

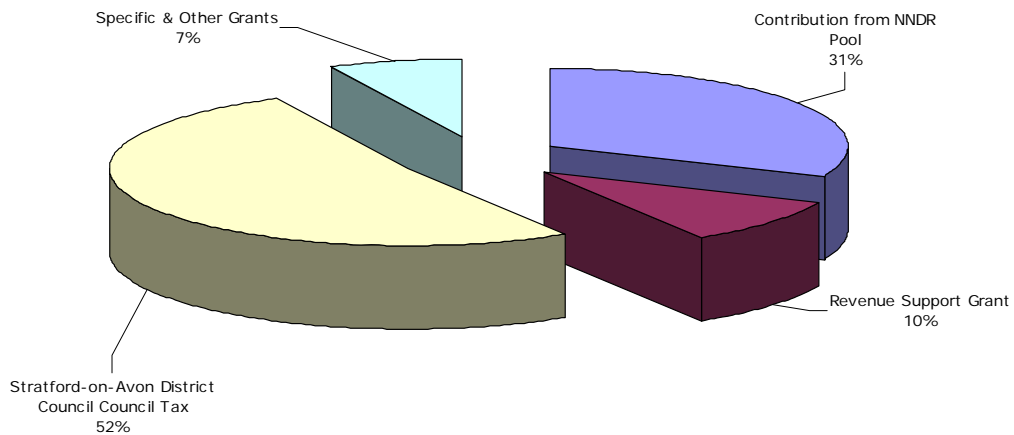
Stratford-on-Avon District Council BUDGET BOOK 2011/2012

For this year Stratford-on-Avon District Council has set a Band D council tax of £129.34 which is a zero percentage increase 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.

The budget for 2011/12 was presented to The Cabinet on the 7th of February 2011 and approved by Council on the 28th of February 2011.

Sources of Finance



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STRATFORD-ON-AVON DISTRICT COUNCIL

REVENUE BUDGET FOR 2011/12

NET EXPENDITURE SUMMARY

	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12	Cost per Head of Population	Cost per Band D Property
	£	£	£	£	£	£
SERVICE EXPENDITURE						
Direct Service Expenditure	13,591,950	14,509,890	14,808,914	12,951,443	105.21	249.19
NET SERVICE EXPENDITURE	£13,591,950	£14,509,890	£14,808,914	£12,951,443	£105.21	£249.19
Appropriation to/-from General Revenue account balance	273,516	-359,838	-658,862	107,852	0.88	2.08
BUDGET REQUIREMENT	£13,865,466	£14,150,052	£14,150,052	£13,059,295	£106.09	£251.27
FINANCING						
Contribution from NNDR Pool	-5,636,771	-6,088,407	-6,088,407	-4,112,573	-33.41	-79.13
Revenue Support Grant	-1,301,040	-884,093	-884,093	-1,271,208	-10.33	-24.46
Additional Concessionary Fares funding	-350,475	-360,165	-360,165	0	0.00	0.00
Specific Grants for Council Tax and Housing Benefit	0	0	0	-786,327	-6.39	-15.13
Zero Council Tax Grant	0	0	0	-166,957	-1.36	-3.21
Housing and Planning Delivery Grant	0	-130,000	-130,000	0	0.00	0.00
Area Based Grant	-22,811	0	0	0	0.00	0.00
Collection Fund adjustment transfer	-13,354	-9,092	-9,092	0	0.00	0.00
Stratford-on-Avon District Council precept requirement on the collection fund	£6,541,015	£6,678,295	£6,678,295	£6,722,230	£54.60	£129.34

SERVICE NET EXPENDITURE SUMMARY

	Page	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12	Cost per Head of Population	Cost per Band D Property
		£	£	£	£	£	£
Appropriations	4	-2,284,294	-4,685,330	-4,218,550	-3,779,660	-30.70	-72.72
Avenue Farm Depot	5	-170,602	-161,580	-162,180	-167,910	-1.36	-3.23
Building Control	6	286,678	276,390	222,020	240,480	1.95	4.63
C.C.T.V.	7	434,150	499,020	487,240	375,350	3.05	7.22
CDC Chief Executive	8	409,555	446,610	394,000	533,000	4.33	10.26
CDC Resources	9	256,462	266,370	256,510	257,770	2.09	4.96
Civil Contingencies Funding	10	17,185	20,180	15,180	6,050	0.05	0.12
Community Leadership	11	575,457	511,020	512,740	478,040	3.88	9.20
Community Sports Development	12	202,314	242,310	230,360	223,990	1.82	4.31
Concessionary Fares	13	869,925	1,021,790	1,018,100	76,100	0.62	1.46
Corp. And Democratic Core	14	1,110,363	1,225,460	1,200,180	896,840	7.29	17.26
Corporate Estates	15	-36,728	-109,390	-27,720	-45,830	-0.37	-0.88
Council Tax	16	775,816	775,720	745,010	725,500	5.89	13.96
Council Tax Benefits	17	-67,533	0	0	0	0.00	0.00
Council Tax Benefits - Admin.	18	27,496	84,230	87,960	417,980	3.40	8.04
Council Tax Reduction Scheme	19	0	0	0	0	0.00	0.00
Crime Reduction	20	99,491	102,360	103,790	124,400	1.01	2.39
Elections	21	393,158	518,210	545,860	442,180	3.59	8.51
Environmental Health	22	1,122,412	1,513,660	1,435,610	1,241,560	10.09	23.89
Environmental Initiatives	23	24,288	25,170	25,170	25,480	0.21	0.49
FRS 17 Net Liability on CRA	24	353,000	-239,000	-239,000	-239,000	-1.94	-4.60
Grants	25	29,715	39,150	39,150	39,670	0.32	0.76
Health Promotion	26	23,339	31,590	9,080	0	0.00	0.00
Housing	27	1,441,840	2,358,940	2,362,220	2,290,680	18.61	44.07
Housing Ben. Admin	28	212,301	315,720	299,610	640,480	5.20	12.32
Housing Benefits	29	60,454	-59,000	-59,000	-74,000	-0.60	-1.42
Indicative Savings	30	0	0	259,570	57,535	0.47	1.11
Industrial Trading Estates	31	-47,513	-44,300	-47,800	-55,460	-0.45	-1.07
Investment Interest	32	-704,445	-217,700	-217,700	-284,800	-2.31	-5.48
Leaseholder Services	33	-1,532	-820	-820	0	0.00	0.00
Leisure Centres	34	763,958	843,290	825,774	692,248	5.62	13.32
Licensing	35	-8,800	-9,550	-21,550	-54,780	-0.45	-1.05
Local Economy/Tourism	36	251,597	267,740	199,250	193,700	1.57	3.73

	Page	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12	Cost per Head of Population	Cost per Band D Property
		£	£	£	£	£	£
Local Land Charges	37	-25,764	5,010	-1,960	19,160	0.16	0.37
Misc. Expenditure \ Income	38	-17,902	0	0	0	0.00	0.00
Mortgages	39	-293	-3,470	-3,470	-3,330	-0.03	-0.06
National Non-Domestic Rate	40	-237,988	-49,990	-48,310	-70,060	-0.57	-1.35
NNDR Discretionary Relief	41	60,608	20,000	40,000	10,000	0.08	0.19
Non Distributed Costs	42	281,482	211,320	211,320	211,320	1.72	4.07
Off-Street Parking	43	-564,282	-303,140	-549,550	-564,100	-4.58	-10.85
On Street Parking	44	-18,699	11,500	11,500	11,950	0.10	0.23
Parks Playfields & Open Spaces	45	742,106	737,000	705,480	617,690	5.02	11.88
Planning Policy	46	659,818	606,340	786,910	475,490	3.86	9.15
Public Conveniences	47	374,624	459,930	430,390	237,670	1.93	4.57
Recreational Amenities	48	-92,756	550,510	550,510	345,510	2.81	6.65
Refuse Collection	49	3,068,071	3,182,590	3,236,360	2,896,590	23.53	55.73
Regulatory Services	50	1,226,348	1,478,010	1,380,500	1,260,200	10.24	24.25
Residual Costs	51	0	-16,550	36,980	513,130	4.17	9.87
SDC Infrastructure	52	144,539	148,120	149,110	157,960	1.28	3.04
Social Inclusion	53	283,330	296,600	296,870	282,570	2.30	5.44
Southam Community Centre	54	-1,117	0	0	0	0.00	0.00
Street Cleansing & Furniture	55	1,290,318	1,317,850	1,296,210	1,272,100	10.33	24.48
NET EXPENDITURE		£13,591,950	£14,509,890	£14,808,914	£12,951,443	£105.21	£249.19

r155	Appropriations	Actual 2009/10 £	Original Budget 2010/11 £	Revised Budget 2010/11 £	Estimate 2011/12 £
	Transfer Payments	643,445	0	0	0
	Capital Charges	(1,161,829)	0	466,780	230,380
	GROSS COST OF SERVICE	(518,384)	0	466,780	230,380
	Recharges To Other Accounts	(1,765,910)	(4,685,330)	(4,685,330)	(4,010,040)
	INCOME	(1,765,910)	(4,685,330)	(4,685,330)	(4,010,040)
	NET COST OF SERVICE	(£2,284,294)	(£4,685,330)	(£4,218,550)	(£3,779,660)

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.

The estimated cost of this service is :	Original 2010/11	Estimate 2011/12
per head of population	-£38.37	-£30.70
per band D property	-£90.74	-£72.72

v290	Avenue Farm Depot	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	3,566	8,150	7,550	0
	Premises Related Expenses	4,102	7,860	7,860	5,640
	Transport Related Expenses	158	140	140	470
	Supplies And Services Expenses	524	720	720	840
	Third Party Payments	5,763	6,140	6,140	6,140
	Transfer Payments	(285)	180	180	210
	Central Support Services	2,457	2,800	2,800	2,700
	Capital Charges	2,140	2,140	2,140	2,140
	GROSS COST OF SERVICE	18,425	28,130	27,530	18,140
	Fees & Charges Income	(2,283)	(2,280)	(2,280)	(2,380)
	Rent Income	(186,743)	(187,430)	(187,430)	(183,670)
	INCOME	(189,027)	(189,710)	(189,710)	(186,050)
	NET COST OF SERVICE	(£170,602)	(£161,580)	(£162,180)	(£167,910)

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 a result of the transfer of responsibility for the payment of Business Rates to the leaseholder of Progress House.

The estimated cost of this service is :	Original	Estimate
	2010/11	2011/12
per head of population	-£1.32	-£1.36
per band D property	-£3.13	-£3.23

w230	Building Control	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	468,679	476,780	389,290	430,520
	Premises Related Expenses	0	0	0	0
	Transport Related Expenses	36,165	35,780	35,780	32,540
	Supplies And Services Expenses	20,822	16,320	16,320	16,320
	Third Party Payments	3,260	24,000	24,000	24,000
	Transfer Payments	(20,941)	10,520	10,520	11,210
	Central Support Services	223,493	254,990	288,110	267,890
	GROSS COST OF SERVICE	731,477	818,390	764,020	782,480
	Fees & Charges Income	(444,799)	(542,000)	(542,000)	(542,000)
	INCOME	(444,799)	(542,000)	(542,000)	(542,000)
	NET COST OF SERVICE	£286,678	£276,390	£222,020	£240,480

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	Estimate
	2010/11	2011/12
per head of population	£2.26	£1.95
per band D property	£5.35	£4.63

v080	C.C.T.V.	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	178,735	185,380	174,880	107,490
	Premises Related Expenses	3,016	1,130	1,130	1,130
	Transport Related Expenses	1,022	710	710	690
	Supplies And Services Expenses	78,934	72,500	72,500	72,510
	Third Party Payments	23,239	45,120	45,120	38,920
	Transfer Payments	(5,961)	3,610	3,610	2,230
	Central Support Services	73,651	84,000	82,720	64,700
	Capital Charges	97,339	112,570	112,570	93,680
	GROSS COST OF SERVICE	449,977	505,020	493,240	381,350
	Other Grants & Contributions	(15,827)	(6,000)	(6,000)	(6,000)
	INCOME	(15,827)	(6,000)	(6,000)	(6,000)
	NET COST OF SERVICE	£434,150	£499,020	£487,240	£375,350

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.

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

The estimated cost of this service is :	Original	Estimate
	2010/11	2011/12
per head of population	£4.09	£3.05
per band D property	£9.66	£7.22

y162	CDC Chief Executive	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	197,207	209,900	209,900	316,350
	Premises Related Expenses	413	0	0	0
	Transport Related Expenses	13,064	14,390	14,390	15,890
	Supplies And Services Expenses	21,225	20,780	20,780	25,380
	Third Party Payments	43,622	200	9,600	2,660
	Transfer Payments	(9,120)	4,640	4,640	7,960
	Central Support Services	161,489	196,700	134,690	164,760
	GROSS COST OF SERVICE	427,901	446,610	394,000	533,000
	Government Grant Income	(14,656)	0	0	0
	Fees & Charges Income	(3,690)	0	0	0
	INCOME	(18,346)	0	0	0
	NET COST OF SERVICE	£409,555	£446,610	£394,000	£533,000

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 in the 2011/12 budget is the movement of staff as part of the re-organisation following the senior management restructure.

The estimated cost of this service is :	Original	Estimate
	2010/11	2011/12
per head of population	£3.66	£4.33
per band D property	£8.65	£10.26

y161	CDC Resources	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Supplies And Services Expenses	0	1,600	1,600	1,600
	Third Party Payments	183,238	184,670	184,670	184,670
	Central Support Services	75,251	90,100	80,240	81,500
	GROSS COST OF SERVICE	258,489	276,370	266,510	267,770
	Other Grants & Contributions	0	0	0	0
	Fees & Charges Income	(2,027)	(10,000)	(10,000)	(10,000)
	INCOME	(2,027)	(10,000)	(10,000)	(10,000)
	NET COST OF SERVICE	£256,462	£266,370	£256,510	£257,770

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
	2010/11	2011/12
per head of population	£2.18	£2.09
per band D property	£5.16	£4.96

y119	Civil Contingencies Funding	Actual 2009/10 £	Original Budget 2010/11 £	Revised Budget 2010/11 £	Estimate 2011/12 £
	Employees Expenses	1,646	2,080	2,080	0
	Premises Related Expenses	0	0	0	0
	Transport Related Expenses	21	0	0	0
	Supplies And Services Expenses	15,349	17,750	12,750	5,750
	Third Party Payments	0	0	0	0
	Transfer Payments	(72)	50	50	0
	Central Support Services	242	300	300	300
	GROSS COST OF SERVICE	17,185	20,180	15,180	6,050
	INCOME	0	0	0	0
	NET COST OF SERVICE	£17,185	£20,180	£15,180	£6,050

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
	2010/11	2011/12
per head of population	£0.17	£0.05
per band D property	£0.39	£0.12

v275	Community Leadership	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	176,335	168,820	175,220	168,100
	Premises Related Expenses	1,776	100	100	100
	Transport Related Expenses	8,490	5,400	5,400	5,400
	Supplies And Services Expenses	172,254	161,250	159,250	161,760
	Third Party Payments	17,983	10,000	10,000	0
	Transfer Payments	(5,896)	3,930	3,930	4,220
	Central Support Services	104,560	119,100	116,420	99,400
	Capital Charges	158,038	84,000	84,000	75,000
	GROSS COST OF SERVICE	633,541	552,600	554,320	513,980
	Other Grants & Contributions	(45,498)	(31,580)	(31,580)	(35,940)
	Fees & Charges Income	(12,586)	(10,000)	(10,000)	0
	Rent Income	0	0	0	0
	INCOME	(58,084)	(41,580)	(41,580)	(35,940)
	NET COST OF SERVICE	£575,457	£511,020	£512,740	£478,040

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	Estimate
	2010/11	2011/12
per head of population	£4.19	£3.88
per band D property	£9.90	£9.20

v039	Community Sports Development	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	221,286	222,820	210,320	218,700
	Premises Related Expenses	2,898	4,100	4,100	4,100
	Transport Related Expenses	13,290	14,000	14,000	14,000
	Supplies And Services Expenses	18,479	14,500	16,500	17,100
	Third Party Payments	5,777	3,460	3,460	3,460
	Transfer Payments	(4,523)	1,650	1,650	1,950
	Central Support Services	109,388	124,800	123,350	116,300
	GROSS COST OF SERVICE	366,594	385,330	373,380	375,610
	Other Grants & Contributions	(84,213)	(53,300)	(53,300)	(55,900)
	Fees & Charges Income	(80,067)	(89,720)	(89,720)	(95,720)
	INCOME	(164,280)	(143,020)	(143,020)	(151,620)
	NET COST OF SERVICE	£202,314	£242,310	£230,360	£223,990

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.

