
| | Third Party Payments | 208,387 | 247,983 | 242,983 | 239,450 |
| | Transfer Payments | 3,872 | 18,900 | 18,900 | 5,540 |
| | Central Support Services | 232,447 | 199,741 | 186,341 | 186,060 |
| | Capital Charges | 1,177,248 | 412,540 | 412,540 | 429,150 |
| | GROSS COST OF SERVICE | 2,291,957 | 1,669,636 | 1,650,646 | 1,889,420 |
| | Other Grants & Contributions | (106) | 0 | 0 | 0 |
| | Fees & Charges Income | (1,969,827) | (2,067,500) | (2,044,735) | (2,129,500) |
| | Rent Income | (52,909) | (53,180) | (53,180) | (55,260) |
| | Recharges To Other Accounts | (7,600) | (7,800) | (7,800) | (7,800) |
| | INCOME | (2,030,443) | (2,128,480) | (2,105,715) | (2,192,560) |
| | NET COST OF SERVICE | £261,514 | (£458,844) | (£455,069) | (£303,140) |

A long term strategy for a modern, efficient and sustainable transport system/policy. To aid traffic flow, reduce congestion, reduce emissions and reduce accidents. Stratford-on-Avon District Council maintains a total of 21 car parks and 1 coach/lorry park across the district. 10 of these are operated on a fee to park basis and 2 are multi-storey car parks. The authorities car parks provide 3,199 car parking spaces for residents and visitors.

- 1 Premises Related Expenses** : The estimate for 2010/11 has increased due to the addition of budget for planned maintenance on surface and multi-storey car parks.
- 2 Fees & Charges Income** : This budget has increased by £100,000 in line with the anticipated level of fees and charges income for 2010/11.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | -£3.84 | -£2.48 |
| per band D property | -£8.94 | -£5.87 |

| v510 | On-Street Parking | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|--------------------------------|---------------------------|--|---------------------------------------|-----------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 454,897 | 523,590 | 515,510 | 532,300 |
| | Premises Related Expenses | 416 | 3,700 | 3,700 | 3,700 |
| | Transport Related Expenses | 13,825 | 26,390 | 26,140 | 25,020 |
| | Supplies And Services Expenses | 77,786 | 105,470 | 105,270 | 105,350 |
| | Third Party Payments | 941,595 | 912,760 | 923,040 | 923,040 |
| | Transfer Payments | 5,490 | 21,200 | 21,200 | 11,500 |
| | Central Support Services | 129,137 | 120,780 | 121,840 | 121,840 |
| | GROSS COST OF SERVICE | 1,623,146 | 1,713,890 | 1,716,700 | 1,722,750 |
| | Other Grants & Contributions | (708,309) | (804,190) | (814,470) | (822,750) |
| | Fees & Charges Income | (909,346) | (888,500) | (888,500) | (888,500) |
| | INCOME | (1,617,656) | (1,692,690) | (1,702,970) | (1,711,250) |
| | NET COST OF SERVICE | £5,490 | £21,200 | £13,730 | £11,500 |

This service is operated on behalf of Warwickshire County Council, income and expenditure are therefore recharged. The balance on the service relates to the notional FRS17 pension charge.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £0.18 | £0.09 |
| per band D property | £0.41 | £0.22 |

| v075 | Public Conveniences | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|--------------------------------|---------------------------|--|---------------------------------------|-----------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 55,060 | 58,367 | 52,352 | 61,490 |
| | Premises Related Expenses | 38,531 | 84,323 | 84,323 | 126,920 |
| | Transport Related Expenses | 10,246 | 8,810 | 8,660 | 8,740 |
| | Supplies And Services Expenses | 3,012 | 4,169 | 3,989 | 3,990 |
| | Third Party Payments | 139,246 | 191,517 | 162,917 | 141,350 |
| | Transfer Payments | 645 | 2,830 | 2,830 | 1,350 |
| | Central Support Services | 37,250 | 33,370 | 33,210 | 35,500 |
| | Capital Charges | 79,726 | 59,330 | 59,330 | 80,790 |
| | GROSS COST OF SERVICE | 363,714 | 442,716 | 407,611 | 460,130 |
| | Sales Income | (140) | (200) | (200) | (200) |
| | Fees & Charges Income | (470) | 0 | 0 | 0 |
| | INCOME | (610) | (200) | (200) | (200) |
| | NET COST OF SERVICE | £363,104 | £442,516 | £407,411 | £459,930 |

This service is responsible for the maintenance and cleaning of twelve public toilets located across the district.

- 1 **Premises Related Expenses** : The estimate for 2010/11 has increased due to the addition of budget for planned repairs and maintenance.
- 2 **Third Party Payments** : Decrease in 2010/11 estimate reflects the reduced expenditure on contractor cleaning costs.
- 3 **Transfer Payments** : This budget relates to a decrease in the notional FRS17 pension charge.
- 4 **Capital Charges** : The increase in depreciation charges of £21,460 in 2010/11 is due to revaluation of the public conveniences in Stratford-upon-Avon and throughout the District.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2008/09 | 2009/10 |
| per head of population | £3.70 | £3.77 |
| per band D property | £8.62 | £8.91 |

| v050 | Refuse Collection | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|--------------------------------|---------------------------|--|---------------------------------------|-----------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 99,771 | 93,606 | 87,666 | 119,900 |
| | Premises Related Expenses | 3,865 | 0 | 0 | 0 |
| | Transport Related Expenses | 2,804 | 3,400 | 3,250 | 3,360 |
| | Supplies And Services Expenses | 16,168 | 5,140 | 4,960 | 5,430 |
| | Third Party Payments | 3,684,998 | 3,085,889 | 3,055,889 | 3,122,760 |
| | Transfer Payments | 754 | 4,300 | 4,300 | 2,660 |
| | Central Support Services | 381,154 | 198,960 | 194,880 | 172,300 |
| | Capital Charges | 28,187 | 382,870 | 382,870 | 440,850 |
| | GROSS COST OF SERVICE | 4,217,700 | 3,774,165 | 3,733,815 | 3,867,260 |
| | Other Grants & Contributions | (533,086) | (452,200) | (452,200) | (624,670) |
| | Sales Income | (70,313) | 0 | 0 | 0 |
| | Fees & Charges Income | (284,036) | (60,000) | (60,000) | (60,000) |
| | INCOME | (887,435) | (512,200) | (512,200) | (684,670) |
| | NET COST OF SERVICE | £3,330,266 | £3,261,965 | £3,221,615 | £3,182,590 |

This service is responsible for the collection of domestic waste and recycling from households across the district. The service is carried out under contract by Verdant PLC.

- 1 **Employees** : The increase in employee expenses is due to a restructure resulting in an additional post within this service.
- 2 **Transfer Payments** : This budget relates to a decrease in the notional FRS17 pension charge.
- 3 **Capital Charges** : The increase in the estimate for 2010/11 is for the depreciation charges on the new bins that have been purchased.
- 4 **Other Grants & Contributions** : The increase of £172,420 in the estimate for 2010/11 is mainly due to the predicted rise in recycling credits.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £27.27 | £26.07 |
| per band D property | £63.55 | £61.64 |

| v090 | Requisition Of Sewers | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|--------------------------------|---------------------------|--|---------------------------------------|-----------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 3,934 | 0 | 0 | 0 |
| | Transport Related Expenses | 130 | 0 | 0 | 0 |
| | Supplies And Services Expenses | 68 | 0 | 0 | 0 |
| | Transfer Payments | 61 | 0 | 0 | 0 |
| | Central Support Services | 3,176 | 0 | 0 | 0 |
| | GROSS COST OF SERVICE | 7,369 | 0 | 0 | 0 |
| | INCOME | 0 | 0 | 0 | 0 |
| | NET COST OF SERVICE | £7,369 | 0 | 0 | 0 |

This service ceased in 2008/09.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £0.00 | £0.00 |
| per band D property | £0.00 | £0.00 |

| v100 | Street Cleansing & Furniture | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|---|---------------------------|--|---------------------------------------|-----------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 44,565 | 65,795 | 60,085 | 49,270 |
| | Premises Related Expenses | 1,689 | 16,600 | 25,600 | 16,600 |
| | Transport Related Expenses | 3,874 | 5,610 | 5,460 | 5,710 |
| | Supplies And Services Expenses | 27,379 | 25,390 | 25,210 | 25,210 |
| | Third Party Payments | 1,136,047 | 1,184,028 | 1,175,028 | 1,172,690 |
| | Transfer Payments | 609 | 3,000 | 3,000 | 1,070 |
| | Central Support Services | 60,459 | 38,660 | 38,330 | 50,500 |
| | GROSS COST OF SERVICE | 1,274,624 | 1,339,083 | 1,332,713 | 1,321,050 |
| | Other Grants & Contributions | (2,979) | 0 | 0 | 0 |
| | Fees & Charges Income | (1,312) | (3,200) | (3,200) | (3,200) |
| | INCOME | (4,291) | (3,200) | (3,200) | (3,200) |
| | NET COST OF SERVICE | £1,270,332 | £1,335,883 | £1,329,513 | £1,317,850 |

This service is responsible for keeping the district clean by sweeping the streets, collecting litter and removing fly tips. The service is carried out under contract by Verdant PLC.

- 1 **Employees** : The decrease in employee expenses is due to a restructure resulting in the movement of a post from within this service.
- 2 **Transfer Payments Payments** : This budget relates to a decrease in the notional FRS17 pension charge.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £11.17 | £10.79 |
| per band D property | £26.03 | £25.52 |

AIM 3 - A District where business and enterprise can flourish

NET EXPENDITURE SUMMARY

| | Page | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 | Cost per Head of Population | Cost per Band D Property |
|---|------|-------------------|-------------------------------|------------------------------|---------------------|-----------------------------------|--------------------------------|
| | | £ | £ | £ | £ | £ | £ |
| Avenue Farm Depot <i>Head of Resources : Andrew Lovegrove</i> | 33 | 374,196 | -141,642 | -162,119 | -161,580 | -1.32 | -3.13 |
| Corporate Estates <i>Head of Resources : Andrew Lovegrove</i> | 34 | 1,806,563 | -202,228 | -113,471 | -109,390 | -0.90 | -2.12 |
| Industrial Trading Estates <i>Head of Resources : Andrew Lovegrove</i> | 35 | 222,066 | -36,730 | -41,910 | -44,300 | -0.36 | -0.86 |
| Local Economy/Tourism <i>Head of Community Services : Geoff Turton</i> | 36 | 404,118 | 263,900 | 232,650 | 267,740 | 2.19 | 5.19 |
| NET EXPENDITURE | | £2,806,943 | -£116,700 | -£84,850 | -£47,530 | -£0.39 | -£0.92 |

| v290 | Avenue Farm Depot | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|--------------------------------|---------------------------|--|---------------------------------------|-----------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 8,100 | 8,530 | 3,610 | 8,150 |
| | Premises Related Expenses | 17,503 | 22,087 | 6,860 | 7,860 |
| | Transport Related Expenses | 320 | 300 | 150 | 140 |
| | Supplies And Services Expenses | 453 | 890 | 710 | 720 |
| | Third Party Payments | 10,936 | 6,141 | 6,141 | 6,140 |
| | Transfer Payments | 107 | 430 | 430 | 180 |
| | Central Support Services | 4,657 | 3,900 | 3,900 | 2,800 |
| | Capital Charges | 496,960 | 1,960 | 1,960 | 2,140 |
| | GROSS COST OF SERVICE | 539,035 | 44,238 | 23,761 | 28,130 |
| | Fees & Charges Income | (2,675) | (2,220) | (2,220) | (2,280) |
| | Rent Income | (162,163) | (183,660) | (183,660) | (187,430) |
| | INCOME | (164,839) | (185,880) | (185,880) | (189,710) |
| | NET COST OF SERVICE | £374,196 | (£141,642) | (£162,119) | (£161,580) |

The depot is currently leased to various firms including the Council's waste management contractor. It also provides storage facilities for the Council.

- 1 **Premises** : The decrease is largely due to the Business Rates, utilities and maintenance being transferred directly to the leaseholder of Progress House.

The estimated cost of this service is :

| | Original 2009/10 | Estimate 2010/11 |
|------------------------|---------------------|---------------------|
| per head of population | -£1.18 | -£1.32 |
| per band D property | -£2.76 | -£3.13 |

| v285 | Corporate Estates | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|--------------------------------|---------------------------|--|---------------------------------------|-----------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 62,412 | 62,974 | 56,184 | 87,630 |
| | Premises Related Expenses | 7,038 | 14,270 | 14,270 | 19,650 |
| | Transport Related Expenses | 6,793 | 7,990 | 7,840 | 8,370 |
| | Supplies And Services Expenses | 2,961 | 2,248 | 2,068 | 2,440 |
| | Third Party Payments | 52,284 | 210 | 15,437 | 15,430 |
| | Transfer Payments | 813 | 2,880 | 2,880 | 1,930 |
| | Central Support Services | 390,384 | 60,450 | 61,100 | 142,900 |
| | Capital Charges | 2,029,115 | 110,000 | 110,000 | 110,000 |
| | GROSS COST OF SERVICE | 2,551,801 | 261,022 | 269,779 | 388,350 |
| | Fees & Charges Income | (44,060) | (47,920) | (47,920) | (53,490) |
| | Rent Income | (701,177) | (415,330) | (335,330) | (444,250) |
| | INCOME | (745,237) | (463,250) | (383,250) | (497,740) |
| | NET COST OF SERVICE | £1,806,563 | (£202,228) | (£113,471) | (£109,390) |

This service contains income and expenditure in respect of various properties owned by the Council which are let on a commercial basis.

