

# Stratford-on-Avon District Council BUDGET BOOK 2009/2010

For this year Stratford-on-Avon District Council has set a Band D council tax of £127.43 an increase of 3.5% 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 :

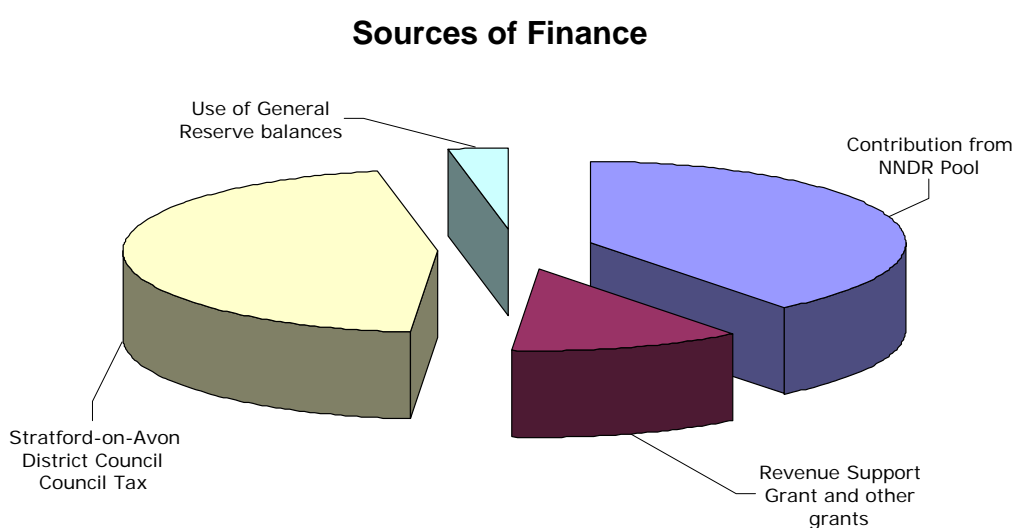
**Aim 1 - A district where everyone shares an improved quality of life**

**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 2009/10 was presented to The Cabinet on the 9<sup>th</sup> of February 2009 and approved by Council on the 23<sup>rd</sup> of February 2009.



## Contents

Page	Description
1	Summary of Net Expenditure for the Council by Corporate Strategy Aim, including the financing and collection fund precept.
2	Net Expenditure Summary for Aim 1
3 – 21	Services within Aim 1
22	Net Expenditure Summary for Aim 2
23 – 30	Services within Aim 2
31	Net Expenditure Summary for Aim 3
32 – 35	Services within Aim 3
36	Net Expenditure Summary for Aim 4
37 – 56	Services within Aim 4
57	Support Services net expenditure summary
58 – 65	Support Services
Appendix 1	The Capital Programme
Appendix 2	Expenditure in CIPFA classification breakdown
Appendix 3	A high level summary of the revenue budget requirement, the methods of financing, reserve statement, and precept demands for 2007/08 Actuals, 2008/09 original and revised estimate, and the 2009/10 estimate.
Appendix 4	The Parish and Town Precepts
Appendix 5	The Medium Term Financial Plan

**STRATFORD-ON-AVON DISTRICT COUNCIL**

**REVENUE BUDGET FOR 2009/10**

**NET EXPENDITURE SUMMARY**

	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>	<b>Cost per Head of Population</b>	<b>Cost per Band D Property</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>SERVICE EXPENDITURE</b>						
AIM 1 - A District where everyone shares in an improved quality of life	8,075,949	8,238,342	8,817,541	8,570,824	71.68	166.99
AIM 2 - A clean and green District	7,295,772	5,547,327	5,682,618	6,212,300	51.94	121.03
AIM 3 - A District where business and enterprise can flourish	387,165	-14,346	338,325	-116,700	-0.97	-2.28
AIM 4 - An excellent Council that is well managed and respected by the community	-3,163,649	-259,851	-1,176,980	-329,987	-2.76	-6.42
<b>NET SERVICE EXPENDITURE</b>	<b>£12,595,237</b>	<b>£13,511,472</b>	<b>£13,661,504</b>	<b>£14,336,437</b>	<b>£119.89</b>	<b>£279.32</b>
Appropriation to/-from General Revenue account balance	250,574	0	-150,032	-418,800	-3.50	-8.16
<b>BUDGET REQUIREMENT</b>	<b>£12,845,811</b>	<b>£13,511,472</b>	<b>£13,511,472</b>	<b>£13,917,637</b>	<b>£116.39</b>	<b>£271.16</b>
<b>FINANCING</b>						
Contribution from NNDR Pool	-5,798,723	-6,059,730	-6,059,730	-5,636,771	-47.13	-109.82
Revenue Support Grant	-973,145	-843,564	-843,564	-1,301,040	-10.88	-25.36
Additional Concessionary Fares funding	0	-342,000	-342,000	-350,000	-2.93	-6.82
Additional Housing & Planning Grant	0	0	0	-130,000	-1.09	-2.53
Collection Fund adjustment transfer	15,048	51,493	51,493	41,188	0.34	0.80
<b>Stratford-on-Avon District Council precept requirement on the collection fund</b>	<b>£6,088,991</b>	<b>£6,317,671</b>	<b>£6,317,671</b>	<b>£6,541,014</b>	<b>£54.70</b>	<b>£127.43</b>