The estimated cost of this service is :	Original	Estimate
	2010/11	2011/12
per head of population	£1.98	£1.82
per band D property	£4.69	£4.31

r385	Concessionary Fares	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	0	0	0	0
	Supplies And Services Expenses	800,415	940,490	922,880	0
	Third Party Payments	(644)	0	0	0
	Central Support Services	70,275	81,300	95,220	76,100
	GROSS COST OF SERVICE	870,045	1,021,790	1,018,100	76,100
	Fees & Charges Income	(120)	0	0	0
	INCOME	(120)	0	0	0
	NET COST OF SERVICE	£869,925	£1,021,790	£1,018,100	£76,100

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	Estimate
	2010/11	2011/12
per head of population	£8.37	£0.62
per band D property	£19.79	£1.46

y160	Corp. And Democratic Core	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	314,740	312,250	312,250	65,200
	Premises Related Expenses	861	2,200	2,200	2,200
	Transport Related Expenses	36,924	46,630	36,600	37,230
	Supplies And Services Expenses	381,438	415,180	393,240	404,970
	Third Party Payments	2,755	0	0	0
	Transfer Payments	(14,258)	6,870	6,870	1,700
	Central Support Services	391,737	442,530	449,220	385,740
	GROSS COST OF SERVICE	1,114,197	1,225,660	1,200,380	897,040
	Fees & Charges Income	(2,425)	(200)	(200)	(200)
	Recharges To Other Accounts	(1,409)	0	0	0
	INCOME	(3,834)	(200)	(200)	(200)
	NET COST OF SERVICE	£1,110,363	£1,225,460	£1,200,180	£896,840

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 2011/12 has decreased following the senior management restructure.

The estimated cost of this service is :	Original	Estimate
	2010/11	2011/12
per head of population	£10.04	£7.29
per band D property	£23.73	£17.26

v285	Corporate Estates	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	63,269	87,630	88,040	83,480
	Premises Related Expenses	89,869	19,650	100,000	102,690
	Transport Related Expenses	7,008	8,370	8,370	12,430
	Supplies And Services Expenses	4,297	2,440	2,920	2,890
	Third Party Payments	63,308	15,430	45,640	45,340
	Transfer Payments	(2,921)	1,930	1,930	2,250
	Central Support Services	126,808	142,900	138,960	115,700
	Capital Charges	98,874	110,000	110,000	110,000
	GROSS COST OF SERVICE	450,511	388,350	495,860	474,780
	Other Grants & Contributions	(8,558)	0	0	0
	Fees & Charges Income	(52,871)	(53,490)	(54,330)	(56,080)
	Rent Income	(425,810)	(444,250)	(469,250)	(464,530)
	INCOME	(487,239)	(497,740)	(523,580)	(520,610)
	NET COST OF SERVICE	(£36,728)	(£109,390)	(£27,720)	(£45,830)

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 2011/12 estimate relates to the costs associated with investment properties. These costs had previously been included within public offices but have been transferred here following letting.

The estimated cost of this service is :	Original 2010/11	Estimate 2011/12
per head of population	-£0.90	-£0.37
per band D property	-£2.12	-£0.88

r395	Council Tax	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	391,073	351,510	348,810	367,980
	Premises Related Expenses	0	0	0	0
	Transport Related Expenses	4,235	4,520	4,520	4,540
	Supplies And Services Expenses	67,064	48,370	58,070	48,370
	Third Party Payments	38,339	49,820	32,120	49,820
	Transfer Payments	(10,909)	7,750	7,750	9,690
	Central Support Services	502,326	531,450	521,140	502,800
	GROSS COST OF SERVICE	992,128	993,420	972,410	983,200
	Government Grant Income	(20,829)	0	(9,700)	0
	Other Grants & Contributions	0	0	0	0
	Fees & Charges Income	(195,483)	(217,700)	(217,700)	(257,700)
	INCOME	(216,312)	(217,700)	(227,400)	(257,700)
	NET COST OF SERVICE	£775,816	£775,720	£745,010	£725,500

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.

1 Fees & Charges Income : This increase in the 2011/12 budget relates to the recovery of court costs.

The estimated cost of this service is :	Original	Estimate
	2010/11	2011/12
per head of population	£6.35	£5.89
per band D property	£15.02	£13.96

r400	Council Tax Benefits	Actual 2009/10 £	Original Budget 2010/11 £	Revised Budget 2010/11 £	Estimate 2011/12 £
	Supplies And Services Expenses	0	0	0	0
	Third Party Payments	0	0	0	0
	Transfer Payments	7,121,067	6,484,260	6,484,260	6,484,260
	GROSS COST OF SERVICE	7,121,067	6,484,260	6,484,260	6,484,260
	Government Grant Income	(7,188,600)	(6,484,260)	(6,484,260)	(6,484,260)
	INCOME	(7,188,600)	(6,484,260)	(6,484,260)	(6,484,260)
	NET COST OF SERVICE	(£67,533)	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	Estimate
	2010/11	2011/12
per head of population	£0.00	£0.00
per band D property	£0.00	£0.00

r340	Council Tax Benefits - Admin.	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	192,710	225,260	246,110	248,300
	Transport Related Expenses	2,229	2,020	3,870	4,280
	Supplies And Services Expenses	17,383	14,650	15,300	15,300
	Third Party Payments	48,847	27,020	41,920	26,720
	Transfer Payments	(8,117)	4,990	5,220	6,080
	Central Support Services	151,456	180,490	163,940	135,900
	GROSS COST OF SERVICE	404,507	454,430	476,360	436,580
	Government Grant Income	(374,746)	(370,200)	(370,200)	0
	Other Grants & Contributions	(2,000)	0	(18,200)	(18,600)
	Fees & Charges Income	(266)	0	0	0
	INCOME	(377,012)	(370,200)	(388,400)	(18,600)
	NET COST OF SERVICE	£27,496	£84,230	£87,960	£417,980

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 **Government Grant Income** : This grant is now received as a specific grant as part of the overall funding settlement of the Council.

The estimated cost of this service is :	Original	Estimate
	2010/11	2011/12
per head of population	£0.69	£3.40
per band D property	£1.63	£8.04

r403	Council Tax Reduction Scheme	Actual 2009/10 £	Original Budget 2010/11 £	Revised Budget 2010/11 £	Estimate 2011/12 £
	Transfer Payments	(1,780)	0	0	0
	GROSS COST OF SERVICE	(1,780)	0	0	0
	Government Grant Income	1,780	0	0	0
	INCOME	1,780	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	Estimate
	2010/11	2011/12
per head of population	£0.00	£0.00
per band D property	£0.00	£0.00

y110	Crime Reduction	Actual 2009/10 £	Original Budget 2010/11 £	Revised Budget 2010/11 £	Estimate 2011/12 £
	Employees Expenses	87,015	86,120	86,120	80,400
	Premises Related Expenses	0	0	0	0
	Transport Related Expenses	7,292	5,850	5,850	7,310
	Supplies And Services Expenses	20,959	5,320	5,320	5,320
	Third Party Payments	217	2,640	2,640	2,640
	Transfer Payments	(3,908)	1,130	1,130	2,030
	Central Support Services	32,335	36,700	38,130	26,700
	GROSS COST OF SERVICE	143,909	137,760	139,190	124,400
	Other Grants & Contributions	(39,419)	(35,400)	(35,400)	0
	Fees & Charges Income	(5,000)	0	0	0
	INCOME	(44,419)	(35,400)	(35,400)	0
	NET COST OF SERVICE	£99,491	£102,360	£103,790	£124,400

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 **Other Grants and Contributions** : The decrease in 2011/12 relates to the loss of funding for an Anti Social Behaviour Officer post.

The estimated cost of this service is :	Original	Estimate
	2010/11	2011/12
per head of population	£0.84	£1.01
per band D property	£1.98	£2.39

y150	Elections	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	19,039	88,270	88,270	88,670
	Premises Related Expenses	394	4,000	4,000	4,000
	Transport Related Expenses	0	250	250	250
	Supplies And Services Expenses	33,449	53,690	53,270	53,690
	Third Party Payments	10,879	22,900	17,900	17,900
	Transfer Payments	0	700	700	800
	Central Support Services	335,177	354,400	387,470	282,870
	Capital Charges	11,317	0	0	0
	GROSS COST OF SERVICE	410,256	524,210	551,860	448,180
	Other Grants & Contributions	(5,915)	0	0	0
	Sales Income	(4,685)	(2,000)	(2,000)	(2,000)
	Fees & Charges Income	(6,497)	(4,000)	(4,000)	(4,000)
	INCOME	(17,097)	(6,000)	(6,000)	(6,000)
	NET COST OF SERVICE	£393,158	£518,210	£545,860	£442,180

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	Estimate
	2010/11	2011/12
per head of population	£4.24	£3.59
per band D property	£10.04	£8.51

w205	Environmental Health	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	680,923	671,340	603,540	595,840
	Premises Related Expenses	45,847	39,300	39,300	39,280
	Transport Related Expenses	61,440	63,310	61,710	59,990
	Supplies And Services Expenses	46,014	67,250	67,350	67,340
	Third Party Payments	38,005	33,800	33,800	33,800
	Transfer Payments	(26,281)	14,860	14,860	14,510
	Central Support Services	430,985	496,250	491,000	423,600
	Capital Charges	57,065	335,220	335,220	232,470
	GROSS COST OF SERVICE	1,333,998	1,721,330	1,646,780	1,466,830
	Government Grant Income	0	0	0	0
	Other Grants & Contributions	(1,050)	0	0	0
	Sales Income	(10,898)	(13,000)	(13,000)	(13,000)
	Fees & Charges Income	(183,151)	(169,770)	(173,270)	(187,370)
	Rent Income	(16,486)	(24,900)	(24,900)	(24,900)
	INCOME	(211,585)	(207,670)	(211,170)	(225,270)
	NET COST OF SERVICE	£1,122,412	£1,513,660	£1,435,610	£1,241,560

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 2011/12 budget reflects the reduced staffing levels within the service.
- 2 Capital Charges** : The 2011/12 budget relates to depreciation charges of £181,050 on the Pathlow Gypsy Site and £50,000 for Land Drainage being Revenue Expenditure Funded from Capital under Statute.

The estimated cost of this service is :	Original	Estimate
	2010/11	2011/12
per head of population	£12.40	£10.09
per band D property	£29.32	£23.89

y200	Environmental Initiatives	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	9,688	9,850	9,850	10,000
	Transport Related Expenses	821	820	820	940
	Supplies And Services Expenses	2,798	14,280	2,280	2,280
	Third Party Payments	11,370	0	12,000	12,000
	Transfer Payments	(390)	220	220	260
	GROSS COST OF SERVICE	24,288	25,170	25,170	25,480
	INCOME	0	0	0	0
	NET COST OF SERVICE	£24,288	£25,170	£25,170	£25,480

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
	2010/11	2011/12
per head of population	£0.21	£0.21
per band D property	£0.49	£0.49

r171	FRS 17 Net Liability on CRA	Actual 2009/10 £	Original Budget 2010/11 £	Revised Budget 2010/11 £	Estimate 2011/12 £
	Transfer Payments	353,000	(239,000)	(239,000)	(239,000)
	GROSS COST OF SERVICE	353,000	(239,000)	(239,000)	(239,000)
	INCOME	0	0	0	0
	NET COST OF SERVICE	£353,000	(£239,000)	(£239,000)	(£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 2010/11	Estimate 2011/12
per head of population	-£1.96	-£1.94
per band D property	-£4.63	-£4.60

y115	Grants	Actual 2009/10 £	Original Budget 2010/11 £	Revised Budget 2010/11 £	Estimate 2011/12 £
	Employees Expenses	19,606	19,700	19,700	20,000
	Premises Related Expenses	0	0	0	0
	Transport Related Expenses	1,791	1,750	1,750	1,880
	Supplies And Services Expenses	8,394	17,260	17,260	17,260
	Third Party Payments	1,206	0	0	0
	Transfer Payments	(779)	440	440	530
	GROSS COST OF SERVICE	30,219	39,150	39,150	39,670
	Fees & Charges Income	(504)	0	0	0
	INCOME	(504)	0	0	0
	NET COST OF SERVICE	£29,715	£39,150	£39,150	£39,670

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	Estimate
	2010/11	2011/12
per head of population	£0.32	£0.32
per band D property	£0.76	£0.76

y111	Health Promotion	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	1,178	1,540	160	0
	Transport Related Expenses	716	1,000	1,000	0
	Supplies And Services Expenses	1,422	7,920	7,920	0
	Third Party Payments	686	0	0	0
	Transfer Payments	(48)	30	0	0
	Central Support Services	19,385	21,100	0	0
	GROSS COST OF SERVICE	23,339	31,590	9,080	0
	Sales Income	0	0	0	0
	INCOME	0	0	0	0
	NET COST OF SERVICE	£23,339	£31,590	£9,080	0

From 2011/12 this service has ceased.

The estimated cost of this service is :	Original	Estimate
	2010/11	2011/12
per head of population	£0.26	£0.00
per band D property	£0.61	£0.00

w210	Housing	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	698,331	719,700	710,200	593,260
	Premises Related Expenses	1,251	4,100	4,100	4,100
	Transport Related Expenses	39,787	25,320	25,320	25,930
	Supplies And Services Expenses	64,220	25,760	43,760	95,230
	Third Party Payments	219,478	173,750	194,750	208,750
	Transfer Payments	(11,255)	15,860	15,860	14,660
	Central Support Services	384,667	426,600	431,580	378,600
	Capital Charges	278,797	1,221,820	1,221,820	1,238,920
	GROSS COST OF SERVICE	1,675,276	2,612,910	2,647,390	2,559,450
	Government Grant Income	(92,459)	(222,000)	(220,700)	(192,000)
	Other Grants & Contributions	(6,000)	0	(28,500)	(29,800)
	Sales Income	(14,600)	0	(20,000)	(16,000)
	Fees & Charges Income	(67,531)	(22,370)	(6,370)	(6,370)
	Rent Income	0	0	0	0
	Recharges To Other Accounts	(52,845)	(9,600)	(9,600)	(24,600)
	INCOME	(233,436)	(253,970)	(285,170)	(268,770)
	NET COST OF SERVICE	£1,441,840	£2,358,940	£2,362,220	£2,290,680

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 decrease in the 2011/12 budget is a result of the deletion of posts within the service.