1 **Premises** : The 2010/11 estimate relates to increased buildings insurance costs.

| | | |
|---|---------------------|---------------------|
| The estimated cost of this service is : | Original 2009/10 | Estimate 2010/11 |
| per head of population | -£1.69 | -£0.90 |
| per band D property | -£3.94 | -£2.12 |

| v300 | Industrial Trading Estates | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|-----------------------------------|---------------------------|--|---------------------------------------|-----------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 3,985 | 4,850 | 0 | 0 |
| | Premises Related Expenses | 4,193 | 4,350 | 4,350 | 4,630 |
| | Transport Related Expenses | 131 | 150 | 0 | 0 |
| | Supplies And Services Expenses | 69 | 180 | 0 | 0 |
| | Third Party Payments | 1,910 | 0 | 0 | 0 |
| | Transfer Payments | 62 | 250 | 250 | 0 |
| | Central Support Services | 7,788 | 7,400 | 7,400 | 5,500 |
| | Capital Charges | 277,980 | 16,480 | 16,480 | 16,480 |
| | GROSS COST OF SERVICE | 296,119 | 33,660 | 28,480 | 26,610 |
| | Fees & Charges Income | (3,591) | (3,040) | (3,040) | (3,890) |
| | Rent Income | (70,461) | (67,350) | (67,350) | (67,020) |
| | INCOME | (74,053) | (70,390) | (70,390) | (70,910) |
| | NET COST OF SERVICE | £222,066 | (£36,730) | (£41,910) | (£44,300) |

The income and expenditure of this service relates to land and property held to promote business development or extension of employment opportunity. The Industrial Trading Estate is situated at Masons Road and Timothy's Bridge Road in Stratford-upon-Avon.

| | | |
|---|---------------------|---------------------|
| The estimated cost of this service is : | Original 2009/10 | Estimate 2010/11 |
| per head of population | -£0.31 | -£0.36 |
| per band D property | -£0.72 | -£0.86 |

| v295 | Local Economy/Tourism | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|--------------------------------|---------------------------|--|---------------------------------------|-----------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 7,164 | 7,380 | 2,560 | 2,770 |
| | Premises Related Expenses | 493 | 620 | 620 | 1,490 |
| | Transport Related Expenses | 564 | 270 | 120 | 0 |
| | Supplies And Services Expenses | 305,265 | 331,868 | 330,588 | 331,680 |
| | Third Party Payments | 19,383 | 20,482 | 379,852 | 354,850 |
| | Transfer Payments | 88 | 460 | 460 | 60 |
| | Central Support Services | 22,851 | 7,100 | 7,100 | 15,700 |
| | Capital Charges | 130,000 | 0 | 0 | 0 |
| | GROSS COST OF SERVICE | 485,807 | 368,180 | 721,300 | 706,550 |
| | Government Grant Income | (15,000) | (30,000) | (80,000) | (30,000) |
| | Fees & Charges Income | (8,690) | (16,280) | (350,650) | (350,810) |
| | Rent Income | (58,000) | (58,000) | (58,000) | (58,000) |
| | INCOME | (81,690) | (104,280) | (488,650) | (438,810) |
| | NET COST OF SERVICE | £404,118 | £263,900 | £232,650 | £267,740 |

This service contains the costs of promoting tourism within the district and activities undertaken to promote the local economy. During 2009/10 the Stratfordward Business Improvement District (BID) was established to promote Stratford-upon-Avon town. Although an independent organisation, BID legislation requires the local authority to invoice and account for the money collected on behalf of the BID organisation

- 1 **Supplies and Services** : The increase in the 2010/11 estimate relates to the payments made to Stratfordward BID in respect of the income collected, see Fees & Charges below.
- 2 **Fees & Charges** : The increase in the 2010/11 estimate is in respect of the income collected on behalf of the Stratfordward BID.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £2.21 | £2.19 |
| per band D property | £5.14 | £5.19 |

AIM 4 - An excellent Council that is well managed and respected by the community

NET EXPENDITURE SUMMARY

| | Page | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 | Cost per Head of Population | Cost per Band D Property |
|--|------|--------------------|-------------------------------|------------------------------|---------------------|-----------------------------------|--------------------------------|
| | | £ | £ | £ | £ | £ | £ |
| Appropriations <i>Head of Resources : Andrew Lovegrove</i> | 38 | -8,408,866 | -3,606,221 | -3,534,121 | -4,685,330 | -38.37 | -90.74 |
| CDC Chief Executive <i>Chief Executive : Paul Lankester</i> | 39 | 737,363 | 428,893 | 461,813 | 446,610 | 3.66 | 8.65 |
| CDC Resources <i>Head of Resources : Andrew Lovegrove</i> | 40 | 289,869 | 275,676 | 273,756 | 266,370 | 2.18 | 5.16 |
| Civil Contingencies Funding <i>Head of Environment : Robert Weeks</i> | 41 | 25,622 | 22,300 | 22,050 | 20,180 | 0.17 | 0.39 |
| Corp. And Democratic Core <i>Head of Member Services : Richard Hood</i> | 42 | 1,055,985 | 1,085,986 | 935,856 | 937,710 | 7.68 | 18.16 |
| Corp. And Democratic Core <i>Monitoring Officer : Liam Nevin</i> | 42 | 113 | 1,200 | 1,200 | 1,200 | 0.01 | 0.02 |
| Corp. And Democratic Core <i>Strategic Director A : Dave Nash</i> | 42 | 0 | 0 | 135,830 | 142,510 | 1.17 | 2.76 |
| Corp. And Democratic Core <i>Strategic Director B : Trevor Askew</i> | 42 | 0 | 0 | 122,870 | 144,040 | 1.18 | 2.79 |
| Council Tax <i>Head of Revenues & Housing : Dave Webb</i> | 43 | 977,885 | 812,516 | 740,581 | 775,720 | 6.35 | 15.02 |
| Council Tax Benefits <i>Head of Revenues & Housing : Dave Webb</i> | 44 | -75,017 | 0 | 0 | 0 | 0.00 | 0.00 |
| Council Tax Benefits - Admin. <i>Head of Revenues & Housing : Dave Webb</i> | 45 | 79,650 | 78,839 | 59,719 | 84,230 | 0.69 | 1.63 |
| Council Tax Reduction Scheme <i>Head of Revenues & Housing : Dave Webb</i> | 46 | 0 | 0 | 0 | 0 | 0.00 | 0.00 |
| Elections <i>Head of Member Services : Richard Hood</i> | 47 | 555,600 | 435,716 | 351,536 | 518,210 | 4.24 | 10.04 |
| FRS 17 Net Liability on CRA <i>Head of Resources : Andrew Lovegrove</i> | 48 | -239,000 | -531,000 | -531,000 | -239,000 | -1.96 | -4.63 |
| Housing Ben. Admin <i>Head of Revenues & Housing : Dave Webb</i> | 49 | 314,927 | 317,135 | 268,680 | 315,720 | 2.59 | 6.11 |
| Housing Benefits <i>Head of Revenues & Housing : Dave Webb</i> | 50 | -12,115 | -159,000 | -159,000 | -59,000 | -0.48 | -1.14 |
| Investment Interest <i>Head of Resources : Andrew Lovegrove</i> | 51 | -1,370,629 | -35,039 | -104,039 | -217,700 | -1.78 | -4.22 |
| Misc. Expenditure \ Income <i>Head of Resources : Andrew Lovegrove</i> | 52 | -578 | 8,000 | 8,000 | 0 | 0.00 | 0.00 |
| National Non-Domestic Rate <i>Head of Revenues & Housing : Dave Webb</i> | 53 | -299,219 | 55,827 | 102,147 | -49,990 | -0.41 | -0.97 |
| NNDR Discretionary Relief <i>Head of Revenues & Housing : Dave Webb</i> | 54 | 55,963 | 20,000 | 45,000 | 20,000 | 0.16 | 0.39 |
| Non Distributed Costs <i>Head of Resources : Andrew Lovegrove</i> | 55 | 326,036 | 311,323 | 256,523 | 211,320 | 1.73 | 4.09 |
| Residual Costs <i>Head of Resources : Andrew Lovegrove</i> | 56 | 0 | 0 | 19,230 | 83,450 | 0.68 | 1.62 |
| Residual Costs <i>Strategic Director A : Dave Nash</i> | 56 | 0 | 0 | 0 | -47,000 | -0.38 | -0.91 |
| Residual Costs <i>Strategic Director B : Trevor Askew</i> | 56 | 0 | 0 | 0 | -53,000 | -0.43 | -1.03 |
| SDC Infrastructure <i>Head of Resources : Andrew Lovegrove</i> | 57 | 118,210 | 147,862 | 147,222 | 148,120 | 1.21 | 2.87 |
| NET EXPENDITURE | | -£5,868,201 | -£329,987 | -£376,147 | -£1,235,630 | -£10.11 | -£23.94 |

| r155 | Appropriations | Actual 2008/09 £ | Original Budget 2009/10 £ | Revised Budget 2009/10 £ | Estimate 2010/11 £ |
|------|------------------------------|---------------------|------------------------------------|-----------------------------------|--------------------------|
| | Transfer Payments | (101,076) | 0 | 0 | 0 |
| | Capital Charges | (1,477,471) | (1,321,463) | (1,249,363) | 0 |
| | GROSS COST OF SERVICE | (1,578,548) | (1,321,463) | (1,249,363) | 0 |
| | Recharges To Other Accounts | (6,830,318) | (2,284,758) | (2,284,758) | (4,685,330) |
| | INCOME | (6,830,318) | (2,284,758) | (2,284,758) | (4,685,330) |
| | NET COST OF SERVICE | (£8,408,866) | (£3,606,221) | (£3,534,121) | (£4,685,330) |

Accounting best practice requires that depreciation charges are made for the use of the Council's fixed assets and are included in the cost of providing services eg Public Offices, Leisure Centres, Car Parks etc. These charges have been incorporated into the relevant service estimates.

Revenue Expenditure Funded from Capital Under Statute is for capital expenditure incurred by the Council (usually in the form of a grant or capital contribution) where the Council will not acquire an asset. These charges are written off to revenue in the year of expenditure.

This appropriation account contains the credit reversal of the above charges to ensure that the Council's net expenditure is not distorted by the system of accounting for capital and has, therefore, no impact on council tax.

1 Capital Charges, Recharges to Other Accounts : The 2009/10 revised estimate of £3,534,121 and the 2010/11 estimate of £4,685,330 relate to capital charges as follows:-

| | Revised 2009/10 | Estimate 2010/11 |
|---|--------------------|---------------------|
| Revenue Contributions to Capital | 72,100 | 0 |
| Depreciation on Fixed Assets | -2,284,758 | -2,376,310 |
| Revenue Expenditure Funded from Capital Under Statute | -1,321,463 | -2,309,020 |
| Total | -3,534,121 | -4,685,330 |

| The estimated cost of this service is : | Original 2009/10 | Estimate 2010/11 |
|---|---------------------|---------------------|
| per head of population | -£30.15 | -£38.37 |
| per band D property | -£70.26 | -£90.74 |

| y162 | CDC Chief Executive | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|------|--------------------------------|-----------------|-------------------------|------------------------|------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 221,680 | 185,200 | 196,700 | 209,900 |
| | Premises Related Expenses | 487 | 0 | 0 | 0 |
| | Transport Related Expenses | 14,208 | 14,720 | 14,720 | 14,390 |
| | Supplies And Services Expenses | 25,792 | 20,772 | 20,772 | 20,780 |
| | Third Party Payments | 33,769 | 200 | 33,200 | 200 |
| | Transfer Payments | 2,931 | 9,860 | 9,860 | 4,640 |
| | Central Support Services | 438,727 | 198,141 | 186,561 | 196,700 |
| | GROSS COST OF SERVICE | 737,593 | 428,893 | 461,813 | 446,610 |
| | Fees & Charges Income | (230) | 0 | 0 | 0 |
| | INCOME | (230) | 0 | 0 | 0 |
| | NET COST OF SERVICE | £737,363 | £428,893 | £461,813 | £446,610 |

This service contains the costs of the Chief Executive unit and immediate administration support. The role of the Council's Chief Executive Unit is to:-

1. Oversee the delivery of the Council's strategies, priorities and decisions
2. Promote local democracy, including being the Returning Officer for the District
3. Ensure the Council operates sound financial management to achieve value for money
4. Oversee the delivery of all council services including vital services to vulnerable people
5. Advance the environmental, social, cultural, economic and financial interests of the local area
6. Promote cohesive communities
7. Advise local and national politicians

1 **Employees** : The increase for 2010/11 budget reflects a full establishment in this service and increased superannuation.

2 **Transfer Payments** : The 2010/11 budget represents a decrease of the notional FRS17 pension charge.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £3.59 | £3.66 |
| per band D property | £8.36 | £8.65 |

| y161 | CDC Resources | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|--------------------------------|-----------------------|--------------------------------|-------------------------------|-------------------------|
| | | £ | £ | £ | £ |
| | Supplies And Services Expenses | 0 | 1,600 | 1,600 | 1,600 |
| | Third Party Payments | 174,897 | 184,676 | 184,676 | 184,670 |
| | Central Support Services | 124,578 | 99,400 | 97,480 | 90,100 |
| | GROSS COST OF SERVICE | 299,475 | 285,676 | 283,756 | 276,370 |
| | Fees & Charges Income | (9,606) | (10,000) | (10,000) | (10,000) |
| | INCOME | (9,606) | (10,000) | (10,000) | (10,000) |
| | NET COST OF SERVICE | £289,869 | £275,676 | £273,756 | £266,370 |

This service contains the costs associated with the statutory and non-statutory functions carried out by the Resources department. These include the Statement of Accounts, Bank Charges, Brokerage Expenses and External Audit.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £2.30 | £2.18 |
| per band D property | £5.37 | £5.16 |

| y119 | Civil Contingencies Funding | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|------------------------------------|-----------------------|--------------------------------|-------------------------------|-------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 2,459 | 1,940 | 1,920 | 2,080 |
| | Transport Related Expenses | 116 | 120 | 120 | 0 |
| | Supplies And Services Expenses | 14,932 | 17,760 | 17,760 | 17,750 |
| | Third Party Payments | (1,029) | 0 | 0 | 0 |
| | Transfer Payments | 20 | 160 | 160 | 50 |
| | Central Support Services | 9,129 | 2,320 | 2,090 | 300 |
| | GROSS COST OF SERVICE | 25,627 | 22,300 | 22,050 | 20,180 |
| | Fees & Charges Income | (5) | 0 | 0 | 0 |
| | INCOME | (5) | 0 | 0 | 0 |
| | NET COST OF SERVICE | £25,622 | £22,300 | £22,050 | £20,180 |

This service contains the costs relating to any emergency response issues. It is the responsibility of local authorities to assess risk, plan and exercise for emergencies, as well as undertaking Business Continuity Management. As a Category 1 responder the council is also responsible for warning and informing the public in relation to emergencies. Local authorities are also required to provide business continuity advice to local businesses. Legal obligations for increased co-operation and information sharing between different emergency services and also to non-emergency services that might have a role in an emergency, such as electric companies, are also placed with the Council.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £0.19 | £0.17 |
| per band D property | £0.43 | £0.39 |

| y160 | Corp. And Democratic Core | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|----------------------------------|-----------------------|--------------------------------|-------------------------------|-------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 95,709 | 186,595 | 304,950 | 312,250 |
| | Premises Related Expenses | 2,919 | 2,200 | 2,200 | 2,200 |
| | Transport Related Expenses | 38,509 | 42,610 | 47,185 | 46,630 |
| | Supplies And Services Expenses | 411,444 | 421,106 | 425,176 | 415,180 |
| | Third Party Payments | 59 | 0 | 0 | 0 |
| | Transfer Payments | 962 | 9,230 | 9,230 | 6,870 |
| | Central Support Services | 507,544 | 425,645 | 422,965 | 442,530 |
| | GROSS COST OF SERVICE | 1,057,146 | 1,087,386 | 1,211,706 | 1,225,660 |
| | Fees & Charges Income | (1,049) | (200) | (200) | (200) |
| | Recharges To Other Accounts | 0 | 0 | (15,750) | 0 |
| | INCOME | (1,049) | (200) | (15,950) | (200) |
| | NET COST OF SERVICE | £1,056,097 | £1,087,186 | £1,195,756 | 1,225,460 |

Corporate and Democratic Core or CDC covers the actual mechanics of running the organisation. From this budget Elected Members are allocated their allowances. The budget contains the civic function of the Council such as the civic dinner and fostering international relations. This budget contains the funding for promoting the whole District and its subscriptions to various organisations such as the Local Government Association.

