

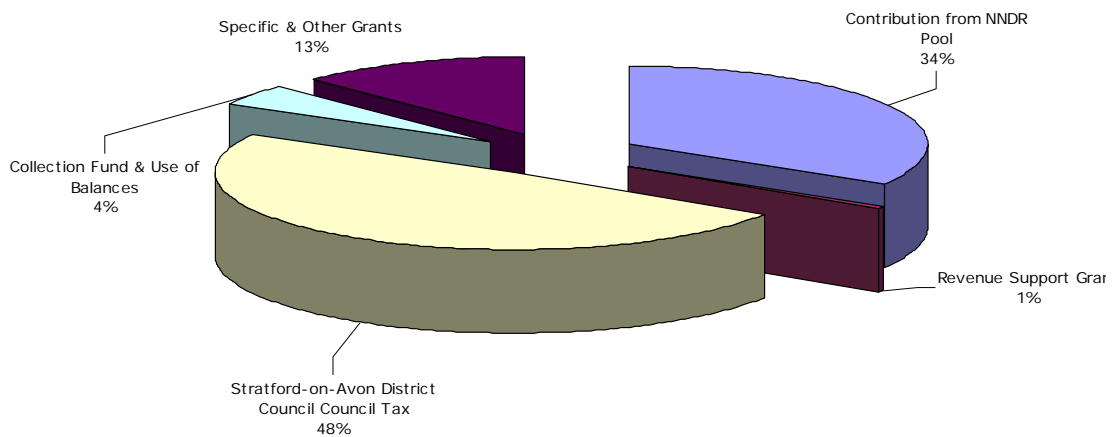
Stratford-on-Avon District Council BUDGET BOOK 2012/2013

For this year Stratford-on-Avon District Council has set a Band D council tax of £128.05 which is a decrease of 1% from 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.

The budget for 2012/13 was presented to The Cabinet on the 13th of February 2012 and approved by Council on the 27th of February 2012.

Sources of Finance



Contents

This budget book is presented in a format that shows direct service expenditure and income. It therefore excludes notional charges, such as capital charges and IAS 19 pension charges, and internal recharges.

Page	Description
1	Summary of Net Expenditure for the Council, including the financing and collection fund precept.
2 – 3	Net Expenditure Summary by Budget Officer
4 – 36	Services
Appendix 1	The Medium Term Capital Budget
Appendix 2	The Revenue Budget Medium Term Financial Strategy
Appendix 3	The Parish and Town Precepts

STRATFORD-ON-AVON DISTRICT COUNCIL

REVENUE BUDGET FOR 2012/13

NET EXPENDITURE SUMMARY

	Actual 2010/11	Original Budget 2011/12	Revised Budget 2011/12	Estimate 2012/13	Cost per Head of Population	Cost per Band D Property
	£	£	£	£	£	£
SERVICE EXPENDITURE						
Direct Service Expenditure	15,008,608	12,951,443	12,494,020	12,968,716	104.42	248.89
NET SERVICE EXPENDITURE	£15,008,608	£12,951,443	£12,494,020	£12,968,716	£104.42	£248.89
Appropriation to/-from General Revenue account balance	-450,824	107,852	-121,582	-586,845	-4.73	-11.26
BUDGET REQUIREMENT	£14,557,784	£13,059,295	£12,372,438	£12,381,871	£99.69	£237.63
FINANCING						
Contribution from NNDR Pool	-6,088,407	-4,112,573	-4,112,573	-4,587,180	-36.93	-88.03
Revenue Support Grant	-884,093	-1,271,208	-1,271,208	-92,179	-0.74	-1.77
Concessionary Fares funding	-467,537	0	0	0	0.00	0.00
Specific Grants	0	-786,327	-99,470	-99,470	-0.80	-1.91
Zero Council Tax Grant	0	-166,957	-166,957	-335,999	-2.71	-6.45
Area Based Grant	-36,205	0	0	0	0.00	0.00
New Homes Bonus	0	0	0	-596,995	-4.81	-11.46
Capital Grants and Contributions	-364,691	0	0	0	0.00	0.00
Collection Fund adjustment transfer	-38,556	0	0	2,093	0.02	0.04
Stratford-on-Avon District Council precept requirement on the collection fund	£6,678,295	£6,722,230	£6,722,230	£6,672,141	£53.72	£128.05

SERVICE NET EXPENDITURE SUMMARY

Budget Officer and Service	Page	Actual 2010/11	Original Budget 2011/12	Revised Budget 2011/12	Estimate 2012/13	Cost per Head of Population	Cost per Band D Property
		£	£	£	£	£	£
Chief Executive							
CDC Chief Executive	4	472,484	392,780	389,190	396,370	3.19	7.61
Corp. And Democratic Core	4	235,399	0	0	0	0.00	0.00
Corporate Communications	5	21,836	22,270	22,860	22,860	0.18	0.44
Members Services	5	44,852	0	0	0	0.00	0.00
Head of Bus. Housing & Revenue							
Community Leadership	6	391,953	299,420	288,450	314,620	2.53	6.04
Council Tax	6	269,249	213,010	213,510	193,810	1.56	3.72
Council Tax Benefits	7	-81,473	0	0	0	0.00	0.00
Council Tax Benefits - Admin.	7	-59,205	276,000	-59,428	-74,924	-0.60	-1.44
Council Tax Reduction Scheme	8	-77,444	0	0	0	0.00	0.00
Environmental Initiatives	8	24,459	25,220	25,220	14,260	0.11	0.27
Grants	9	34,227	39,140	39,140	39,240	0.32	0.75
Housing	9	773,874	631,020	646,020	674,550	5.43	12.95
Housing Ben. Admin	10	11,610	352,240	-21,689	15	0.00	0.00
Housing Benefits	10	-133,615	-74,000	-74,000	-99,000	-0.80	-1.90
Local Economy/Tourism	11	238,874	183,300	170,830	172,090	1.39	3.30
National Non-Domestic Rate	11	-142,368	-159,530	-158,030	-159,330	-1.28	-3.06
NNDR Discretionary Relief	12	57,456	10,000	10,000	0	0.00	0.00
Social Inclusion	12	268,261	264,980	270,480	120,530	0.97	2.31
Head of Corporate Support							
Cons. & Performance Management	13	202,262	213,200	181,200	202,710	1.63	3.89
Corp. And Democratic Core	13	411,077	454,630	476,400	447,540	3.60	8.59
Crime Reduction	14	61,502	95,670	95,670	44,840	0.36	0.86
Elections	15	148,720	158,510	170,510	175,890	1.42	3.38
Members Services	15	571,867	456,920	456,920	448,940	3.61	8.62
Monitoring Officer	16	256,598	293,580	291,780	258,420	2.08	4.96
Policy	16	478,503	381,900	563,720	520,580	4.19	9.99
Head of Customer Access							
CDC Resources	17	0	0	40,000	0	0.00	0.00
Change & Performance	17	996,447	987,030	982,230	993,410	8.00	19.07
Customer Services Centre	18	31,842	0	0	0	0.00	0.00
Document Service Centre	18	67,424	0	0	0	0.00	0.00
Front Office & Trans Team	19	1,837,090	1,613,310	1,596,610	1,507,910	12.14	28.94
Local Land Charges	19	-112,417	-123,480	-123,480	-123,780	-1.00	-2.38
Head of Env. & Planning							
Civil Contingencies Funding	20	8,838	5,750	5,750	5,970	0.05	0.11
Environmental Health	20	602,747	570,980	530,020	399,000	3.21	7.66
Licensing	21	-118,835	-179,230	-176,030	-179,500	-1.45	-3.44
Regulatory Services	21	478,765	305,450	382,324	707,980	5.70	13.59

Budget Officer and Service	Page	Actual 2010/11	Original Budget 2011/12	Revised Budget 2011/12	Estimate 2012/13	Cost per Head of Population	Cost per Band D Property
		£	£	£	£	£	£
Head of Resources							
Appropriations	22	501,563	230,380	230,380	286,447	2.31	5.50
CDC Resources	22	189,652	176,270	166,270	186,270	1.50	3.57
Concessionary Fares	23	1,037,871	0	0	0	0.00	0.00
Corporate Budget	23	0	57,535	99,800	504,257	4.06	9.68
HR and Training	24	184,560	208,250	209,750	209,250	1.68	4.02
Investment Interest	24	-309,337	-284,800	-295,300	-179,800	-1.45	-3.45
Misc. Expenditure \ Income	25	-5,445	0	0	0	0.00	0.00
Mortgages	25	-408	-3,330	-3,330	-3,330	-0.03	-0.06
Non Distributed Costs	25	426,445	211,320	211,320	211,320	1.70	4.06
Residual Costs	26	0	513,130	35,765	100,000	0.81	1.92
Resources	26	507,344	564,750	564,750	579,390	4.66	11.12
Head of Technical Services							
Avenue Farm Depot	27	-142,665	-145,460	-63,460	-55,310	-0.45	-1.06
Building Control	28	-25,363	-38,620	-38,620	-32,040	-0.26	-0.61
Building Services	29	564,416	602,120	574,870	475,290	3.83	9.12
C.C.T.V.	29	252,756	214,740	214,740	184,780	1.49	3.55
Community Sports Development	30	103,653	105,740	105,740	103,130	0.83	1.98
Investment Properties	30	-291,946	-393,960	-476,590	-521,480	-4.20	-10.01
Leaseholder Services	31	905	0	0	0	0.00	0.00
Leisure Centres	31	264,367	139,588	139,588	109,081	0.88	2.09
Miscellaneous Properties	32	30,268	15,440	84,990	68,350	0.55	1.31
Off-Street Parking	32	-1,126,025	-1,163,910	-1,148,890	-1,111,850	-8.95	-21.34
On Street Parking	33	-151,648	-161,700	-161,700	-161,700	-1.30	-3.10
Parks Playfields & Open Spaces	33	634,747	531,290	587,250	588,020	4.73	11.29
Public Conveniences	34	272,326	124,320	136,400	163,920	1.32	3.15
Recreational Amenities	34	-137,309	-134,720	-134,900	-125,290	-1.01	-2.40
Refuse Collection	35	2,637,963	2,488,940	2,734,410	2,887,760	23.25	55.42
SDC Infrastructure	35	103,926	146,850	146,850	104,100	0.84	2.00
Street Cleansing & Furniture	36	1,213,132	1,237,210	1,337,760	1,373,150	11.06	26.35
NET EXPENDITURE		£15,008,608	£12,951,443	£12,494,020	£12,968,716	£104.42	£248.89