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

**NET EXPENDITURE SUMMARY**

	Page	Actual 2007/08	Original Budget 2008/09	Revised Budget 2008/09	Estimate 2009/10	Cost per Head of Population	Cost per Band D Property
		£	£	£	£	£	£
Building Control <i>Head of Planning Services : Pat Reid</i>	3	198,600	447,281	453,872	372,600	3.12	7.26
C.C.T.V. <i>Head of Community Services : Robert Walsh</i>	4	392,332	473,975	430,466	498,620	4.17	9.71
Community Leadership <i>Head of Community Services : Robert Walsh</i>	5	642,993	811,670	1,133,490	489,289	4.09	9.53
Community Leisure Service <i>Head of Community Services : Robert Walsh</i>	6	181,847	235,770	236,890	245,949	2.06	4.79
Concessionary Fares <i>Head of Resources : Andrew Lovegrove</i>	7	430,060	759,468	755,826	811,344	6.78	15.81
Crime Reduction <i>Head of Community Services : Robert Walsh</i>	8	182,318	171,082	171,852	117,670	0.98	2.29
Grants <i>Head of Revenues &amp; Housing : Dave Webb</i>	9	36,646	37,385	37,385	38,987	0.33	0.76
Health Promotion <i>Head of Community Services : Robert Walsh</i>	10	67,115	70,171	70,551	33,401	0.28	0.65
Housing <i>Head of Revenues &amp; Housing : Dave Webb</i>	11	1,593,937	1,715,265	1,816,048	1,910,290	15.97	37.22
Leaseholder Services <i>Head of Resources : Andrew Lovegrove</i>	12	-4,161	-460	-620	-730	-0.01	-0.01
Leisure Centres <i>Head of Community Services : Robert Walsh</i>	13	1,166,890	511,184	566,473	617,898	5.17	12.04
Licensing <i>Head of Environment : Robert Weeks</i>	14	36,048	22,120	46,739	-8,950	-0.07	-0.17
Local Land Charges <i>Head of Planning Services : Pat Reid</i>	15	-116,647	-223,760	-220,450	5,140	0.04	0.10
Mortgages <i>Head of Resources : Andrew Lovegrove</i>	16	-3,930	-4,000	-3,705	-2,920	-0.02	-0.06
Parks Playfields & Open Spaces <i>Head of Environment : Robert Weeks</i>	17	738,513	771,109	807,835	749,456	6.27	14.60
Planning Policy <i>Head of Planning Services : Pat Reid</i>	18	752,489	873,460	934,680	815,524	6.82	15.89
Recreational Amenities <i>Head of Resources : Andrew Lovegrove</i>	19	-91,027	-93,127	-108,290	27,020	0.23	0.53
Regulatory Services <i>Head of Planning Services : Pat Reid</i>	20	1,659,649	1,387,920	1,415,990	1,566,508	13.10	30.52
Social Inclusion <i>Head of Revenues &amp; Housing : Dave Webb</i>	21	212,277	271,829	272,509	283,728	2.37	5.53
<b>NET EXPENDITURE</b>		<b>£8,075,949</b>	<b>£8,238,342</b>	<b>£8,817,541</b>	<b>£8,570,824</b>	<b>£71.68</b>	<b>£166.99</b>

w230	Building Control	Actual 2007/08 £	Original Budget 2008/09 £	Revised Budget 2008/09 £	Estimate 2009/10 £
	Employees Expenses	496,636	571,460	574,700	466,620
	Transport Related Expenses	39,595	36,610	36,239	36,030
	Supplies And Services Expenses	23,826	18,340	18,340	16,500
	Third Party Payments	54,205	24,000	24,000	24,000
	Transfer Payments	3,726	25,910	25,910	22,550
	Central Support Services	182,653	218,461	222,183	254,400
	<b>GROSS COST OF SERVICE</b>	<b>800,642</b>	<b>894,781</b>	<b>901,372</b>	<b>820,100</b>
	Fees & Charges Income	(602,041)	(447,500)	(447,500)	(447,500)
	<b>INCOME</b>	<b>(602,041)</b>	<b>(447,500)</b>	<b>(447,500)</b>	<b>(447,500)</b>
	<b>NET COST OF SERVICE</b>	<b>£198,600</b>	<b>£447,281</b>	<b>£453,872</b>	<b>£372,600</b>

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 **Employees** : The decrease in employee expenses is due to a combination of the restructure of administrative staff thus giving a more accurate allocation in their coverage of services, deletion of a building control team leader post £46,300 and a saving of £28,900 due to vacant posts.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£3.78	£3.12
per band D property	£8.72	£7.26

<b>v080</b>	<b>C.C.T.V.</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	199,145	182,740	193,090	183,440
	Premises Related Expenses	1,501	1,110	2,760	1,132
	Transport Related Expenses	1,324	1,020	1,249	1,030
	Supplies And Services Expenses	66,466	72,197	74,847	72,387
	Third Party Payments	34,315	44,340	45,690	45,121
	Transfer Payments	1,217	8,230	8,230	12,470
	Central Support Services	85,331	67,300	70,100	80,000
	Capital Charges	26,908	103,038	40,500	109,040
	<b>GROSS COST OF SERVICE</b>	<b>416,208</b>	<b>479,975</b>	<b>436,466</b>	<b>504,620</b>
	Other Grants & Contributions	(22,346)	(6,000)	(6,000)	(6,000)
	Fees & Charges Income	(1,531)	0	0	0
	<b>INCOME</b>	<b>(23,877)</b>	<b>(6,000)</b>	<b>(6,000)</b>	<b>(6,000)</b>
	<b>NET COST OF SERVICE</b>	<b>£392,332</b>	<b>£473,975</b>	<b>£430,466</b>	<b>£498,620</b>

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

- 1 **Capital Charges** : The revised budget 2008/09 decrease of £62,538 is due to depreciation on CCTV equipment being less than originally budgeted for.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£4.00	£4.17
per band D property	£9.24	£9.71