The estimated cost of this service is :	Original	Estimate
	2010/11	2011/12
per head of population	£19.32	£18.61
per band D property	£45.69	£44.07

r350	Housing Ben. Admin	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	219,678	252,560	273,410	276,900
	Transport Related Expenses	10,981	10,360	12,210	12,630
	Supplies And Services Expenses	13,822	13,940	13,100	13,100
	Third Party Payments	72,916	65,740	65,910	68,310
	Transfer Payments	(9,176)	5,600	5,830	6,840
	Central Support Services	254,064	304,900	284,730	281,400
	GROSS COST OF SERVICE	562,284	653,100	655,190	659,180
	Government Grant Income	(344,969)	(337,380)	(337,380)	0
	Other Grants & Contributions	(2,000)	0	(18,200)	(18,700)
	Fees & Charges Income	(3,014)	0	0	0
	INCOME	(349,983)	(337,380)	(355,580)	(18,700)
	NET COST OF SERVICE	£212,301	£315,720	£299,610	£640,480

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 **Government Grant Income** : This grant is now received as a specific grant as part of the overall funding settlement of the Council.

The estimated cost of this service is :	Original	Estimate
	2010/11	2011/12
per head of population	£2.59	£5.20
per band D property	£6.11	£12.32

r345	Housing Benefits	Actual 2009/10 £	Original Budget 2010/11 £	Revised Budget 2010/11 £	Estimate 2011/12 £
	Transfer Payments	23,900,648	17,389,120	17,389,120	17,389,120
	GROSS COST OF SERVICE	23,900,648	17,389,120	17,389,120	17,389,120
	Government Grant Income	(23,840,194)	(17,448,120)	(17,448,120)	(17,463,120)
	INCOME	(23,840,194)	(17,448,120)	(17,448,120)	(17,463,120)
	NET COST OF SERVICE	£60,454	(£59,000)	(£59,000)	(£74,000)

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
	2010/11	2011/12
per head of population	-£0.48	-£0.60
per band D property	-£1.14	-£1.42

r415	Indicative Savings	Actual 2009/10 £	Original Budget 2010/11 £	Revised Budget 2010/11 £	Estimate 2011/12 £
	Employees Expenses	0	0	195,860	0
	Supplies And Services Expenses	0	0	63,710	57,535
	GROSS COST OF SERVICE	0	0	259,570	57,535
	INCOME	0	0	0	0
	NET COST OF SERVICE	0	0	£259,570	£57,535

This service gathers and captures the savings identified for the year.

The estimated cost of this service is :	Original	Estimate
	2010/11	2011/12
per head of population	£0.00	£0.47
per band D property	£0.00	£1.11

v300	Industrial Trading Estates	Actual 2009/10 £	Original Budget 2010/11 £	Revised Budget 2010/11 £	Estimate 2011/12 £
	Employees Expenses	0	0	0	0
	Premises Related Expenses	4,459	4,630	4,630	5,340
	Transport Related Expenses	0	0	0	0
	Supplies And Services Expenses	0	0	0	0
	Third Party Payments	1,310	0	0	0
	Transfer Payments	0	0	0	0
	Central Support Services	4,620	5,500	5,500	5,300
	Capital Charges	16,480	16,480	16,480	16,480
	GROSS COST OF SERVICE	26,869	26,610	26,610	27,120
	Fees & Charges Income	(3,866)	(3,890)	(3,890)	(3,760)
	Rent Income	(70,516)	(67,020)	(70,520)	(78,820)
	INCOME	(74,382)	(70,910)	(74,410)	(82,580)
	NET COST OF SERVICE	(£47,513)	(£44,300)	(£47,800)	(£55,460)

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 2010/11	Estimate 2011/12
per head of population	-£0.36	-£0.45
per band D property	-£0.86	-£1.07

r355	Investment Interest	Actual 2009/10 £	Original Budget 2010/11 £	Revised Budget 2010/11 £	Estimate 2011/12 £
	Third Party Payments	0	0	0	0
	Transfer Payments	0	0	0	0
	Capital Charges	2,551	1,200	1,200	1,200
	GROSS COST OF SERVICE	2,551	1,200	1,200	1,200
	Rent Income	0	0	0	0
	Interest Income	(706,996)	(218,900)	(218,900)	(286,000)
	INCOME	(706,996)	(218,900)	(218,900)	(286,000)
	NET COST OF SERVICE	(£704,445)	(£217,700)	(£217,700)	(£284,800)

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 fall in the Bank of England's base rate has seen investment returns fall. 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 2010/11	Estimate 2011/12
per head of population	-£1.78	-£2.31
per band D property	-£4.22	-£5.48

v280	Leaseholder Services	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Premises Related Expenses	1,841	1,830	1,830	0
	Supplies And Services Expenses	0	0	0	0
	Third Party Payments	176	0	0	0
	GROSS COST OF SERVICE	2,017	1,830	1,830	0
	Fees & Charges Income	(3,395)	(2,390)	(2,390)	0
	Rent Income	(154)	(260)	(260)	0
	INCOME	(3,549)	(2,650)	(2,650)	0
	NET COST OF SERVICE	(£1,532)	(£820)	(£820)	0

This service has ceased from 2011/12.

The estimated cost of this service is :

	Original 2010/11	Estimate 2011/12
per head of population	-£0.01	£0.00
per band D property	-£0.02	£0.00

v055	Leisure Centres	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	46,509	55,860	60,860	73,970
	Premises Related Expenses	151,522	201,570	104,640	92,630
	Transport Related Expenses	4,829	6,800	6,800	6,800
	Supplies And Services Expenses	84,466	9,960	25,140	14,830
	Third Party Payments	242,223	5,600	79,224	5,600
	Transfer Payments	(1,997)	1,230	1,230	1,510
	Central Support Services	88,705	101,000	101,790	84,340
	Capital Charges	436,985	461,270	461,270	466,810
	GROSS COST OF SERVICE	1,053,244	843,290	840,954	746,490
	Government Grant Income	(42,845)	0	(15,180)	0
	Other Grants & Contributions	(62,103)	0	0	0
	Fees & Charges Income	(184,338)	0	0	(54,242)
	INCOME	(289,286)	0	(15,180)	(54,242)
	NET COST OF SERVICE	£763,958	£843,290	£825,774	£692,248

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 2011/12 reflects the decreased planned maintenance for the year and the transfer of the responsibility for paying the business rates to the contractor.
- 2 **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
	2010/11	2011/12
per head of population	£6.91	£5.62
per band D property	£16.33	£13.32

w215	Licensing	Actual 2009/10 £	Original Budget 2010/11 £	Revised Budget 2010/11 £	Estimate 2011/12 £
	Employees Expenses	136,305	145,370	145,270	128,800
	Transport Related Expenses	5,478	5,570	5,570	5,580
	Supplies And Services Expenses	5,018	4,280	4,280	4,280
	Third Party Payments	30,649	8,900	8,900	8,900
	Transfer Payments	(5,430)	3,220	3,220	3,250
	Central Support Services	132,148	149,900	138,000	121,200
	GROSS COST OF SERVICE	304,167	317,240	305,240	272,010
	Fees & Charges Income	(312,967)	(326,790)	(326,790)	(326,790)
	INCOME	(312,967)	(326,790)	(326,790)	(326,790)
	NET COST OF SERVICE	(£8,800)	(£9,550)	(£21,550)	(£54,780)

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 decrease in the 2011/12 budget is a result of the deletion of posts within the service.

The estimated cost of this service is :	Original 2010/11	Estimate 2011/12
per head of population	-£0.08	-£0.45
per band D property	-£0.18	-£1.05

v295	Local Economy/Tourism	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	2,698	2,770	4,150	3,700
	Premises Related Expenses	1,260	1,490	1,490	23,440
	Transport Related Expenses	27	0	0	0
	Supplies And Services Expenses	330,815	331,680	311,680	181,680
	Third Party Payments	19,766	354,850	20,480	20,480
	Transfer Payments	(95)	60	90	100
	Central Support Services	15,069	15,700	15,800	10,300
	Capital Charges	0	0	0	0
	GROSS COST OF SERVICE	369,541	706,550	353,690	239,700
	Government Grant Income	(50,000)	(30,000)	(80,000)	(30,000)
	Other Grants & Contributions	(8,000)	0	0	0
	Fees & Charges Income	(16,444)	(350,810)	(16,440)	(16,000)
	Rent Income	(43,500)	(58,000)	(58,000)	0
	INCOME	(117,944)	(438,810)	(154,440)	(46,000)
	NET COST OF SERVICE	£251,597	£267,740	£199,250	£193,700

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.

- 1 **Supplies and Services** : The decrease in the 2011/12 budget reflects the reduced budget provision for Tourism .
- 2 **Third Party Payments** : The decrease in the 2011/12 estimate reflects the accounting arrangements for the Stratfordward BID. Stratford-on-Avon Council act as the collection mechanism rather than agent for the
- 3 **Fees & Charges** : The decrease in the 2011/12 estimate reflects the accounting arrangements for the Stratfordward BID. Stratford-on-Avon Council act as the collection mechanism rather than agent for the

The estimated cost of this service is :	Original 2010/11	Estimate 2011/12
per head of population	£2.19	£1.57
per band D property	£5.19	£3.73

w220	Local Land Charges	Actual 2009/10 £	Original Budget 2010/11 £	Revised Budget 2010/11 £	Estimate 2011/12 £
	Employees Expenses	85,451	59,720	5,070	0
	Premises Related Expenses	106	0	0	0
	Transport Related Expenses	117	0	0	0
	Supplies And Services Expenses	13,515	4,440	4,440	4,470
	Third Party Payments	0	0	0	0
	Transfer Payments	33,908	61,300	61,300	60,100
	Central Support Services	58,733	67,600	115,280	142,640
	GROSS COST OF SERVICE	191,830	193,060	186,090	207,210
	Fees & Charges Income	(217,594)	(188,050)	(188,050)	(188,050)
	INCOME	(217,594)	(188,050)	(188,050)	(188,050)
	NET COST OF SERVICE	(£25,764)	£5,010	(£1,960)	£19,160

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 2010/11	Estimate 2011/12
per head of population	£0.04	£0.16
per band D property	£0.10	£0.37

r360	Misc. Expenditure \ Income	Actual 2009/10 £	Original Budget 2010/11 £	Revised Budget 2010/11 £	Estimate 2011/12 £
	Supplies And Services Expenses	8,000	0	0	0
	GROSS COST OF SERVICE	8,000	0	0	0
	Fees & Charges Income	(25,902)	0	0	0
	INCOME	(25,902)	0	0	0
	NET COST OF SERVICE	(£17,902)	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 2010/11	Estimate 2011/12
per head of population	£0.00	£0.00
per band D property	£0.00	£0.00

r365	Mortgages	Actual 2009/10 £	Original Budget 2010/11 £	Revised Budget 2010/11 £	Estimate 2011/12 £
	Premises Related Expenses	307	30	30	170
	Third Party Payments	0	0	0	0
	Transfer Payments	5,226	10,000	10,000	10,000
	GROSS COST OF SERVICE	5,533	10,030	10,030	10,170
	Interest Income	(600)	(3,500)	(3,500)	(3,500)
	Recharges To Other Accounts	(5,226)	(10,000)	(10,000)	(10,000)
	INCOME	(5,826)	(13,500)	(13,500)	(13,500)
	NET COST OF SERVICE	(£293)	(£3,470)	(£3,470)	(£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 2010/11	Estimate 2011/12
per head of population	-£0.03	-£0.03
per band D property	-£0.07	-£0.06

r370	National Non-Domestic Rate	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	27,472	21,310	21,310	21,500
	Premises Related Expenses	0	0	0	0
	Transport Related Expenses	1,777	1,940	1,940	1,580
	Supplies And Services Expenses	23,527	9,090	19,818	9,090
	Third Party Payments	12,734	8,500	8,500	8,500
	Transfer Payments	63,718	69,470	69,470	69,570
	Central Support Services	85,301	95,900	97,580	88,900
	GROSS COST OF SERVICE	214,529	206,210	218,618	199,140
	Government Grant Income	(419,702)	(203,100)	(213,828)	(203,100)
	Other Grants & Contributions	0	0	0	0
	Fees & Charges Income	(32,815)	(53,100)	(53,100)	(66,100)
	INCOME	(452,518)	(256,200)	(266,928)	(269,200)
	NET COST OF SERVICE	(£237,988)	(£49,990)	(£48,310)	(£70,060)

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 2010/11	Estimate 2011/12
per head of population	-£0.41	-£0.57
per band D property	-£0.97	-£1.35

r375	NNDR Discretionary Relief	Actual 2009/10 £	Original Budget 2010/11 £	Revised Budget 2010/11 £	Estimate 2011/12 £
	Transfer Payments	60,608	20,000	40,000	10,000
	GROSS COST OF SERVICE	60,608	20,000	40,000	10,000
	INCOME	0	0	0	0
	NET COST OF SERVICE	£60,608	£20,000	£40,000	£10,000

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.

1 **Transfer Payments** : The decrease in the 2011/12 budget reflects the removal of the one-off funding from LABGI during 2010/11 and a reduction to the base budget available to the service.

The estimated cost of this service is :	Original 2010/11	Estimate 2011/12
per head of population	£0.16	£0.08
per band D property	£0.39	£0.19

r411	Non Distributed Costs	Actual 2009/10 £	Original Budget 2010/11 £	Revised Budget 2010/11 £	Estimate 2011/12 £
	Employees Expenses	191,482	211,320	211,320	211,320
	Transfer Payments	90,000	0	0	0
	GROSS COST OF SERVICE	1,333,998	1,721,330	1,646,780	1,466,830
	INCOME	0	0	0	0
	NET COST OF SERVICE	£281,482	£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 2010/11	Estimate 2011/12
per head of population	£1.73	£1.72
per band D property	£4.09	£4.07

v530	Off-Street Parking	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	218,211	267,020	216,220	225,310
	Premises Related Expenses	440,395	673,160	455,390	474,410
	Transport Related Expenses	4,442	9,250	9,250	6,870
	Supplies And Services Expenses	79,844	79,790	79,790	80,050
	Third Party Payments	203,866	239,450	246,070	239,450
	Transfer Payments	16,776	5,540	5,540	5,730
	Central Support Services	162,759	186,060	201,600	176,400
	Capital Charges	415,718	429,150	429,150	417,680
	GROSS COST OF SERVICE	1,542,010	1,889,420	1,643,010	1,625,900
	Other Grants & Contributions	(18)	0	0	0
	Fees & Charges Income	(2,050,366)	(2,129,500)	(2,129,500)	(2,129,500)
	Rent Income	(48,156)	(55,260)	(55,260)	(52,700)
	Recharges To Other Accounts	(7,752)	(7,800)	(7,800)	(7,800)
	INCOME	(2,106,293)	(2,192,560)	(2,192,560)	(2,190,000)
	NET COST OF SERVICE	(£564,282)	(£303,140)	(£549,550)	(£564,100)

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 **Employee Expenses** : The estimate for 2011/12 has decreased due to the removal of posts within the service.
- 2 **Premises Related Expenses** : The estimate for 2011/12 has decreased due to the removal of budget for planned maintenance on surface and multi-storey car parks.