Chief Executive

y162	CDC Chief Executive	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Employees Expenses	410,738	316,350	316,350	322,950
	Transport Related Expenses	11,839	15,890	14,910	15,520
	Supplies And Services Expenses	41,653	57,880	55,270	55,240
	Third Party Payments	12,984	2,660	2,660	2,660
	GROSS COST OF SERVICE	477,213	392,780	389,190	396,370
	Government Grant Income	(1,044)	0	0	0
	Fees & Charges Income	(3,686)	0	0	0
	INCOME	(4,729)	0	0	0
	NET COST OF SERVICE	£472,484	£392,780	£389,190	£396,370

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
8. Public Relations

The estimated cost of this service is :

	Original 2011/12	Estimate 2012/13
per head of population	£3.19	£3.19
per band D property	£7.56	£7.61

y160	Corp. And Democratic Core	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Employees Expenses	229,733	0	0	0
	Transport Related Expenses	4,966	0	0	0
	Supplies And Services Expenses	700	0	0	0
	Third Party Payments	0	0	0	0
	GROSS COST OF SERVICE	235,399	0	0	0
	INCOME	0	0	0	0
	NET COST OF SERVICE	£235,399	0	0	0

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.

From 2011/12 this function has been transferred to the monitoring officer

The estimated cost of this service is :

	Original 2011/12	Estimate 2012/13
per head of population	£0.00	£0.00
per band D property	£0.00	£0.00

y163	Corporate Communications	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Premises Related Expenses	150	0	0	0
	Transport Related Expenses	48	0	0	0
	Supplies And Services Expenses	35,124	22,470	23,060	23,060
	Third Party Payments	34	0	0	0
	GROSS COST OF SERVICE	35,356	22,470	23,060	23,060
	Fees & Charges Income	(13,520)	(200)	(200)	(200)
	INCOME	(13,520)	(200)	(200)	(200)
	NET COST OF SERVICE	£21,836	£22,270	£22,860	£22,860

The estimated cost of this service is :

	Original 2011/12	Estimate 2012/13
per head of population	£0.18	£0.18
per band D property	£0.43	£0.44

r610	Members Services - Public Relations	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Employees Expenses	39,964	0	0	0
	Transport Related Expenses	1,774	0	0	0
	Supplies And Services Expenses	3,088	0	0	0
	Third Party Payments	26	0	0	0
	GROSS COST OF SERVICE	44,852	0	0	0
	INCOME	0	0	0	0
	NET COST OF SERVICE	£44,852	0	0	0

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

From 2011/12 this service is now included within CDC Chief Executive.

The estimated cost of this service is :

	Original 2011/12	Estimate 2012/13
per head of population	£0.00	£0.00
per band D property	£0.00	£0.00

Head of Bus. Housing & Revenue

v275	Community Leadership	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Employees Expenses	169,385	168,100	168,100	193,300
	Premises Related Expenses	1,930	100	100	100
	Transport Related Expenses	8,540	5,400	5,400	5,080
	Supplies And Services Expenses	150,905	161,760	150,790	153,130
	Third Party Payments	111,236	0	0	0
	GROSS COST OF SERVICE	441,995	335,360	324,390	351,610
	Other Grants & Contributions	(42,742)	(35,940)	(25,000)	(25,000)
	Fees & Charges Income	(7,300)	0	(10,940)	(11,990)
	INCOME	(50,042)	(35,940)	(35,940)	(36,990)
	NET COST OF SERVICE	£391,953	£299,420	£288,450	£314,620

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.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£2.43	£2.53
per band D property	£5.76	£6.04

r395	Council Tax	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Employees Expenses	350,167	367,980	367,980	359,680
	Premises Related Expenses	45	0	0	0
	Transport Related Expenses	4,441	4,540	4,540	3,640
	Supplies And Services Expenses	77,625	48,370	51,370	48,370
	Third Party Payments	49,152	49,820	47,320	39,820
	GROSS COST OF SERVICE	481,430	470,710	471,210	451,510
	Government Grant Income	(9,755)	0	0	0
	Other Grants & Contributions	(10,822)	0	0	0
	Fees & Charges Income	(191,605)	(257,700)	(257,700)	(257,700)
	INCOME	(212,182)	(257,700)	(257,700)	(257,700)
	NET COST OF SERVICE	£269,249	£213,010	£213,510	£193,810

Stratford-on-Avon District Council are required to set and collect Council Tax. 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.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£1.73	£1.56
per band D property	£4.10	£3.72

r400	Council Tax Benefits	Actual 2010/11	Original Budget 2011/12	Revised Budget 2011/12	Estimate 2012/13
		£	£	£	£
	Transfer Payments	7,634,773	6,484,260	6,484,260	6,484,260
	GROSS COST OF SERVICE	7,634,773	6,484,260	6,484,260	6,484,260
	Government Grant Income	(7,716,246)	(6,484,260)	(6,484,260)	(6,484,260)
	INCOME	(7,716,246)	(6,484,260)	(6,484,260)	(6,484,260)
	NET COST OF SERVICE	(£81,473)	0	0	0

This service shows the levels of Council Tax Benefits expected to be paid to those entitled within the district and Government Grant Income meets this expenditure.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£0.00	£0.00
per band D property	£0.00	£0.00

r340	Council Tax Benefits - Admin.	Actual 2010/11	Original Budget 2011/12	Revised Budget 2011/12	Estimate 2012/13
		£	£	£	£
	Employees Expenses	233,244	248,300	248,300	220,800
	Transport Related Expenses	4,605	4,280	4,280	3,910
	Supplies And Services Expenses	22,233	15,300	15,300	15,300
	Third Party Payments	50,262	26,720	34,720	26,120
	GROSS COST OF SERVICE	310,344	294,600	302,600	266,130
	Government Grant Income	(358,463)	0	(343,428)	(341,054)
	Other Grants & Contributions	(11,086)	(18,600)	(18,600)	0
	INCOME	(369,549)	(18,600)	(362,028)	(341,054)
	NET COST OF SERVICE	(£59,205)	£276,000	(£59,428)	(£74,924)

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 Employee Expenses : The decrease to the 2012/13 budget results from a restructure within the service.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£2.24	-£0.60
per band D property	£5.31	-£1.44

r403	Council Tax Reduction Scheme	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Transfer Payments	(77,444)	0	0	0
	GROSS COST OF SERVICE	(77,444)	0	0	0
	INCOME	0	0	0	0
	NET COST OF SERVICE	(£77,444)	0	0	0

This service ceased in 2007/08.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£0.00	£0.00
per band D property	£0.00	£0.00

y200	Environmental Initiatives	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Employees Expenses	9,764	10,000	10,000	10,100
	Transport Related Expenses	775	940	940	880
	Supplies And Services Expenses	1	2,280	2,280	2,280
	Third Party Payments	13,921	12,000	12,000	12,000
	GROSS COST OF SERVICE	24,459	25,220	25,220	25,260
	Government Grant Income	0	0	0	(11,000)
	INCOME	0	0	0	(11,000)
	NET COST OF SERVICE	£24,459	£25,220	£25,220	£14,260

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 2011/12	Estimate 2012/13
per head of population	£0.20	£0.11
per band D property	£0.49	£0.27

y115	Grants	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Employees Expenses	19,587	20,000	20,000	20,100
	Premises Related Expenses	649	0	0	0
	Transport Related Expenses	2,241	1,880	1,880	1,880
	Supplies And Services Expenses	11,324	17,260	17,260	17,260
	Third Party Payments	550	0	0	0
	GROSS COST OF SERVICE	34,351	39,140	39,140	39,240
	Fees & Charges Income	(124)	0	0	0
	INCOME	(124)	0	0	0
	NET COST OF SERVICE	£34,227	£39,140	£39,140	£39,240