- 1 **Employees** : The budget in 2010/11 has increased due to salary re-allocation, increase of superannuation and increments.
- 2 **Supplies and Services** : The reduction of the budget for 2010/11 relates to reduced member expenses.
- 3 **Transfer Payments** : The 2010/11 budget represents a decrease of the notional FRS17 pension charge.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £9.09 | £10.04 |
| per band D property | £21.18 | £23.73 |

| r395 | Council Tax | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|------|--------------------------------|------------------|-------------------------|------------------------|------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 313,663 | 314,543 | 276,468 | 351,510 |
| | Transport Related Expenses | 7,172 | 7,070 | 4,365 | 4,520 |
| | Supplies And Services Expenses | 63,752 | 51,120 | 61,334 | 48,370 |
| | Third Party Payments | 48,304 | 49,820 | 42,420 | 49,820 |
| | Transfer Payments | 3,543 | 14,300 | 14,300 | 7,750 |
| | Central Support Services | 675,989 | 570,863 | 557,723 | 531,450 |
| | GROSS COST OF SERVICE | 1,112,422 | 1,007,716 | 956,610 | 993,420 |
| | Government Grant Income | 0 | 0 | (20,829) | 0 |
| | Other Grants & Contributions | (4,000) | 0 | 0 | 0 |
| | Fees & Charges Income | (130,536) | (195,200) | (195,200) | (217,700) |
| | INCOME | (134,536) | (195,200) | (216,029) | (217,700) |
| | NET COST OF SERVICE | £977,885 | £812,516 | £740,581 | 775,720 |

Stratford-on-Avon District Council are required to set and collect Council Tax. Your Council Tax is a local property tax that is charged in order to supplement Central Government funding of the local services provided by the Council. This service administers the collection of the Council Tax which funds not only Stratford-on-Avon District Council but also Warwickshire County Council, Warwickshire Police Authority and Parish and Town Councils. These costs include staff, postage, stationery, computer software and any other costs relating to sending out bills.

- 1 **Employees** : The budget in 2010/11 has increased due to salary re-allocation, increase of superannuation and increments.
- 2 **Transfer Payments** : The 2010/11 budget represents a decrease of the notional FRS17 pension charge.
- 3 **Fees & Charges Income** : This increase of 2010/11 budget relates to the recovery of court costs.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £6.79 | £6.35 |
| per band D property | £15.83 | £15.02 |

| r400 | Council Tax Benefits | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|------------------------------|-----------------------|--------------------------------|-------------------------------|-------------------------|
| | | £ | £ | £ | £ |
| | Transfer Payments | 6,426,205 | 6,484,258 | 6,484,258 | 6,484,260 |
| | GROSS COST OF SERVICE | 6,426,205 | 6,484,258 | 6,484,258 | 6,484,260 |
| | Government Grant Income | (6,501,222) | (6,484,258) | (6,484,258) | (6,484,260) |
| | INCOME | (6,501,222) | (6,484,258) | (6,484,258) | (6,484,260) |
| | NET COST OF SERVICE | (£75,017) | 0 | 0 | 0 |

This service shows the levels of Council Tax Benefits expected to be paid to those entitled within the district. With current economic pressures it is expected that more benefits will be paid and this is reflected in the 2009/10 expenditure budget. Government Grant Income meets this expenditure and has therefore been similarly adjusted.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £0.00 | £0.00 |
| per band D property | £0.00 | £0.00 |

| r340 | Council Tax Benefits - Admin. | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|--------------------------------------|-----------------------|--------------------------------|-------------------------------|-------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 212,513 | 227,245 | 198,660 | 225,260 |
| | Transport Related Expenses | 2,386 | 5,250 | 1,895 | 2,020 |
| | Supplies And Services Expenses | 21,529 | 14,650 | 15,850 | 14,650 |
| | Third Party Payments | 48,204 | 27,015 | 51,315 | 27,020 |
| | Transfer Payments | 2,707 | 10,370 | 10,370 | 4,990 |
| | Central Support Services | 185,323 | 164,509 | 161,829 | 180,490 |
| | GROSS COST OF SERVICE | 472,662 | 449,039 | 439,919 | 454,430 |
| | Government Grant Income | (379,033) | (370,200) | (378,200) | (370,200) |
| | Other Grants & Contributions | (13,980) | 0 | (2,000) | 0 |
| | INCOME | (393,013) | (370,200) | (380,200) | (370,200) |
| | NET COST OF SERVICE | £79,650 | £78,839 | £59,719 | 84,230 |

This service contains the cost of processing council tax benefits payments and overpayments. Most of the costs are met by the Government Grant Income received for this service.

1 **Transfer Payments** : The 2010/11 budget represents a decrease of the notional FRS17 pension charge.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £0.66 | £0.69 |
| per band D property | £1.54 | £1.63 |

| r403 | Council Tax Reduction Scheme | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|-------------------------------------|-----------------------|--------------------------------|-------------------------------|-------------------------|
| | | £ | £ | £ | £ |
| | Transfer Payments | (3,039) | 0 | 0 | 0 |
| | GROSS COST OF SERVICE | (3,039) | 0 | 0 | 0 |
| | Government Grant Income | 3,039 | 0 | 0 | 0 |
| | INCOME | 3,039 | 0 | 0 | 0 |
| | NET COST OF SERVICE | 0 | 0 | 0 | 0 |

This service ceased in 2007/08.

The estimated cost of this service is :

| | | |
|------------------------|---------------------|---------------------|
| | Original 2009/10 | Estimate 2010/11 |
| per head of population | £0.00 | #REF! |
| per band D property | £0.00 | #REF! |

| y150 | Elections | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|--------------------------------|-----------------------|--------------------------------|-------------------------------|-------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 57,832 | 56,676 | 8,264 | 88,270 |
| | Premises Related Expenses | 6,988 | 4,000 | 0 | 4,000 |
| | Transport Related Expenses | 145 | 250 | 250 | 250 |
| | Supplies And Services Expenses | 58,646 | 53,690 | 31,890 | 53,690 |
| | Third Party Payments | 14,591 | 22,900 | 20,600 | 22,900 |
| | Transfer Payments | 0 | 0 | 0 | 700 |
| | Central Support Services | 411,178 | 303,200 | 296,160 | 354,400 |
| | Capital Charges | 27,043 | 1,000 | 1,000 | 0 |
| | GROSS COST OF SERVICE | 576,422 | 441,716 | 358,164 | 524,210 |
| | Other Grants & Contributions | (10,155) | 0 | (4,628) | 0 |
| | Sales Income | (2,531) | (2,000) | (2,000) | (2,000) |
| | Fees & Charges Income | (8,136) | (4,000) | 0 | (4,000) |
| | INCOME | (20,822) | (6,000) | (6,628) | (6,000) |
| | NET COST OF SERVICE | £555,600 | £435,716 | £351,536 | 518,210 |

The Elections budget covers the cost of providing the Electoral Service of the Council. This includes the compilation of the Electoral Roll (primarily used for the running of elections but also used by credit checking agencies for loans, mortgages etc) and running of elections (from Parish to Parliamentary). The edited register is produced by this section and can be purchased by any person wishing to do so. The service is pro-active in so far as the Council has taken part in several electoral pilots (costs of which have been covered by central Government).

- 1 **Employees** : The budget in 2010/11 has increased due to salary re-allocation and increase of superannuation.
- 2 **Capital Charges** : The estimate for 2009/10 of £ 1,000 is depreciation charges on the upgrade of the Electoral Software.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £3.64 | £4.24 |
| per band D property | £8.49 | £10.04 |

| r171 | FRS 17 Net Liability on CRA | Actual 2008/09 £ | Original Budget 2009/10 £ | Revised Budget 2009/10 £ | Estimate 2010/11 £ |
|------|------------------------------|---------------------|------------------------------------|-----------------------------------|--------------------------|
| | Transfer Payments | (239,000) | (531,000) | (531,000) | (239,000) |
| | GROSS COST OF SERVICE | (239,000) | (531,000) | (531,000) | (239,000) |
| | INCOME | 0 | 0 | 0 | 0 |
| | NET COST OF SERVICE | (£239,000) | (£531,000) | (£531,000) | (239,000) |

This service contains the reversal of the notional FRS17 pension charge contained within other services. This is done to ensure that the net expenditure of the Council is not distorted and therefore has no impact on Council tax.

| | | |
|---|---------------------|---------------------|
| The estimated cost of this service is : | Original 2009/10 | Estimate 2010/11 |
| per head of population | -£4.44 | -£1.96 |
| per band D property | -£10.34 | -£4.63 |

| r350 | Housing Ben. Admin | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|--------------------------------|-----------------------|--------------------------------|-------------------------------|-------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 240,895 | 255,035 | 224,360 | 252,560 |
| | Transport Related Expenses | 9,454 | 6,245 | 10,260 | 10,360 |
| | Supplies And Services Expenses | 31,874 | 13,930 | 13,815 | 13,940 |
| | Third Party Payments | 60,297 | 65,739 | 62,719 | 65,740 |
| | Transfer Payments | 3,877 | 11,630 | 11,630 | 5,600 |
| | Central Support Services | 333,349 | 301,940 | 297,280 | 304,900 |
| | GROSS COST OF SERVICE | 679,747 | 654,519 | 620,064 | 653,100 |
| | Government Grant Income | (346,217) | (337,384) | (349,384) | (337,380) |
| | Other Grants & Contributions | (18,604) | 0 | (2,000) | 0 |
| | INCOME | (364,821) | (337,384) | (351,384) | (337,380) |
| | NET COST OF SERVICE | £314,927 | £317,135 | £268,680 | 315,720 |

This service contains the cost of processing housing benefits payments and overpayments. Part of the cost of the service is met by the Government Grant Income received for the service.

1 Transfer Payments : The 2010/11 budget represents a decrease of the notional FRS17 pension charge.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £2.65 | £2.59 |
| per band D property | £6.18 | £6.11 |

| r345 | Housing Benefits | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|------------------------------|-----------------------|--------------------------------|-------------------------------|-------------------------|
| | | £ | £ | £ | £ |
| | Transfer Payments | 20,462,940 | 17,289,117 | 17,289,117 | 17,389,120 |
| | GROSS COST OF SERVICE | 20,462,940 | 17,289,117 | 17,289,117 | 17,389,120 |
| | Government Grant Income | (20,475,055) | (17,448,117) | (17,448,117) | (17,448,120) |
| | INCOME | (20,475,055) | (17,448,117) | (17,448,117) | (17,448,120) |
| | NET COST OF SERVICE | (£12,115) | (£159,000) | (£159,000) | (59,000) |

This service shows the levels of Housing Benefit expected to be paid on behalf of tenants in private rented accommodation or housing association properties within the district. Government Grant is received towards the basic benefits.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | -£1.33 | -£0.48 |
| per band D property | -£3.10 | -£1.14 |

| r355 | Investment Interest | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|------------------------------|-----------------------|--------------------------------|-------------------------------|-------------------------|
| | | £ | £ | £ | £ |
| | Capital Charges | 35,645 | 1,200 | 1,200 | 1,200 |
| | GROSS COST OF SERVICE | 35,645 | 1,200 | 1,200 | 1,200 |
| | Interest Income | (1,406,274) | (36,239) | (105,239) | (218,900) |
| | INCOME | (1,406,274) | (36,239) | (105,239) | (218,900) |
| | NET COST OF SERVICE | (£1,370,629) | (£35,039) | (£104,039) | (217,700) |

This service shows the anticipated cost of borrowing and interest receipts from both in house investments and externally managed funds . The Council's externally managed funds, currently £17 million, are placed with Scottish Widows Investment Partnership who invest on behalf of the Council within strict guidelines to ensure capital preservation. The fall in the Bank of England's base rate has seen investment returns fall. This is reflected in the 2009/10 interest income budget which has also been reduced to reflect the Council's Capital Programme.

| | | |
|---|---------------------|---------------------|
| The estimated cost of this service is : | Original 2009/10 | Estimate 2010/11 |
| per head of population | -£0.29 | -£1.78 |
| per band D property | -£0.68 | -£4.22 |

| r360 | Misc. Expenditure \ Income | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|-----------------------------------|-----------------------|--------------------------------|-------------------------------|-------------------------|
| | | £ | £ | £ | £ |
| | Supplies And Services Expenses | 0 | 8,000 | 8,000 | 0 |
| | GROSS COST OF SERVICE | 0 | 8,000 | 8,000 | 0 |
| | Fees & Charges Income | (578) | 0 | 0 | 0 |
| | INCOME | (578) | 0 | 0 | 0 |
| | NET COST OF SERVICE | (£578) | £8,000 | £8,000 | 0 |

This service contains the costs of expenditure that do not fall within other specific services.

- 1 **Supplies and Services** : The additional budget of £8,000 in 2009/10 is the Local Area Agreement (LAA) contribution.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £0.07 | £0.00 |
| per band D property | £0.16 | £0.00 |

| r370 | National Non-Domestic Rate | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|-----------------------------------|-----------------------|--------------------------------|-------------------------------|-------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 139,675 | 148,335 | 138,660 | 21,310 |
| | Transport Related Expenses | 1,926 | 2,030 | 1,785 | 1,940 |
| | Supplies And Services Expenses | 12,351 | 9,090 | 18,660 | 9,090 |
| | Third Party Payments | 14,829 | 8,500 | 8,007 | 8,500 |
| | Transfer Payments | 16,986 | 6,870 | 75,770 | 69,470 |
| | Central Support Services | 133,144 | 136,810 | 135,530 | 95,900 |
| | GROSS COST OF SERVICE | 318,911 | 311,635 | 378,412 | 206,210 |
| | Government Grant Income | (589,935) | (225,208) | (245,665) | (203,100) |
| | Other Grants & Contributions | (10,000) | 0 | 0 | 0 |
| | Fees & Charges Income | (18,195) | (30,600) | (30,600) | (53,100) |
| | INCOME | (618,130) | (255,808) | (276,265) | (256,200) |
| | NET COST OF SERVICE | (£299,219) | £55,827 | £102,147 | (49,990) |

This service contains the costs of collection of Non-Domestic (Business Rates). The budget includes employee expenses, stationery, postage, printing etc and all other costs to provide this service to the public. Business Rates are collected by the Council and passed to central Government for redistribution.