The estimated cost of this service is :

	Original 2010/11	Estimate 2011/12
per head of population	-£2.48	-£4.58
per band D property	-£5.87	-£10.85

v510	On Street Parking	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	438,901	532,300	493,100	480,250
	Premises Related Expenses	387	3,700	3,700	3,700
	Transport Related Expenses	11,009	25,020	25,020	20,260
	Supplies And Services Expenses	75,939	105,350	105,350	105,350
	Third Party Payments	983,532	923,040	923,040	923,040
	Transfer Payments	(18,699)	11,500	11,500	11,950
	Central Support Services	120,244	121,840	161,040	161,700
	GROSS COST OF SERVICE	1,611,312	1,722,750	1,722,750	1,706,250
	Other Grants & Contributions	(679,396)	(822,750)	(822,750)	(805,800)
	Fees & Charges Income	(950,615)	(888,500)	(888,500)	(888,500)
	INCOME	(1,630,011)	(1,711,250)	(1,711,250)	(1,694,300)
	NET COST OF SERVICE	(£18,699)	£11,500	£11,500	£11,950

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
	2010/11	2011/12
per head of population	£0.09	£0.10
per band D property	£0.22	£0.23

v070	Parks Playfields & Open Spaces	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	42,374	36,820	30,920	31,700
	Premises Related Expenses	53,355	36,600	36,600	36,600
	Transport Related Expenses	5,148	1,230	1,230	1,350
	Supplies And Services Expenses	88,105	15,230	68,950	67,230
	Third Party Payments	645,838	645,690	613,080	486,690
	Transfer Payments	(1,286)	810	810	830
	Central Support Services	43,660	51,350	49,620	45,300
	Capital Charges	41,989	41,550	41,550	40,270
	GROSS COST OF SERVICE	919,183	829,280	842,760	709,970
	Other Grants & Contributions	(103,306)	(42,500)	(87,500)	(42,500)
	Fees & Charges Income	(61,673)	(45,000)	(45,000)	(45,000)
	Rent Income	(1,367)	(1,480)	(1,480)	(1,480)
	Recharges To Other Accounts	(10,731)	(3,300)	(3,300)	(3,300)
	INCOME	(177,078)	(92,280)	(137,280)	(92,280)
	NET COST OF SERVICE	£742,106	£737,000	£705,480	£617,690

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 **Third Party Payments** : The 2011/12 estimate has reduced to reflect the savings identified as part of the budget setting process.

The estimated cost of this service is :	Original	Estimate
	2010/11	2011/12
per head of population	£6.04	£5.02
per band D property	£14.27	£11.88

w225	Planning Policy	Actual 2009/10 £	Original Budget 2010/11 £	Revised Budget 2010/11 £	Estimate 2011/12 £
	Employees Expenses	300,405	295,000	247,250	195,750
	Premises Related Expenses	192	0	0	0
	Transport Related Expenses	20,113	14,910	14,910	11,350
	Supplies And Services Expenses	16,789	17,120	17,120	17,120
	Third Party Payments	104,826	6,200	213,600	6,200
	Transfer Payments	(12,894)	6,510	6,510	4,870
	Central Support Services	243,401	269,400	290,320	243,000
	GROSS COST OF SERVICE	672,832	609,140	789,710	478,290
	Sales Income	(463)	(500)	(500)	(500)
	Fees & Charges Income	(12,550)	(2,300)	(2,300)	(2,300)
	INCOME	(13,013)	(2,800)	(2,800)	(2,800)
	NET COST OF SERVICE	£659,818	£606,340	£786,910	£475,490

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 **Employee Expenses** : The decrease in the estimate for 2011/12 reflects the removal of posts from the service.

The estimated cost of this service is :	Original 2010/11	Estimate 2011/12
per head of population	£4.97	£3.86
per band D property	£11.74	£9.15

v075	Public Conveniences	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	53,980	61,490	60,890	36,960
	Premises Related Expenses	63,783	126,920	91,410	43,220
	Transport Related Expenses	11,526	8,740	8,740	14,870
	Supplies And Services Expenses	6,372	3,990	3,990	4,120
	Third Party Payments	131,899	141,350	146,730	25,350
	Transfer Payments	(3,065)	1,350	1,350	1,560
	Central Support Services	31,140	35,500	36,690	31,000
	Capital Charges	80,790	80,790	80,790	80,790
	GROSS COST OF SERVICE	376,424	460,130	430,590	237,870
	Sales Income	(138)	(200)	(200)	(200)
	Fees & Charges Income	(1,662)	0	0	0
	INCOME	(1,800)	(200)	(200)	(200)
	NET COST OF SERVICE	£374,624	£459,930	£430,390	£237,670

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

- 1 **Employee Expenses** : The estimate for 2011/12 has decreased to reflect the removal of a post from the service.
- 2 **Premises Related Expenses** : The 2011/12 estimate has reduced to reflect the savings identified as part
- 3 **Third Party Payments** : The 2011/12 estimate has reduced to reflect the savings identified as part of the budget setting process.

The estimated cost of this service is :	Original	Estimate
	2010/11	2011/12
per head of population	£3.77	£1.93
per band D property	£8.91	£4.57

v085	Recreational Amenities	Actual 2009/10 £	Original Budget 2010/11 £	Revised Budget 2010/11 £	Estimate 2011/12 £
	Employees Expenses	31,316	0	0	0
	Premises Related Expenses	26,884	21,000	21,000	21,200
	Transport Related Expenses	2,573	100	100	100
	Supplies And Services Expenses	9,828	4,460	4,460	4,440
	Third Party Payments	31,101	0	0	0
	Transfer Payments	(1,476)	0	0	0
	Central Support Services	5,995	7,100	7,100	7,400
	Capital Charges	35,643	672,340	672,340	472,830
	GROSS COST OF SERVICE	141,863	705,000	705,000	505,970
	Fees & Charges Income	(9,896)	(280)	(280)	(280)
	Other Grants & Contributions	(65,000)	0	0	0
	Rent Income	(159,722)	(154,210)	(154,210)	(160,180)
	INCOME	(234,619)	(154,490)	(154,490)	(160,460)
	NET COST OF SERVICE	(£92,756)	£550,510	£550,510	£345,510

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 2010/11	Estimate 2011/12
per head of population	£4.51	£2.81
per band D property	£10.66	£6.65

v050	Refuse Collection	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	80,365	119,900	119,300	117,600
	Premises Related Expenses	3,850	0	0	0
	Transport Related Expenses	3,205	3,360	3,360	3,820
	Supplies And Services Expenses	4,336	5,430	5,430	5,430
	Third Party Payments	3,148,461	3,122,760	3,200,110	3,096,760
	Transfer Payments	(3,379)	2,660	2,660	3,080
	Central Support Services	156,895	172,300	174,320	170,100
	Capital Charges	353,077	440,850	440,850	234,470
	GROSS COST OF SERVICE	3,746,810	3,867,260	3,946,030	3,631,260
	Other Grants & Contributions	(632,664)	(624,670)	(649,670)	(649,670)
	Sales Income	(976)	0	0	0
	Fees & Charges Income	(45,099)	(60,000)	(60,000)	(85,000)
	INCOME	(678,739)	(684,670)	(709,670)	(734,670)
	NET COST OF SERVICE	£3,068,071	£3,182,590	£3,236,360	£2,896,590

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 **Capital Charges** : The budget for 2010/11 is for the depreciation charges on the new bins that have been purchased, this has been removed in the 2011/12 estimate.
- 2 **Fees & Charges Income** : The increase in the 2011/12 estimate reflects the additional income anticipated from bulky collections.

The estimated cost of this service is :	Original	Estimate
	2010/11	2011/12
per head of population	£26.07	£23.53
per band D property	£61.64	£55.73

w235	Regulatory Services	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	1,159,902	1,177,800	998,690	971,710
	Premises Related Expenses	0	0	0	0
	Transport Related Expenses	53,248	47,520	47,520	51,670
	Supplies And Services Expenses	36,325	22,180	22,180	24,570
	Third Party Payments	140,134	113,500	113,500	113,500
	Transfer Payments	(50,019)	25,620	25,620	24,350
	Central Support Services	843,687	961,390	1,042,990	995,600
	GROSS COST OF SERVICE	2,183,278	2,348,010	2,250,500	2,181,400
	Government Grant Income	(191,066)	(110,000)	(110,000)	(110,000)
	Fees & Charges Income	(765,863)	(760,000)	(760,000)	(811,200)
	INCOME	(956,929)	(870,000)	(870,000)	(921,200)
	NET COST OF SERVICE	£1,226,348	£1,478,010	£1,380,500	£1,260,200

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 reduced estimate for 2011/12 reflects the removal of posts within the service.
- 2 **Fees & Charges Income** : The rise in 2011/12 estimate is a reflection of the anticipated increase in the number of planning application submissions.

The estimated cost of this service is :	Original	Estimate
	2010/11	2011/12
per head of population	£12.10	£10.24
per band D property	£28.62	£24.25

r420	Residual Costs	Actual 2009/10 £	Original Budget 2010/11 £	Revised Budget 2010/11 £	Estimate 2011/12 £
	Employees Expenses	0	(100,000)	0	0
	Third Party Payments	0	83,450	19,650	513,130
	Transfer Payments	0	0	17,330	0
	GROSS COST OF SERVICE	78,429	705,000	705,000	505,970
	INCOME	0	0	0	0
	NET COST OF SERVICE	0	(£16,550)	£36,980	£513,130

This service contains the costs of

- 1 **Employees** : The budgeted abatement has been removed for 2011/12.
- 2 **Third Party Payments** : The increase to the 2011/12 estimate is for the anticipated inflation on contract payments.

The estimated cost of this service is :

	Original 2010/11	Estimate 2011/12
per head of population	-£0.14	£4.17
per band D property	-£0.32	£9.87

v525	SDC Infrastructure	Actual 2009/10 £	Original Budget 2010/11 £	Revised Budget 2010/11 £	Estimate 2011/12 £
	Employees Expenses	55,272	51,060	51,060	63,850
	Premises Related Expenses	46,863	45,950	45,950	45,950
	Transport Related Expenses	3,034	2,660	2,660	4,730
	Supplies And Services Expenses	1,268	100	100	100
	Third Party Payments	26,961	32,220	32,220	32,220
	Transfer Payments	(2,338)	1,130	1,130	1,310
	Central Support Services	13,478	15,000	15,990	9,800
	GROSS COST OF SERVICE	144,539	148,120	149,110	157,960
	INCOME	0	0	0	0
	NET COST OF SERVICE	£144,539	£148,120	£149,110	£157,960

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 2010/11	Estimate 2011/12
per head of population	£1.21	£1.28
per band D property	£2.87	£3.04

r404	Social Inclusion	Actual 2009/10 £	Original Budget 2010/11 £	Revised Budget 2010/11 £	Estimate 2011/12 £
	Employees Expenses	62,674	68,660	65,060	71,300
	Premises Related Expenses	267	0	0	0
	Transport Related Expenses	2,695	1,870	1,870	1,830
	Supplies And Services Expenses	225,053	226,720	229,720	186,720
	Third Party Payments	3,851	5,130	5,130	5,130
	Transfer Payments	(2,630)	1,520	1,520	1,890
	Central Support Services	21,420	22,700	23,570	15,700
	GROSS COST OF SERVICE	313,330	326,600	326,870	282,570
	Other Grants & Contributions	(30,000)	(30,000)	(30,000)	0
	INCOME	(30,000)	(30,000)	(30,000)	0
	NET COST OF SERVICE	£283,330	£296,600	£296,870	£282,570

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 decrease to this budget in 2011/12 reflects the loss of external funding, see item 2.

2 **Other Grants & Contributions** : The 2011/12 estimate has been removed to reflect the loss of external funding.

The estimated cost of this service is :	Original	Estimate
	2010/11	2011/12
per head of population	£2.43	£2.30
per band D property	£5.74	£5.44

v035	Southam Community Centre	Actual 2009/10 £	Original Budget 2010/11 £	Revised Budget 2010/11 £	Estimate 2011/12 £
	Capital Charges	(1,117)	0	0	0
	GROSS COST OF SERVICE	(1,117)	0	0	0
	INCOME	0	0	0	0
	NET COST OF SERVICE	(£1,117)	0	0	0

The estimated cost of this service is :

	Original 2010/11	Estimate 2011/12
per head of population	£0.00	£0.00
per band D property	£0.00	£0.00

v100	Street Cleansing & Furniture	Actual 2009/10 £	Original Budget 2010/11 £	Revised Budget 2010/11 £	Estimate 2011/12 £
	Employees Expenses	57,405	49,270	47,770	78,940
	Premises Related Expenses	7,354	16,600	16,600	16,600
	Transport Related Expenses	3,641	5,710	5,710	5,900
	Supplies And Services Expenses	44,104	25,210	25,210	26,280
	Third Party Payments	1,140,952	1,172,690	1,152,370	1,112,690
	Transfer Payments	(2,287)	1,070	1,070	1,190
	Central Support Services	43,922	50,500	50,680	33,700
	GROSS COST OF SERVICE	1,295,090	1,321,050	1,299,410	1,275,300
	Other Grants & Contributions	(2,979)	0	0	0
	Fees & Charges Income	(1,793)	(3,200)	(3,200)	(3,200)
	INCOME	(4,772)	(3,200)	(3,200)	(3,200)
	NET COST OF SERVICE	£1,290,318	£1,317,850	£1,296,210	£1,272,100

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	Estimate
	2010/11	2011/12
per head of population	£10.79	£10.33
per band D property	£25.52	£24.48

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 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12	Cost per Head of Population	Cost per Band D Property
			£	£	£	£	£	£
Building Services	<i>Expenditure</i>	57	889,657	1,133,080	918,240	842,040		
	<i>Income</i>		-12,280	-2,340	-1,500	-80		
	<i>Recharged</i>		877,377	1,130,740	916,740	841,960	6.84	16.20
Change & Performance	<i>Expenditure</i>	58	2,761,693	2,859,710	2,884,040	2,354,350		
	<i>Income</i>		-136,800	-49,550	-112,850	-68,350		
	<i>Recharged</i>		2,624,892	2,810,160	2,771,190	2,286,000	18.57	43.98
Customer Services Centre	<i>Expenditure</i>	59	1,262,812	1,311,780	1,285,970	0		
	<i>Income</i>		-69,650	-26,000	0	0		
	<i>Recharged</i>		1,193,162	1,285,780	1,285,970	0	0.00	0.00
Document Service Centre	<i>Expenditure</i>	60	277,140	321,910	75,240	0		
	<i>Income</i>		0	0	0	0		
	<i>Recharged</i>		277,140	321,910	75,240	0	0.00	0.00
Front Office & Transaction Team	<i>Expenditure</i>	61	0	0	2,606,640	2,217,770		
	<i>Income</i>		0	0	-26,000	0		
	<i>Recharged</i>		0	0	2,580,640	2,217,770	18.02	42.67
HR and Training	<i>Expenditure</i>	62	500,830	555,460	283,890	269,350		
	<i>Income</i>		-637	0	0	0		
	<i>Recharged</i>		500,192	555,460	283,890	269,350	2.19	5.18
Members Services	<i>Expenditure</i>	63	1,363,402	1,455,960	1,420,380	1,099,150		
	<i>Income</i>		-31,005	-40,600	-40,600	-35,000		
	<i>Recharged</i>		1,332,397	1,415,360	1,379,780	1,064,150	8.64	20.47
Monitoring Officer	<i>Expenditure</i>	64	357,102	395,520	327,460	330,350		
	<i>Income</i>		-57	0	0	0		
	<i>Recharged</i>		357,045	395,520	327,460	330,350	2.68	6.36
Resources	<i>Expenditure</i>	65	1,008,096	1,160,470	787,610	796,830		
	<i>Income</i>		-700	0	0	0		
	<i>Recharged</i>		1,007,396	1,160,470	787,610	796,830	6.47	15.33
NET EXPENDITURE			£8,169,602	£9,075,400	£7,827,880	£5,588,640	£63.41	£150.19

y607	Building Services	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	200,450	212,770	210,970	149,250
	Premises Related Expenses	260,750	525,280	339,920	345,330
	Transport Related Expenses	10,497	8,430	8,430	13,560
	Supplies And Services Expenses	45,100	26,580	26,010	26,790
	Third Party Payments	86,613	97,180	70,070	67,270
	Transfer Payments	(8,327)	4,530	4,530	4,600
	Central Support Services	168,848	132,300	132,300	110,400
	Capital Charges	125,725	126,010	126,010	124,840
	GROSS COST OF SERVICE	889,657	1,133,080	918,240	842,040
	Other Grants & Contributions	0	(1,500)	(1,500)	0
	Fees & Charges Income	(10,504)	(840)	0	(80)
	Rent Income	(1,776)	0	0	0
	Recharges To Other Accounts	(877,377)	(1,130,740)	(916,740)	(841,960)
	INCOME	(889,657)	(1,133,080)	(918,240)	(842,040)
	NET COST OF SERVICE	0	0	0	0

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.