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.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£0.32	£0.32
per band D property	£0.75	£0.75

w210	Housing	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Employees Expenses	397,862	405,960	405,960	518,560
	Premises Related Expenses	2,876	4,100	4,100	4,100
	Transport Related Expenses	19,724	16,910	16,910	19,540
	Supplies And Services Expenses	51,001	90,030	40,560	20,560
	Third Party Payments	441,106	160,990	253,460	175,990
	Transfer Payments	(2,572)	0	0	0
	GROSS COST OF SERVICE	909,997	677,990	720,990	738,750
	Government Grant Income	(29,750)	0	0	0
	Other Grants & Contributions	0	0	0	(10,000)
	Sales Income	(20,160)	(16,000)	(17,000)	(18,500)
	Fees & Charges Income	(44,724)	(6,370)	(6,370)	(6,100)
	Rent Income	(590)	0	0	0
	Recharges To Other Accounts	(40,899)	(24,600)	(51,600)	(29,600)
	INCOME	(136,123)	(46,970)	(74,970)	(64,200)
	NET COST OF SERVICE	£773,874	£631,020	£646,020	£674,550

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 in the 2012/13 budget is a result of a restructure within the service.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£5.13	£5.43
per band D property	£12.14	£12.95

r350	Housing Ben. Admin	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Employees Expenses	260,479	276,900	276,900	260,700
	Transport Related Expenses	12,527	12,630	12,630	12,360
	Supplies And Services Expenses	33,239	13,100	21,600	13,100
	Third Party Payments	64,938	68,310	42,310	54,910
	GROSS COST OF SERVICE	371,183	370,940	353,440	341,070
	Government Grant Income	(348,487)	0	(356,429)	(341,055)
	Other Grants & Contributions	(11,086)	(18,700)	(18,700)	0
	INCOME	(359,573)	(18,700)	(375,129)	(341,055)
	NET COST OF SERVICE	£11,610	£352,240	(£21,689)	£15

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.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£2.86	£0.00
per band D property	£6.78	£0.00

r345	Housing Benefits	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Transfer Payments	25,403,294	17,389,120	26,200,960	26,186,960
	GROSS COST OF SERVICE	25,403,294	17,389,120	26,200,960	26,186,960
	Government Grant Income	(25,536,909)	(17,463,120)	(26,274,960)	(26,285,960)
	INCOME	(25,536,909)	(17,463,120)	(26,274,960)	(26,285,960)
	NET COST OF SERVICE	(£133,615)	(£74,000)	(£74,000)	(£99,000)

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 2011/12	Estimate 2012/13
per head of population	-£0.60	-£0.80
per band D property	-£1.42	-£1.90

v295	Local Economy/Tourism	Actual 2010/11	Original Budget 2011/12	Revised Budget 2011/12	Estimate 2012/13
		£	£	£	£
	Employees Expenses	16,070	3,700	3,700	3,900
	Premises Related Expenses	55,919	23,440	51,000	0
	Transport Related Expenses	797	0	0	210
	Supplies And Services Expenses	64,019	181,680	59,650	193,500
	Third Party Payments	121,329	20,480	102,480	20,480
	GROSS COST OF SERVICE	258,134	229,300	216,830	218,090
	Government Grant Income	0	(30,000)	(30,000)	(30,000)
	Other Grants & Contributions	(4,000)	0	0	0
	Fees & Charges Income	(15,260)	(16,000)	(16,000)	(16,000)
	INCOME	(19,260)	(46,000)	(46,000)	(46,000)
	NET COST OF SERVICE	£238,874	£183,300	£170,830	£172,090

This service contains the costs of promoting tourism within the district and activities undertaken to promote the local economy. During 2009/10 the Stratford Business Improvement District (BID) was established to promote Stratford-upon-Avon town. During 2011/12 the Visitor Information Centre in the town was refurbished and let to Stratford College who now promote tourism for the local area.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£1.49	£1.39
per band D property	£3.53	£3.30

r370	National Non-Domestic Rate	Actual 2010/11	Original Budget 2011/12	Revised Budget 2011/12	Estimate 2012/13
		£	£	£	£
	Employees Expenses	21,318	21,500	21,500	22,200
	Transport Related Expenses	1,149	1,580	1,580	1,080
	Supplies And Services Expenses	13,328	9,090	10,590	9,090
	Third Party Payments	9,264	8,500	8,500	8,500
	Transfer Payments	62,724	69,000	69,000	69,000
	GROSS COST OF SERVICE	107,782	109,670	111,170	109,870
	Government Grant Income	(225,768)	(203,100)	(203,100)	(203,100)
	Fees & Charges Income	(24,382)	(66,100)	(66,100)	(66,100)
	INCOME	(250,150)	(269,200)	(269,200)	(269,200)
	NET COST OF SERVICE	(£142,368)	(£159,530)	(£158,030)	(£159,330)

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.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	-£1.30	-£1.28
per band D property	-£3.07	-£3.06

r375	NNDR Discretionary Relief	Actual 2010/11	Original Budget 2011/12	Revised Budget 2011/12	Estimate 2012/13
		£	£	£	£
	Transfer Payments	57,456	10,000	45,500	0
	GROSS COST OF SERVICE	57,456	10,000	45,500	0
	Other Grants & Contributions	0	0	(35,500)	0
	INCOME	0	0	(35,500)	0
	NET COST OF SERVICE	£57,456	£10,000	£10,000	0

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.

1 **Transfer Payments** : The removal of budget reflects the decision not to award discretionary relief from 2012/13. This was agreed as part of the 2011/12 budget setting process.

The estimated cost of this service is :	Original	Estimate
	2011/12	2012/13
per head of population	£0.08	£0.00
per band D property	£0.19	£0.00

r404	Social Inclusion	Actual 2010/11	Original Budget 2011/12	Revised Budget 2011/12	Estimate 2012/13
		£	£	£	£
	Employees Expenses	66,204	71,300	71,300	51,800
	Premises Related Expenses	134	0	0	0
	Transport Related Expenses	1,763	1,830	1,830	1,880
	Supplies And Services Expenses	229,302	186,720	206,720	186,720
	Third Party Payments	858	5,130	10,630	15,130
	GROSS COST OF SERVICE	298,261	264,980	290,480	255,530
	Government Grant Income	0	0	0	(10,000)
	Other Grants & Contributions	(30,000)	0	(20,000)	(125,000)
	Fees & Charges Income	0	0	0	0
	INCOME	(30,000)	0	(20,000)	(135,000)
	NET COST OF SERVICE	£268,261	£264,980	£270,480	£120,530

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 **Other Grants & Contributions** : The 2012/13 estimate has increased being the external funding to meet the cost of providing the Community Links bus service.

The estimated cost of this service is :	Original	Estimate
	2011/12	2012/13
per head of population	£2.15	£0.97
per band D property	£5.10	£2.31

Head of Corporate Support

r641	Consultation & Performance Management	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Employees Expenses	162,792	205,130	173,130	174,230
	Premises Related Expenses	0	100	100	100
	Transport Related Expenses	8,671	8,290	8,540	8,930
	Supplies And Services Expenses	23,789	24,090	23,840	23,860
	Third Party Payments	29,055	23,590	23,590	23,590
	GROSS COST OF SERVICE	224,307	261,200	229,200	230,710
	Government Grant Income	0	0	0	0
	Fees & Charges Income	(22,045)	(48,000)	(48,000)	(28,000)
	INCOME	(22,045)	(48,000)	(48,000)	(28,000)
	NET COST OF SERVICE	£202,262	£213,200	£181,200	£202,710

The estimated cost of this service is :

	Original 2011/12	Estimate 2012/13
per head of population	£1.73	£1.63
per band D property	£4.10	£3.89

y160	Corp. And Democratic Core	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Employees Expenses	48,368	65,200	65,200	66,300
	Premises Related Expenses	3,065	2,200	2,200	2,200
	Transport Related Expenses	21,909	37,230	27,300	27,340
	Supplies And Services Expenses	334,075	350,000	381,700	351,700
	Third Party Payments	3,796	0	0	0
	GROSS COST OF SERVICE	411,212	454,630	476,400	447,540
	Fees & Charges Income	(135)	0	0	0
	INCOME	(135)	0	0	0
	NET COST OF SERVICE	£411,077	£454,630	£476,400	£447,540

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.

The estimated cost of this service is :

	Original 2011/12	Estimate 2012/13
per head of population	£3.69	£3.60
per band D property	£8.75	£8.59

y110	Crime Reduction	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Employees Expenses	87,499	80,400	80,400	36,300
	Premises Related Expenses	0	0	0	0
	Transport Related Expenses	6,455	7,310	7,310	580
	Supplies And Services Expenses	15,640	5,320	5,320	5,320
	Third Party Payments	3,895	2,640	2,640	2,640
	GROSS COST OF SERVICE	113,489	95,670	95,670	44,840
	Other Grants & Contributions	(51,987)	0	0	0
	INCOME	(51,987)	0	0	0
	NET COST OF SERVICE	£61,502	£95,670	£95,670	£44,840

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 2012/13 estimate has decreased reflecting the decreased staffing within this service.

The estimated cost of this service is :	Original	Estimate
	2011/12	2012/13
per head of population	£0.78	£0.36
per band D property	£1.84	£0.86

y150	Elections	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Employees Expenses	95,329	88,670	100,670	100,970
	Premises Related Expenses	2,080	4,000	4,000	4,000
	Transport Related Expenses	362	250	250	250
	Supplies And Services Expenses	70,406	53,690	53,690	58,690
	Third Party Payments	8,773	17,900	17,900	17,980
	GROSS COST OF SERVICE	176,950	164,510	176,510	181,890
	Sales Income	(2,115)	(2,000)	(2,000)	(2,000)
	Fees & Charges Income	(26,115)	(4,000)	(4,000)	(4,000)
	INCOME	(28,230)	(6,000)	(6,000)	(6,000)
	NET COST OF SERVICE	£148,720	£158,510	£170,510	£175,890

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).