- 1 **Employees** : The decrease of the 2010/11 budget is due to Warwick District Council now providing the NNDR service.
- 2 **Transfer Payments** : The change in the 2009/10 and 2010/11 budget is due to the payments made to Warwick District Council for the provision of the NNDR service.
- 3 **Government Grant Income** : The estimate for 2009/10 includes extra grant income.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £0.47 | -£0.41 |
| per band D property | £1.09 | -£0.97 |

| r375 | NNDR Discretionary Relief | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|----------------------------------|-----------------------|--------------------------------|-------------------------------|-------------------------|
| | | £ | £ | £ | £ |
| | Transfer Payments | 55,963 | 20,000 | 45,000 | 20,000 |
| | GROSS COST OF SERVICE | 55,963 | 20,000 | 45,000 | 20,000 |
| | INCOME | 0 | 0 | 0 | 0 |
| | NET COST OF SERVICE | £55,963 | £20,000 | £45,000 | 20,000 |

NNDR discretionary relief is awarded from the Council's General Revenue Fund. This includes relief for non profit making organisations, i.e. sports clubs, charities and relief granted under the 'hardship' provisions i.e. village stores.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £0.17 | £0.16 |
| per band D property | £0.39 | £0.39 |

| r411 | Non Distributed Costs | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|------------------------------|-----------------------|--------------------------------|-------------------------------|-------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 218,036 | 311,323 | 256,523 | 211,320 |
| | Transfer Payments | 108,000 | 0 | 0 | 0 |
| | GROSS COST OF SERVICE | 326,036 | 311,323 | 256,523 | 211,320 |
| | INCOME | 0 | 0 | 0 | 0 |
| | NET COST OF SERVICE | £326,036 | £311,323 | £256,523 | 211,320 |

This service contains the costs for past service, pension costs and pension strain in respect of recently retired employees.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £2.60 | £1.73 |
| per band D property | £6.07 | £4.09 |

| r420 | Residual Costs | Actual 2008/09 £ | Original Budget 2009/10 £ | Revised Budget 2009/10 £ | Estimate 2010/11 £ |
|------|------------------------------|---------------------|------------------------------------|-----------------------------------|--------------------------|
| | Employees Expenses | 0 | 0 | 19,230 | (100,000) |
| | Third Party Payments | 0 | 0 | 0 | 83,450 |
| | GROSS COST OF SERVICE | 0 | 0 | 19,230 | (16,550) |
| | INCOME | 0 | 0 | 0 | 0 |
| | NET COST OF SERVICE | 0 | 0 | £19,230 | (16,550) |

This service contains the costs of

- 1 **Employees** : The introduction of a budget is for savings to be found for abatement not included in the salary budget with effect from 2010/11.
- 2 **Third Party Payments** : This is a contingency budget for inflation on contract payments.

| | | |
|---|---------------------|---------------------|
| The estimated cost of this service is : | Original 2009/10 | Estimate 2010/11 |
| per head of population | £0.00 | -£0.38 |
| per band D property | £0.00 | -£0.91 |

| v525 | SDC Infrastructure | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|--------------------------------|-----------------------|--------------------------------|-------------------------------|-------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 49,796 | 52,250 | 51,580 | 51,060 |
| | Premises Related Expenses | 27,810 | 45,953 | 45,953 | 45,950 |
| | Transport Related Expenses | 3,044 | 3,060 | 3,060 | 2,660 |
| | Supplies And Services Expenses | 310 | 102 | 102 | 100 |
| | Third Party Payments | 22,250 | 32,207 | 32,207 | 32,220 |
| | Transfer Payments | 546 | 2,520 | 2,520 | 1,130 |
| | Central Support Services | 14,920 | 11,770 | 11,800 | 15,000 |
| | GROSS COST OF SERVICE | 118,675 | 147,862 | 147,222 | 148,120 |
| | Fees & Charges Income | (465) | 0 | 0 | 0 |
| | INCOME | (465) | 0 | 0 | 0 |
| | NET COST OF SERVICE | £118,210 | £147,862 | £147,222 | 148,120 |

This service contains the costs of maintaining the assets of the council by carrying out day-to-day operational and health and safety maintenance anywhere in the district. This includes car parks, estate roads, paths, drive and accessways, cycleways, play areas and open spaces, service areas, bridges, fencing and gates, bollards, river and stream bank and island revetments, lighting, manual/electric barriers/gates, walls, ferry, foul and surface water drainage, seats/benches, pumping equipment, signage, dredging, various buildings including the multi-storey car parks (incl. lifts), ponds/culverts/headwalls, waste disposal points etc.

1 **Transfer payments** : This budget decrease is the notional FRS17 pension charge.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2009/10 | 2010/11 |
| per head of population | £1.24 | £1.21 |
| per band D property | £2.88 | £2.87 |

Support Services

The services below support the front line services detailed in the front of the budget book. The net cost of each service is recharged to the services they support which may include other support services or capital work.

These costs are therefore contained within the costs of the front line services, in accordance with the relevant accounting codes and practice, but are listed here for information purposes.

RECHARGING NET EXPENDITURE SUMMARY

| | | Page | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 | Cost per Head of Population | Cost per Band D Property |
|---|--------------------|------|--------------------|-------------------------------|------------------------------|---------------------|-----------------------------------|--------------------------------|
| | | | £ | £ | £ | £ | £ | £ |
| Building Services <i>Head of Customer Services : Allison Davies</i> | <i>Expenditure</i> | 59 | 2,771,317 | 1,035,740 | 997,460 | 1,133,080 | | |
| | <i>Income</i> | | -3,840 | -243,120 | -243,120 | -2,340 | | |
| | <i>Recharged</i> | | 2,767,477 | 792,620 | 754,340 | 1,130,740 | 9.26 | 21.90 |
| Change & Performance <i>Head of Change & Performance : Balvinder Heran</i> | <i>Expenditure</i> | 60 | 3,071,680 | 2,873,384 | 2,847,394 | 2,859,710 | | |
| | <i>Income</i> | | -93,152 | -49,550 | -35,950 | -49,550 | | |
| | <i>Recharged</i> | | 2,978,528 | 2,823,834 | 2,811,444 | 2,810,160 | 23.02 | 54.42 |
| Customer Services Centre <i>Head of Customer Services : Allison Davies</i> | <i>Expenditure</i> | 61 | 1,568,001 | 1,363,243 | 1,323,923 | 1,311,780 | | |
| | <i>Income</i> | | -54,062 | -59,560 | -59,560 | -26,000 | | |
| | <i>Recharged</i> | | 1,513,939 | 1,303,683 | 1,264,363 | 1,285,780 | 10.53 | 24.90 |
| Document Service Centre <i>Head of Customer Services : Allison Davies</i> | <i>Expenditure</i> | 62 | 351,608 | 296,330 | 295,260 | 321,910 | | |
| | <i>Income</i> | | -2,826 | 0 | 0 | 0 | | |
| | <i>Recharged</i> | | 348,782 | 296,330 | 295,260 | 321,910 | 2.64 | 6.23 |
| HR and Training <i>Head of Customer Services : Allison Davies</i> | <i>Expenditure</i> | 63 | 662,756 | 683,531 | 691,111 | 555,460 | | |
| | <i>Income</i> | | -25,051 | 0 | 0 | 0 | | |
| | <i>Recharged</i> | | 637,705 | 683,531 | 691,111 | 555,460 | 4.55 | 10.76 |
| Members Services <i>Head of Member Services : Richard Hood</i> | <i>Expenditure</i> | 64 | 1,749,006 | 1,424,441 | 1,411,491 | 1,455,960 | | |
| | <i>Income</i> | | -46,708 | -40,600 | -40,600 | -40,600 | | |
| | <i>Recharged</i> | | 1,702,298 | 1,383,841 | 1,370,891 | 1,415,360 | 11.59 | 27.41 |
| Monitoring Officer <i>Monitoring Officer : Liam Nevin</i> | <i>Expenditure</i> | 65 | 412,034 | 390,710 | 400,720 | 395,520 | | |
| | <i>Income</i> | | -55 | 0 | 0 | 0 | | |
| | <i>Recharged</i> | | 411,978 | 390,710 | 400,720 | 395,520 | 3.24 | 7.66 |
| Resources <i>Head of Resources : Andrew Lovegrove</i> | <i>Expenditure</i> | 66 | 1,317,806 | 1,205,164 | 1,166,814 | 1,160,470 | | |
| | <i>Income</i> | | -2,763 | -2,300 | -2,300 | -2,300 | | |
| | <i>Recharged</i> | | 1,315,043 | 1,202,864 | 1,164,514 | 1,158,170 | 9.49 | 22.43 |
| NET EXPENDITURE | | | £11,675,750 | £8,877,413 | £8,752,643 | £9,073,100 | £74.32 | £175.71 |

| y607 | Building Services | Actual 2008/09 £ | Original Budget 2009/10 £ | Revised Budget 2009/10 £ | Estimate 2010/11 £ |
|------|--------------------------------|------------------------|------------------------------------|-----------------------------------|--------------------------|
| | Employees Expenses | 200,969 | 203,573 | 197,123 | 212,770 |
| | Premises Related Expenses | 390,099 | 429,640 | 422,840 | 525,280 |
| | Transport Related Expenses | 10,603 | 8,420 | 8,270 | 8,430 |
| | Supplies And Services Expenses | 41,315 | 26,474 | 26,194 | 26,580 |
| | Third Party Payments | 187,127 | 113,393 | 88,793 | 97,180 |
| | Transfer Payments | 2,141 | 9,130 | 9,130 | 4,530 |
| | Central Support Services | 168,262 | 89,000 | 89,000 | 132,300 |
| | Capital Charges | 1,770,801 | 156,110 | 156,110 | 126,010 |
| | GROSS COST OF SERVICE | 2,771,317 | 1,035,740 | 997,460 | 1,133,080 |
| | Other Grants & Contributions | 0 | (1,500) | (1,500) | (1,500) |
| | Fees & Charges Income | (1,079) | (850) | (850) | (840) |
| | Rent Income | (2,761) | (240,770) | (240,770) | 0 |
| | Recharges To Other Accounts | (2,767,477) | (792,620) | (754,340) | (1,130,740) |
| | INCOME | (2,771,317) | (1,035,740) | (997,460) | (1,133,080) |
| | NET COST OF SERVICE | 0 | 0 | 0 | 0 |

Building Services comprises of 5 members of staff (4.6 full time equivalents) providing facility management services to 2 public offices in Stratford and Alcester. The core service includes providing access to the buildings, a security/support/maintenance service to staff and Members for meetings. This service also includes the following activities directly managed in house that reach beyond a standard facilities remit:- The re-location of staff within the buildings, recyclable material collections, safety initiatives including portable appliance testing, energy monitoring and ownership of an energy reduction plan.

- 1 **Employees** : The increase budget for 2010/11 reflects added superannuation increase and salary increments.
- 2 **Premises** : The 2010/11 estimate has increased due to planned maintenance.
- 3 **Third Party** : The reduced budget for 2010/11 relates to savings within the cleaning contract.
- 4 **Capital Charges** : The 2010/11 estimate of £ 126,010 relates to re-valuation of assets.
- 5 **Rent Income** : The decreased income for 2010/11 is due to part of public offices being occupied by outside bodies. These areas have been reclassified as non-operational - the rent is now included within corporate estates.

| | | |
|---|---------------------|---------------------|
| The estimated cost of this service is : | Original 2008/09 | Estimate 2009/10 |
| per head of population | £6.63 | £9.26 |
| per band D property | £15.44 | £21.90 |

| r609 | Change & Performance | Actual 2008/09 £ | Original Budget 2009/10 £ | Revised Budget 2009/10 £ | Estimate 2010/11 £ |
|------|--------------------------------|------------------------|------------------------------------|-----------------------------------|--------------------------|
| | Employees Expenses | 1,067,704 | 1,095,857 | 1,088,287 | 1,115,180 |
| | Premises Related Expenses | 342 | 100 | 150 | 100 |
| | Transport Related Expenses | 35,813 | 32,130 | 32,330 | 32,200 |
| | Supplies And Services Expenses | 443,326 | 358,855 | 350,185 | 354,730 |
| | Third Party Payments | 31,386 | 24,800 | 14,800 | 24,800 |
| | Transfer Payments | 12,383 | 49,920 | 49,920 | 24,610 |
| | Central Support Services | 798,218 | 480,450 | 480,450 | 586,750 |
| | Capital Charges | 682,507 | 831,272 | 831,272 | 721,340 |
| | GROSS COST OF SERVICE | 3,071,680 | 2,873,384 | 2,847,394 | 2,859,710 |
| | Government Grant Income | (10,543) | 0 | (4,400) | 0 |
| | Sales Income | (3,803) | 0 | 0 | 0 |
| | Fees & Charges Income | (77,468) | (49,550) | (31,550) | (49,550) |
| | Rent Income | (1,338) | 0 | 0 | 0 |
| | Recharges To Other Accounts | (2,978,528) | (2,823,834) | (2,811,444) | (2,810,160) |
| | INCOME | (3,071,680) | (2,873,384) | (2,847,394) | (2,859,710) |
| | NET COST OF SERVICE | 0 | 0 | 0 | 0 |

Mission: To deliver a high quality, value for money service which effectively supports all internal and external customers and underpins the delivery of Council priorities. In particular to:-

Deliver cost effective ICT and business development solutions to all services, elected members, partners and external customers supporting the delivery of all council priorities and plans.

Support the Council in delivering on the national business transformation/change agenda to improve the way we work across all areas in line with best in class councils.

Deliver a consultation function which ensures Council priorities reflect local views and provide regular, accurate feedback on local opinion on the quality of services the Council provides.

Deliver and maintain the Stratford district part of the National Land and Property Gazetteer, establish and maintain corporate spatial datasets for the delivery of electronic mapping.

Monitor delivery of the Council Plan and work with services to improve performance and embed performance management throughout the authority.

Work with our partners to provide electronic access and ICT training to/on Council services throughout the District.

1 **Employees** : The increase budget for 2010/11 reflects added superannuation increase and salary increments.

2 **Transfer Payments** : The 2010/11 budget represents a decrease of the notional FRS17 pension charge.

3 **Capital Charges** : The decrease in 2010/11 is due to the charges having been recalculated based on proposed capital expenditure for 2009/10.

| | | |
|---|---------------------|---------------------|
| The estimated cost of this service is : | Original 2008/09 | Estimate 2009/10 |
| per head of population | £23.61 | £23.02 |
| per band D property | £55.98 | £54.42 |

| y606 | Customer Services Centre | Actual 2008/09 £ | Original Budget 2009/10 £ | Revised Budget 2009/10 £ | Estimate 2010/11 £ |
|------|--------------------------------|------------------------|------------------------------------|-----------------------------------|--------------------------|
| | Employees Expenses | 772,843 | 800,931 | 765,301 | 748,730 |
| | Premises Related Expenses | 2,132 | 0 | 0 | 0 |
| | Transport Related Expenses | 12,956 | 7,650 | 7,650 | 7,880 |
| | Supplies And Services Expenses | 47,982 | 39,280 | 20,330 | 22,190 |
| | Third Party Payments | 66,941 | 43,622 | 58,882 | 60,720 |
| | Transfer Payments | 7,914 | 36,350 | 36,350 | 16,540 |
| | Central Support Services | 610,826 | 417,600 | 417,600 | 437,900 |
| | Capital Charges | 46,408 | 17,810 | 17,810 | 17,820 |
| | GROSS COST OF SERVICE | 1,568,001 | 1,363,243 | 1,323,923 | 1,311,780 |
| | Other Grants & Contributions | (54,062) | (59,560) | (59,560) | (26,000) |
| | Recharges To Other Accounts | (1,513,939) | (1,303,683) | (1,264,363) | (1,285,780) |
| | INCOME | (1,568,001) | (1,363,243) | (1,323,923) | (1,311,780) |
| | NET COST OF SERVICE | 0 | 0 | 0 | 0 |

The Customer Services Centre is made up of the contact centre, One Stop Shop at Elizabeth House in Stratford-upon-Avon, Globe House in Alcester, Southam Library in Southam and Community One Stop Shop. We also deliver our services from three community one stop shops in Bidford, Studley and Wellesbourne. Customer service advisors are able to provide advice and guidance on a whole range of services including blue badges, various benefits, travel concessions, council tax, housing, planning, parking, refuse and recycling.