<b>v275</b>	<b>Community Leadership</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	203,602	193,840	193,840	128,972
	Premises Related Expenses	1,682	0	0	0
	Transport Related Expenses	11,605	12,310	12,310	12,590
	Supplies And Services Expenses	278,820	253,550	271,550	179,157
	Third Party Payments	105,298	10,000	10,000	10,000
	Transfer Payments	1,580	8,960	8,960	9,510
	Central Support Services	73,952	100,050	101,070	117,540
	Capital Charges	129,196	275,000	577,800	75,000
	<b>GROSS COST OF SERVICE</b>	<b>805,733</b>	<b>853,710</b>	<b>1,175,530</b>	<b>532,769</b>
	Other Grants & Contributions	(125,229)	(30,040)	(30,040)	(30,040)
	Fees & Charges Income	(37,512)	(12,000)	(12,000)	(13,440)
	<b>INCOME</b>	<b>(162,740)</b>	<b>(42,040)</b>	<b>(42,040)</b>	<b>(43,480)</b>
	<b>NET COST OF SERVICE</b>	<b>£642,993</b>	<b>£811,670</b>	<b>£1,133,490</b>	<b>£489,289</b>

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 **Employees** : The decrease of £64,868 is due to the removal of funding for posts associated with the partial withdrawal from the community grants service.
- 2 **Supplies and Services** : The number of community grants has decreased for 2009/10 leading to a drop in the estimate.
- 3 **Capital Charges** : The 2008/09 revised estimate of £577,800 and the 2009/10 estimate of £75,000 relate to Revenue Expenditure Funded from Capital under Statute on the following schemes:-

	<b>Revised 2008/09</b>	<b>Estimate 2009/10</b>
Area Committee Grants	265,300	0
Area Community Committee Grants	200,000	
Quinton Village Hall	37,500	0
Market Towns Initiative	75,000	75,000
Total	577,800	75,000

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£6.86	£4.09
per band D property	£15.82	£9.53

<b>v039</b>	<b>Community Leisure Service</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	195,330	216,660	216,660	196,570
	Premises Related Expenses	3,825	4,100	4,100	4,100
	Transport Related Expenses	21,268	14,400	14,400	14,460
	Supplies And Services Expenses	15,446	16,495	16,495	14,676
	Third Party Payments	8,126	3,455	3,455	3,453
	Transfer Payments	1,140	4,610	4,610	7,370
	Central Support Services	88,498	113,060	114,180	125,440
	<b>GROSS COST OF SERVICE</b>	<b>333,634</b>	<b>372,780</b>	<b>373,900</b>	<b>366,069</b>
	Other Grants & Contributions	(50,134)	(36,090)	(36,090)	(18,000)
	Fees & Charges Income	(101,653)	(100,920)	(100,920)	(102,120)
	<b>INCOME</b>	<b>(151,787)</b>	<b>(137,010)</b>	<b>(137,010)</b>	<b>(120,120)</b>
	<b>NET COST OF SERVICE</b>	<b>£181,847</b>	<b>£235,770</b>	<b>£236,890</b>	<b>£245,949</b>

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

- 1 **Employees** : The budget for 2009/10 reflects the anticipated reduction in the time spent by officers on the service.
- 2 **Transfer payments** : This budget increase is the notional FRS17 pension charge.
- 3 **Other Grants & Contributions** : The reduction in 2009/10 relates to the reduced grants received from CSW Sport, Stratford Sharks and Southern School Sport Partnership that previously contributed to various coaching staff.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£1.99	£2.06
per band D property	£4.59	£4.79



<b>r385</b>	<b>Concessionary Fares</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	175	1,600	1,600	1,600
	Premises Related Expenses	323	0	0	0
	Supplies And Services Expenses	422,899	681,902	678,712	730,444
	Third Party Payments	8,651	2,896	2,896	0
	Transfer Payments	25	670	670	0
	Central Support Services	82,467	72,400	71,948	79,300
	<b>GROSS COST OF SERVICE</b>	<b>514,540</b>	<b>759,468</b>	<b>755,826</b>	<b>811,344</b>
	Fees & Charges Income	(84,480)	0	0	0
	<b>INCOME</b>	<b>(84,480)</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>£430,060</b>	<b>£759,468</b>	<b>£755,826</b>	<b>£811,344</b>

This service contains the costs of the 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 2009/10 reflects the continued growth in usage of the scheme.

The estimated cost of this service is :	Original 2008/09	Estimate 2009/10
per head of population	£6.41	£6.78
per band D property	£14.80	£15.81

<b>y110</b>	<b>Crime Reduction</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	51,965	91,170	66,170	68,150
	Premises Related Expenses	(179)	0	0	0
	Transport Related Expenses	5,697	5,695	5,695	5,715
	Supplies And Services Expenses	26,120	41,462	41,462	5,320
	Third Party Payments	72,049	2,635	27,635	2,635
	Transfer Payments	304	3,970	3,970	5,280
	Central Support Services	39,462	26,300	27,070	30,570
	<b>GROSS COST OF SERVICE</b>	<b>195,418</b>	<b>171,232</b>	<b>172,002</b>	<b>117,670</b>
	Other Grants & Contributions	(13,100)	0	0	0
	Fees & Charges Income	0	(150)	(150)	0
	<b>INCOME</b>	<b>(13,100)</b>	<b>(150)</b>	<b>(150)</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>£182,318</b>	<b>£171,082</b>	<b>£171,852</b>	<b>£117,670</b>

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 decrease of £23,020 reflects the removal of the funding of an additional Community engagement worker.
- 2 **Supplies and Services** : This budget has been reduced from £41,462 to £5,320 for the current year following the decision not to engage communities and pump prime local initiatives in 2009/10.
- 3 **Third Party Payments** : The actual expenditure in 2007/08 and the revised budget for 2008/09 addressed a specific piece of work associated with the merger of Warwick and Stratford CDRPs to form a single South Warwickshire Partnership. This is now in place and the 2009/10 estimate reflects the budget required to meet Stratford-on-Avon's District obligations.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£1.44	£0.98
per band D property	£3.33	£2.29