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£1.29	£1.42
per band D property	£3.05	£3.38

r610	Members Services	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Employees Expenses	529,441	410,830	410,830	407,030
	Transport Related Expenses	10,567	8,790	8,790	4,610
	Supplies And Services Expenses	41,985	40,500	40,500	40,500
	Third Party Payments	17,337	21,800	21,800	21,800
	GROSS COST OF SERVICE	599,330	481,920	481,920	473,940
	Other Grants & Contributions	(3,620)	0	0	0
	Fees & Charges Income	(23,843)	(25,000)	(25,000)	(25,000)
	INCOME	(27,463)	(25,000)	(25,000)	(25,000)
	NET COST OF SERVICE	£571,867	£456,920	£456,920	£448,940

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') and Electoral Services (see below).

Legal Services - Provides legal support to the Council.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£3.71	£3.61
per band D property	£8.79	£8.62

r640	Monitoring Officer	Actual 2010/11	Original Budget 2011/12	Revised Budget 2011/12	Estimate 2012/13
		£	£	£	£
	Employees Expenses	126,551	142,600	142,100	103,700
	Transport Related Expenses	1,799	1,260	960	0
	Supplies And Services Expenses	1,248	1,720	720	720
	Transfer Payments	127,000	148,000	148,000	154,000
	GROSS COST OF SERVICE	256,598	293,580	291,780	258,420
	INCOME	0	0	0	0
	NET COST OF SERVICE	£256,598	£293,580	£291,780	£258,420

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 Transfer Payments : The 2011/12 estimate has increased to reflect the cost of externally sourcing the internal audit function.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£2.38	£2.08
per band D property	£5.65	£4.96

w225	Policy	Actual 2010/11	Original Budget 2011/12	Revised Budget 2011/12	Estimate 2012/13
		£	£	£	£
	Employees Expenses	345,545	292,550	324,550	325,950
	Premises Related Expenses	114	0	0	0
	Transport Related Expenses	17,121	14,270	14,370	8,130
	Supplies And Services Expenses	13,098	22,320	22,040	22,040
	Third Party Payments	109,252	53,960	203,960	243,960
	GROSS COST OF SERVICE	485,128	383,100	564,920	600,080
	Government Grant Income	0	0	0	(78,300)
	Sales Income	(175)	(500)	(500)	(500)
	Fees & Charges Income	(6,450)	(700)	(700)	(700)
	INCOME	(6,625)	(1,200)	(1,200)	(79,500)
	NET COST OF SERVICE	£478,503	£381,900	£563,720	£520,580

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.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£3.10	£4.19
per band D property	£7.35	£9.99

Head of Customer Access

y161	CDC Resources	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Third Party Payments	0	0	40,000	0
	GROSS COST OF SERVICE	0	0	40,000	0
	INCOME	0	0	0	0
	NET COST OF SERVICE	0	0	£40,000	0

This service contains the costs associated with credit and debit card handling.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£0.00	£0.00
per band D property	£0.00	£0.00

r609	Change & Performance	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Employees Expenses	1,077,754	774,320	809,520	784,620
	Transport Related Expenses	25,365	21,900	22,400	18,430
	Supplies And Services Expenses	406,480	426,660	406,160	294,560
	Third Party Payments	10,311	20,200	70,200	200
	GROSS COST OF SERVICE	1,519,911	1,243,080	1,308,280	1,097,810
	Government Grant Income	0	(20,000)	(20,000)	(68,400)
	Other Grants & Contributions	0	0	(70,000)	0
	Sales Income	(5,625)	0	0	0
	Fees & Charges Income	(21,083)	(10,350)	(10,350)	(10,300)
	Rent Income	(2,055)	0	0	0
	Recharges To Other Accounts	(494,701)	(225,700)	(225,700)	(25,700)
	INCOME	(523,464)	(256,050)	(326,050)	(104,400)
	NET COST OF SERVICE	£996,447	£987,030	£982,230	£993,410

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

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£8.02	£8.00
per band D property	£18.99	£19.07

y606	Customer Services Centre	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Premises Related Expenses	3,200	0	0	0
	Supplies And Services Expenses	4,118	0	0	0
	Third Party Payments	24,524	0	0	0
	GROSS COST OF SERVICE	31,842	0	0	0
	INCOME	0	0	0	0
	NET COST OF SERVICE	£31,842	0	0	0

This service and budgets have transferred to the Front Office and Transaction Team.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£0.00	£0.00
per band D property	£0.00	£0.00

y608	Document Service Centre	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Supplies And Services Expenses	60,594	0	0	0
	Third Party Payments	7,406	0	0	0
	GROSS COST OF SERVICE	68,000	0	0	0
	Fees & Charges Income	(576)	0	0	0
	INCOME	(576)	0	0	0
	NET COST OF SERVICE	£67,424	0	0	0

This service and budgets have transferred to the Front Office and Transaction Team.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£0.00	£0.00
per band D property	£0.00	£0.00

y609	Front Office & Trans Team	Actual 2010/11	Original Budget 2011/12	Revised Budget 2011/12	Estimate 2012/13
		£	£	£	£
	Employees Expenses	1,799,016	1,454,920	1,454,920	1,414,520
	Transport Related Expenses	10,334	10,410	10,930	6,530
	Supplies And Services Expenses	14,802	80,210	72,990	61,590
	Third Party Payments	42,045	67,770	67,770	67,770
	GROSS COST OF SERVICE	1,866,196	1,613,310	1,606,610	1,550,410
	Government Grant Income	0	0	0	(42,500)
	Other Grants & Contributions	(28,814)	0	0	0
	Fees & Charges Income	(291)	0	(10,000)	0
	INCOME	(29,106)	0	(10,000)	(42,500)
	NET COST OF SERVICE	£1,837,090	£1,613,310	£1,596,610	£1,507,910

This service contains the administration functions of the council. It includes the former Customer Services Centre and Document Service Centre which are both detailed below.

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.

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

The estimated cost of this service is :	Original	Estimate
	2011/12	2012/13
per head of population	£13.11	£12.14
per band D property	£31.04	£28.94

w220	Local Land Charges	Actual 2010/11	Original Budget 2011/12	Revised Budget 2011/12	Estimate 2012/13
		£	£	£	£
	Employees Expenses	18,394	0	6,900	4,700
	Transport Related Expenses	89	0	0	0
	Supplies And Services Expenses	2,862	4,470	4,470	4,170
	Third Party Payments	2,000	0	0	0
	Transfer Payments	42,009	60,100	40,000	40,000
	GROSS COST OF SERVICE	65,354	64,570	51,370	48,870
	Fees & Charges Income	(177,770)	(188,050)	(174,850)	(172,650)
	INCOME	(177,770)	(188,050)	(174,850)	(172,650)
	NET COST OF SERVICE	(£112,417)	(£123,480)	(£123,480)	(£123,780)

This service maintains the statutory register for land searches and provides the Councils Search service.

The estimated cost of this service is :	Original	Estimate
	2011/12	2012/13
per head of population	-£1.00	-£1.00
per band D property	-£2.38	-£2.38

Head of Env. & Planning

y119	Civil Contingencies Funding	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Employees Expenses	1,550	0	0	0
	Transport Related Expenses	28	0	0	220
	Supplies And Services Expenses	7,260	5,750	5,750	5,750
	GROSS COST OF SERVICE	8,838	5,750	5,750	5,970
	INCOME	0	0	0	0
	NET COST OF SERVICE	£8,838	£5,750	£5,750	£5,970

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 2011/12	Estimate 2012/13
per head of population	£0.05	£0.05
per band D property	£0.11	£0.11

w205	Environmental Health	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Employees Expenses	647,251	595,840	597,740	558,200
	Premises Related Expenses	47,697	39,280	39,280	39,330
	Transport Related Expenses	56,275	59,990	52,900	51,500
	Supplies And Services Expenses	47,270	67,340	44,650	66,440
	Third Party Payments	33,609	33,800	20,720	33,800
	GROSS COST OF SERVICE	832,101	796,250	755,290	749,270
	Other Grants & Contributions	(13,705)	0	0	0
	Sales Income	(10,355)	(13,000)	(13,000)	(13,000)
	Fees & Charges Income	(186,422)	(187,370)	(187,370)	(312,370)
	Rent Income	(18,872)	(24,900)	(24,900)	(24,900)
	INCOME	(229,354)	(225,270)	(225,270)	(350,270)
	NET COST OF SERVICE	£602,747	£570,980	£530,020	£399,000

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 reduced 2012/13 budget reflects the reduced staffing levels within the service.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£4.64	£3.21
per band D property	£10.99	£7.66

w215	Licensing	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Employees Expenses	147,256	128,800	132,000	132,900
	Transport Related Expenses	5,632	5,580	5,580	1,210
	Supplies And Services Expenses	5,406	4,280	4,280	4,280
	Third Party Payments	36,121	8,900	8,900	8,900
	GROSS COST OF SERVICE	194,415	147,560	150,760	147,290
	Fees & Charges Income	(313,250)	(326,790)	(326,790)	(326,790)
	INCOME	(313,250)	(326,790)	(326,790)	(326,790)
	NET COST OF SERVICE	(£118,835)	(£179,230)	(£176,030)	(£179,500)