- 1 **Employees** : The 2010/11 budget has been reduced due the closure of the Shipston office.
- 2 **Supplies and Services** : The reduction in this 2010/11 budget relates to reallocation of budget to Third Party Payments.
- 3 **Third Party Payments** : The increase in this 2010/11 budget relates to reallocation of budget from Supplies and Services.
- 4 **Transfer Payments** : The 2010/11 budget represents a decrease of the notional FRS17 pension charge.
- 5 **Capital Charges** : The budget for 2009/10 and 2010/11 relates to depreciation charges for the Contact Centre.
- 6 **Other Grants & Contributions** : This budget for 2010/11 has been reduced due to funding for part year of salaries for the Southam One Stop Shop.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2008/09 | 2009/10 |
| per head of population | £10.90 | £10.53 |
| per band D property | £25.40 | £24.90 |

| y608 | Document Service Centre | Actual 2008/09 £ | Original Budget 2009/10 £ | Revised Budget 2009/10 £ | Estimate 2010/11 £ |
|------|--------------------------------|------------------------|------------------------------------|-----------------------------------|--------------------------|
| | Employees Expenses | 128,890 | 135,860 | 134,790 | 150,640 |
| | Transport Related Expenses | 529 | 170 | 170 | 190 |
| | Supplies And Services Expenses | 77,798 | 77,140 | 77,140 | 77,140 |
| | Third Party Payments | 13,450 | 6,100 | 6,100 | 6,100 |
| | Transfer Payments | 1,477 | 6,260 | 6,260 | 3,340 |
| | Central Support Services | 129,464 | 70,800 | 70,800 | 84,500 |
| | GROSS COST OF SERVICE | 351,608 | 296,330 | 295,260 | 321,910 |
| | Fees & Charges Income | (2,826) | 0 | 0 | 0 |
| | Recharges To Other Accounts | (348,782) | (296,330) | (295,260) | (321,910) |
| | INCOME | (351,608) | (296,330) | (295,260) | (321,910) |
| | NET COST OF SERVICE | 0 | 0 | 0 | 0 |

The Document Service Centre is responsible for all the incoming and outgoing post for the authority. They also provide a scanning and indexing service for the authority, whereby staff can access correspondence etc electronically.

- 1 **Employees** : The increased budget for 2010/11 reflects an additional post, superannuation increase and salary increments.
- 2 **Transfer Payments** : The 2010/11 budget represents a decrease of the notional FRS17 pension charge.

| | | |
|---|---------------------|---------------------|
| The estimated cost of this service is : | Original 2008/09 | Estimate 2009/10 |
| per head of population | £2.48 | £2.64 |
| per band D property | £5.77 | £6.23 |

| y605 | HR and Training | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|-------------|--------------------------------|---------------------------|--|---------------------------------------|-----------------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 387,977 | 353,081 | 353,331 | 351,570 |
| | Premises Related Expenses | 275 | 0 | 0 | 0 |
| | Transport Related Expenses | 7,178 | 5,080 | 5,080 | 5,660 |
| | Supplies And Services Expenses | 24,607 | 12,260 | 19,590 | 12,260 |
| | Third Party Payments | 25 | 0 | 0 | 0 |
| | Transfer Payments | 3,110 | 10,510 | 10,510 | 5,270 |
| | Central Support Services | 239,584 | 302,600 | 302,600 | 180,700 |
| | GROSS COST OF SERVICE | 662,756 | 683,531 | 691,111 | 555,460 |
| | Fees & Charges Income | (25,051) | 0 | 0 | 0 |
| | Recharges To Other Accounts | (637,705) | (683,531) | (691,111) | (555,460) |
| | INCOME | (662,756) | (683,531) | (691,111) | (555,460) |
| | NET COST OF SERVICE | 0 | 0 | 0 | 0 |

Human Resources aim to recruit, develop and retain our staff in a way that enables maximum flexibility for the Council to deliver real outcomes to our customers. Our role is to provide both strategic and operational support to staff and managers to ensure that future capacity and capabilities are planned and managed, whilst ensuring that the Council operates within legal frameworks and within the principles of applying equality and diversity.

1 **Transfer Payments** : The 2010/11 budget represents a decrease of the notional FRS17 pension charge.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2008/09 | 2009/10 |
| per head of population | £5.72 | £4.55 |
| per band D property | £13.32 | £10.76 |

| r610 | Members Services | Actual 2008/09 £ | Original Budget 2009/10 £ | Revised Budget 2009/10 £ | Estimate 2010/11 £ |
|------|--------------------------------|------------------------|------------------------------------|-----------------------------------|--------------------------|
| | Employees Expenses | 804,705 | 735,456 | 724,156 | 667,780 |
| | Transport Related Expenses | 12,550 | 10,165 | 10,165 | 10,640 |
| | Supplies And Services Expenses | 179,201 | 171,900 | 170,250 | 171,900 |
| | Third Party Payments | 32,482 | 7,560 | 7,560 | 37,560 |
| | Transfer Payments | 9,917 | 33,380 | 33,380 | 14,300 |
| | Central Support Services | 706,170 | 462,000 | 462,000 | 549,800 |
| | Capital Charges | 3,980 | 3,980 | 3,980 | 3,980 |
| | GROSS COST OF SERVICE | 1,749,006 | 1,424,441 | 1,411,491 | 1,455,960 |
| | Other Grants & Contributions | (2,500) | (5,600) | (5,600) | (5,600) |
| | Fees & Charges Income | (44,208) | (35,000) | (35,000) | (35,000) |
| | Recharges To Other Accounts | (1,702,298) | (1,383,841) | (1,370,891) | (1,415,360) |
| | INCOME | (1,749,006) | (1,424,441) | (1,411,491) | (1,455,960) |
| | NET COST OF SERVICE | 0 | 0 | 0 | 0 |

Member Services is primarily a support service to the workings of the Council. The Service is broken down into a number of areas:

Democratic Services - Committees, Member Training and Development (the support to Councillors')

Public Relations - This area deals with the interaction of the media and the Council.

Legal Services - Provides legal support to the Council.

Design and Print Services - an internal copying and a design service for the Council. The service currently does a small amount of external work, mainly Parish Councils, and is looking to expand this work in the near future. The service is currently under review to ensure that it best meets the Council's future business needs.

1 **Employees** : The decrease in the budget for 2010/11 relates to re-allocation of salaries to Elections and other posts being used to fund outsourcing of design work with Third Party Payments.

2 **Third Party Payments** : The increase of this 2010/11 budget is funding from within salaries to meet out-sourcing costs.

| | | |
|---|---------------------|---------------------|
| The estimated cost of this service is : | Original 2008/09 | Estimate 2009/10 |
| per head of population | £11.57 | £11.59 |
| per band D property | £26.96 | £27.41 |

| r640 | Monitoring Officer | Actual 2008/09 | Original Budget 2009/10 | Revised Budget 2009/10 | Estimate 2010/11 |
|------|--------------------------------|-------------------|-------------------------------|------------------------------|---------------------|
| | | £ | £ | £ | £ |
| | Employees Expenses | 237,184 | 249,910 | 247,920 | 266,520 |
| | Transport Related Expenses | 8,633 | 8,970 | 8,970 | 9,470 |
| | Supplies And Services Expenses | 5,878 | 5,440 | 5,440 | 5,440 |
| | Third Party Payments | 22,090 | 0 | 12,000 | 12,000 |
| | Transfer Payments | 3,166 | 11,390 | 11,390 | 5,890 |
| | Central Support Services | 135,082 | 115,000 | 115,000 | 96,200 |
| | GROSS COST OF SERVICE | 412,034 | 390,710 | 400,720 | 395,520 |
| | Fees & Charges Income | (55) | 0 | 0 | 0 |
| | Recharges To Other Accounts | (411,978) | (390,710) | (400,720) | (395,520) |
| | INCOME | (412,034) | (390,710) | (400,720) | (395,520) |
| | NET COST OF SERVICE | 0 | 0 | 0 | 0 |

This service contains the costs of the monitoring officer, internal audit and the councils fraud section. The monitoring officer is appointed under section 5 of the Local Government and Housing Act 1989. It is their duty to ensure the lawfulness and fairness of Council decision making. The Monitoring Officer also has a key role in promoting and maintaining high standards of conduct amongst Members of the authority, particularly through support to Members of the Council, to help them, follow the Code of Conduct and the Council's other rules and procedures.

- 1 **Third Party Payments** : Last years budget was for externally sourced audit work for ICT. Should this be required again it will be found from existing budgets within the authority.

| | | |
|---|----------|----------|
| The estimated cost of this service is : | Original | Estimate |
| | 2008/09 | 2009/10 |
| per head of population | £3.27 | £3.24 |
| per band D property | £7.61 | £7.66 |

| r620 | Resources | Actual 2008/09 £ | Original Budget 2009/10 £ | Revised Budget 2009/10 £ | Estimate 2010/11 £ |
|------|--------------------------------|------------------------|------------------------------------|-----------------------------------|--------------------------|
| | Employees Expenses | 673,509 | 731,774 | 694,824 | 707,840 |
| | Transport Related Expenses | 13,400 | 13,900 | 13,900 | 14,350 |
| | Supplies And Services Expenses | 90,240 | 82,010 | 80,610 | 71,910 |
| | Third Party Payments | 120,509 | 41,600 | 41,600 | 41,600 |
| | Transfer Payments | 7,803 | 33,380 | 33,380 | 15,670 |
| | Central Support Services | 412,346 | 302,500 | 302,500 | 309,100 |
| | GROSS COST OF SERVICE | 1,317,806 | 1,205,164 | 1,166,814 | 1,160,470 |
| | Fees & Charges Income | (2,763) | (2,300) | (2,300) | (2,300) |
| | Recharges To Other Accounts | (1,315,043) | (1,202,864) | (1,164,514) | (1,158,170) |
| | INCOME | (1,317,806) | (1,205,164) | (1,166,814) | (1,160,470) |
| | NET COST OF SERVICE | 0 | 0 | 0 | 0 |

Resources undertakes:-

- The accountancy function for the Council and provides support to devolved financial managers.
- Exchequer Services provide the debtor, creditor and income management and reconciliation service to the council.
- Central Administration and Finance support the front line services in key administration tasks and the day to day financial requirements of services.
- Property Section coordinate and maintain the land and property based assets of the council.
- Insurance to ensure the Councils assets and liabilities are adequately covered.

1 **Employees** : The reduction in the 2009/10 estimate is in respect of removal of the budget for vacant posts within the administration section.

2 **Third Party Payments** : The reduction in the 2009/10 estimate is mainly associated with reduced insurance costs

| | | |
|---|---------------------|---------------------|
| The estimated cost of this service is : | Original 2008/09 | Estimate 2009/10 |
| per head of population | £10.06 | £9.49 |
| per band D property | £23.43 | £22.43 |

**STRATFORD-ON-AVON DISTRICT COUNCIL
CAPITAL BUDGET**

| Grand Total 10/11 - 13/14 | Amended Estimate 2009/10 | 2010/11 Estimate | 2011/12 Estimate | 2012/13 Estimate | 2013/14 Estimate | 2014/15 Estimate |
|---|---|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| | £ | £ | £ | £ | £ | £ |
| <u>SUMMARY</u> | | | | | | |
| 16,847,725 Accumulated Capital Receipts b/fwd | 16,847,725 | 12,366,627 | 10,908,585 | 8,459,282 | 6,091,702 | 4,210,122 |
| 20,885,267 Capital Expenditure as per page 2 | 8,313,812 | 3,183,412 | 2,651,303 | 2,569,580 | 2,083,580 | 2,083,580 |
| 6,366,084 Capital Receipts as per page 2 | 3,832,714 | 1,725,370 | 202,000 | 202,000 | 202,000 | 202,000 |
| 2,328,542 Accumulated Capital Receipts c/fwd | 12,366,627 | 10,908,585 | 8,459,282 | 6,091,702 | 4,210,122 | 2,328,542 |

| <u>GROSS EXPENDITURE</u> | | | | | | |
|--|------------------|------------------|------------------|------------------|------------------|------------------|
| 7,105,148 Head of Revenues & Housing | 1,696,033 | 1,180,192 | 1,078,923 | 1,050,000 | 1,050,000 | 1,050,000 |
| 3,449,833 Head of Change & Performance | 858,833 | 733,000 | 697,000 | 711,000 | 225,000 | 225,000 |
| 1,352,226 Head of Planning Services | 562,226 | 350,000 | 110,000 | 110,000 | 110,000 | 110,000 |
| 586,129 Head of Community Services | 436,129 | 75,000 | 75,000 | 0 | 0 | 0 |
| 3,538,384 World Class Stratford | 2,858,384 | 340,000 | 340,000 | 0 | 0 | 0 |
| 1,889,528 Head of Environment | 1,639,528 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| 15,000 Head of Member Services | 15,000 | 0 | 0 | 0 | 0 | 0 |
| 52,666 Head of Customer Services | 52,666 | 0 | 0 | 0 | 0 | 0 |
| 2,896,353 Head of Resources | 195,013 | 455,220 | 300,380 | 648,580 | 648,580 | 648,580 |
| 20,885,267 TOTAL | 8,313,812 | 3,183,412 | 2,651,303 | 2,569,580 | 2,083,580 | 2,083,580 |

**STRATFORD-ON-AVON DISTRICT COUNCIL
CAPITAL BUDGET**

| Grand Total 10/11 - 13/14 | Amended Estimate 2009/10 | 2010/11 Estimate | 2011/12 Estimate | 2012/13 Estimate | 2013/14 Estimate | 2014/15 Estimate |
|---|---|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| | £ | £ | £ | £ | £ | £ |
| <u>FINANCING</u> | | | | | | |
| 1,152,000 Disabled facilities Grants | 192,000 | 192,000 | 192,000 | 192,000 | 192,000 | 192,000 |
| 560,000 Section 106 Agreement - Bidford Cycleway | 320,000 | 240,000 | | | | |
| 20,800 Section 106 Agreement- Shottery Fields | 20,800 | | | | | |
| 2,100 Section 106 Agreement - Bridgetown Cyclepath | 2,100 | | | | | |
| 1,700 Section 106 Agreement - Shottery Fields Play Area | 1,700 | | | | | |
| 427,000 Section 106 Agreement - Affordable Housing | 393,630 | 33,370 | | | | |
| 1,011,600 Section 106 Summary | 738,230 | 273,370 | 0 | 0 | 0 | 0 |
| 1,250,000 World Class Stratford - Sale proceeds | 0 | 1,250,000 | | | | |
| 1,681,000 World Class Stratford | 1,681,000 | | | | | |
| 9,204 Choiced Based Lettings Contribution from other councils | 9,204 | | | | | |
| 1,200,780 Pathlow Traveller Site Grant - DCLG | 1,200,780 | | | | | |
| 1,500 Big Lottery fund Grant - Mobile Skatepark | 1,500 | | | | | |
| 60,000 Loan Repayments | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| 23,213,809 Total/Estimated Receipts | 3,832,714 | 1,725,370 | 202,000 | 202,000 | 202,000 | 202,000 |
| (Surplus) / Deficit on Year | 4,481,098 | 1,458,042 | 2,449,303 | 2,367,580 | 1,881,580 | 1,881,580 |
| Use of Capital Receipts: | | | | | | |
| Acc. Capital Receipts b/fwd | 16,847,725 | 12,366,627 | 10,908,585 | 8,459,282 | 6,091,702 | 4,210,122 |
| (Surplus) / Deficit on Year | 4,481,098 | 1,458,042 | 2,449,303 | 2,367,580 | 1,881,580 | 1,881,580 |
| 2,328,542 Accumulated Capital Receipts c/fwd | 12,366,627 | 10,908,585 | 8,459,282 | 6,091,702 | 4,210,122 | 2,328,542 |