1 **Employees** : The decrease in the 2011/12 estimate reflects the removal of posts from the service.

2 **Premises** : The reduced 2011/12 estimate is the removal of the maintenance budget.

3 **Third Party** : The reduced estimate for 2011/12 relates to savings from the cleaning contract.

The estimated cost of this service is :	Original	Estimate
	2010/11	2011/12
per head of population	£9.26	£6.84
per band D property	£21.90	£16.20

r609	Change & Performance	Actual 2009/10 £	Original Budget 2010/11 £	Revised Budget 2010/11 £	Estimate 2011/12 £
	Employees Expenses	1,116,740	1,115,180	1,088,060	914,050
	Premises Related Expenses	337	100	100	100
	Transport Related Expenses	34,345	32,200	32,010	29,690
	Supplies And Services Expenses	337,435	354,730	336,630	324,460
	Third Party Payments	32,402	24,800	94,540	23,790
	Transfer Payments	(44,908)	24,610	24,610	20,900
	Central Support Services	559,788	586,750	586,750	449,670
	Capital Charges	725,553	721,340	721,340	591,690
	GROSS COST OF SERVICE	2,761,693	2,859,710	2,884,040	2,354,350
	Government Grant Income	(66,957)	0	(62,500)	(20,000)
	Sales Income	(7,370)	0	(7,500)	0
	Fees & Charges Income	(61,120)	(49,550)	(30,350)	(48,350)
	Rent Income	(1,353)	0	(12,500)	0
	Recharges To Other Accounts	(2,624,892)	(2,810,160)	(2,771,190)	(2,286,000)
	INCOME	(2,761,693)	(2,859,710)	(2,884,040)	(2,354,350)
	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 decrease in the 2011/12 estimate is a result of deleted posts within the service.

The estimated cost of this service is :	Original	Estimate
	2010/11	2011/12
per head of population	£23.02	£18.57
per band D property	£55.38	£43.98

y606	Customer Services Centre	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	713,695	748,730	0	0
	Premises Related Expenses	2,764	0	0	0
	Transport Related Expenses	10,029	7,880	0	0
	Supplies And Services Expenses	19,383	22,190	0	0
	Third Party Payments	94,798	60,720	19,100	0
	Transfer Payments	(26,842)	16,540	0	0
	Central Support Services	378,606	437,900	1,249,050	0
	Capital Charges	70,380	17,820	17,820	0
	GROSS COST OF SERVICE	1,262,812	1,311,780	1,285,970	0
	Other Grants & Contributions	(69,650)	(26,000)	0	0
	Recharges To Other Accounts	(1,193,162)	(1,285,780)	(1,285,970)	0
	INCOME	(1,262,812)	(1,311,780)	(1,285,970)	0
	NET COST OF SERVICE	0	0	0	0

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

The estimated cost of this service is :	Original	Estimate
	2010/11	2011/12
per head of population	£10.53	£0.00
per band D property	£24.90	£0.00

y608	Document Service Centre	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	135,199	150,640	0	0
	Premises Related Expenses	79	0	0	0
	Transport Related Expenses	207	190	0	0
	Supplies And Services Expenses	69,043	77,140	69,140	0
	Third Party Payments	6,276	6,100	6,100	0
	Transfer Payments	(4,977)	3,340	0	0
	Central Support Services	71,313	84,500	0	0
	GROSS COST OF SERVICE	277,140	321,910	75,240	0
	Recharges To Other Accounts	(277,140)	(321,910)	(75,240)	0
	INCOME	(277,140)	(321,910)	(75,240)	0
	NET COST OF SERVICE	0	0	0	0

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

The estimated cost of this service is :	Original	Estimate
	2010/11	2011/12
per head of population	£2.64	£0.00
per band D property	£6.23	£0.00

y609	Front Office & Trans Team	Actual 2009/10 £	Original Budget 2010/11 £	Revised Budget 2010/11 £	Estimate 2011/12 £
	Employees Expenses	0	0	1,785,450	1,454,920
	Transport Related Expenses	0	0	16,880	10,410
	Supplies And Services Expenses	0	0	18,070	80,210
	Third Party Payments	0	0	42,570	67,770
	Transfer Payments	0	0	30,280	35,660
	Central Support Services	0	0	713,390	568,800
	GROSS COST OF SERVICE	0	0	2,606,640	2,217,770
	Other Grants & Contributions	0	0	(26,000)	0
	Recharges To Other Accounts	0	0	(2,580,640)	(2,217,770)
	INCOME	0	0	(2,606,640)	(2,217,770)
	NET COST OF SERVICE	0	0	0	0

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. They also provide a scanning and indexing service for the authority, whereby staff can access correspondence etc electronically.

The estimated cost of this service is :	Original	Estimate
	2010/11	2011/12
per head of population	£0.00	£18.02
per band D property	£0.00	£42.67

y605	HR and Training	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	324,535	351,570	201,710	200,050
	Transport Related Expenses	5,811	5,660	400	400
	Supplies And Services Expenses	23,542	12,260	9,940	7,800
	Transfer Payments	(10,187)	5,270	1,880	2,200
	Central Support Services	157,128	180,700	69,960	58,900
	GROSS COST OF SERVICE	500,830	555,460	283,890	269,350
	Fees & Charges Income	(637)	0	0	0
	Recharges To Other Accounts	(500,192)	(555,460)	(283,890)	(269,350)
	INCOME	(500,830)	(555,460)	(283,890)	(269,350)
	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 **Employee Expenses** : The 2011/12 estimate has decrease as a result of the removal of posts from the service.

The estimated cost of this service is :	Original	Estimate
	2010/11	2011/12
per head of population	£4.55	£2.19
per band D property	£10.76	£5.18

r610	Members Services	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	697,731	667,780	648,860	476,230
	Transport Related Expenses	12,289	10,640	10,640	9,290
	Supplies And Services Expenses	176,839	171,900	171,390	166,790
	Third Party Payments	28,988	37,560	45,560	41,800
	Transfer Payments	(30,618)	14,300	13,400	11,870
	Central Support Services	474,192	549,800	526,550	389,200
	Capital Charges	3,980	3,980	3,980	3,970
	GROSS COST OF SERVICE	1,363,402	1,455,960	1,420,380	1,099,150
	Other Grants & Contributions	(970)	(5,600)	(5,600)	0
	Fees & Charges Income	(30,035)	(35,000)	(35,000)	(35,000)
	Recharges To Other Accounts	(1,332,397)	(1,415,360)	(1,379,780)	(1,064,150)
	INCOME	(1,363,402)	(1,455,960)	(1,420,380)	(1,099,150)
	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 **Employee Expenses** : The decrease in the estimate for 2011/12 relates to posts removed from the service.

The estimated cost of this service is :	Original	Estimate
	2010/11	2011/12
per head of population	£11.59	£8.64
per band D property	£27.41	£20.47

r640	Monitoring Officer	Actual 2009/10	Original Budget 2010/11	Revised Budget 2010/11	Estimate 2011/12
		£	£	£	£
	Employees Expenses	253,461	266,520	139,180	142,600
	Transport Related Expenses	9,573	9,470	1,800	1,260
	Supplies And Services Expenses	4,066	5,440	1,720	1,720
	Third Party Payments	14,752	12,000	0	0
	Transfer Payments	(11,967)	5,890	142,230	151,570
	Central Support Services	87,218	96,200	42,530	33,200
	GROSS COST OF SERVICE	357,102	395,520	327,460	330,350
	Fees & Charges Income	(57)	0	0	0
	Recharges To Other Accounts	(357,045)	(395,520)	(327,460)	(330,350)
	INCOME	(357,102)	(395,520)	(327,460)	(330,350)
	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 **Employee Expenses** : The 2011/12 estimate has decreased which relates to the transfer of the internal audit service to the County. See also the explanation for Transfer Payments.

2 **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	Estimate
	2010/11	2011/12
per head of population	£3.24	£2.68
per band D property	£7.66	£6.36

r620	Resources	Actual 2009/10 £	Original Budget 2010/11 £	Revised Budget 2010/11 £	Estimate 2011/12 £
	Employees Expenses	603,961	707,840	364,740	435,050
	Transport Related Expenses	15,686	14,350	10,800	11,200
	Supplies And Services Expenses	72,724	71,910	68,410	76,900
	Third Party Payments	75,200	41,600	82,000	43,900
	Transfer Payments	(27,535)	15,670	9,560	10,880
	Central Support Services	268,061	309,100	252,100	218,900
	GROSS COST OF SERVICE	1,008,096	1,160,470	787,610	796,830
	Other Grants & Contributions	(700)	0	0	0
	Fees & Charges Income	(8,974)	(2,300)	(2,300)	(2,300)
	Recharges To Other Accounts	(998,423)	(1,158,170)	(785,310)	(794,530)
	INCOME	(1,008,096)	(1,160,470)	(787,610)	(796,830)
	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 2011/12 estimate is in respect of the transfer of staff to the Front Office and Transaction Team from the previous Central Administration Team.

The estimated cost of this service is :	Original	Estimate
	2010/11	2011/12
per head of population	£9.49	£6.47
per band D property	£22.43	£15.33

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

Appendix 1

	2011/12 Estimate £	2012/13 Estimate £	2013/14 Estimate £	2014/15 Estimate £	2015/16 Estimate £
<u>GROSS EXPENDITURE</u>					
Head of Business, Housing & Revenues	1,238,923	1,121,022	1,050,000	1,050,000	550,000
Head of Customer Access	302,000	366,000	30,000	30,000	30,000
Head of Environment & Planning	160,000	160,000	160,000	160,000	160,000
Head of Resources	300,380	648,580	648,580	648,580	648,580
TOTAL	2,076,303	2,295,602	1,888,580	1,888,580	1,388,580
<u>FINANCED FROM:-</u>					
Disabled facilities Grants	192,000	192,000	192,000	192,000	192,000
Loan Repayments	10,000	10,000	10,000	10,000	10,000
Total/Estimated Receipts	202,000	202,000	202,000	202,000	202,000
Use of SDC receipts	1,874,303	2,093,602	1,686,580	1,686,580	1,186,580
Total Finance Required	2,076,303	2,295,602	1,888,580	1,888,580	1,388,580
Use of Capital Receipts:					
Acc. Capital Receipts b/fwd	10,157,125	8,282,822	6,189,220	4,502,640	2,816,060
(Surplus) / Deficit on Year	1,874,303	2,093,602	1,686,580	1,686,580	1,186,580
Accumulated Capital Receipts c/fwd	8,282,822	6,189,220	4,502,640	2,816,060	1,629,480

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

Appendix 1

2011/12 Estimate £	2012/13 Estimate £	2013/14 Estimate £	2014/15 Estimate £	2015/16 Estimate £
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Head of Business, Housing & Revenues

Affordable Housing Investment Programme	528,923	500,000	500,000	500,000	
Disabled Adaptations	80,000	80,000	80,000	80,000	80,000
Disabled Facilities Grants - Mandatory Rolling Programme	320,000	320,000	320,000	320,000	320,000
Minor Works Assistance & Home Repair Grants (Discretionary) Rolling Programme	150,000	150,000	150,000	150,000	150,000
Choice Based Lettings					
Empty Homes	160,000	71,022			
<i>Total Head of Business, Housing & Revenues</i>	1,238,923	1,121,022	1,050,000	1,050,000	550,000

Head of Customer Access

ICT Hardware, Software and Replacement Programme	30,000	80,000	30,000	30,000	30,000
ICT and Business Development Strategy - salaries	272,000	286,000			
<i>Total Head of Customer Access</i>	302,000	366,000	30,000	30,000	30,000

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

Appendix 1

2011/12 Estimate £	2012/13 Estimate £	2013/14 Estimate £	2014/15 Estimate £	2015/16 Estimate £
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Head of Environment & Planning

Land Drainage	50,000	50,000	50,000	50,000	50,000
SWHA Infrastructure	110,000	110,000	110,000	110,000	110,000
<i>Head of Environment & Planning</i>	160,000	160,000	160,000	160,000	160,000

Head of Technical Services

Market Towns - Southam	25,000				
Market Towns - Shipston	25,000				
Market Towns - Alcester	25,000				
<i>Head of Technical Services</i>	75,000	0	0	0	0

Head of Resources

Miscellaneous Structures & Fees	300,380	648,580	648,580	648,580	648,580
<i>Total Planned Maintenance Programme</i>	300,380	648,580	648,580	648,580	648,580
<i>Total Resources</i>	300,380	648,580	648,580	648,580	648,580