<b>y115</b>	<b>Grants</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	18,425	18,800	18,800	19,200
	Transport Related Expenses	1,965	1,660	1,660	1,650
	Supplies And Services Expenses	13,583	16,925	16,925	17,257
	Third Party Payments	2,595	0	0	0
	Transfer Payments	77	0	0	880
	<b>GROSS COST OF SERVICE</b>	<b>36,646</b>	<b>37,385</b>	<b>37,385</b>	<b>38,987</b>
	<b>INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>£36,646</b>	<b>£37,385</b>	<b>£37,385</b>	<b>£38,987</b>

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 2008 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** : This budget relates to the notional FRS17 pension charge.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£0.32	£0.33
per band D property	£0.73	£0.76

<b>y111</b>	<b>Health Promotion</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	42,481	43,366	43,366	1,446
	Transport Related Expenses	2,199	2,280	2,280	1,050
	Supplies And Services Expenses	7,028	7,915	7,915	7,925
	Third Party Payments	5,317	0	0	0
	Transfer Payments	148	2,110	2,110	100
	Central Support Services	14,198	14,500	14,880	22,880
	<b>GROSS COST OF SERVICE</b>	<b>71,369</b>	<b>70,171</b>	<b>70,551</b>	<b>33,401</b>
	Other Grants & Contributions	(300)	0	0	0
	Fees & Charges Income	(3,954)	0	0	0
	<b>INCOME</b>	<b>(4,254)</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>£67,115</b>	<b>£70,171</b>	<b>£70,551</b>	<b>£33,401</b>

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.

1 **Employees** : The decrease is due to the re-organisation of the health promotion work.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£0.59	£0.28
per band D property	£1.37	£0.65

w210	Housing	Actual 2007/08 £	Original Budget 2008/09 £	Revised Budget 2008/09 £	Estimate 2009/10 £
	Employees Expenses	598,810	674,400	680,800	693,425
	Premises Related Expenses	15,842	4,100	4,100	4,104
	Transport Related Expenses	33,665	29,530	29,525	29,880
	Supplies And Services Expenses	21,316	23,475	38,475	25,750
	Third Party Payments	208,731	275,540	270,540	174,742
	Transfer Payments	4,305	29,690	29,690	31,620
	Central Support Services	377,721	353,530	360,038	423,730
	Capital Charges	419,135	380,700	468,580	598,739
	<b>GROSS COST OF SERVICE</b>	<b>1,679,525</b>	<b>1,770,965</b>	<b>1,881,748</b>	<b>1,981,990</b>
	Government Grant Income	(51,750)	(30,000)	(40,000)	(30,000)
	Fees & Charges Income	(15,658)	(6,100)	(6,100)	(22,100)
	Recharges To Other Accounts	(18,179)	(19,600)	(19,600)	(19,600)
	<b>INCOME</b>	<b>(85,588)</b>	<b>(55,700)</b>	<b>(65,700)</b>	<b>(71,700)</b>
	<b>NET COST OF SERVICE</b>	<b>£1,593,937</b>	<b>£1,715,265</b>	<b>£1,816,048</b>	<b>£1,910,290</b>

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

- 1 **Supplies and Services** : In 2008/09 the budget reflects a funded payment for the Citizens Advice Bureaux.
- 2 **Third Party Payments** : An approved budget was added in 2008/09 of £60k for a stock survey. Other reductions in the 2009/10 budget are disinvestment in the repair and handyman service of £23k and removal of the bed and breakfast budget of £25k.
- 3 **Capital Charges** : The 2008/09 revised estimate of £468,580 and the 2009/10 estimate of £598,739 relate 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 **Fees & Charges Income** : This additional budget for 2009/10 relates to charges for Home Choice adverts.

The estimated cost of this service is :	Original 2008/09	Estimate 2009/10
per head of population	£14.49	£15.97
per band D property	£33.43	£37.22

<b>v280</b>	<b>Leaseholder Services</b>	<b>Actual 2007/08 £</b>	<b>Original Budget 2008/09 £</b>	<b>Revised Budget 2008/09 £</b>	<b>Estimate 2009/10 £</b>
	Premises Related Expenses	0	1,800	1,640	1,880
	<b>GROSS COST OF SERVICE</b>	<b>0</b>	<b>1,800</b>	<b>1,640</b>	<b>1,880</b>
	Fees & Charges Income	(3,910)	(2,000)	(2,000)	(2,350)
	Rent Income	(251)	(260)	(260)	(260)
	<b>INCOME</b>	<b>(4,161)</b>	<b>(2,260)</b>	<b>(2,260)</b>	<b>(2,610)</b>
	<b>NET COST OF SERVICE</b>	<b>(£4,161)</b>	<b>(£460)</b>	<b>(£620)</b>	<b>(£730)</b>

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 2008/09	Estimate 2009/10
per head of population	-£0.00	-£0.01
per band D property	-£0.01	-£0.01

<b>v055</b>	<b>Leisure Centres</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	82,248	65,790	65,790	54,430
	Premises Related Expenses	100,711	132,000	132,910	128,670
	Transport Related Expenses	7,262	7,580	7,209	6,980
	Supplies And Services Expenses	133,610	7,130	6,935	6,480
	Third Party Payments	117,312	114,488	114,488	116,664
	Transfer Payments	636	5,300	5,300	4,180
	Central Support Services	68,220	75,911	77,441	91,554
	Capital Charges	881,225	317,385	370,800	375,340
	<b>GROSS COST OF SERVICE</b>	<b>1,391,223</b>	<b>725,584</b>	<b>780,873</b>	<b>784,298</b>
	Other Grants & Contributions	(43,343)	(40,700)	(40,700)	7,300
	Fees & Charges Income	(180,990)	(173,700)	(173,700)	(173,700)
	<b>INCOME</b>	<b>(224,333)</b>	<b>(214,400)</b>	<b>(214,400)</b>	<b>(166,400)</b>
	<b>NET COST OF SERVICE</b>	<b>£1,166,890</b>	<b>£511,184</b>	<b>£566,473</b>	<b>£617,898</b>

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 **Other Grants & Contributions** : The budget for 2009/10 reflects the reduced grant from the County Council in respect of Studley Leisure Centre.