**STRATFORD-ON-AVON DISTRICT COUNCIL
CAPITAL BUDGET**

| Grand Total 10/11 - 13/14 | Amended Estimate 2009/10 | 2010/11 Estimate | 2011/12 Estimate | 2012/13 Estimate | 2013/14 Estimate | 2014/15 Estimate |
|--|---|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| | £ | £ | £ | £ | £ | £ |
| <u>Head of Revenues & Housing</u> | | | | | | |
| 2,366,484 Affordable Housing Investment Programme | 240,739 | 596,822 | 528,923 | 500,000 | 500,000 | 500,000 |
| 427,000 Shipston S.106 | 393,630 | 33,370 | | | | |
| 333,037 Disabled Adaptations | 13,037 | 80,000 | 80,000 | 80,000 | 80,000 | 80,000 |
| 0 Disabled Adaptations - SWHA (SWHA funded) | 0 | | | | | |
| 1,721,207 Disabled Facilities Grants - Mandatory Rolling Programme | 441,207 | 320,000 | 320,000 | 320,000 | 320,000 | 320,000 |
| 760,871 Minor Works Assistance & Home Repair Grants (Discretionary) Rolling Programme | 160,871 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 |
| 12,082 Choice Based Lettings | 12,082 | | | | | |
| 428,461 Empty Homes | 428,461 | | | | | |
| 6,006 Temporary Accommodation Unit - furnishings | 6,006 | | | | | |
| 6,055,148 <i>Total Revenues & Housing</i> | 1,696,033 | 1,180,192 | 1,078,923 | 1,050,000 | 1,050,000 | 1,050,000 |
| <u>Head of Change Performance</u> | | | | | | |
| 1,139,833 ICT Hardware, Software and Replcement Programme | 339,833 | 225,000 | 175,000 | 175,000 | 225,000 | 225,000 |
| 25,000 Review FLARE/Uniform | 25,000 | | | | | |
| 2,060,000 ICT and Business Development Strategy - salaries | 494,000 | 508,000 | 522,000 | 536,000 | | |
| 3,224,833 <i>Total ICT and Business Development Strategy</i> | 858,833 | 733,000 | 697,000 | 711,000 | 225,000 | 225,000 |
| <u>Head of Planning Services</u> | | | | | | |
| 2,100 Bridgetown Cyclepath (S.106) | 2,100 | | | | | |
| 560,000 Mason's Road Cyclepath - S.106 | 320,000 | 240,000 | | | | |
| 20,700 Shottery Fields, Grounds Works (S.106) | 20,700 | | | | | |
| 1,400 Shottery Fields, Play Area (S.106) | 1,400 | | | | | |
| 658,026 SWHA Infrastructure | 218,026 | 110,000 | 110,000 | 110,000 | 110,000 | 110,000 |
| 1,242,226 <i>Total Planning</i> | 562,226 | 350,000 | 110,000 | 110,000 | 110,000 | 110,000 |

**STRATFORD-ON-AVON DISTRICT COUNCIL
CAPITAL BUDGET**

| Grand Total 10/11 - 13/14 | Amended Estimate 2009/10 | 2010/11 Estimate | 2011/12 Estimate | 2012/13 Estimate | 2013/14 Estimate | 2014/15 Estimate |
|---|---|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| | £ | £ | £ | £ | £ | £ |
| <u>Head of Community Services</u> | | | | | | |
| 22,603 Area Community Committee Grants (Arden Area) | 22,603 | | | | | |
| 32,626 Area Community Committee Grants (Avon Area) | 32,626 | | | | | |
| 38,486 Area Community Committee Grants (Dassett Area) | 38,486 | | | | | |
| 25,820 Area Community Committee Grants (Stour Area) | 25,820 | | | | | |
| 38,847 Area Community Committee Grants (East) | 38,847 | | | | | |
| 23,870 Area Community Committee Grants (Central) | 23,870 | | | | | |
| 43,218 Area Community Committee Grants (West) | 43,218 | | | | | |
| 30,000 CCTV Equipment - General/Henley/CP fibres | 30,000 | | | | | |
| 34,312 CCTV Digital Monitoring Equipment | 34,312 | | | | | |
| 75,698 Market Towns - Southam | 25,698 | 25,000 | 25,000 | | | |
| 79,857 Market Towns - Shipston | 29,857 | 25,000 | 25,000 | | | |
| 76,288 Market Towns - Alcester | 26,288 | 25,000 | 25,000 | | | |
| 54,504 Parking Equipment | 54,504 | | | | | |
| 10,000 Shipston Pool Leisure Development | 10,000 | | | | | |
| 586,129 <i>Total Community Services</i> | 436,129 | 75,000 | 75,000 | 0 | 0 | 0 |
| <u>World Class Stratford-upon-Avon</u> | | | | | | |
| 2,454,606 World Class Stratford-upon-Avon | 2,454,606 | | | | | |
| 875,367 World Class Stratford Phase 2 | 195,367 | 340,000 | 340,000 | | | |
| 208,411 Warwick Road Land | 208,411 | | | | | |
| 3,538,384 <i>Total World Class Stratford</i> | 2,858,384 | 340,000 | 340,000 | 0 | 0 | 0 |

**STRATFORD-ON-AVON DISTRICT COUNCIL
CAPITAL BUDGET**

| Grand Total 10/11 - 13/14 | Amended Estimate 2009/10 | 2010/11 Estimate | 2011/12 Estimate | 2012/13 Estimate | 2013/14 Estimate | 2014/15 Estimate |
|---|---|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| | £ | £ | £ | £ | £ | £ |
| <u>Head of Environment</u> | | | | | | |
| 276,813 Land Drainage | 76,813 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| 1,552,715 Refurbishment of Pathlow Traveller Site | 1,552,715 | | | | | |
| 10,000 Purchases of wheeled bins and boxes | 10,000 | | | | | |
| 1,839,528 <i>Total Environment</i> | 1,639,528 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| <u>Head of Member Services</u> | | | | | | |
| 15,000 Electoral Software System | 15,000 | | | | | |
| 15,000 <i>Total Member Services</i> | 15,000 | 0 | 0 | 0 | | |
| <u>Head of Customer Services</u> | | | | | | |
| 52,666 One-Stop-Shop Locations | 52,666 | | | | | |
| 52,666 <i>Total Customer Services</i> | 52,666 | 0 | 0 | 0 | 0 | 0 |
| <u>Head of Resources</u> | | | | | | |
| Planned Maintenance Programme | | | | | | |
| 2,062,189 Miscellaneous Structures & Fees | 9,429 | 455,220 | 300,380 | 648,580 | 648,580 | 648,580 |
| 2,062,189 <i>Total Planned Maintenance Programme</i> | 9,429 | 455,220 | 300,380 | 648,580 | 648,580 | 648,580 |
| 175,684 Bridgetown Land Development, Stratford upon Avon | 175,684 | | | | | |
| 9,900 Community Woodland, Bridgetown (SDC) | 9,900 | | | | | |
| 2,247,773 <i>Total Resources</i> | 195,013 | 455,220 | 300,380 | 648,580 | 648,580 | 648,580 |

STRATFORD-ON-AVON DISTRICT COUNCIL

| | Actual 2008/2009 £ | Estimate 2009/2010 £ | Latest 2009/2010 £ | Estimate 2010/2011 £ |
|--------------------------------|---------------------------|----------------------------|---------------------------|----------------------------|
| SUBJECTIVE ANALYSIS: | | | | |
| Employee Expenses | 7,308,828 | 7,080,579 | 7,012,792 | 7,155,330 |
| Premises Related Expenses | 873,987 | 845,399 | 876,574 | 1,208,620 |
| Transport Related Expenses | 414,480 | 407,570 | 408,120 | 375,300 |
| Supplies and Services | 2,765,006 | 2,586,342 | 2,729,534 | 2,797,000 |
| Third Party Payments | 7,686,142 | 7,403,809 | 7,914,903 | 7,528,020 |
| Transfer Payments | 23,135,697 | 23,661,835 | 23,755,735 | 23,942,330 |
| Support Services | 6,539,131 | 6,109,593 | 5,984,823 | 6,220,150 |
| Capital Charges | 405,817 | 1,276,786 | 1,348,886 | 4,009,380 |
| Gross Expenditure | <u>49,129,088</u> | <u>49,371,913</u> | <u>50,031,367</u> | <u>53,236,130</u> |
| Government Grant Income | (24,578,497) | (24,935,167) | (25,134,298) | (25,205,060) |
| Other Grants and Contributions | (1,340,118) | (1,345,630) | (1,452,438) | (1,638,900) |
| Sales Income | (37,700) | (15,700) | (15,700) | (15,700) |
| Fees and Charges Income | (5,923,884) | (5,461,312) | (5,797,917) | (5,935,340) |
| Rent Income | (989,490) | (912,470) | (832,470) | (992,810) |
| Interest Income | (1,052,940) | (39,739) | (108,739) | (222,400) |
| Recharges to Other Accounts | (1,544,955) | (2,325,458) | (2,351,208) | (4,716,030) |
| Gross Income | <u>(35,467,584)</u> | <u>(35,035,476)</u> | <u>(35,692,770)</u> | <u>(38,726,240)</u> |
| NET COST | <u>£13,661,504</u> | <u>£14,336,437</u> | <u>£14,338,597</u> | <u>£14,509,890</u> |
| EMPLOYEE EXPENSES | | | | |
| Salaries | 7,109,163 | 6,678,895 | 6,652,028 | 6,864,340 |
| Other | 199,665 | 401,684 | 360,764 | 290,990 |
| TOTAL | <u>£7,308,828</u> | <u>£7,080,579</u> | <u>£7,012,792</u> | <u>£7,155,330</u> |

STRATFORD-ON-AVON DISTRICT COUNCIL

| | Actual 2008/2009 £ | Estimate 2009/2010 £ | Latest 2009/2010 £ | Estimate 2010/2011 £ |
|---|-----------------------------------|-------------------------------------|-----------------------------------|-------------------------------------|
| <u>General Fund Revenue Account</u> | | | | |
| Chief Executive | 412,258 | 304,382 | 461,323 | 446,610 |
| Strategic Director - A | 5,144,237 | 5,025,086 | 4,730,184 | 5,359,440 |
| Strategic Director - B | 7,380,666 | 9,006,969 | 9,147,090 | 8,703,840 |
| District Council Net Expenditure | | | | |
| Appropriation to/(from) General Revenue A/C balance | 12,937,161 597,210 | 14,336,437 (418,800) | 14,338,597 (420,960) | 14,509,890 (359,838) |
| Budget Requirement | | | | |
| Collection Fund transfer | £13,534,371 51,493 | £13,917,637 41,188 | £13,917,637 41,188 | £14,150,052 (9,092) |
| Town/Parish Precept Expenditure | 13,585,864 2,538,310 | 13,958,825 2,559,473 | 13,958,825 2,559,473 | 14,140,960 2,648,411 |
| Amount to be met by Government Grant/ Council Taxpayers: | | | | |
| | <u>£16,124,174</u> | <u>£16,518,298</u> | <u>£16,518,298</u> | <u>£16,789,371</u> |
| Financing: | | | | |
| Demand on Collection Fund - | | | | |
| Stratford-on-Avon District Council | 6,317,671 | 6,541,014 | 6,541,014 | 6,678,295 |
| Town/Parish Councils | 2,538,310 | 2,559,473 | 2,559,473 | 2,648,411 |
| | <u>8,855,981</u> | <u>9,100,487</u> | <u>9,100,487</u> | <u>9,326,706</u> |
| Revenue Support Grant | 843,564 | 1,301,040 | 1,301,040 | 884,093 |
| Concessionary Fares | 342,399 | 350,000 | 350,000 | 360,165 |
| Area Based Grant | 22,500 | 0 | 0 | 0 |
| Housing & Planning Grant | 0 | 130,000 | 130,000 | 130,000 |
| Contribution from NNDR Pool | 6,059,730 | 5,636,771 | 5,636,771 | 6,088,407 |
| | <u>7,268,193</u> | <u>7,417,811</u> | <u>7,417,811</u> | <u>7,462,665</u> |
| Total | <u>£16,124,174</u> | <u>£16,518,298</u> | <u>£16,518,298</u> | <u>£16,789,371</u> |
| <u>General Fund Revenue Balance</u> | | | | |
| Brought Forward 1 April | 2,306,298 | 2,156,266 | 2,802,432 | 2,381,472 |
| Building Control | (101,076) | 0 | 0 | 0 |
| Change in Balance | 597,210 | (418,800) | (420,960) | (359,838) |
| Carried Forward 31 March | <u>£2,802,432</u> | <u>£1,737,466</u> | <u>£2,381,472</u> | <u>£2,021,634</u> |
| Council Tax Base | <u>51,313.12</u> | <u>51,330.25</u> | <u>51,330.25</u> | <u>51,633.64</u> |
| <u>Collection Fund Precepts/Demands</u> | | | | |
| Warwickshire County Council | 55,724,876 | 57,909,582 | 57,909,582 | 59,649,547 |
| Warwickshire Police Authority | 8,450,327 | 8,788,551 | 8,788,551 | 8,989,229 |
| | 64,175,203 | 66,698,133 | 66,698,133 | 68,638,776 |
| Stratford-on-Avon D.C. | 6,317,671 | 6,541,014 | 6,541,014 | 6,678,295 |
| Town / Parish Councils | 2,538,310 | 2,559,473 | 2,559,473 | 2,648,411 |
| | <u>£73,031,184</u> | <u>£75,798,620</u> | <u>£75,798,620</u> | <u>£77,965,482</u> |
| <u>Council Tax (Band D)</u> | | | | |
| | £ | £ | £ | £ |
| Warwickshire County Council | 1,085.98 | 1,128.18 | 1,128.18 | 1,155.25 |
| Warwickshire Police Authority | 164.68 | 171.22 | 171.22 | 174.10 |
| | 1,250.66 | 1,299.40 | 1,299.40 | 1,329.35 |
| Stratford-on-Avon D.C. | 123.12 | 127.43 | 127.43 | 129.34 |
| Town / Parish Councils (Average) | 49.47 | 49.86 | 49.86 | 51.29 |
| Average Charge Payable before Reliefs & Benefits | <u>£1,423.25</u> | <u>£1,476.69</u> | <u>£1,476.69</u> | <u>£1,509.98</u> |

Council Tax 2010/11 (Parish Element)