	Actual 2009/2010 £	Estimate 2010/2011 £	Latest 2010/2011 £	Estimate 2011/2012 £
SUBJECTIVE ANALYSIS:				
Employee Expenses	6,935,427	7,155,330	6,929,800	6,383,850
Premises Related Expenses	953,253	1,215,920	946,060	926,500
Transport Related Expenses	378,296	375,300	367,370	373,110
Supplies and Services	2,842,564	2,797,000	2,894,458	1,820,305
Third Party Payments	7,658,522	7,528,020	7,512,274	7,322,770
Transfer Payments	32,046,181	23,942,330	23,980,120	23,932,800
Support Services	5,520,922	6,220,150	6,357,890	5,749,340
Capital Charges	923,859	4,009,380	4,476,160	3,713,120
Gross Expenditure	<u>57,259,022</u>	<u>53,243,430</u>	<u>53,464,132</u>	<u>50,221,795</u>
Government Grant Income	(32,578,287)	(25,205,060)	(25,289,368)	(24,482,480)
Other Grants and Contributions	(1,793,946)	(1,646,200)	(1,781,100)	(1,662,910)
Sales Income	(31,760)	(15,700)	(35,700)	(31,700)
Fees and Charges Income	(5,759,154)	(5,935,340)	(5,589,310)	(5,781,742)
Rent Income	(952,456)	(992,810)	(1,021,310)	(966,280)
Interest Income	(707,596)	(222,400)	(222,400)	(289,500)
Recharges to Other Accounts	(1,843,873)	(4,716,030)	(4,716,030)	(4,055,740)
Gross Income	<u>(43,667,072)</u>	<u>(38,733,540)</u>	<u>(38,655,218)</u>	<u>(37,270,352)</u>
NET COST	<u>£13,591,950</u>	<u>£14,509,890</u>	<u>£14,808,914</u>	<u>£12,951,443</u>
EMPLOYEE EXPENSES				
Salaries	6,602,611	6,864,340	6,638,400	5,742,400
Other	332,816	290,990	291,400	641,450
TOTAL	<u>£6,935,427</u>	<u>£7,155,330</u>	<u>£6,929,800</u>	<u>£6,383,850</u>

	Actual 2009/2010 £	Estimate 2010/2011 £	Latest 2010/2011 £	Estimate 2011/2012 £
General Fund Revenue Account				
Net Revenue Expenditure	13,591,950	14,509,890	14,808,914	12,951,443
District Council Net Expenditure	13,591,950	14,509,890	14,808,914	12,951,443
Appropriation to/(from) General Revenue A/C balance	273,516	(359,838)	(658,862)	107,852
Budget Requirement	£13,865,466	£14,150,052	£14,150,052	£13,059,295
Collection Fund transfer	(13,354)	(9,092)	(9,092)	0
Town/Parish Precept Expenditure	13,852,112	14,140,960	14,140,960	13,059,295
Amount to be met by Government Grant/ Council Taxpayers:	2,559,473	2,648,411	2,648,411	2,642,118
	£16,411,585	£16,789,371	£16,789,371	£15,701,413
Financing:				
Demand on Collection Fund - Stratford-on-Avon District Council	6,541,014	6,678,295	6,678,295	6,722,230
Town/Parish Councils	2,559,473	2,648,411	2,648,411	2,642,118
	9,100,487	9,326,706	9,326,706	9,364,348
Revenue Support Grant	1,301,040	884,093	884,093	1,271,208
Concessionary Fares	350,475	360,165	360,165	0
Area Based Grant	22,812	0	0	0
Housing & Planning Grant	0	130,000	130,000	0
Council Tax Grant	0	0	0	166,957
CT/HB Grant	0	0	0	786,327
Contribution from NNDR Pool	5,636,771	6,088,407	6,088,407	4,112,573
	7,311,098	7,462,665	7,462,665	6,337,065
Total	£16,411,585	£16,789,371	£16,789,371	£15,701,413
General Fund Revenue Balance				
Brought Forward 1 April	2,802,432	3,664,851	3,305,013	3,664,851
Change in Earmarked Reserves	588,903	0	0	0
Change in Balance	273,516	(359,838)	(658,862)	107,852
Carried Forward 31 March	£3,664,851	£3,305,013	£2,646,151	£3,772,703
Council Tax Base	51,330.25	51,633.64	51,633.64	51,973.33
Collection Fund Precepts/Demands				
Warwickshire County Council	57,909,582	59,649,547	59,649,547	60,041,970
Warwickshire Police Authority	8,788,551	8,989,229	8,989,229	9,048,367
	66,698,133	68,638,776	68,638,776	69,090,337
Stratford-on-Avon D.C.	6,541,014	6,678,295	6,678,295	6,722,230
Town / Parish Councils	2,559,473	2,648,411	2,648,411	2,642,118
	£75,798,620	£77,965,482	£77,965,482	£78,454,685
Council Tax (Band D)				
Warwickshire County Council	1,128.18	1,155.25	1,155.25	1,155.25
Warwickshire Police Authority	171.22	174.10	174.10	174.10
	1,299.40	1,329.35	1,329.35	1,329.35
Stratford-on-Avon D.C.	127.43	129.34	129.34	129.34
Town / Parish Councils (Average)	49.86	51.29	51.29	50.84
Average Charge Payable before Reliefs & Benefits	£1,476.69	£1,509.98	£1,509.98	£1,509.53

Council Tax 2011/12 (Parish Element)

Appendix 4

Parish Council Name	Parish Precept 2010/11 £	Percentage Increase/ Decrease %	Parish Precept 2011/12 £	Council Tax Tax Base 2011/12	Parish Council Element Band D 2011/12 £
Admington	700	7.14%	750	51.59	14.54
Alcester	220,320	0.00%	220,320	2339.85	94.16
Alderminster	6,000	0.00%	6,000	258.76	23.19
Arrow & Weethley	5,500	0.00%	5,500	105.48	52.14
Aston Cantlow	7,900	3.80%	8,200	262.05	31.29
Atherstone-on-Stour				32.87	0.00
Avon Dassett	7,000	0.00%	7,000	105.58	66.30
Barcheston & Willington				59.96	0.00
Barton-on-the-Heath	876	0.00%	876	52.49	16.69
Bearley	21,000	15.00%	24,150	301.38	80.13
Beaudesert & Henley-in-Arden	82,650	-10.04%	74,350	1450.16	51.27
Bidford-on-Avon	199,500	1.25%	202,000	1992.88	101.36
Billesley				18.03	0.00
Binton	4,000	0.00%	4,000	149.96	26.67
Bishops Itchington	65,250	-4.60%	62,250	783.46	79.46
Brailles	13,000	7.69%	14,000	509.98	27.45
Burmington	450	66.67%	750	65.15	11.51
Burton Dassett	16,839	-9.04%	15,316	474.35	32.29
Butlers Marston	1,250	-20.00%	1,000	101.89	9.81
Chadshunt				26.19	0.00
Chapel Ascote				5.68	0.00
Charlecote	3,500	0.00%	3,500	83.66	41.83
Cherington & Stourton	3,850	3.90%	4,000	222.31	17.99
Chesterton & Kingston	300	0.00%	300	62.95	4.77
Claverdon	18,000	22.22%	22,000	617.52	35.63
Clifford Chambers & Milcote	6,750	3.70%	7,000	244.73	28.60
Combroke	3,900	0.00%	3,900	81.57	47.81
Compton Verney				63.05	0.00
Compton Wynyates				10.96	0.00
Coughton	3,100	29.03%	4,000	80.38	49.77
Dorsington	800	25.00%	1,000	69.82	14.32
Ettington	17,000	41.18%	24,000	519.50	46.20
Exhall	3,450	4.35%	3,600	109.66	32.83
Farnborough	4,500	0.00%	4,500	127.30	35.35
Fenny Compton	20,170	-6.40%	18,880	325.79	57.95
Fulbrook				27.09	0.00
Gaydon	7,968	0.00%	7,968	177.31	44.94
Great Alne	15,300	1.96%	15,600	278.08	56.10
Great Wolford	1,800	-44.44%	1,000	103.34	9.68
Halford	7,200	0.00%	7,200	158.60	45.40
Hampton Lucy	6,700	-6.72%	6,250	198.92	31.42
Harbury	66,252	1.52%	67,256	1093.13	61.53
Haselor	3,600	11.11%	4,000	105.35	37.97
Hodnell & Wills Pastures				6.27	0.00
Honington				101.89	0.00
Idlicote				46.82	0.00
Ilmington	17,500	0.00%	17,500	372.70	46.95
Kineton	37,950	0.00%	37,950	936.14	40.54
Kinwarton	17,000	17.65%	20,000	424.72	47.09
Ladbroke	4,700	0.00%	4,700	141.23	33.28
Langley	1,200	0.00%	1,200	89.54	13.40
Lighthorne	9,800	0.00%	9,800	228.18	42.95
Lighthorne Heath	9,000	3.00%	9,270	256.87	36.09
Little Compton	5,621	0.00%	5,621	153.88	36.53
Little Wolford				56.27	0.00
Long Compton	8,250	5.15%	8,675	375.59	23.10
Long Itchington	48,900	4.70%	51,200	876.57	58.41
Loxley	8,000	-1.25%	7,900	204.60	38.61

Council Tax 2011/12 (Parish Element)

Appendix 4

Parish Council Name	Parish Precept 2010/11 £	Percentage Increase/ Decrease %	Parish Precept 2011/12 £	Council Tax Tax Base 2011/12	Parish Council Element Band D 2011/12 £
Luddington	4,700	-2.13%	4,600	201.99	22.77
Mappleborough Green	11,000	0.00%	11,000	319.65	34.41
Marston Sicca	8,000	0.00%	8,000	203.88	39.24
Moreton Morrell	19,000	0.00%	19,000	329.96	57.58
Morton Bagot, Oldberrow, & Spenal				121.98	0.00
Napton-on-the-Hill	26,400	0.00%	26,400	471.91	55.94
Newbold Pacey & Ashorne	4,725	0.00%	4,725	115.18	41.02
Old Stratford & Drayton	4,990	7.01%	5,340	318.94	16.74
Oxhill	2,500	-20.00%	2,000	177.59	11.26
Pillerton Hersey	400	0.00%	400	93.33	4.29
Pillerton Priors	2,365	-0.63%	2,350	149.10	15.76
Preston Bagot				67.73	0.00
Preston-on-Stour	3,500	85.71%	6,500	72.91	89.15
Priors Hardwick	2,000	0.00%	2,000	87.35	22.90
Priors Marston	15,500	0.00%	15,500	265.02	58.49
Quinton	23,000	0.00%	23,000	728.47	31.57
Radbourne				13.94	0.00
Radway	8,547	0.00%	8,547	128.19	66.68
Ratley & Upton	10,000	0.00%	10,000	157.87	63.34
Salford Priors	47,000	0.00%	47,000	549.00	85.61
Sambourne	8,647	0.00%	8,647	373.62	23.14
Shipston-on-Stour	225,000	-8.44%	206,000	2099.06	98.14
Shotteswell	6,500	0.00%	6,500	118.52	54.84
Snitterfield	22,500	2.44%	23,050	566.49	40.69
Southam	171,268	1.79%	174,340	2364.78	73.72
Stockton	20,185	0.00%	20,185	479.35	42.11
Stoneton				4.38	0.00
Stratford-upon-Avon	483,996	-2.00%	474,316	12214.16	38.83
Stretton-on-Fosse	4,810	3.95%	5,000	199.90	25.01
Studley	125,912	4.06%	131,020	2080.87	62.96
Sutton-under-Brailles	1,500	13.33%	1,700	53.68	31.67
Tanworth-in-Arden	45,500	0.00%	45,500	1591.88	28.58
Temple Grafton	3,500	0.00%	3,500	230.72	15.17
Tidmington				14.54	0.00
Tredington	17,000	0.00%	17,000	722.11	23.54
Tysoe	17,000	-5.88%	16,000	521.23	30.70
Ufton	6,250	0.00%	6,250	112.65	55.48
Ullenhall	6,000	0.00%	6,000	377.38	15.90
Upper & Lower Shuckburgh				31.87	0.00
Warmington & Arlescote	8,250	0.00%	8,250	177.79	46.40
Watergall				5.48	0.00
Welford-on-Avon	19,760	0.00%	19,760	703.21	28.10
Wellesbourne	200,000	0.00%	200,000	2456.79	81.41
Weston on Avon				49.20	0.00
Whatcote				73.80	0.00
Whichford	4,800	4.17%	5,000	172.32	29.02
Whitchurch				89.65	0.00
Wilmcote	15,610	-0.03%	15,606	492.92	31.66
Wixford	6,000	-8.33%	5,500	78.58	69.99
Wolverton	1,800	0.00%	1,800	127.59	14.11
Wootton Wawen	18,700	-0.53%	18,600	587.74	31.65
Wormleighton				47.01	0.00
Average	£2,648,411	-0.24%	£2,642,118	51,973.33	£50.84

Fees and Charges

- I. The following schedule of fees and charges have been prepared with regard to recent RPI rates, market conditions and to ensure that the Council remains competitive whilst meeting legislative requirements of covering costs where required.
- II. The VAT position of the charge is indicated and is stated either as no VAT, plus VAT, or inclusive. Inclusive rates are stated where the end user tends to be a private person rather than a business or organisation who may be in a position to recover VAT.
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Discretionary Charges**Business, Housing & Revenues**

	VAT	Current Amount	New	New Incl. VAT @ 20%
<u>Council Tax</u>				
Recovery of costs following summons issue	No VAT	£85.00	£85.00	£85.00

NNDR (Business Rates)

Recovery of costs following summons issue	No VAT	£85.00	£85.00	£85.00
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Community Leadership & Social Inclusion**Rural Cinema**

Equipment Hire	Plus VAT	-	£34.04	£40.85
Film and Equipment Hire - 69% of income from ticket sales or minimum fee set, whichever is greater	Plus VAT	-	£34.00	£40.80

The rural cinema scheme's fee structure was agreed at Cabinet on 4th October 2010 and is not currently under review, figures are shown here for information purposes only.