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.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	-£1.46	-£1.45
per band D property	-£3.45	-£3.44

w235	Regulatory Services	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Employees Expenses	1,065,043	1,032,410	1,027,310	1,048,410
	Premises Related Expenses	75	0	0	0
	Transport Related Expenses	64,937	57,770	57,950	49,300
	Supplies And Services Expenses	36,708	24,570	24,570	24,570
	Third Party Payments	153,232	113,500	156,360	413,500
	GROSS COST OF SERVICE	1,319,994	1,228,250	1,266,190	1,535,780
	Government Grant Income	0	(110,000)	(71,066)	0
	Fees & Charges Income	(841,230)	(812,800)	(812,800)	(827,800)
	INCOME	(841,230)	(922,800)	(883,866)	(827,800)
	NET COST OF SERVICE	£478,765	£305,450	£382,324	£707,980

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.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£2.48	£5.70
per band D property	£5.88	£13.59

Head of Resources

r155	Appropriations	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Transfer Payments	(109,753)	0	0	0
	Capital Charges	246,624	230,380	230,380	286,447
	GROSS COST OF SERVICE	136,871	230,380	230,380	286,447
	Recharges To Other Accounts	364,691	0	0	0
	INCOME	364,691	0	0	0
	NET COST OF SERVICE	£501,562	£230,380	£230,380	£286,447

The capital charge budget in 2012/13 is for capital maintenance funded from revenue.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£1.87	£2.31
per band D property	£4.43	£5.50

y161	CDC Resources	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Supplies And Services Expenses	0	1,600	1,600	1,600
	Third Party Payments	198,666	184,670	174,670	184,670
	GROSS COST OF SERVICE	198,666	186,270	176,270	186,270
	Other Grants & Contributions	(9,015)	0	0	0
	Fees & Charges Income	0	(10,000)	(10,000)	0
	INCOME	(9,015)	(10,000)	(10,000)	0
	NET COST OF SERVICE	£189,652	£176,270	£166,270	£186,270

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 2011/12	Estimate 2012/13
per head of population	£1.43	£1.50
per band D property	£3.39	£3.57

r385	Concessionary Fares	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Supplies And Services Expenses	1,037,986	0	0	0
	Third Party Payments	25	0	0	0
	GROSS COST OF SERVICE	1,038,011	0	0	0
	Fees & Charges Income	(140)	0	0	0
	INCOME	(140)	0	0	0
	NET COST OF SERVICE	£1,037,871	0	0	0

Previously this service contained the costs of the English National Concessionary bus pass scheme. Since April 2011 the responsibility for the scheme has been passed to Warwickshire County Council who now pay bus operators for the free travel taken. Stratford-on-Avon District Council still offers the same service to residents with regard to the issue of bus passes to qualifying residents that enables free national travel on local bus routes. This is operated as part of the joint working arrangements with the County Council.

- 1 **Supplies and Services** : As the scheme is now operated by Warwickshire County Council the budget has been transferred from the District to the County who will now reimburse bus operators.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£0.00	£0.00
per band D property	£0.00	£0.00

r415	Corporate Budget	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Supplies And Services Expenses	0	57,535	99,800	504,257
	GROSS COST OF SERVICE	0	57,535	99,800	504,257
	INCOME	0	0	0	0
	NET COST OF SERVICE	0	£57,535	£99,800	£504,257

This service contains expenditure in respect of any change transformation within the Council and also, in 2012/13, the budget from New Homes Bonus to meet Corporate aims and objectives.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£0.47	£4.06
per band D property	£1.11	£9.68

y605	HR and Training	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Employees Expenses	175,594	200,050	200,050	199,550
	Transport Related Expenses	1,100	400	1,080	1,080
	Supplies And Services Expenses	9,222	7,800	8,620	8,620
	Third Party Payments	17	0	0	0
	GROSS COST OF SERVICE	185,933	208,250	209,750	209,250
	Fees & Charges Income	(1,373)	0	0	0
	INCOME	(1,373)	0	0	0
	NET COST OF SERVICE	£184,560	£208,250	£209,750	£209,250

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.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£1.69	£1.68
per band D property	£4.01	£4.02

r355	Investment Interest	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Transfer Payments	3,886	0	0	0
	Capital Charges	1,444	1,200	1,200	1,200
	GROSS COST OF SERVICE	5,330	1,200	1,200	1,200
	Interest Income	(314,666)	(286,000)	(296,500)	(181,000)
	INCOME	(314,666)	(286,000)	(296,500)	(181,000)
	NET COST OF SERVICE	(£309,337)	(£284,800)	(£295,300)	(£179,800)

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 are placed with Scottish Widows Investment Partnership who invest on behalf of the Council within strict guidelines to ensure capital preservation. The continued low base rate has seen investment returns remain low. This is reflected in the interest income budget which has also been adjusted to reflect the Council's Capital Programme.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	-£2.31	-£1.45
per band D property	-£5.48	-£3.45

r360	Misc. Expenditure \ Income	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	GROSS COST OF SERVICE	0	0	0	0
	Fees & Charges Income	(5,445)	0	0	0
	INCOME	(5,445)	0	0	0
	NET COST OF SERVICE	(£5,445)	0	0	0

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

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£0.00	£0.00
per band D property	£0.00	£0.00

r365	Mortgages	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Premises Related Expenses	107	170	170	170
	Transfer Payments	3,889	10,000	10,000	10,000
	GROSS COST OF SERVICE	3,996	10,170	10,170	10,170
	Interest Income	(515)	(3,500)	(3,500)	(3,500)
	Recharges To Other Accounts	(3,889)	(10,000)	(10,000)	(10,000)
	INCOME	(4,405)	(13,500)	(13,500)	(13,500)
	NET COST OF SERVICE	(£408)	(£3,330)	(£3,330)	(£3,330)

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 2011/12	Estimate 2012/13
per head of population	-£0.03	-£0.03
per band D property	-£0.06	-£0.06

r411	Non Distributed Costs	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Employees Expenses	426,445	211,320	211,320	211,320
	GROSS COST OF SERVICE	426,445	211,320	211,320	211,320
	INCOME	0	0	0	0
	NET COST OF SERVICE	£426,445	£211,320	£211,320	£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 2011/12	Estimate 2012/13
per head of population	£1.72	£1.70
per band D property	£4.07	£4.06

r420	Residual Costs	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Employees Expenses	0	0	0	100,000
	Third Party Payments	0	513,130	35,765	0
	GROSS COST OF SERVICE	0	513,130	35,765	100,000
	INCOME	0	0	0	0
	NET COST OF SERVICE	0	£513,130	£35,765	£100,000

This service contains the budget to cover inflation. In 2012/13 the inflationary element has been included within the services base budget with any surplus materialising within the year being drawn back to this code within the revised budget.

1 **Employees** : The 2012/13 budget is to cover pay award.

2 **Third Party Payments** : The decrease to the 2012/13 budget is a result of the inflation being allocated directly to services this year.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£4.17	£0.81
per band D property	£9.87	£1.92

r620	Resources	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Employees Expenses	356,174	435,050	407,650	447,750
	Transport Related Expenses	11,194	11,200	11,570	14,590
	Supplies And Services Expenses	69,976	76,900	76,530	76,450
	Third Party Payments	74,523	43,900	71,300	42,900
	GROSS COST OF SERVICE	511,867	567,050	567,050	581,690
	Fees & Charges Income	(4,523)	(2,300)	(2,300)	(2,300)
	INCOME	(4,523)	(2,300)	(2,300)	(2,300)
	NET COST OF SERVICE	£507,344	£564,750	£564,750	£579,390

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.
- Insurance to ensure the Councils assets and liabilities are adequately covered.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£4.59	£4.66
per band D property	£10.87	£11.12

Head of Technical Services

v290	Avenue Farm Depot	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Employees Expenses	8,131	0	0	8,190
	Premises Related Expenses	2,694	4,840	4,840	4,970
	Transport Related Expenses	488	470	470	430
	Supplies And Services Expenses	407	380	380	290
	Third Party Payments	771	0	0	0
	GROSS COST OF SERVICE	12,491	5,690	5,690	13,880
	Fees & Charges Income	(1,729)	(1,730)	(1,730)	(1,850)
	Rent Income	(153,426)	(149,420)	(67,420)	(67,340)
	INCOME	(155,156)	(151,150)	(69,150)	(69,190)
	NET COST OF SERVICE	(£142,665)	(£145,460)	(£63,460)	(£55,310)

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

The estimated cost of this service is :

	Original 2011/12	Estimate 2012/13
per head of population	-£1.18	-£0.45
per band D property	-£2.80	-£1.06

w230	Building Control	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Employees Expenses	365,229	430,520	430,520	434,020
	Transport Related Expenses	31,770	32,540	32,540	35,620
	Supplies And Services Expenses	24,095	16,320	16,320	16,320
	Third Party Payments	5,571	24,000	24,000	24,000
	GROSS COST OF SERVICE	426,666	503,380	503,380	509,960
	Fees & Charges Income	(452,028)	(542,000)	(542,000)	(542,000)
	INCOME	(452,028)	(542,000)	(542,000)	(542,000)
	NET COST OF SERVICE	(£25,363)	(£38,620)	(£38,620)	(£32,040)

