

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

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

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

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

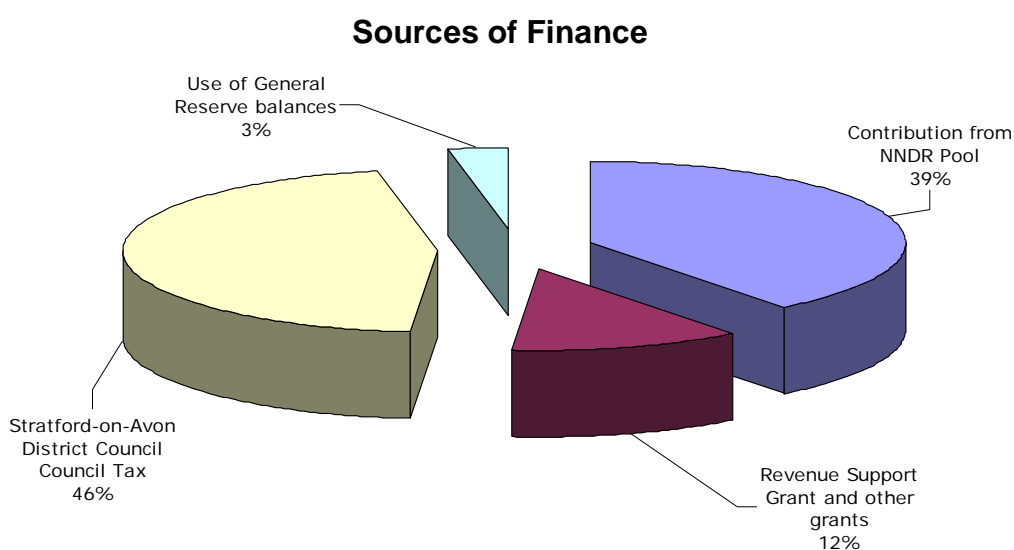
Aim 1 - A district where everyone shares an improved quality of life

Aim 2 - A clean and green district

Aim 3 - A district where business and enterprise can flourish

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

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



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STRATFORD-ON-AVON DISTRICT COUNCIL

REVENUE BUDGET FOR 2010/11

NET EXPENDITURE SUMMARY

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

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

NET EXPENDITURE SUMMARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

1 **Employees** : The increase of £17,970 reflects the addition of a funded Anti Social Behaviour Officer post.

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

3 **Other Grants and Contributions** : The increase in 2010/11 relates to funding received from Warwickshire County Council for an Anti Social Behaviour Officer post.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

The estimated cost of this service is :

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

AIM 2 - A clean and green District

NET EXPENDITURE SUMMARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

This service ceased in 2008/09.

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

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

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

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

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

AIM 3 - A District where business and enterprise can flourish

NET EXPENDITURE SUMMARY

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

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

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

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

The estimated cost of this service is :	Original 2009/10	Estimate 2010/11
per head of population	-£1.18	-£1.32
per band D property	-£2.76	-£3.13

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

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

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

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

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

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

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

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

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

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

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

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

NET EXPENDITURE SUMMARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

This service ceased in 2007/08.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

This service contains the costs of

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

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

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

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

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

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

Support Services

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

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

RECHARGING NET EXPENDITURE SUMMARY

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

1 **Employees** : The increased budget for 2010/11 reflects an additional post, superannuation increase and salary increments.

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

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

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

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

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

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

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

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

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

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

Legal Services - Provides legal support to the Council.

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

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

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

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

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

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

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

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

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

Resources undertakes:-

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

STRATFORD-ON-AVON DISTRICT COUNCIL

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

STRATFORD-ON-AVON DISTRICT COUNCIL

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

Council Tax 2010/11 (Parish Element)

Appendix 4

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

Council Tax 2010/11 (Parish Element)

Appendix 4

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

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

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

APPENDIX 5

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

APPENDIX 5

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

HEAD OF REVENUES AND HOUSING

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

HEAD OF COMMUNITY SERVICES

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

HEAD OF PLANNING SERVICES

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

HEAD OF RESOURCES

Recreational Amenities**Bancroft Gardens**

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

Rivory Fishery

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

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

Events

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

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

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

Large / Non-Local Charitable Rate

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

Note

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

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

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

Appendix 6

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

Assume 2 planning committees