Housing**House in multiple occupation (HIMO) Inspection Fees**

Number of properties				
5 to 10	No VAT	£567.00	£567.00	£567.00
11 to 15	No VAT	£626.00	£626.00	£626.00
16 to 20	No VAT	£686.00	£686.00	£686.00
21 +	No VAT	£744.00	£744.00	£744.00

Immigration Housing Certificate

	No VAT	£110.00	£110.00	£110.00
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Housing

Hazard Awareness Improvement Notice	No VAT	£250.00	£250.00	£250.00
Hazard Awareness Prohibition Notice	No VAT	£250.00	£250.00	£250.00
Revocation of Improvement/Prohibition Orders	No VAT	£60.00	£60.00	£60.00
HIMO Variation/Revocation's	No VAT	£100.00	£100.00	£100.00

Home Choice Plus

Advertising properties on Home Choice Plus system	Plus VAT	£40.00	£50.00	£60.00
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Technical Services

VAT	Current Amount	New	VAT @ 20%
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Building Control**Domestic Charges**

See appended document

Non Domestic Charges

See appended document

Car Parking (Subject to change with appropriate consultation)**Short Stay**

up to 1 hour	Inclusive	£1.00	£1.00	£1.00
up to 2 hours	Inclusive	£2.00	£2.00	£2.00
up to 3 hours	Inclusive	£3.00	£3.00	£3.00
up to 4 hours	Inclusive	£5.00	£5.00	£5.00
Evening Charge	Inclusive	£3.00	£3.00	£3.00

Long Stay

* up to 1 hour	Inclusive	80p	80p	80p
up to 2 hours	Inclusive	£1.60	£1.60	£1.60
up to 3 hours	Inclusive	£2.70	£2.70	£2.70
up to 4 hours	Inclusive	£4.00	£4.00	£4.00
up to 6 hours	Inclusive	£6.00	£6.00	£6.00
up to 12 hours	Inclusive	£10.00	£10.00	£10.00
up to 24 hours	Inclusive	£20.00	£20.00	£20.00
Evening Charge	Inclusive	£3.00	£3.00	£3.00

*Bridgefoot Free

Season Tickets**Short Stay**

3 Month	Inclusive	£135.00	£135.00	£135.00
Yearly	Inclusive	£500.00	£500.00	£500.00
Yearly Season Ticket discounts (based on numbers purchased)				
5-24		5%	5%	5%
25-49		10%	10%	10%
50-99		15%	15%	15%
100-149		20%	20%	20%
150+		25%	25%	25%

Long Stay

3 Month	Inclusive	£135.00	£135.00	£135.00
Yearly	Inclusive	£500.00	£500.00	£500.00
Yearly Season Ticket discounts (based on numbers purchased)				
5-24		5%	5%	5%
25-49		10%	10%	10%
50-99		15%	15%	15%
100-149		20%	20%	20%
150+		25%	25%	25%

Waivers/Dispensations

1 day admin fee	Incl. if app.	£5.00	£5.00	£5.00
4 days - week admin fee	Incl. if app.	£20.00	£20.00	£20.00

Stratford value card

25% bonus on credit purchased		£2.00	£2.00	£2.00
		up to £500 per year	£500 per year	£500 per year

OAP Parking Permit

Admin charge	Incl. if app.	£10	£10	£10
in receipt of pension credit guaranteed		£0	£0	£0

Refuse

	VAT	Current Amount	New	VAT @ 20%
<u>Street Cleaning</u>				
Trolley release Fee 1-10	No VAT	£16.00	£16.00	£16.00
Trolley release Fee over 10	No VAT	£22.00	£22.00	£22.00
Copies of EPA Zoning Plans	Plus VAT	£27.00	£27.00	£32.40
<u>Refuse Collection</u>				
Bulky Household Waste Collection (1 to 3 items)	No VAT	£25.00	£35.00	£35.00
Bulky Household Waste Collection (4 to 6 items)	No VAT	£35.00	£45.00	£45.00
Bulky Household Waste Collection (7 to 9 items) <i>new charge</i>	No VAT	--	£55.00	£55.00
Bulky Household Waste Collection (10 to 12 items) <i>new charge</i>	No VAT	--	£65.00	£65.00
<u>Green Waste Collection (charge applicable for third or subsequent bins)</u>				
Green Bin Emptying for 1 Year	No VAT	£40.00	£40.00	£40.00
Green Bin Emptying for 2 Years	No VAT	£55.00	£55.00	£55.00
Green Bin Emptying for 3 Years	No VAT	£72.00	£72.00	£72.00
Green Bin Emptying for 4 Years	No VAT	£89.00	£89.00	£89.00
Green Bin Emptying for 5 Years	No VAT	£107.00	£107.00	£107.00
Green Bin Emptying for 6 Years (<i>no longer applicable</i>)	No VAT	£125.00	delete	delete
<u>Provision of First Wheeled Bins</u>				
For those on Council tax or Housing benefit		Free	Free	Free
Provision and delivery of 240 litre wheeled bin - <i>new charge</i>	No VAT	--	£35.00	£35.00
Provision and delivery of 140 litre wheeled bin - <i>new charge</i>	No VAT	--	£30.00	£30.00
<u>Provision of Additional Wheeled Bins</u>				
For those on Council tax or Housing benefit		Free	Free	Free
Provision and delivery of 240 litre wheeled bin	No VAT	£35.00	£35.00	£35.00
Provision and delivery of 140 litre wheeled bin	No VAT	£25.00	£30.00	£30.00
<u>Replacement Bins</u>				
For those on Council tax or Housing benefit		Free	Free	Free
In cases of genuine damage by contractor (Excluding wilful damage or loss)		Free	Free	Free
240 Litre Bin	No VAT	£35.00	£35.00	£35.00
140 Litre bin	No VAT	£25.00	£30.00	£30.00
Swap for larger/smaller	No VAT	£15.00	£15.00	£15.00
<u>Schedule 2 collection service - fortnightly collection of 1 x 240 litre wheeled bin (or equivalent) for refuse or dry recycling</u>				
Residential hostel, nursing home - <i>new charge</i>	No VAT	--	£50.00	£50.00
Holiday let - <i>new charge</i>	No VAT	--	£50.00	£50.00

Customer Access**Land Charges**

	VAT	Current Amount	New	VAT @ 20%
LLC 1	No VAT	15.00	15.00	15.00
Con 29 (Required)	No VAT	83.00	83.00	83.00
Con 29 (Optional)				
Optional enquires on set questions	No VAT	5.00	5.00	5.00
Village Green enquiries	No VAT	15.00	15.00	15.00
Non standard enquiries (per 20 mins)	No VAT	10.00	10.00	10.00
Extra parcel of Land	No VAT	10.00	10.00	10.00

ICT**Learning and Development Academy (These charges may be reviewed independently during the year)**

1/2 Day per person	Plus VAT	45.00	45.00	54.00
Full Day per person	Plus VAT	80.00	80.00	96.00
Per day for provision of a trainer	Plus VAT	425.00	425.00	510.00

Environment & Planning

VAT	Current Amount	New	New Incl. VAT @ 20%
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Environmental Health

Out of Sequence Food Inspections - <i>no longer undertaken</i>	No VAT	£50.00	delete	delete
Contaminated Land Reports	Inclusive	£75.00	£100.00	£100.00
Drain Surveys plus costs and plus VAT - <i>no longer undertaken</i>	Plus VAT	£40.00	delete	delete

Pathlow Gypsy Caravan Site (application from 1 April 2011)

Single Plot (inclusive of Council tax)	No VAT	£60.00	£63.00	£63.00
Double Plot (inclusive of Council Tax)	No VAT	£64.00	£67.00	£67.00
Transitory Rents - <i>no longer applicable following refurbishment</i>	No VAT	£48.00	delete	delete

Planning DC & Enforcement**Photo-copying - Plans and other documents**

Plan Printing on paper:- A0 - <i>service no longer provided</i>		£7.00	delete	delete
Plan Printing on paper:- A1 - <i>service no longer provided</i>		£6.00	delete	delete
Plan Printing on paper:- A2 - <i>service no longer provided</i>		£5.00	delete	delete
Photocopying A4 (per side) - <i>service no longer provided</i>		£0.10	delete	delete
Photocopying A3 (per side) - <i>service no longer provided</i>		£0.10	delete	delete

A4 SiteMap Ordnance Survey Extracts

6 x Block Plan @ 1:500 scale	Inclusive	£8.00	£10.00	£10.00
8 x Block Plan @ 1:500 scale	Inclusive	£8.50	£10.50	£10.50
10 x Block Plan @ 1:500 scale	Inclusive	£9.00	£11.00	£11.00
6 x Site Location Plan @ 1:1250 scale	Inclusive	£17.00	£20.00	£20.00
8 x Site Location Plan @ 1:1250 scale	Inclusive	£17.50	£20.50	£20.50
10 x Site Location Plan @ 1:1250 scale	Inclusive	£18.00	£21.00	£21.00
6 x Site Location Plan @ 1:2500 scale	Inclusive	£17.00	£55.00	£55.00
8 x Site Location Plan @ 1:2500 scale	Inclusive	£17.50	£55.50	£55.50
10 x Site Location Plan @ 1:2500 scale	Inclusive	£18.00	£56.00	£56.00
Additional Copies are charged at £0.25 per copy	Inclusive	£0.25	£0.25	£0.25

Heritage and Design**Conservation**

High Hedges Complaint	No VAT	£400.00	£400.00	£400.00
High Hedges Complaint if in receipt of means tested benefit	No VAT	£100.00	£100.00	£100.00

Licensing**Private Hire Vehicle Licencing**

New Private Hire Vehicle Licence - Operator + Renewal Fee	No VAT	£55	delete	delete
<i>The above is now included within the charges below where applicable</i>				
Operators- with 1-3 vehicles (new)	No VAT	£335.00	£351.00	£351.00
Operators- with 1-3 vehicles (renewal)	No VAT	£280.00	£294.00	£294.00
Operators- with 4 to 7 vehicles (new)	No VAT	£375.00	£393.00	£393.00
Operators- with 4 to 7 vehicles (renewal)	No VAT	£320.00	£335.00	£335.00
Operators- with 8 to 10 Vehicles (new)	No VAT	£415.00	£435.00	£435.00
Operators- with 8 to 10 Vehicles (renewal)	No VAT	£360.00	£377.00	£377.00
Operators - with over 11 vehicles (new)	No VAT	£455.00	£477.00	£477.00
Operators - with over 11 vehicles (renewal)	No VAT	£400.00	£419.00	£419.00
Private hire Vehicle (new)	No VAT	£330.00	£346.00	£346.00
Private hire Vehicle (renewal)	No VAT	£290.00	£304.00	£304.00
Copy of paper licence	No VAT	£15.00	£15.00	£15.00
Replacement Badge	No VAT	£30.00	£32.00	£32.00
Replacement Plate	No VAT	£50.00	£53.00	£53.00
Change of ownership of plate with no reissue of licence	No VAT	£95.00	£100.00	£100.00

Hackney Carriages (Annual)

	VAT	Current Amount	New	VAT @ 20%
New or reissue of plate following change of ownership	No VAT	£395.00	£414.00	£414.00
Hackney carriage - Renewal	No VAT	£360.00	£377.00	£377.00
Omnibus	No VAT	£360.00	£377.00	£377.00
Omnibus Driver	No VAT	£370.00	£388.00	£388.00
Omnibus Renewal	No VAT	£70.00	£74.00	£74.00
Statutory License (Drivers renewal - 3 year)	No VAT	£200.00	£210.00	£210.00
Replacement Tariff Card	No VAT	£15.00	£16.00	£16.00

Dual Drivers' Licence

3 Year new	No VAT	£265.00	£278.00	£278.00
3 Year renewal	No VAT	£225.00	£236.00	£236.00
Bounced Cheque Charge	No VAT	£35.00	£40.00	£40.00
CRB Completion and signature + CRB Fee	No VAT	£8.00	£9.00	£9.00
Knowledge Test	No VAT	£30.00	£32.00	£32.00

Pleasure Boat Licences (Annual)

Class A Rowing. Punts, Canoes	No VAT	£40.00	£42.00	£42.00
Class A Motor Boats	No VAT	£55.00	£58.00	£58.00
Class B Carrying not more than 12 Passengers	No VAT	£95.00	£100.00	£100.00
Class C Cabin Cruisers or Long Boats	No VAT	£95.00	£100.00	£100.00
Boatman's Licence to Navigate Initial	No VAT	£95.00	£100.00	£100.00
Boatman's Licence to Navigate Renewal	No VAT	£55.00	£58.00	£58.00

Street Trading Consents**For Fixed Locations**

Zone 1 - Food	No VAT	£1,450.00	£1,519.00	£1,519.00
Zone 1 - Non Food	No VAT	£1,050.00	£1,100.00	£1,100.00
Zone 2 - Food	No VAT	£775.00	£812.00	£812.00
Zone 2 - Non Food	No VAT	£675.00	£707.00	£707.00
Zone 3 - Food	No VAT	£725.00	£760.00	£760.00
Zone 3 - Non Food	No VAT	£625.00	£707.00	£707.00

To Trade as a mobile operator

Food Mobile Zones 1 + 2 + 3	No VAT	£1,850.00	£1,937.00	£1,937.00
Food Mobile Zone 2 + 3	No VAT	£1,650.00	£1,728.00	£1,728.00
Additional Vehicles per vehicle	No VAT	£550.00	£576.00	£576.00
Food Mobiles Zone 3	No VAT	£1,350.00	£1,414.00	£1,414.00
Additional Vehicles per vehicle	No VAT	£550.00	£576.00	£576.00
Non Food Mobile Zone 2 + 3	No VAT	£725.00	£760.00	£760.00
Additional Vehicles per vehicle	No VAT	£350.00	£367.00	£367.00
Non Food Mobile Zone 3	No VAT	£500.00	£524.00	£524.00
Additional Vehicles per vehicle	No VAT	£250.00	£262.00	£262.00

Special Events/markets Daily Rate

Category 1 - Up to 20 Traders	No VAT	£115.00	£120.00	£120.00
Category 2 - 21 to 49 Traders	No VAT	£250.00	£262.00	£262.00
Category 3 - 50 to 75 traders	No VAT	£375.00	£393.00	£393.00
Category 4 - 76 to 99 Traders	No VAT	£500.00	£524.00	£524.00
Category 5 - Over 100 Traders	No VAT	£600.00	£629.00	£629.00
Consecutive days 50% of daily rate	No VAT	see above	see above	see above
Late night opening of Public Conveniences	No VAT	Actual Cost	Actual Cost	Actual Cost
Additional Street Cleaning	No VAT	Actual Cost	Actual Cost	Actual Cost

Day Rates

Food Trader	No VAT	£65.00	£68.00	£68.00
Non Food Trader	No VAT	£50.00	£53.00	£53.00

Appendix 5
New Incl.

	VAT	Current Amount	New	VAT @ 20%
Miscellaneous				
Animal Boarding Establishments Initial Application	No VAT	£145.00	£152.00	£152.00
Animal Boarding Establishments Renewal	No VAT	£100.00	£105.00	£105.00
* Pet Shop Licence Initial Application	No VAT	£145.00	£152.00	£152.00
* Pet Shop Licence Renewal	No VAT	£100.00	£105.00	£105.00
* Riding Establishment Licence 1 to 10 Horses	No VAT	£105.00	£110.00	£110.00
* Riding Establishment Licence 11 to 20 Horses	No VAT	£155.00	£163.00	£163.00
* Riding Establishment Licence 21 to 30 Horses	No VAT	£205.00	£215.00	£215.00
* Riding Establishment Licence 31 to 40 Horses	No VAT	£255.00	£267.00	£267.00
* Riding Establishment Licence over 40 Horses	No VAT	£305.00	£320.00	£320.00
Dog Breeding Establishment Licence Initial Application	No VAT	£145.00	£152.00	£152.00
Dog Breeding Establishment Licence Renewal	No VAT	£100.00	£105.00	£105.00
Motor Vehicle Salvage Operators	No VAT	£95.00	£100.00	£100.00
Sex Establishments	No VAT	£2,750.00	£3,500.00	£3,500.00
# Sexual Entertainment Venues	No VAT	--	£3,500.00	£3,500.00
Registration for Acupuncture, Electrolysis, Ear piercing, tattooing establishment + 1 operator	No VAT	£105.00	£110.00	£110.00
Additional Operators	No VAT	£55.00	£58.00	£58.00
Change of Premises	No VAT	£105.00	£110.00	£110.00
*Plus Vet Fees				
# New charge from this year				
Dangerous and Wild Animal Licence				
Application (plus Vet Fees)	No VAT	£195.00	£205.00	£205.00
Grant (Plus vet Fees)	No VAT	£105.00	£110.00	£110.00
Zoo Licence				
Application (Plus Vet Fees)	No VAT	£290.00	£305.00	£305.00
Grant (Plus Vet Fees)	No VAT	£105.00	£110.00	£110.00
<u>Pest Control</u>				
<u>Control of Pests</u>				
Wasp nest treatment & other disinfestations - <i>now individual charges</i>	Inclusive	£55.00	delete	delete
Mice Treatment in domestic properties (up to three visits)	Plus VAT	£55.00	£80.00	£96.00
Wasp Treatment in domestic properties	Plus VAT	£55.00	£81.00	£97.20
Discounted charge for people in receipt of mean tested benefits	Plus VAT	£13.75	£30.00	£36.00
* Rats & Other Public Health Pests including bedbugs	Plus VAT	Free	£45.00	£54.00
Pest Control advice visits/call-out charge - <i>new charge</i>	Plus VAT	-	£45.00	£54.00
Non Public Health Insect Control Work - <i>new charge</i>	Plus VAT	-	£81.00	£97.20
*Free where infestation is within domestic property				
<u>Dog Warden</u>				
Collection of Stray Dogs - Fine plus costs (Statutory fine of £25)	No VAT	50.00	£105.00	£105.00
<u>S106 Agreement Monitoring Costs</u>				
Monitoring individual obligations - <i>new charge</i>		£200.00	£200.00	£200.00
Monitoring where housing provisions apply - <i>new charge</i>		£400.00	£400.00	£400.00