2 **Capital Charges** : The 2008/09 revised estimate of £370,800 and the 2009/10 estimate of £375,340 relate to depreciation charges on fixed assets.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£4.32	£5.17
per band D property	£9.96	£12.04

w215	Licensing	Actual 2007/08 £	Original Budget 2008/09 £	Revised Budget 2008/09 £	Estimate 2009/10 £
	Employees Expenses	174,636	159,500	186,810	115,345
	Transport Related Expenses	8,132	5,200	5,555	5,580
	Supplies And Services Expenses	7,161	4,280	4,280	4,280
	Third Party Payments	16,155	8,900	8,900	8,900
	Transfer Payments	1,072	6,840	6,840	5,290
	Central Support Services	155,287	126,300	123,254	168,410
	<b>GROSS COST OF SERVICE</b>	<b>362,443</b>	<b>311,020</b>	<b>335,639</b>	<b>307,805</b>
	Fees & Charges Income	(326,394)	(288,900)	(288,900)	(316,755)
	<b>INCOME</b>	<b>(326,394)</b>	<b>(288,900)</b>	<b>(288,900)</b>	<b>(316,755)</b>
	<b>NET COST OF SERVICE</b>	<b>£36,048</b>	<b>£22,120</b>	<b>£46,739</b>	<b>(£8,950)</b>

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

- 1 **Employees** : The estimate for 2009/10 shows a reduction of £71,465 from the 2008/09 revised budget due to a decrease in the number of staff engaged within this service.
- 2 **Fees & Charges Income** : The estimate for 2009/10 has increased by £27,855 reflecting the increase in fees and charges as detailed in the appendices of the budget book.

The estimated cost of this service is :	Original 2008/09	Estimate 2009/10
per head of population	£0.19	-£0.07
per band D property	£0.43	-£0.17



<b>w220</b>	<b>Local Land Charges</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	50,988	52,030	52,030	53,940
	Transport Related Expenses	66	100	100	100
	Supplies And Services Expenses	8,178	2,190	4,590	2,000
	Third Party Payments	950	0	0	0
	Transfer Payments	57,150	71,520	71,520	63,620
	Central Support Services	97,895	48,000	48,910	63,100
	<b>GROSS COST OF SERVICE</b>	<b>215,227</b>	<b>173,840</b>	<b>177,150</b>	<b>182,760</b>
	Fees & Charges Income	(331,874)	(397,600)	(397,600)	(177,620)
	<b>INCOME</b>	<b>(331,874)</b>	<b>(397,600)</b>	<b>(397,600)</b>	<b>(177,620)</b>
	<b>NET COST OF SERVICE</b>	<b>(£116,647)</b>	<b>(£223,760)</b>	<b>(£220,450)</b>	<b>£5,140</b>

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 of £5,140 represents the costs associated with the maintenance of the statutory register.

- 1 **Fees & Charges Income** : The reduction in the revised estimate reflects the revised pricing structure following the application of new legislation. Revised prices are detailed within the fees and charges appendix of the budget book.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	-£1.89	£0.04
per band D property	-£4.36	£0.10

<b>r365</b>	<b>Mortgages</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Premises Related Expenses	265	0	295	580
	Transfer Payments	9,364	10,000	10,000	10,000
	<b>GROSS COST OF SERVICE</b>	<b>9,630</b>	<b>10,000</b>	<b>10,295</b>	<b>10,580</b>
	Interest Income	(4,196)	(4,000)	(4,000)	(3,500)
	Recharges To Other Accounts	(9,364)	(10,000)	(10,000)	(10,000)
	<b>INCOME</b>	<b>(13,560)</b>	<b>(14,000)</b>	<b>(14,000)</b>	<b>(13,500)</b>
	<b>NET COST OF SERVICE</b>	<b>(£3,930)</b>	<b>(£4,000)</b>	<b>(£3,705)</b>	<b>(£2,920)</b>

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
	2008/09	2009/10
per head of population	-£0.03	-£0.02
per band D property	-£0.08	-£0.06

<b>v070</b>	<b>Parks Playfields &amp; Open Spaces</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	91,481	81,180	104,170	33,555
	Premises Related Expenses	28,392	36,600	36,600	36,600
	Transport Related Expenses	6,643	4,380	3,479	1,070
	Supplies And Services Expenses	19,512	15,150	15,110	15,234
	Third Party Payments	622,147	643,156	643,156	655,697
	Transfer Payments	698	4,750	4,750	1,620
	Central Support Services	70,889	57,300	58,180	54,580
	Capital Charges	19,366	20,873	34,670	43,380
	<b>GROSS COST OF SERVICE</b>	<b>859,128</b>	<b>863,389</b>	<b>900,115</b>	<b>841,736</b>
	Other Grants & Contributions	(47,375)	(42,500)	(42,500)	(42,500)
	Fees & Charges Income	(71,966)	(45,000)	(45,000)	(45,000)
	Rent Income	(1,275)	(1,480)	(1,480)	(1,480)
	Recharges To Other Accounts	0	(3,300)	(3,300)	(3,300)
	<b>INCOME</b>	<b>(120,616)</b>	<b>(92,280)</b>	<b>(92,280)</b>	<b>(92,280)</b>
	<b>NET COST OF SERVICE</b>	<b>£738,513</b>	<b>£771,109</b>	<b>£807,835</b>	<b>£749,456</b>

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

- 1 **Employees** : The estimate for 2009/10 shows a reduction due to a decrease in the number of staff engaged within this service.
- 2 **Transfer Payments** : This budget is the notional FRS17 charge for pensions whose reduction reflects the services reduced employee costs.
- 3 **Capital Charges** : The 2008/09 revised estimate relates to depreciation charges of £34,670 (£43,380 in 2009/10) on various items such as Riverside Schemes, Recreational Footpaths and Playground Equipment.