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.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	-£0.31	-£0.45
per band D property	-£0.74	-£1.06

y607	Building Services	Actual 2010/11	Original Budget 2011/12	Revised Budget 2011/12	Estimate 2012/13
		£	£	£	£
	Employees Expenses	209,319	149,250	149,660	141,880
	Premises Related Expenses	362,089	345,330	426,970	437,640
	Transport Related Expenses	9,975	13,560	13,560	7,290
	Supplies And Services Expenses	41,271	26,790	27,610	27,640
	Third Party Payments	136,006	67,270	106,210	110,530
	GROSS COST OF SERVICE	758,660	602,200	724,010	724,980
	Fees & Charges Income	(233)	(80)	(80)	0
	Rent Income	(194,010)	0	(149,060)	(249,690)
	INCOME	(194,243)	(80)	(149,140)	(249,690)
	NET COST OF SERVICE	£564,416	£602,120	£574,870	£475,290

Building Services provides 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.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£4.89	£3.83
per band D property	£11.59	£9.12

v080	C.C.T.V.	Actual 2010/11	Original Budget 2011/12	Revised Budget 2011/12	Estimate 2012/13
		£	£	£	£
	Employees Expenses	165,694	107,490	107,490	80,100
	Premises Related Expenses	7,581	1,130	1,130	1,130
	Transport Related Expenses	705	690	690	740
	Supplies And Services Expenses	63,747	72,510	72,510	72,370
	Third Party Payments	21,302	38,920	38,920	36,440
	GROSS COST OF SERVICE	259,029	220,740	220,740	190,780
	Other Grants & Contributions	(6,273)	(6,000)	(6,000)	(6,000)
	INCOME	(6,273)	(6,000)	(6,000)	(6,000)
	NET COST OF SERVICE	£252,756	£214,740	£214,740	£184,780

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 up to seven days a week on the 87 cameras across the locations.

1 **Employees** : This decrease reflects the reduction in staffing within the service.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£1.74	-£0.26
per band D property	£4.13	-£0.61

v039	Community Sports Development	Actual 2010/11	Original Budget 2011/12	Revised Budget 2011/12	Estimate 2012/13
		£	£	£	£
	Employees Expenses	224,850	218,700	218,700	169,000
	Premises Related Expenses	1,532	4,100	4,100	4,100
	Transport Related Expenses	14,165	14,000	14,000	12,000
	Supplies And Services Expenses	14,516	17,100	17,100	17,020
	Third Party Payments	7,215	3,460	3,460	3,460
	GROSS COST OF SERVICE	262,278	257,360	257,360	205,580
	Other Grants & Contributions	(66,145)	(55,900)	(55,900)	(100)
	Fees & Charges Income	(92,480)	(95,720)	(95,720)	(102,350)
	INCOME	(158,625)	(151,620)	(151,620)	(102,450)
	NET COST OF SERVICE	£103,653	£105,740	£105,740	£103,130

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 **Employees** : This decrease reflects the reduction in staffing within the service with the cessation of two externally funded posts.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£0.86	£0.00
per band D property	£2.03	£0.00

v285	Investment Properties	Actual 2010/11	Original Budget 2011/12	Revised Budget 2011/12	Estimate 2012/13
		£	£	£	£
	Employees Expenses	642	620	19,780	18,210
	Premises Related Expenses	35,035	94,890	41,240	43,020
	Transport Related Expenses	0	500	3,340	2,740
	Supplies And Services Expenses	1,360	1,280	1,780	1,790
	Third Party Payments	14,703	36,050	6,340	6,340
	GROSS COST OF SERVICE	51,740	133,340	72,480	72,100
	Fees & Charges Income	(53,898)	(53,270)	(55,490)	(55,270)
	Rent Income	(289,788)	(474,030)	(493,580)	(538,090)
	INCOME	(343,686)	(527,300)	(549,070)	(593,360)
	NET COST OF SERVICE	(£291,946)	(£393,960)	(£476,590)	(£521,260)

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.

- 1 **Employees** : This increase is due to the reallocation of costs in accordance with the a change in accounting policy.
- 2 **Premises** : This decrease relates to the transfer of some properties to building services as they are now classified as operational assets.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	-£3.20	-£4.20
per band D property	-£7.58	-£10.01

v280	Leaseholder Services	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Premises Related Expenses	914	0	0	0
	Third Party Payments	13	0	0	0
	GROSS COST OF SERVICE	927	0	0	0
	Fees & Charges Income	0	0	0	0
	Rent Income	(22)	0	0	0
	INCOME	(22)	0	0	0
	NET COST OF SERVICE	£905	0	0	0

This service has ceased from 2011/12.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£0.00	£0.00
per band D property	£0.00	£0.00

v055	Leisure Centres	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Employees Expenses	59,477	73,970	73,970	66,600
	Premises Related Expenses	134,525	92,630	92,630	80,220
	Transport Related Expenses	6,146	6,800	6,800	4,080
	Supplies And Services Expenses	30,546	14,830	14,830	11,560
	Third Party Payments	136,267	5,600	5,600	5,600
	GROSS COST OF SERVICE	366,962	193,830	193,830	168,060
	Government Grant Income	(15,182)	0	0	0
	Other Grants & Contributions	(44,492)	0	0	0
	Fees & Charges Income	(42,921)	(54,242)	(54,242)	(58,979)
	INCOME	(102,595)	(54,242)	(54,242)	(58,979)
	NET COST OF SERVICE	£264,367	£139,588	£139,588	£109,081

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.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£1.13	£0.00
per band D property	£2.69	£0.00

v305	Miscellaneous Properties	Actual 2010/11	Original Budget 2011/12	Revised Budget 2011/12	Estimate 2012/13
		£	£	£	£
	Employees Expenses	93,808	82,860	63,290	54,160
	Premises Related Expenses	7,996	13,940	8,170	8,180
	Transport Related Expenses	8,770	11,930	9,090	6,570
	Supplies And Services Expenses	19,507	2,070	750	750
	Third Party Payments	11,446	15,430	15,230	15,230
	GROSS COST OF SERVICE	141,527	126,230	96,530	84,890
	Other Grants & Contributions	(6,869)	0	0	0
	Fees & Charges Income	(4,415)	(7,220)	(5,000)	(5,000)
	Rent Income	(99,975)	(103,570)	(6,540)	(11,540)
	INCOME	(111,259)	(110,790)	(11,540)	(16,540)
	NET COST OF SERVICE	£30,268	£15,440	£84,990	£68,350

The estimated cost of this service is :

	Original	Estimate
	2011/12	2012/13
per head of population	£0.13	£0.55
per band D property	£0.30	£1.31

v530	Off-Street Parking	Actual 2010/11	Original Budget 2011/12	Revised Budget 2011/12	Estimate 2012/13
		£	£	£	£
	Employees Expenses	198,272	225,310	225,310	255,110
	Premises Related Expenses	458,402	474,410	474,410	474,140
	Transport Related Expenses	4,625	6,870	6,970	7,150
	Supplies And Services Expenses	96,487	80,050	79,950	79,300
	Third Party Payments	208,650	239,450	254,470	262,790
	Transfer Payments	50	0	0	0
	GROSS COST OF SERVICE	966,486	1,026,090	1,041,110	1,078,490
	Other Grants & Contributions	(192)	0	0	0
	Fees & Charges Income	(2,026,846)	(2,129,500)	(2,129,500)	(2,129,500)
	Rent Income	(57,722)	(52,700)	(52,700)	(53,040)
	Recharges To Other Accounts	(7,750)	(7,800)	(7,800)	(7,800)
	INCOME	(2,092,511)	(2,190,000)	(2,190,000)	(2,190,340)
	NET COST OF SERVICE	(£1,126,025)	(£1,163,910)	(£1,148,890)	(£1,111,850)

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.