Resources

VAT	Current Amount	New	VAT @ 20%
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Corporate Property**Events**

All plus VAT if applicable

Performers per day	£20.00	£30.00	£36.00
Performers per day (bank hol and w-end)	£26.00	£35.00	£42.00
Performers per season - <i>license no longer available</i>	£646.00	delete	delete
Major events per day (Commercial trade fairs/ displays, see plan)	£1,417.00	£1,750.00	£2,100.00
Music festivals per day (see plan)	£1,018.00	£1,750.00	£2,100.00
fairs per day (see plan)	£172.00	£250.00	£300.00
Circuses per day (see plan)	£172.00	£250.00	£300.00
Craft Fairs per day (see plan)	£207.00	£250.00	£300.00
All other types of non major attraction or event	N/A	£250.00	£300.00
Filming per day (depending on assignment)	N/A	£250.00	£300.00

Recreation Ground*The following charges are amended to reflect the withdrawal of showering facilities*

Football pitch with dressing room and showers	Plus VAT	£34.00	delete	delete
Football pitch with dressing room and showers (under 16)	Plus VAT	£24.00	delete	delete
Football pitch without Dressing room and Showers	Plus VAT	£23.00	delete	delete
* Football pitch with toilets (under 16) per match	Plus VAT	N/A	£10.00	£12.00
* Pitch with dry changing (adult) per match	Plus VAT	N/A	£20.00	£24.00
Overnight mooring fee River Avon Recreation ground	Inclusive	N/A	£5.00	£5.00

* VAT not applied when 10 or more games are booked

King George V Playing Fields*The following charges are amended as marked pitches are no longer maintained*

Football pitch only- senior	Plus VAT	£21.00	delete	delete
Football pitch only- junior	Plus VAT	£17.00	delete	delete
Rugby Pitch	Plus VAT	£34.00	delete	delete

Charges for Not for Profit Organisations

<u>Technical Services</u>	VAT	Current Amount	New	New Incl. VAT @ 20%
Refuse				
<u>Schedule 2 collection service - fortnightly collection of 1 x 240 litre wheeled bin (or equivalent) for refuse or dry recycling</u>				
Charity premises/shops	No VAT	N/A	£50.00	£50.00
Village halls, Community halls - <i>new charge</i>	No VAT	--	£50.00	£50.00
<u>Schedule 2 collection service - fortnightly collection of 1 x 1,100 litre bin for dry recycling ONLY</u>				
WCC Schools - <i>new charge</i>	No VAT	--	£130.00	£130.00
<u>Graveyards - Fortnightly collection of 1 x 240 litre bin for refuse, dry recycling or garden waste</u>				
Collection of 1 x 240 litre refuse wheeled bin (or equivalent) for 1 yr - <i>new charge</i>	No VAT	--	£50.00	£50.00
<u>Resources</u>				
<u>Small/Local Charitable Rate</u>				
	All plus VAT if applicable			
Recreation Ground (Large events, see plan)		£38.00	£100.00	£120.00
Recreation Ground (small, see plan)		£22.00	£30.00	£36.00
Bancroft Gardens and waterside promenade (day events)		£22.00	£30.00	£36.00
Bancroft Gardens and waterside promenade (Short duration events, half day o		£16.00	£20.00	£24.00
Corn Market		£16.00	£20.00	£24.00
<u>Large/ Non-Local Charitable Rate</u>				
	All plus VAT if applicable			
Recreation Ground (Large events, see plan)		tba at time of application		
Recreation Ground (small, see plan)		£55.00	£200.00	£240.00
Bancroft Gardens and waterside promenade (day events)		£55.00	£70.00	£84.00
Bancroft Gardens and waterside promenade (Short duration events, half day o		£33.00	£50.00	£60.00
Corn Market		£33.00	£50.00	£60.00

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

Stratford-on-Avon District Building Control Appendix 5

Domestic Charges

OCTOBER 2010

VAT should be added to the charges at the current rate

Individually determined domestic charges

If the work you are carrying out is not listed as a standard charge, the charge will be individually determined.

This method of determining the charge mainly relates to larger schemes and includes the following types of building work.

- Applications subject to a reversion charge (work reverting from an approved inspector to the local authority)
- Building work that is in relation to more than one building
- Building work consisting of alterations to a domestic property (other than extensions) where the estimated cost exceeds £20,000
- Building work consisting of a domestic extension where the floor area exceeds 100m² for single storey or 200m² for two storey
- Building work consisting of a non-exempt domestic garage or carport with a floor area over 100m²

If your building work is defined as requiring an individual assessment of a charge you should e-mail Stratford Building Control at: buildingcontrol@stratford-dc.gov.uk with 'request for building regulation charge' in the title of the e-mail and provide a description of the intended work. We will contact you within 24 hours. Alternatively telephone our helpline on 01789 260626.

Standard Charges for the Conversion/Creation of New Houses (Table A)

Number of Dwellings	Plan Charge	Inspection Charge	Building Notice Charge	Regularisation Charge	Additional Charge ¹⁾
1	£210	£490	£770	£910	£150
2	£285	£665	£1045	£1235	£150
3	£345	£805	£1265	£1495	£150
4	£390	£910	£1430	£1690	£150
More than 5	Please call for a quote	Please call for a quote	Please call for a quote		

Notes

For five or more dwellings or if the floor area of the dwelling(s) exceeds 300m² the charges will be individually determined. Please contact Stratford on Avon Building Control for further assistance.

- ¹⁾ **Additional Charge** - for work when the relevant building work, or part thereof, has not been carried out by a competent person referred to in Regulation 7 (5) (g) or (h) of the Building (Local Authority Charges) Regulations 2010 applies. It is additional to the inspection charge, Building Notice charge or Regularisation charge



Stratford-on-Avon District Council Building Control

Elizabeth House, Church Street
Stratford-upon-Avon CV37 6HX

Telephone 01789 260626
Minicom 01789 260747
Email buildingcontrol@stratford-dc.gov.uk
Web www.stratford.gov.uk/buildingcontrol



Tel: 0845 054 0505
Email: enquiries@labcnhw.co.uk
Web: www.labcnhw.co.uk

Domestic extensions to a single building (Table B) Appendix 5

	Description	Plan Charge	Inspection Charge	Building Notice Charge	Regularisation charge	Additional Charge ¹⁾
1	Single storey extension floor area not exceeding 10m ²	£90	£210	£330	£390	£150
2	Single storey extension floor area exceeding 10m ² but not exceeding 40m ²	£120	£280	£440	£520	£150
3	Single storey extension floor area exceeding 40m ² but not exceeding 100m ²	£165	£385	£605	£715	£150
4	Two storey extension floor area not exceeding 20m ²	£135	£315	£495	£585	£150
5	Two storey extension floor area exceeding 20m ² but not exceeding 60m ²	£165	£385	£605	£715	£150
6	Two storey extension floor area exceeding 60m ² but not exceeding 100m ²	£210	£490	£770	£910	£150
7	Two storey extension floor area exceeding 100m ² not exceeding 200m ²	£270	£630	£990	£1170	£150
8	Loft conversion	£105	£245	£385	£455	£150
9	Erection or extension of a non exempt detached/ attached single storey domestic garage/carport or stable/outbuilding up to 60m ²	£75	£175	£275	£325	£150
10	Erection or extension of a non exempt detached/ attached domestic two storey garage/carport or stable/outbuilding under 100m ²	£165	£385	£605	£715	£150
11	Conversion of garage or similar to a habitable room(s)	£90	£210	£330	£390	£150
12	Alterations to extend or create a basement up to 100m ²	£165	£385	£605	£715	£150

Notes

- Where part of an extension is single storey and part is two storey the areas can be added together and the charge for a two storey extension will apply.
 - Where a first floor extension is constructed over an existing single storey structure the charge applied is that for a single storey extension of the same floor area.
- ¹⁾ **Additional Charge** - Work when the relevant building work, or part thereof, has not been carried out by a competent person referred to in Regulation 7 (5) (g) or (h) of the Building (Local Authority Charges) Regulations 2010 applies. It is additional to the inspection charge, Building Notice charge or Regularisation charge.

Domestic alterations to a single building (Table C)

Category	Description	Basis of charge	Plan charge	Inspection charge	Building Notice charge	% Reduction ²⁾	Regularisation
1	Underpinning	Fixed price	£100 initial cost then £25 per metre run	N/A	£110 initial cost then £27.50 per metre run	50%	£130 initial cost then £32.50 per metre run
2	Renovation of a thermal element to a single dwelling	Fixed price	£50	£150	£220	50%	£260
3	Internal alterations, installation of fittings (not electrical) and/or structural alterations	Estimated cost up to £3,000	£45	£105	£165	50%	£195
		Estimated cost exceeding £3,000 and up to £20,000	£90	£210	£330	50%	£390
4	Window replacement	Fixed price	£45	£105	£165	50%	£195
5	Electrical work (not competent persons scheme)	Fixed price	£45	£105	£165	50%	£195

²⁾ 50% reduction will be taken off alteration work when carried out at the same time as other charged projects i.e. extension

Stratford-on-Avon District Building Control Non Domestic Charges

OCTOBER 2010

VAT should be added to the charges at the current rate

Individually determined Non domestic charges

If the work you are carrying out is not listed as a standard charge, the charge will be individually determined.

This method of determining the charge mainly relates to larger schemes and includes the following types of building work.

- Applications subject to a reversion charge (work reverting from an approved inspector to the local authority)
- Building work that is in relation to more than one building
- Building work consisting of alterations to a non domestic property (other than extensions) where the estimated cost exceeds £100,000
- Building work consisting of a non domestic extension where the floor area exceeds 200m²

If your building work is defined as requiring an individual assessment of a charge you should e-mail Stratford Building Control at: buildingcontrol@stratford-dc.gov.uk with 'request for building regulation charge' in the title of the e-mail and provide a description of the intended work. We will contact you within 24 hours. Alternatively telephone our helpline on 01789 260626.



**Stratford-on-Avon District Council
Building Control**

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Telephone 01789 260626
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Other Non Domestic Work – Extensions and New Build (Table D)

BUILDING USAGE									
Category of work	Assembly/Recreation Other Residential (Institutional)			Industrial and Storage			All other use classes		
	Plan Charge	Inspection charge	Regularisation charge	Plan Charge	Inspection charge	Regularisation charge	Plan Charge	Inspection charge	Regularisation charge
Floor area not exceeding 10m2	£210	£450	£858	£180	£250	£559	£210	£450	£858
Floor area exceeding 10m2 but not exceeding 40m2	£290	£600	£1157	£220	£310	£689	£250	£500	£975
Floor area exceeding 40m2 but not exceeding 100m2	£410	£650	£1378	£260	£370	£819	£320	£550	£1131
Floor area exceeding 100m2 but not exceeding 200m2	£500	£750	£1625	£300	£420	£936	£410	£650	£1378

All other Non Domestic Work – Alterations (Table E)

Category of Work	Basis of Charge	Plan Charge	Inspection Charge	Regularisation Charge
Underpinning	Fixed price	£100 initial charge then £25 per metre run	N/A	£130 initial charge the £32.50 per metre run
Window replacement (non competent person scheme)	Fixed price	£45	£105	£195
Renovation of a thermal element up to £50,000	Fixed price	£60	£120	£234
Alterations not described elsewhere including Change of use, structural alterations and installation of controlled services	Estimated cost up to £5,000	£50	£150	£260
	Estimated Cost exceeding £5,000 and up to £25,000	£105	£245	£455
	Estimated Cost exceeding £25,000 and up to £50,000	£150	£350	£650
	Estimated cost exceeding £50,000 and up to £100,000	£225	£525	£975
Installation of a mezzanine floor up to 500m2	Fixed Price	£105	£245	£455
Office fit out per storey	Fixed Price	£105	£245	£455
Shop fit out per storey	Fixed Price	£105	£245	£455



Legend

Scale 1:2,000
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STRATFORD-ON-AVON DISTRICT COUNCIL

Appendix 6

Medium Term Financial Strategy

	2011/12	2012/13	2013/14	2014/15	2015/16
Opening Base Budget	14,010,190	12,951,443	12,819,516	12,609,243	12,913,868
Unavoidable Pressures :-					
Employee Expenses - Increments	59,560	46,530	8,900	0	0
Employee Expenses - Pay Award	0	100,000	100,000	110,810	112,820
Employee Expenses - Pension Increase	85,045	93,550	85,890	86,760	87,590
Employee Expenses - National Insurance Increase	25,130	0	0	0	0
Contract Inflation	220,000	192,500	139,000	139,000	139,000
Property Rents/Business Rates	206,260	0	0	0	0
Other	15,690	44,500	-102,200	57,300	0
Total Unavoidable pressures	611,685	477,080	231,590	393,870	339,410
Savings					
Removal of Concessionary fares	-822,880	0	0	0	0
Other Employee Expenses	-49,610	0	0	0	0
Leisure contract income	-54,242	-4,737	3,137	-44,245	29,185
Savings identified	-1,848,000	-893,000	-270,000	-20,000	-410,000
Total Savings	-2,774,732	-897,737	-266,863	-64,245	-380,815
Budget Pressures					
Employee expenses	72,250	15,000	-50,000	0	0
Removal of abatement	100,000	0	0	-25,000	-25,000
Supplies & Services	0	343,200	0	0	0
Adjustment for Specific Grants	737,580	0	0	0	0
Change implementation	125,000	0	-125,000	0	0
Third Party Payments	69,470	-69,470	0	0	0
Total Budget Pressures	1,104,300	288,730	-175,000	-25,000	-25,000
Revised Base budget	12,951,443	12,819,516	12,609,243	12,913,868	12,847,463
Financed by:					
Government Funding					
Formula Grant	5,383,781	4,631,347	4,631,347	4,631,347	4,631,347
Specific Grant	786,327	718,857	718,857	718,857	718,857
2.5% Zero Council Tax Grant	166,957	166,957	166,957	166,957	0
Council Tax 0% for 2011/12 then 2.5% per annum	6,722,230	6,890,286	7,062,543	7,239,106	7,420,084
Total Council Resources	13,059,295	12,407,447	12,579,704	12,756,268	12,770,288
Shortfall / Surplus	-107,852	412,069	29,539	157,600	77,175
Reserves Statement:-					
Free reserves b/fwd	2,435,000	2,542,852	2,130,784	2,101,245	1,943,645
Surplus / (Deficit) for year	107,852	-412,069	-29,539	-157,600	-77,175
Further savings to be achieved	0	0	0	0	0
Free reserves c/fwd	2,542,852	2,130,784	2,101,245	1,943,645	1,866,470