Appendix 4

| Parish Council Name | Parish Precept 2009/10 £ | Percentage Increase/ Decrease % | Parish Precept 2010/11 £ | Council Tax Tax Base 2010/11 | Parish Council Element Band D 2010/11 £ |
|------------------------------|--------------------------------|---------------------------------------|--------------------------------|------------------------------------|--|
| Admington | 800 | -12.50% | 700 | 51.99 | 13.46 |
| Alcester | 216,000 | 2.00% | 220,320 | 2316.60 | 95.10 |
| Alderminster | 5,000 | 20.00% | 6,000 | 257.96 | 23.26 |
| Arrow & Weethley | 5,000 | 10.00% | 5,500 | 105.38 | 52.19 |
| Aston Cantlow | 7,600 | 3.95% | 7,900 | 262.15 | 30.14 |
| Atherstone-on-Stour | | | | 31.67 | 0.00 |
| Avon Dassett | 7,000 | 0.00% | 7,000 | 104.48 | 67.00 |
| Barcheston & Willington | | | | 56.97 | 0.00 |
| Barton-on-the-Heath | 875 | 0.11% | 876 | 51.79 | 16.91 |
| Bearley | 21,000 | 0.00% | 21,000 | 300.95 | 69.78 |
| Beaudesert & Henley-in-Arden | 82,487 | 0.20% | 82,650 | 1447.32 | 57.11 |
| Bidford-on-Avon | 154,400 | 29.21% | 199,500 | 1967.40 | 101.40 |
| Billesley | | | | 19.02 | 0.00 |
| Binton | 4,000 | 0.00% | 4,000 | 146.05 | 27.39 |
| Bishops Itchington | 62,500 | 4.40% | 65,250 | 785.43 | 83.08 |
| Brailles | 14,000 | -7.14% | 13,000 | 511.65 | 25.41 |
| Burmington | 350 | 28.57% | 450 | 62.85 | 7.16 |
| Burton Dassett | 16,523 | 1.91% | 16,839 | 482.36 | 34.91 |
| Butlers Marston | 500 | 150.00% | 1,250 | 102.19 | 12.23 |
| Chadshunt | | | | 25.60 | 0.00 |
| Chapel Ascote | | | | 5.68 | 0.00 |
| Charlecote | 3,500 | 0.00% | 3,500 | 82.47 | 42.44 |
| Cherington & Stourton | 3,850 | 0.00% | 3,850 | 225.79 | 17.05 |
| Chesterton & Kingston | 40 | 650.00% | 300 | 62.50 | 4.80 |
| Claverdon | 17,000 | 5.88% | 18,000 | 610.65 | 29.48 |
| Clifford Chambers & Milcote | 6,750 | 0.00% | 6,750 | 231.42 | 29.17 |
| Combroke | 3,900 | 0.00% | 3,900 | 80.28 | 48.58 |
| Compton Verney | | | | 63.15 | 0.00 |
| Compton Wynyates | | | | 11.16 | 0.00 |
| Coughton | 3,000 | 3.33% | 3,100 | 77.49 | 40.01 |
| Dorsington | 800 | 0.00% | 800 | 71.81 | 11.14 |
| Ettington | 17,000 | 0.00% | 17,000 | 507.52 | 33.50 |
| Exhall | 3,600 | -4.17% | 3,450 | 111.79 | 30.86 |
| Farnborough | 2,500 | 80.00% | 4,500 | 127.59 | 35.27 |
| Fenny Compton | 20,170 | 0.00% | 20,170 | 327.58 | 61.57 |
| Fulbrook | | | | 28.49 | 0.00 |
| Gaydon | 7,812 | 2.00% | 7,968 | 179.88 | 44.30 |
| Great Alne | 20,500 | -25.37% | 15,300 | 275.29 | 55.58 |
| Great Wolford | 850 | 111.76% | 1,800 | 102.89 | 17.49 |
| Halford | 9,000 | -20.00% | 7,200 | 157.37 | 45.75 |
| Hampton Lucy | 6,000 | 11.67% | 6,700 | 200.27 | 33.45 |
| Harbury | 63,137 | 4.93% | 66,252 | 1077.55 | 61.48 |
| Haselor | 3,500 | 2.86% | 3,600 | 104.78 | 34.36 |
| Hodnell & Wills Pastures | | | | 5.68 | 0.00 |
| Honington | | | | 101.69 | 0.00 |
| Idlicote | | | | 45.34 | 0.00 |
| Ilmington | 15,000 | 16.67% | 17,500 | 377.58 | 46.35 |
| Kineton | 43,000 | -11.74% | 37,950 | 928.87 | 40.86 |
| Kinwarton | 16,000 | 6.25% | 17,000 | 424.25 | 40.07 |
| Ladbroke | 4,700 | 0.00% | 4,700 | 139.54 | 33.68 |
| Langley | 1,200 | 0.00% | 1,200 | 90.04 | 13.33 |
| Lighthorne | 9,500 | 3.16% | 9,800 | 226.39 | 43.29 |
| Lighthorne Heath | 8,500 | 5.88% | 9,000 | 248.70 | 36.19 |
| Little Compton | 5,487 | 2.44% | 5,621 | 154.38 | 36.41 |
| Little Wolford | | | | 57.27 | 0.00 |
| Long Compton | 8,000 | 3.13% | 8,250 | 374.68 | 22.02 |
| Long Itchington | 47,000 | 4.04% | 48,900 | 866.70 | 56.42 |
| Loxley | 7,300 | 9.59% | 8,000 | 207.47 | 38.56 |

Council Tax 2010/11 (Parish Element)

Appendix 4

| Parish Council Name | Parish Precept 2009/10 £ | Percentage Increase/ Decrease % | Parish Precept 2010/11 £ | Council Tax Tax Base 2010/11 | Parish Council Element Band D 2010/11 £ |
|-----------------------------------|--------------------------------|---------------------------------------|--------------------------------|------------------------------------|--|
| Luddington | 4,000 | 17.50% | 4,700 | 202.49 | 23.21 |
| Mappleborough Green | 11,000 | 0.00% | 11,000 | 318.12 | 34.58 |
| Marston Sicca | 8,000 | 0.00% | 8,000 | 202.69 | 39.47 |
| Moreton Morrell | 19,000 | 0.00% | 19,000 | 332.14 | 57.20 |
| Morton Bagot, Oldberrow, & Spenal | | | | 117.29 | 0.00 |
| Napton-on-the-Hill | 26,400 | 0.00% | 26,400 | 469.54 | 56.23 |
| Newbold Pacey & Ashorne | 4,725 | 0.00% | 4,725 | 118.01 | 40.04 |
| Old Stratford & Drayton | 4,730 | 5.50% | 4,990 | 322.27 | 15.48 |
| Oxhill | 2,500 | 0.00% | 2,500 | 175.59 | 14.24 |
| Pillerton Hersey | 400 | 0.00% | 400 | 92.41 | 4.33 |
| Pillerton Priors | 2,027 | 16.67% | 2,365 | 152.29 | 15.53 |
| Preston Bagot | | | | 65.99 | 0.00 |
| Preston-on-Stour | 3,500 | 0.00% | 3,500 | 72.31 | 48.40 |
| Priors Hardwick | 1,500 | 33.33% | 2,000 | 86.05 | 23.24 |
| Priors Marston | 14,500 | 6.90% | 15,500 | 259.36 | 59.76 |
| Quinton | 20,000 | 15.00% | 23,000 | 719.36 | 31.97 |
| Radbourne | | | | 13.74 | 0.00 |
| Radway | 8,547 | 0.00% | 8,547 | 127.29 | 67.15 |
| Ratley & Upton | 10,000 | 0.00% | 10,000 | 158.46 | 63.11 |
| Salford Priors | 41,000 | 14.63% | 47,000 | 547.00 | 85.92 |
| Sambourne | 8,436 | 2.50% | 8,647 | 377.31 | 22.92 |
| Shipston-on-Stour | 225,000 | 0.00% | 225,000 | 2086.32 | 107.85 |
| Shotteswell | 5,500 | 18.18% | 6,500 | 120.02 | 54.16 |
| Snitterfield | 22,000 | 2.27% | 22,500 | 563.31 | 39.94 |
| Southam | 168,848 | 1.43% | 171,268 | 2323.22 | 73.72 |
| Stockton | 20,185 | 0.00% | 20,185 | 477.56 | 42.27 |
| Stoneton | | | | 3.78 | 0.00 |
| Stratford-upon-Avon | 479,246 | 0.99% | 483,996 | 12125.89 | 39.91 |
| Stretton-on-Fosse | 4,200 | 14.52% | 4,810 | 204.78 | 23.49 |
| Studley | 122,528 | 2.76% | 125,912 | 2065.94 | 60.95 |
| Sutton-under-Brailles | 1,500 | 0.00% | 1,500 | 52.99 | 28.31 |
| Tanworth-in-Arden | 45,500 | 0.00% | 45,500 | 1583.49 | 28.73 |
| Temple Grafton | 3,500 | 0.00% | 3,500 | 231.61 | 15.11 |
| Tidmington | | | | 15.44 | 0.00 |
| Tredington | 17,000 | 0.00% | 17,000 | 717.65 | 23.69 |
| Tysoe | 16,000 | 6.25% | 17,000 | 510.86 | 33.28 |
| Ufton | 5,750 | 8.70% | 6,250 | 110.36 | 56.63 |
| Ullenhall | 5,500 | 9.09% | 6,000 | 372.11 | 16.12 |
| Upper & Lower Shuckburgh | | | | 31.87 | 0.00 |
| Warmington & Arlescote | 7,410 | 11.34% | 8,250 | 173.10 | 47.66 |
| Watergall | | | | 5.78 | 0.00 |
| Welford-on-Avon | 19,760 | 0.00% | 19,760 | 702.87 | 28.11 |
| Wellesbourne | 200,000 | 0.00% | 200,000 | 2456.04 | 81.43 |
| Weston on Avon | | | | 50.60 | 0.00 |
| Whatcote | | | | 73.01 | 0.00 |
| Whichford | 4,800 | 0.00% | 4,800 | 172.31 | 27.86 |
| Whitchurch | | | | 88.75 | 0.00 |
| Wilmcote | 12,800 | 21.95% | 15,610 | 486.15 | 32.11 |
| Wixford | 5,000 | 20.00% | 6,000 | 79.38 | 75.59 |
| Wolverton | 1,800 | 0.00% | 1,800 | 127.39 | 14.13 |
| Wootton Wawen | 18,750 | -0.27% | 18,700 | 586.13 | 31.90 |
| Wormleighton | | | | 43.43 | 0.00 |
| Average | £2,559,473 | 3.47% | £2,648,411 | 51,633.64 | £51.29 |

**FEES & CHARGES 2009/11
EFFECTIVE 1st JULY 2009
HEAD OF ENVIRONMENT**

| | Current Charge | Proposed Charge | % |
|--|-------------------|--------------------|----------------------|
| | | | Increase |
| <u>Private Hire Vehicle Licensing (Annual)</u> | | | |
| New Private Hire Vehicle Licence - Operator | - | £55.00 | new + Renewal Fee |
| Operator's - with 1 to 3 vehicles | £245.00 | £280.00 | 14.3% |
| Operator's - with 4 to 7 vehicles | £280.00 | £320.00 | 14.3% |
| Operator's - with 8 to 10 vehicles | £315.00 | £360.00 | 14.3% |
| Operator's - Over 11 vehicles | - | £400.00 | new |
| Private Hire Vehicle New | - | £330.00 | new |
| Vehicle | £255.00 | £290.00 | 13.7% |
| * Driver's Renewal | £55.00 | Delete | See Combined Licence |
| * Driver's New | £100.00 | Delete | See Combined Licence |
| Replacement Badge | £25.00 | £30.00 | 20.0% |
| Replacement Plate | £45.00 | £50.00 | 11.1% |
| Change of Ownership of Plate with no reissue of Licence | - | £95.00 | new |
| Copy of paper Licence | - | £15.00 | new |
| * Drivers Renewal - 3 Yearly | £180.00 | Delete | See Combined Licence |
| <u>Hackney Carriages (Annual)</u> | | | |
| Hackney carriage - New or reissue of plate following change of ownership | - | £395.00 | new |
| Hackney carriage - Renewal | - | £360.00 | new |
| Registration Fee (Vehicle Licence) | £320.00 | Delete | |
| * Statutory Licence (Driver's Renewal) | £55.00 | Delete | |
| * Statutory Licence (New Driver's) | £100.00 | Delete | |
| Omnibus | £325.00 | £360.00 | 10.8% |
| * Omnibus Driver | £335.00 | £370.00 | 10.4% |
| * Omnibus Renewal | £55.00 | £70.00 | 27.3% |
| Statutory Licence (Drivers renewal - 3 Yearly | £180.00 | £200.00 | 11.1% |
| Replacement Tariff card | - | £15.00 | new |
| <u>Combined Licence</u> | | | |
| 3 year new | - | £265.00 | new |
| 3 year renewal | - | £225.00 | new |
| * Driver renewal - Annual | £120.00 | Delete | |
| * Driver renewal - 3 Yearly | £295.00 | Delete | |
| Bounced cheque charge | £30.00 | £35.00 | 16.7% |
| CRB completion and signature | £6.00 | £8.00 | 33.3% + CRB Fee |
| Knowledge test | £16.00 | £30.00 | 87.5% |
| * Plus badge | | | |
| <u>Pleasure Boat Licences (Annual)</u> | | | |
| Class A - Rowing, Punts, Canoes | £35.00 | £40.00 | 14.3% * |
| - Motor Boats | £50.00 | £55.00 | 10.0% * |
| Class B - Carrying not more than 12 Passengers | £85.00 | £95.00 | 11.8% * |
| Class C - Cabin Cruisers or Long Boats | £85.00 | £95.00 | 11.8% * |
| Boatman's Licence to Navigate Initial | - | £95.00 | new |
| Boatman's Licence to Navigate Renewal | - | £55.00 | new |
| * Fees now include inspection costs | | | |
| <u>Street Trading Consents</u> | | | |
| Mobile Traders eg Ice Cream Vans | £1,300.00 | Delete | |
| Static Traders eg Ice Cream Tricycle | £650.00 | Delete | |
| Occasional Traders:- | | | |
| Food Traders (per day) | £45.00 | Delete | |
| Non-Food Traders (per day) | £30.00 | Delete | |

APPENDIX 5

| | Current Charge | Proposed Charge | % Increase |
|--|-----------------------|------------------------|---------------------------|
| For Fixed Locations | | | |
| Zone 1 - Food | - | £1,450.00 | new |
| Zone 1 - Non Food | - | £1,050.00 | new |
| Zone 2 - Food | - | £775.00 | new |
| Zone 2 - Non Food | - | £675.00 | new |
| Zone 3 Food | - | £725.00 | new |
| Zone 3 - Non Food | - | £625.00 | new |
| To Trade as a mobile operator | | | |
| Food Mobile Zones 1 + 2 + 3 | - | £1,850.00 | new |
| Food Mobile Zones 2 + 3 | - | £1,650.00 | new |
| Additional Vehicles per vehicle | - | £550.00 | new |
| Food Mobiles Zone 3 | - | £1,350.00 | new |
| Additional Vehicles per vehicle | - | £550.00 | new |
| Non Food Mobile Zone 2 + 3 | - | £725.00 | new |
| Additional Vehicles per vehicle | - | £350.00 | new |
| Non Food Mobile Zone 3 | - | £500.00 | new |
| Additional Vehicles per vehicle | - | £250.00 | new |
| Special Events/markets (see section 10) Daily Rate | | | |
| Category 1 - Up to 20 Traders | - | £115.00 | new |
| Category 2 - 21 to 49 Traders | - | £250.00 | new |
| Category 3 - 50 to 75 Traders | - | £375.00 | new |
| Category 4 - 76 to 99 Traders | - | £500.00 | new |
| Category 5 - Over 100 Traders | - | £600.00 | new |
| Consecutive days 50% of daily rate | | | |
| Late night opening of Public Conveniences | | Actual Cost | new |
| Additional Street Cleaning | | Actual Cost | new |
| Day Rates | | | |
| Food Trader | - | £65.00 | new |
| Non Food Trader | - | £50.00 | new |
| <u>Lotteries & Amusements</u> | | | |
| Renewals | £19.40 | 20.00 | 3.1% Limited by Statute |
| Registrations | £49.54 | 40.00 | -19.3% Limited by Statute |
| <u>Environmental Health</u> | | | |
| Animal Boarding Establishments - Initial Application | £90.00 | £145.00 | 61.1% # |
| - Renewal | - | £100.00 | new # |
| Pet Shop Licence - Initial Application | £90.00 | £145.00 | 61.1% + Vet fees # |
| - Renewal | - | £100.00 | new + Vet fees # |
| Riding Establishment Licence - | £90.00 | Delete | |
| 1 to 10 Horses | - | £105.00 | new + Vet fees # |
| 11 to 20 Horses | - | £155.00 | new + Vet fees # |
| 21 to 30 Horses | - | £205.00 | new + Vet fees # |
| 31 to 40 Horses | - | £255.00 | new + Vet fees # |
| Over 40 Horses | - | £305.00 | new + Vet fees # |
| Dog Breeding Establishment Licence - Initial Application | £90.00 | £145.00 | 61.1% # |
| - Renewal | - | £100.00 | new # |
| # Same level of fee for animal related inspections | | | |
| Game Dealer's Licence | £50.00 | Delete | |
| Private Places of Entertainment | - | - | Limited by Statute |
| Motor Vehicle Salvage Operators | - | £95.00 | new |
| Sunday Trading | - | - | |
| Sex Establishments | £2,500.00 | £2,750.00 | 10.0% |
| Registration for Acupuncture/Electrolysis/ Ear Piercing/Tattooing | | | |
| Establishment + 1 Operator | £95.00 | £105.00 | 10.5% |
| Additional Operators | - | £55.00 | new |
| Change of Premises | - | £105.00 | new |