The estimated cost of this service is :

	Original	Estimate
	2011/12	2012/13
per head of population	-£9.45	£0.00
per band D property	-£22.39	£0.00

v510	On Street Parking	Actual 2010/11	Original Budget 2011/12	Revised Budget 2011/12	Estimate 2012/13
		£	£	£	£
	Employees Expenses	397,117	480,250	480,250	474,650
	Premises Related Expenses	726	3,700	3,700	3,700
	Transport Related Expenses	11,042	20,260	20,260	19,250
	Supplies And Services Expenses	76,572	105,350	105,350	105,350
	Third Party Payments	917,671	923,040	923,040	923,040
	GROSS COST OF SERVICE	1,403,128	1,532,600	1,532,600	1,525,990
	Other Grants & Contributions	(668,159)	(805,800)	(805,800)	(799,190)
	Fees & Charges Income	(886,617)	(888,500)	(888,500)	(888,500)
	INCOME	(1,554,776)	(1,694,300)	(1,694,300)	(1,687,690)
	NET COST OF SERVICE	(£151,648)	(£161,700)	(£161,700)	(£161,700)

This service is operated on behalf of Warwickshire County Council, income and expenditure are therefore recharged.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	-£1.31	£0.00
per band D property	-£3.11	£0.00

v070	Parks Playfields & Open Spaces	Actual 2010/11	Original Budget 2011/12	Revised Budget 2011/12	Estimate 2012/13
		£	£	£	£
	Employees Expenses	30,862	31,700	31,700	32,000
	Premises Related Expenses	33,285	36,600	36,600	36,600
	Transport Related Expenses	5,538	1,350	1,350	1,670
	Supplies And Services Expenses	104,726	67,230	60,230	15,230
	Third Party Payments	624,047	486,690	548,170	548,320
	GROSS COST OF SERVICE	798,458	623,570	678,050	633,820
	Other Grants & Contributions	(110,886)	(42,500)	(42,500)	(42,500)
	Fees & Charges Income	(52,057)	(45,000)	(45,000)	0
	Rent Income	(768)	(1,480)	0	0
	Recharges To Other Accounts	0	(3,300)	(3,300)	(3,300)
	INCOME	(163,711)	(92,280)	(90,800)	(45,800)
	NET COST OF SERVICE	£634,747	£531,290	£587,250	£588,020

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.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£4.32	£0.00
per band D property	£10.22	£0.00

v075	Public Conveniences	Actual 2010/11	Original Budget 2011/12	Revised Budget 2011/12	Estimate 2012/13
		£	£	£	£
	Employees Expenses	60,156	36,960	36,960	24,590
	Premises Related Expenses	57,833	43,220	60,220	90,690
	Transport Related Expenses	12,158	14,870	13,820	9,690
	Supplies And Services Expenses	5,145	4,120	870	3,990
	Third Party Payments	139,117	25,350	131,730	149,160
	GROSS COST OF SERVICE	274,409	124,520	243,600	278,120
	Other Grants & Contributions	0	0	(107,000)	0
	Sales Income	(83)	(200)	(200)	(200)
	Fees & Charges Income	(2,000)	0	0	(114,000)
	INCOME	(2,083)	(200)	(107,200)	(114,200)
	NET COST OF SERVICE	£272,326	£124,320	£136,400	£163,920

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

- 1 **Fees & Charges Income** : The estimate for 2012/13 is the income expected during the year in respect of charging for the use of facilities.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£1.01	£0.00
per band D property	£2.39	£0.00

v085	Recreational Amenities	Actual 2010/11	Original Budget 2011/12	Revised Budget 2011/12	Estimate 2012/13
		£	£	£	£
	Employees Expenses	46,231	0	0	16,300
	Premises Related Expenses	16,670	21,200	22,420	17,830
	Transport Related Expenses	1,003	100	100	810
	Supplies And Services Expenses	19,714	4,440	4,440	5,420
	Third Party Payments	1,126	0	0	0
	GROSS COST OF SERVICE	84,745	25,740	26,960	40,360
	Fees & Charges Income	(1,516)	(280)	(280)	(150)
	Rent Income	(155,538)	(160,180)	(161,580)	(165,500)
	Other Grants & Contributions	(65,000)	0	0	0
	INCOME	(222,054)	(160,460)	(161,860)	(165,650)
	NET COST OF SERVICE	(£137,309)	(£134,720)	(£134,900)	(£125,290)

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 2011/12	Estimate 2012/13
per head of population	-£1.09	-£1.01
per band D property	-£2.59	-£2.40

v050	Refuse Collection	Actual 2010/11	Original Budget 2011/12	Revised Budget 2011/12	Estimate 2012/13
		£	£	£	£
	Employees Expenses	123,161	117,600	117,600	120,800
	Premises Related Expenses	3,884	0	0	0
	Transport Related Expenses	5,093	3,820	3,820	3,250
	Supplies And Services Expenses	4,746	5,430	5,430	5,440
	Third Party Payments	3,240,233	3,096,760	3,342,230	3,492,940
	GROSS COST OF SERVICE	3,377,118	3,223,610	3,469,080	3,622,430
	Other Grants & Contributions	(689,916)	(649,670)	(649,670)	(649,670)
	Sales Income	(646)	0	0	0
	Fees & Charges Income	(48,592)	(85,000)	(85,000)	(85,000)
	INCOME	(739,154)	(734,670)	(734,670)	(734,670)
	NET COST OF SERVICE	£2,637,963	£2,488,940	£2,734,410	£2,887,760

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 **Third Party Payments** : The budget for 2012/13 includes the contract inflation.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£20.22	£0.00
per band D property	£47.89	£0.00

v525	SDC Infrastructure	Actual 2010/11	Original Budget 2011/12	Revised Budget 2011/12	Estimate 2012/13
		£	£	£	£
	Employees Expenses	51,051	63,850	63,850	24,530
	Premises Related Expenses	30,839	45,950	45,950	45,950
	Transport Related Expenses	3,305	4,730	4,730	1,300
	Supplies And Services Expenses	1,206	100	100	100
	Third Party Payments	23,801	32,220	32,220	32,220
	GROSS COST OF SERVICE	110,202	146,850	146,850	104,100
	Other Grants & Contributions	(5,815)	0	0	0
	Fees & Charges Income	(461)	0	0	0
	INCOME	(6,276)	0	0	0
	NET COST OF SERVICE	£103,926	£146,850	£146,850	£104,100

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 access ways, cycle ways, 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.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£1.19	£0.84
per band D property	£2.83	£2.00

v100	Street Cleansing & Furniture	Actual 2010/11 £	Original Budget 2011/12 £	Revised Budget 2011/12 £	Estimate 2012/13 £
	Employees Expenses	46,553	78,940	78,940	54,330
	Premises Related Expenses	5,525	16,600	16,600	16,600
	Transport Related Expenses	3,049	5,900	5,900	5,560
	Supplies And Services Expenses	17,160	26,280	16,280	16,410
	Third Party Payments	1,149,302	1,112,690	1,223,240	1,283,450
	GROSS COST OF SERVICE	1,221,588	1,240,410	1,340,960	1,376,350
	Other Grants & Contributions	(3,710)	0	0	0
	Fees & Charges Income	(4,746)	(3,200)	(3,200)	(3,200)
	INCOME	(8,456)	(3,200)	(3,200)	(3,200)
	NET COST OF SERVICE	£1,213,132	£1,237,210	£1,337,760	£1,373,150

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 increase in the 2011/12 employee budget relates to the work undertaken by the construction section for this service.

The estimated cost of this service is :	Original 2011/12	Estimate 2012/13
per head of population	£10.05	£11.06
per band D property	£23.80	£26.35

Straford-on-Avon District Council

Medium Term Capital Budget

	2012/13	2013/14	2014/15	2015/16	2016/17
	£	£	£	£	£
Accumulated Capital Receipts b/fwd	11,031,268	9,551,576	8,284,091	6,552,730	5,705,278
Summary Estimated Capital Expenditure	1,767,692	2,241,784	2,019,361	1,695,452	828,492
Summary Estimated Capital Receipts	288,000	974,299	288,000	848,000	288,000
Accumulated Capital Receipts c/fwd	<u>9,551,576</u>	<u>8,284,091</u>	<u>6,552,730</u>	<u>5,705,278</u>	<u>5,164,786</u>

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

	2012/13	2013/14	2014/15	2015/16	2016/17
Opening Base Budget	12,819,516	13,650,825	12,224,104	13,058,014	12,574,849
Unavoidable Pressures :-					
Employee Expenses - Increments	-12,520	14,390	0	0	0
Employee Expenses - Pay Award *	0	96,480	98,010	99,890	101,760
Employee Expenses - Salary	18,530	0	0	0	0
Employee Expenses - National Insurance	-6,510	0	0	0	0
Employee Expenses - Pension Increase	-5,170	74,780	90,380	83,670	92,170
Contract Inflation	6,055	139,000	139,000	139,000	139,000
Property Rents/Business Rates/Insurances	-12,970	0	0	0	0
Other	80,000	-125,700	40,800	0	0
Total Unavoidable pressures	67,415	198,950	368,190	322,560	332,930
Savings					
Property Rents	-130,000	0	0	0	0
Savings Reprofiled/Identified	120,300	-535,800	-20,000	-310,000	0
Transport Savings	-60,000	0	0	0	0
Revenue cost of planned maintenance programme	-287,133	10,949	529,965	-494,074	-128,550
Change Implementation	0	-125,000	0	0	0
Third Party Payments	-5,000	-40,000	0	0	0
Pest Control Income	-18,000	0	0	0	0
Public Conveniences	-100,000	-80,000	0	0	0
Total Savings	-479,833	-769,851	509,965	-804,074	-128,550
Budget Pressures					
Planning & Housing Delivery Grant	110,000	0	0	0	0
Core Strategy Examination in Public	90,000	-90,000	0	0	0
Canvassing Costs	12,000	0	0	0	0
Consultation Unit/Bank Charges/Other income adjustments	36,930	0	0	0	0
Supplies and Services	10,080	0	0	0	0
Corporate Strategy	379,257	-379,257	0	0	0
Planning Appeal Costs	300,000	-300,000	0	0	0
Planning Policy Evidence	100,000	-100,000	0	0	0
Planning Restructure	10,460	0	0	0	0
Leisure Contract Income	0	3,137	-44,245	-1,651	-31,098
Homelessness Post	30,000	-30,000	0	0	0
Neighbourhood Planning Post	0	40,300	0	0	0
Public Conveniences	165,000	0	0	0	0
Total Budget Pressures	1,243,727	-855,820	-44,245	-1,651	-31,098
Revised Base budget	13,650,825	12,224,104	13,058,014	12,574,849	12,748,131
Funding the Budget:					
Government Funding - Formula Grant	4,679,359	4,300,102	4,300,102	4,300,102	4,300,102
Government Funding - Specific Grant	781,579	682,109	682,109	682,109	682,109
New Homes Bonus	596,995	596,995	596,995	596,995	596,995
2.5% Zero Council Tax Grant for 2011/12	168,056	168,056	168,056	0	0
2.5% Council Tax Rise or Grant for 2012/13	167,943	0	0	0	0
Council Tax -1% for 2012/13 then 2.5% per annum	6,672,141	6,838,945	7,009,919	7,185,167	7,364,796
Collection Fund	-2,093	0	0	0	0
Total Council Resources	13,063,980	12,586,207	12,757,181	12,764,373	12,944,002
Shortfall / (Surplus)	586,845	-362,103	300,833	-189,524	-195,871
General Reserve Statement:-					
Free reserves b/fwd	2,420,050	1,833,205	2,195,308	1,894,475	2,083,999
Surplus / (Deficit) for year	-586,845	362,103	-300,833	189,524	195,871
Further savings to be achieved	0	0	0	0	0
Free reserves c/fwd	1,833,205	2,195,308	1,894,475	2,083,999	2,279,870
* Pay award for 2012/13 included in Opening Base Budget					