The estimated cost of this service is :	Original 2008/09	Estimate 2009/10
per head of population	£6.51	£6.27
per band D property	£15.03	£14.60

w225	Planning Policy	Actual 2007/08 £	Original Budget 2008/09 £	Revised Budget 2008/09 £	Estimate 2009/10 £
	Employees Expenses	312,286	329,760	333,000	315,278
	Premises Related Expenses	49	0	0	0
	Transport Related Expenses	20,401	18,760	18,389	18,700
	Supplies And Services Expenses	14,671	11,810	29,110	17,316
	Third Party Payments	21,492	115,100	158,700	155,100
	Transfer Payments	1,913	18,930	18,930	15,130
	Central Support Services	416,889	382,900	380,351	296,800
	<b>GROSS COST OF SERVICE</b>	<b>787,702</b>	<b>877,260</b>	<b>938,480</b>	<b>818,324</b>
	Government Grant Income	(31,000)	0	0	0
	Sales Income	(894)	(1,500)	(1,500)	(500)
	Fees & Charges Income	(3,319)	(2,300)	(2,300)	(2,300)
	<b>INCOME</b>	<b>(35,213)</b>	<b>(3,800)</b>	<b>(3,800)</b>	<b>(2,800)</b>
	<b>NET COST OF SERVICE</b>	<b>£752,489</b>	<b>£873,460</b>	<b>£934,680</b>	<b>£815,524</b>

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 increase in the revised budget 2008/09 reflects the cost of essential evidence base work to underpin the Council's Local Development Framework.

The estimated cost of this service is :	Original 2008/09	Estimate 2009/10
per head of population	£7.38	£6.82
per band D property	£17.02	£15.89

<b>v085</b>	<b>Recreational Amenities</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	7,020	7,140	5,700	4,800
	Premises Related Expenses	21,535	15,490	15,490	15,810
	Transport Related Expenses	198	220	220	250
	Supplies And Services Expenses	4,575	450	450	4,400
	Third Party Payments	1,498	0	0	0
	Transfer Payments	52	470	470	250
	Central Support Services	9,212	7,800	7,900	8,200
	Capital Charges	17,039	59,493	46,170	113,120
	<b>GROSS COST OF SERVICE</b>	<b>61,129</b>	<b>91,063</b>	<b>76,400</b>	<b>146,830</b>
	Fees & Charges Income	0	(4,500)	(4,500)	0
	Rent Income	(152,156)	(179,690)	(180,190)	(119,810)
	<b>INCOME</b>	<b>(152,156)</b>	<b>(184,190)</b>	<b>(184,690)</b>	<b>(119,810)</b>
	<b>NET COST OF SERVICE</b>	<b>(£91,027)</b>	<b>(£93,127)</b>	<b>(£108,290)</b>	<b>£27,020</b>

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

- 1 **Rent Income** : The reduction in the 2009/10 estimate reflects the reduced rental income for the recreation ground and Bancroft gardens.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	-£0.79	£0.23
per band D property	-£1.81	£0.53

<b>w235</b>	<b>Regulatory Services</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	1,346,216	1,222,160	1,161,400	1,129,338
	Premises Related Expenses	1,089	0	0	0
	Transport Related Expenses	67,310	62,510	62,139	52,390
	Supplies And Services Expenses	54,056	37,500	33,700	22,360
	Third Party Payments	244,613	93,000	130,454	118,500
	Transfer Payments	11,833	72,600	72,600	54,290
	Central Support Services	872,458	844,880	900,427	859,630
	<b>GROSS COST OF SERVICE</b>	<b>2,597,575</b>	<b>2,332,650</b>	<b>2,360,720</b>	<b>2,236,508</b>
	Government Grant Income	(181,443)	(52,330)	(52,330)	(10,000)
	Fees & Charges Income	(756,483)	(892,400)	(892,400)	(660,000)
	<b>INCOME</b>	<b>(937,926)</b>	<b>(944,730)</b>	<b>(944,730)</b>	<b>(670,000)</b>
	<b>NET COST OF SERVICE</b>	<b>£1,659,649</b>	<b>£1,387,920</b>	<b>£1,415,990</b>	<b>£1,566,508</b>

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 2009/10 shows a reduction due to a decrease in the number of staff engaged within this service.
- 2 **Third Party Payments** : The increase in the revised estimate for 2008/09 is due to a legal challenge against a planning application.
- 3 **Fees & Charges Income** : The reduction in 2009/10 estimate is mainly due to the economic downturn affecting the number of planning applications submitted and hence the amount of fee income received.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£11.72	£13.10
per band D property	£27.05	£30.52

<b>r404</b>	<b>Social Inclusion</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	55,020	66,070	66,070	65,060
	Premises Related Expenses	56	0	0	0
	Transport Related Expenses	3,237	2,980	3,490	660
	Supplies And Services Expenses	136,954	186,749	186,749	186,718
	Third Party Payments	7,270	5,130	5,130	5,130
	Transfer Payments	0	0	0	2,990
	Central Support Services	9,741	10,900	11,070	23,170
	<b>GROSS COST OF SERVICE</b>	<b>212,277</b>	<b>271,829</b>	<b>272,509</b>	<b>283,728</b>
	<b>INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>£212,277</b>	<b>£271,829</b>	<b>£272,509</b>	<b>£283,728</b>

The Social Inclusion Unit is responsible for delivering inclusive communities by working with all residents/groups in the community, particularly hard to reach 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 the hard to reach groups. This service encompasses both statutory and discretionary areas of work.