APPENDIX 5

| | Current Charge | Proposed Charge | % Increase |
|---|----------------|-----------------|--------------------------|
| <u>Out of Sequence Food Inspections</u> | £45.00 | £50.00 | 11.1% |
| <u>Dangerous Wild Animal Licence:</u> | | | |
| Application | £170.00 | £195.00 | 14.7% + Vet fees |
| Grant | £90.00 | £105.00 | 16.7% + Vet fees |
| <u>Zoo Licence:</u> | | | |
| Application | £265.00 | £290.00 | 9.4% + Vet fees |
| Grant | £90.00 | £105.00 | 16.7% + Vet fees |
| <u>Contaminated Land Reports</u> | £60.00 | 70.00 | 16.7% Inclusive of VAT |
| <u>Private Water Supplies</u> | £50.00 | £55.00 | 10.0% Limited by Statute |
| <u>Drain Survey's</u> | £25.00 | £40.00 | 60.0% |
| <u>Control Of Pests</u> | | | |
| Wasp nest treatment & other disinfestations | £50.00 | £55.00 | 10.0% Inclusive of VAT |
| (75 % Discount to people in receipt of a mean tested benefits) | £12.50 | £13.75 | 10.0% Inclusive of VAT |
| <u>Street Cleaning</u> | | | |
| Trolley Release fee 1 - 10 | £15.00 | £16.00 | 6.7% |
| Trolley Release fee over 10 | £20.00 | £22.00 | 10.0% |
| Copies of EPA Zoning Plans | £25.00 | £27.00 | 8.0% |
| <u>Refuse Collection</u> | | | |
| Bulky Waste 1 to 3 items | £0.00 | £25.00 | new |
| Bulky Waste 4 to 6 items | £0.00 | £35.00 | new |
| Bulky Household Waste Collection | £20.00 | Delete | |
| Fridge/Freezers Waste Collection | £20.00 | Delete | |
| (above is up to 6 items per collection) | | | |
| <u>Green Waste Collection</u> | | | |
| Green Bin Emptying for 1 Year | - | £40.00 | new From 01 April 2009 |
| Green Bin Emptying for 2 Years | - | £55.00 | new From 01 April 2010 |
| Green Bin Emptying for 3 Years | - | £72.00 | new From 01 April 2011 |
| Green Bin Emptying for 4 Years | - | £89.00 | new From 01 April 2012 |
| Green Bin Emptying for 5 Years | - | £107.00 | new From 01 April 2013 |
| Green Bin Emptying for 6 Years | - | £125.00 | new From 01 April 2014 |
| <u>Replacement Bins</u> | | | |
| Free for those in receipt of Housing or Council Tax Benefit) | | | |
| Free replacement in cases of genuine damage by contractor but for wilful damage or loss replacement will require a fee of | | | |
| 240 Litre Bin | - | £35.00 | new From 01 April 2009 |
| 120 Litre Bin | - | £25.00 | new From 01 April 2009 |
| Swap for larger/smaller | - | £15.00 | new From 01 April 2009 |
| <u>Pathlow Gypsy Caravan Site</u> | | | |
| <u>Fees Increase on the 1st April Annually</u> | | | |
| Single Pot (Inclusive of £1 Council Tax) | £46.00 | £50.00 | 8.7% |
| Double Pot (Inclusive of £1 Council Tax) | £50.00 | £54.00 | 8.0% |
| Transitory Rents | £40.00 | £48.00 | 20.0% |

HEAD OF REVENUES AND HOUSING

| | | Current Charge | Proposed Charge | % Increase |
|---|---------|----------------|-----------------|------------|
| <u>Housing</u> | | | | |
| Hazard Awareness Notice (professional fees, if required will be charged for the above) | | - | Free | new |
| Hazard Awareness Improvement Notice | | - | £250.00 | new |
| Hazard Awareness Prohibition Notice | | - | £250.00 | new |
| Revocation of Improvement/Prohibition Orders (above covers reinspection fee) | | - | £60.00 | new |
| HIMO Variation/Revocation's | | - | £100.00 | new |
| <u>Houses In Multiple Occupation (HIMO) Inspection fees</u> | | | | |
| Number of Properties - | 5 - 10 | £477.00 | £567.00 | 18.9% |
| | 11 - 15 | £527.00 | £626.00 | 18.8% |
| | 16 - 20 | £577.00 | £686.00 | 18.9% |
| | 21+ | £627.00 | £744.00 | 18.7% |
| <u>Immigration Housing Certificate</u> | | | | |
| | | £100.00 | £110.00 | 10.0% |
| <u>Council Tax</u> | | | | |
| Recovery of costs following liability order at Magistrates Court | | £65.00 | £85.00 | 30.8% |
| <u>NNDR (Business Rates)</u> | | | | |
| Recovery of costs following liability order at Magistrates Court | | £65.00 | £85.00 | 30.8% |
| <u>Disabled Facilities Grant</u> | | | | |
| Administration fee based on percentage of grant | | 12.5% | 12.5% | 0.0% |
| <u>Home Choice Plus</u> | | | | |
| Advertising properties on Home Choice Plus system | | N/A | £40.00 | new |

HEAD OF COMMUNITY SERVICES

| | | Current Charge | Proposed Charge | % Increase |
|---|--|----------------|-----------------|------------|
| <u>Parks, Playing Fields & Open Spaces</u> | | | | |
| <u>Recreation Ground</u> | | | | |
| Football pitch with dressing room and showers | | £31.00 | £34.00 | 9.7% |
| Football pitch with dressing room and showers: under 16 | | £22.00 | £24.00 | 9.1% |
| Football pitch without dressing room and showers | | £21.00 | £23.00 | 9.5% |
| Cricket Pitch with dressing room and showers | | N/A | N/A | |
| Cricket Pitch without dressing room and showers | | N/A | N/A | |
| Rugby football with pavilion | | N/A | N/A | |
| Rugby football without pavilion | | N/A | N/A | |
| Rugby football grass only for training | | N/A | N/A | |
| Pavilion only | | N/A | N/A | |
| <u>King George V Playing Fields</u> | | | | |
| Football pitch only - Senior | | £19.00 | £21.00 | 10.5% |
| Football pitch only - Junior | | £15.50 | £17.00 | 9.7% |
| Rugby Pitch | | £31.00 | £34.00 | 9.7% |

HEAD OF PLANNING SERVICES

| | Current Charge | Proposed Charge | % Increase |
|--|----------------|-----------------|---------------------------------------|
| Local Land Chagres | | | |
| Con 29 (R) Required Enquiries | N/A | £83.00 | new |
| LLC1 | £6.00 | £15.00 | 150.0% |
| Con 29 (R) Required Enquiries Including LLC1 | | | |
| Residential | £132.00 | £0.00 | removed |
| Commercial | £169.00 | £0.00 | removed |
| Con 29 (O) Optional Enquiries | | | |
| Optional enquiries on set questions | £5.00 | £5.00 | 0.0% |
| Village Green enquiries | £15.00 | £15.00 | 0.0% WCC fee |
| Non-Standard enquiries | £11.00 | £10.00 | -9.1% Per 20 minutes or part there of |
| Extra Parcel of Land | £8.00 | £10.00 | 25.0% |
| Personal Search | £11.00 | £11.00 | 0.0% Limited by Statute |

HEAD OF RESOURCES

Recreational Amenities**Bancroft Gardens**

| | | | |
|-------------|-------|-------|-------|
| Deck Chairs | £2.20 | £2.40 | 9.1% |
| Ferry | £1.00 | £1.10 | 10.0% |

Rivory Fishery

| | | | |
|---|--------|--------|------|
| * Adults | £2.20 | £2.40 | 9.1% |
| * Junior/Senior Citizens | £2.20 | £2.40 | 9.1% |
| * Children aged 10 years and under | Free | Free | |
| * Club Competitions (per peg) | £2.20 | £2.40 | 9.1% |
| * Season Ticket (all ages) Residents only per annum | £22.10 | £24.00 | 8.6% |
| * Disabled Anglers | Free | Free | |

* These facilities are provided by independent operators and maximum charges are shown

Events

| | | | |
|--|-----------|-----------|-------|
| Performers per day | £18.00 | £20.00 | 11.1% |
| Performers per day (Weekends and Bank Holidays) | £24.00 | £26.00 | 8.3% |
| Performers per season | £593.00 | £646.00 | 8.9% |
| Major events per day including commercial trade fairs/displays | £1,300.00 | £1,417.00 | 9.0% |
| Charity shows per day | £0.00 | £0.00 | 0.0% |
| Music festivals per day | £934.00 | £1,018.00 | 9.0% |
| Fairs per day | £158.00 | £172.00 | 8.9% |
| Circuses per day | £158.00 | £172.00 | 8.9% |
| Craft Fairs per day | £190.00 | £207.00 | 8.9% |
| Filming per day (dependent on assignment) | | | |

Charities (*)**Small/Local Charitable Rate**

| | | | |
|---|--------|--------|-------|
| Recreation Ground (large events) | £35.00 | £38.00 | 8.6% |
| Recreation Ground (small and short duration events) | £20.00 | £22.00 | 10.0% |
| Bancroft Gardens and Waterside Promenade (day events) | £20.00 | £22.00 | 10.0% |
| Bancroft Gardens and Waterside Promenade (short duration ev | £15.00 | £16.00 | 6.7% |
| Corn Market | £15.00 | £16.00 | 6.7% |

Large / Non-Local Charitable Rate

| | | | |
|---|---------|--------------------------------------|-------|
| Recreation Ground (large events) | £100.00 | To be advised at time of application | |
| Recreation Ground (small and short duration events) | £50.00 | £55.00 | 10.0% |
| Bancroft Gardens and Waterside Promenade (day events) | £50.00 | £55.00 | 10.0% |
| Bancroft Gardens and Waterside Promenade (short duration ev | £30.00 | £33.00 | 10.0% |
| Corn Market | £30.00 | £33.00 | 10.0% |
| Corn Market (short duration, maximum 1 per day) | £0.00 | £0.00 | 0 |

Note

A small charity is defined as having a turnover of less than £1m per annum
A local charity is defined as being registered within the District

(*) - It is also proposed that the Council recharge all relevant cost incurred in staging the event including cleaning and monitoring arrangements

**STRATFORD-ON-AVON DISTRICT COUNCIL
Medium Term Financial Strategy**

Appendix 6

| | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| Base Budget | 14,676,692 | 14,509,890 | 14,010,190 | 14,326,500 | 14,283,200 |
| Pressures :- | | | | | |
| Employee Expenses - Increments & Pay Award | 103,625 | 206,290 | 108,640 | 110,760 | 112,830 |
| Employee Expenses - Pension Increase | | 85,530 | 102,050 | 93,660 | 94,630 |
| Employee Expenses - National Insurance Increase | | 42,680 | | | |
| Abatement Adjustment | -100,000 | | | | |
| Contract Inflation | -153,550 | 82,680 | 83,920 | 85,180 | 86,470 |
| Property Rents/Business Rates | 113,050 | -100,000 | -100,000 | | |
| Other | -33,177 | -106,700 | 38,500 | 367,100 | 57,200 |
| Total Base Budget (1) | 14,606,640 | 14,720,370 | 14,243,300 | 14,983,200 | 14,634,330 |
| Savings (as per schedule) :- | | | | | |
| Employee Expenses - Salaries | -191,790 | -422,370 | -260,000 | -250,000 | -260,000 |
| Other Employee Expenses | -4,500 | | | | |
| Premises Expenses | -38,930 | -12,970 | | | |
| Supplies & Services | -75,750 | | | | |
| 3rd Party Payments | -6,000 | | | | |
| Income - Grants, Fees etc | -375,000 | -10,000 | | -450,000 | |
| Total Savings (2) | -691,970 | -445,340 | -260,000 | -700,000 | -260,000 |
| Budget Pressures (as per schedule):- | | | | | |
| Concessionary Fares | 100,000 | -100,000 | | | |
| Supplies & Services | 465,220 | -164,840 | 343,200 | | |
| Third Party Payments | 30,000 | | | | |
| Total Budget Pressures (3) | 595,220 | -264,840 | 343,200 | 0 | 0 |
| Total Net Spending (1, 2 & 3 above) | 14,509,890 | 14,010,190 | 14,326,500 | 14,283,200 | 14,374,330 |
| Resources :- | | | | | |
| Concessionary Fares | 360,165 | | | | |
| Housing and Planning Delivery Grant | 130,000 | 130,000 | 130,000 | 130,000 | 130,000 |
| Collection Fund | 9,092 | | | | |
| RSG / NNDR | 6,972,500 | 6,728,463 | 6,492,967 | 6,265,713 | 6,046,413 |
| Council Tax 1.5% for 2010/11 then 3.5% per annum | 6,678,295 | 6,912,035 | 7,153,957 | 7,404,345 | 7,663,497 |
| Total Council Resources | 14,150,052 | 13,770,498 | 13,776,924 | 13,800,058 | 13,839,910 |
| Shortfall | 359,838 | 239,692 | 549,576 | 483,142 | 534,420 |
| Reserves Statement:- | | | | | |
| Free reserves b/fwd | 2,385,000 | 2,025,162 | 2,000,470 | 2,000,894 | 2,000,652 |
| Surplus / (Deficit) for year | -359,838 | -239,692 | -549,576 | -483,142 | -534,420 |
| Further savings to be achieved | | 215,000 | 550,000 | 482,900 | 533,800 |
| Free reserves c/fwd | 2,025,162 | 2,000,470 | 2,000,894 | 2,000,652 | 2,000,032 |

Assume 2 planning committees