Council Tax 2012/13 (Parish Element)

Appendix 3

Parish Council Name	Parish Precept 2011/12 £	Percentage Increase/ Decrease %	Parish Precept 2012/13 £	Council Tax Tax Base 2012/13	Parish Council Element Band D 2012/13 £
Admington	750	0.00%	750	51.59	14.54
Alcester	220,320	6.00%	233,540	2335.32	100.00
Alderminster	6,000	0.00%	6,000	256.02	23.44
Arrow & Weethley	5,500	0.00%	5,500	105.18	52.29
Aston Cantlow	8,200	45.12%	11,900	256.82	46.34
Atherstone-on-Stour				29.88	0.00
Avon Dassett	7,000	3.50%	7,245	105.28	68.82
Barcheston & Willington				60.16	0.00
Barton-on-the-Heath	876	12.21%	983	51.79	18.98
Bearley	24,150	0.00%	24,150	298.25	80.97
Beaudesert & Henley-in-Arden	74,350	5.00%	78,070	1469.84	53.11
Bidford-on-Avon	202,000	4.41%	210,900	1994.83	105.72
Billesley				18.72	0.00
Binton	4,000	0.00%	4,000	151.97	26.32
Bishops Itchington	62,250	4.42%	65,000	778.17	83.53
Brailles	14,000	0.00%	14,000	516.72	27.09
Burmington	750	266.67%	2,750	67.34	40.84
Burton Dassett	15,316	2.24%	15,659	484.97	32.29
Butlers Marston	1,000	50.00%	1,500	101.39	14.79
Chadshunt				26.49	0.00
Chapel Ascote				5.68	0.00
Charlecote	3,500	0.00%	3,500	84.16	41.59
Cherington & Stourton	4,000	0.00%	4,000	224.00	17.86
Chesterton & Kingston	300	0.00%	300	61.48	4.88
Claverdon	22,000	0.00%	22,000	628.02	35.03
Clifford Chambers & Milcote	7,000	0.00%	7,000	238.43	29.36
Combroke	3,900	0.00%	3,900	83.17	46.89
Compton Verney				62.45	0.00
Compton Wynyates				10.96	0.00
Coughton	4,000	12.50%	4,500	81.77	55.03
Dorsington	1,000	0.00%	1,000	70.73	14.14
Ettington	24,000	0.00%	24,000	511.17	46.95
Exhall	3,600	0.00%	3,600	108.56	33.16
Farnborough	4,500	55.56%	7,000	131.32	53.30
Fenny Compton	18,880	0.00%	18,880	336.65	56.08
Fulbrook				28.78	0.00
Gaydon	7,968	2.01%	8,128	181.77	44.72
Great Alne	15,600	5.77%	16,500	280.27	58.87
Great Wolford	1,000	0.00%	1,000	102.63	9.74
Halford	7,200	0.00%	7,200	157.37	45.75
Hampton Lucy	6,250	8.00%	6,750	201.01	33.58
Harbury	67,256	6.50%	71,625	1087.25	65.88
Haselor	4,000	0.00%	4,000	103.48	38.66
Hodnell & Wills Pastures				6.27	0.00
Honington				100.50	0.00
Idlicote				44.22	0.00
Ilmington	17,500	0.00%	17,500	377.88	46.31
Kineton	37,950	1.98%	38,700	934.24	41.42
Kinwarton	20,000	10.00%	22,000	417.47	52.70
Ladbroke	4,700	6.38%	5,000	141.13	35.43
Langley	1,200	0.00%	1,200	90.44	13.27
Lighthorne	9,800	5.10%	10,300	225.39	45.70
Lighthorne Heath	9,270	14.35%	10,600	256.67	41.30
Little Compton	5,621	-0.28%	5,605	154.78	36.21
Little Wolford				56.97	0.00
Long Compton	8,675	0.00%	8,675	374.97	23.14
Long Itchington	51,200	11.62%	57,150	878.38	65.06
Loxley	7,900	-3.80%	7,600	201.71	37.68

Council Tax 2012/13 (Parish Element)

Appendix 3

Parish Council Name	Parish Precept 2011/12 £	Percentage Increase/ Decrease %	Parish Precept 2012/13 £	Council Tax Tax Base 2012/13	Parish Council Element Band D 2012/13 £
Luddington	4,600	11.74%	5,140	204.41	25.15
Mappleborough Green	11,000	0.00%	11,000	323.41	34.01
Marston Sicca	8,000	0.00%	8,000	205.28	38.97
Moreton Morrell	19,000	5.26%	20,000	326.29	61.30
Morton Bagot, Oldberrow, & Spenal				116.56	0.00
Napton-on-the-Hill	26,400	13.00%	29,832	472.20	63.18
Newbold Pacey & Ashorne	4,725	10.58%	5,225	117.97	44.29
Old Stratford & Drayton	5,340	-12.73%	4,660	321.65	14.49
Oxhill	2,000	35.00%	2,700	174.00	15.52
Pillerton Hersey	400	0.00%	400	93.72	4.27
Pillerton Priors	2,350	17.02%	2,750	149.80	18.36
Preston Bagot				66.97	0.00
Preston-on-Stour	6,500	-50.00%	3,250	74.80	43.45
Priors Hardwick	2,000	-12.50%	1,750	87.45	20.01
Priors Marston	15,500	0.00%	15,500	261.55	59.26
Quinton	23,000	0.00%	23,000	723.47	31.79
Radbourne				13.74	0.00
Radway	8,547	0.00%	8,547	124.70	68.54
Ratley & Upton	10,000	0.00%	10,000	156.59	63.86
Salford Priors	47,000	0.00%	47,000	549.09	85.60
Sambourne	8,647	0.00%	8,647	375.49	23.03
Shipston-on-Stour	206,000	0.00%	206,000	2150.69	95.78
Shotteswell	6,500	0.00%	6,500	120.42	53.98
Snitterfield	23,050	1.95%	23,500	569.67	41.25
Southam	174,340	0.35%	174,945	2372.97	73.72
Stockton	20,185	0.00%	20,185	477.17	42.30
Stoneton			0	4.38	0.00
Stratford-upon-Avon	474,316	-0.45%	472,174	12288.09	38.43
Stretton-on-Fosse	5,000	4.00%	5,200	201.49	25.81
Studley	131,020	2.69%	134,544	2073.08	64.90
Sutton-under-Brailles	1,700	2.94%	1,750	52.09	33.60
Tanworth-in-Arden	45,500	0.00%	45,500	1594.64	28.53
Temple Grafton	3,500	0.00%	3,500	233.66	14.98
Tidmington			0	17.13	0.00
Tredington	17,000	0.00%	17,000	712.38	23.86
Tysoe	16,000	-6.25%	15,000	524.78	28.58
Ufton	6,250	0.00%	6,250	110.46	56.58
Ullenhall	6,000	0.00%	6,000	374.08	16.04
Upper & Lower Shuckburgh			0	31.17	0.00
Warmington & Arlescote	8,250	-4.24%	7,900	176.09	44.86
Watergall			0	5.48	0.00
Welford-on-Avon	19,760	0.00%	19,760	709.96	27.83
Wellesbourne	200,000	-5.50%	189,000	2454.83	76.99
Weston on Avon			0	47.61	0.00
Whatcote			0	74.50	0.00
Whichford	5,000	0.00%	5,000	173.37	28.84
Whitchurch			0	91.51	0.00
Wilmcote	15,606	50.87%	23,545	489.91	48.06
Wixford	5,500	0.00%	5,500	77.29	71.16
Wolverton	1,800	0.00%	1,800	125.40	14.35
Wootton Wawen	18,600	5.73%	19,665	587.69	33.46
Wormleighton			0	41.73	0.00
Average	£2,642,118	2.14%	£2,698,779	52,105.75	£51.79