1 **Transport** : The decrease of the budget for 2009/10 relates to a change of employment contract.

2 **Transfer Payments** : This budget is for the notional FRS17 charge for pensions.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£2.30	£2.37
per band D property	£5.30	£5.53

## AIM 2 - A clean and green District

### NET EXPENDITURE SUMMARY

	Page	Actual 2007/08	Original Budget 2008/09	Revised Budget 2008/09	Estimate 2009/10	Cost per Head of Population	Cost per Band D Property
		£	£	£	£	£	£
Environmental Health <i>Head of Environment : Robert Weeks</i>	23	1,587,045	1,630,817	1,469,357	1,584,430	13.25	30.87
Environmental Initiatives <i>Head of Revenues &amp; Housing : Dave Webb</i>	24	22,535	24,230	24,230	25,150	0.21	0.49
Off-Street Parking <i>Head of Community Services : Robert Walsh</i>	25	803,976	-864,671	-709,340	-458,844	-3.84	-8.94
On-Street Parking <i>Head of Community Services : Robert Walsh</i>	26	3,168	21,200	21,200	21,200	0.18	0.41
Public Conveniences <i>Head of Environment : Robert Weeks</i>	27	423,350	445,414	413,382	442,516	3.70	8.62
Refuse Collection <i>Head of Environment : Robert Weeks</i>	28	3,602,545	3,055,017	3,193,760	3,261,965	27.27	63.55
Requisition Of Sewers <i>Head of Environment : Robert Weeks</i>	29	7,256	4,870	4,870	0	0.00	0.00
Street Cleansing & Furniture <i>Head of Environment : Robert Weeks</i>	30	845,898	1,230,450	1,265,159	1,335,883	11.17	26.03
<b>NET EXPENDITURE</b>		<b>£7,295,772</b>	<b>£5,547,327</b>	<b>£5,682,618</b>	<b>£6,212,300</b>	<b>£51.94</b>	<b>£121.03</b>



<b>w205</b>	<b>Environmental Health</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	934,069	920,100	764,450	713,904
	Premises Related Expenses	46,574	26,660	26,660	27,203
	Transport Related Expenses	82,018	80,130	79,769	74,440
	Supplies And Services Expenses	72,679	71,244	83,644	64,990
	Third Party Payments	84,866	60,516	50,516	43,800
	Transfer Payments	6,225	44,200	44,200	32,680
	Central Support Services	617,482	511,811	512,568	525,330
	Capital Charges	45,134	82,306	73,700	298,250
	<b>GROSS COST OF SERVICE</b>	<b>1,889,047</b>	<b>1,796,967</b>	<b>1,635,507</b>	<b>1,780,597</b>
	Government Grant Income	(58,854)	0	0	0
	Sales Income	(12,133)	(13,000)	(13,000)	(13,000)
	Fees & Charges Income	(214,609)	(139,750)	(139,750)	(169,767)
	Rent Income	(16,405)	(13,400)	(13,400)	(13,400)
	<b>INCOME</b>	<b>(302,002)</b>	<b>(166,150)</b>	<b>(166,150)</b>	<b>(196,167)</b>
	<b>NET COST OF SERVICE</b>	<b>£1,587,045</b>	<b>£1,630,817</b>	<b>£1,469,357</b>	<b>£1,584,430</b>

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 and work 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 2008/09 reflects the removal of budget for vacant posts. The estimate for 2009/10 shows a further reduction of £50,546 following a decrease in the number of staff engaged within the service.
- 2 **Premises** : The decrease in this budget is due to the reduction in the cost of utilities in relation to the Pathlow site.
- 3 **Supplies and Services** : The increase in the revised 2008/09 budget reflects the addition of budget for the purchase of two vans.
- 4 **Third Party Payments** : Decrease in 2009/10 estimate mainly reflects cessation of contaminated land investigations.
- 5 **Transfer Payments** : This budget relates to the notional FRS17 pension charge.
- 6 **Capital Charges** : The 2008/09 revised budget relates to depreciation charges of £20,600 (£248,250 in 2009/10) on the Pathlow Gypsy Site and £53,100 (£50,000 in 2009/10) for Land Drainage being Revenue Expenditure Funded from Capital under Statute.
- 7 **Fees & Charges Income** : The estimate for 2009/10 has increased by £30,017 due to a combination of an increase in fees and charges as detailed in the appendices of the budget book and increased demand within the pest control service.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£13.77	£13.25
per band D property	£31.78	£30.87

<b>y200</b>	<b>Environmental Initiatives</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	9,213	9,400	9,400	9,600
	Transport Related Expenses	802	830	830	830
	Supplies And Services Expenses	12,352	14,000	14,000	14,280
	Third Party Payments	130	0	0	0
	Transfer Payments	38	0	0	440
	<b>GROSS COST OF SERVICE</b>	<b>22,535</b>	<b>24,230</b>	<b>24,230</b>	<b>25,150</b>
	<b>INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>£22,535</b>	<b>£24,230</b>	<b>£24,230</b>	<b>£25,150</b>

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

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£0.20	£0.21
per band D property	£0.47	£0.49

<b>v530</b>	<b>Off-Street Parking</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	229,066	260,800	259,800	261,672
	Premises Related Expenses	414,867	429,100	431,470	427,217
	Transport Related Expenses	6,604	9,010	8,639	9,890
	Supplies And Services Expenses	97,019	92,570	89,470	91,693
	Third Party Payments	163,737	243,992	231,592	247,983
	Transfer Payments	1,689	10,720	10,720	18,900
	Central Support Services	194,386	171,600	171,189	199,741
	Capital Charges	1,874,521	206,957	378,100	412,540
	<b>GROSS COST OF SERVICE</b>	<b>2,981,889</b>	<b>1,424,749</b>	<b>1,580,980</b>	<b>1,669,636</b>
	Other Grants & Contributions	(1,214)	0	0	0
	Fees & Charges Income	(2,115,469)	(2,227,500)	(2,227,500)	(2,067,500)
	Rent Income	(53,630)	(54,120)	(55,020)	(53,180)
	Recharges To Other Accounts	(7,600)	(7,800)	(7,800)	(7,800)
	<b>INCOME</b>	<b>(2,177,913)</b>	<b>(2,289,420)</b>	<b>(2,290,320)</b>	<b>(2,128,480)</b>
	<b>NET COST OF SERVICE</b>	<b>£803,976</b>	<b>(£864,671)</b>	<b>(£709,340)</b>	<b>(£458,844)</b>

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 **Capital Charges** : Increase of £34,440 due to depreciation on all fixed assets used in the provision of the service.

2 **Fees & Charges Income** : In line with the Joint Overview and Scrutiny committee report, a new parking strategy was introduced in 2008. Some of the changes, whilst encouraging the park and ride, would discourage parking in the town centre car parks. The income has therefore been adjusted downward to take this into consideration.

The estimated cost of this service is :	Original 2008/09	Estimate 2009/10
per head of population	-£7.30	-£3.84
per band D property	-£16.85	-£8.94

<b>v510</b>	<b>On-Street Parking</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	446,468	504,770	504,770	523,590
	Premises Related Expenses	290	3,700	3,700	3,700
	Transport Related Expenses	14,333	23,960	23,960	26,390
	Supplies And Services Expenses	79,714	105,600	105,600	105,470
	Third Party Payments	980,226	923,000	923,000	912,760
	Transfer Payments	3,168	21,200	21,200	21,200
	Central Support Services	103,332	110,500	110,500	120,780
	<b>GROSS COST OF SERVICE</b>	<b>1,627,530</b>	<b>1,692,730</b>	<b>1,692,730</b>	<b>1,713,890</b>
	Other Grants & Contributions	(692,582)	(783,030)	(783,030)	(804,190)
	Fees & Charges Income	(931,780)	(888,500)	(888,500)	(888,500)
	<b>INCOME</b>	<b>(1,624,362)</b>	<b>(1,671,530)</b>	<b>(1,671,530)</b>	<b>(1,692,690)</b>
	<b>NET COST OF SERVICE</b>	<b>£3,168</b>	<b>£21,200</b>	<b>£21,200</b>	<b>£21,200</b>

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
	2008/09	2009/10
per head of population	£0.18	£0.18
per band D property	£0.41	£0.41

<b>v075</b>	<b>Public Conveniences</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	53,378	62,895	58,245	58,367
	Premises Related Expenses	68,421	90,669	90,509	84,323
	Transport Related Expenses	10,831	8,040	8,040	8,810
	Supplies And Services Expenses	3,007	4,181	4,181	4,169
	Third Party Payments	191,826	188,003	163,417	191,517
	Transfer Payments	282	3,460	3,460	2,830
	Central Support Services	37,213	26,600	27,170	33,370
	Capital Charges	58,666	61,766	58,560	59,330
	<b>GROSS COST OF SERVICE</b>	<b>423,625</b>	<b>445,614</b>	<b>413,582</b>	<b>442,716</b>
	Sales Income	(275)	(200)	(200)	(200)
	<b>INCOME</b>	<b>(275)</b>	<b>(200)</b>	<b>(200)</b>	<b>(200)</b>
	<b>NET COST OF SERVICE</b>	<b>£423,350</b>	<b>£445,414</b>	<b>£413,382</b>	<b>£442,516</b>

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

- 1 **Third Party Payments** : Within the estimate for 2009/10 approx. £30,000 is to be transferred to savings for the renewed cleaning contract.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£3.76	£3.70
per band D property	£8.68	£8.62

<b>v050</b>	<b>Refuse Collection</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	59,420	65,720	91,590	93,606
	Transport Related Expenses	1,863	2,980	3,309	3,400
	Supplies And Services Expenses	3,874	11,470	21,470	5,140
	Third Party Payments	3,873,943	3,264,101	3,280,201	3,085,889
	Transfer Payments	348	3,040	3,040	4,300
	Central Support Services	184,185	176,128	210,912	198,960
	Capital Charges	0	0	51,660	382,870
	<b>GROSS COST OF SERVICE</b>	<b>4,123,633</b>	<b>3,523,439</b>	<b>3,662,182</b>	<b>3,774,165</b>
	Government Grant Income	(51,940)	0	0	0
	Other Grants & Contributions	(368,617)	(394,258)	(394,258)	(452,200)
	Sales Income	(47,808)	(20,000)	(20,000)	0
	Fees & Charges Income	(52,722)	(54,164)	(54,164)	(60,000)
	<b>INCOME</b>	<b>(521,088)</b>	<b>(468,422)</b>	<b>(468,422)</b>	<b>(512,200)</b>
	<b>NET COST OF SERVICE</b>	<b>£3,602,545</b>	<b>£3,055,017</b>	<b>£3,193,760</b>	<b>£3,261,965</b>

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 of administrative staff thus giving a more accurate allocation in their coverage of services.
- 2 **Supplies and Services** : The revised budget 2008/09 was increased to meet additional costs due to the implementation of the new refuse & recycling arrangements across the district.
- 3 **Third Party Payments** : The estimate for 2009/10 reflects the saving for the first full year of operation under the new refuse contract.
- 4 **Capital Charges** : This budget has been introduced for the depreciation charges on the new bins that have been purchased.
- 5 **Other Grants & Contributions** : The increase of £43,778 in the estimate for 2009/10 is due to the rise in recycling credits as a result of the new refuse contract.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£25.80	£27.27
per band D property	£59.54	£63.55

<b>v090</b>	<b>Requisition Of Sewers</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	3,889	4,000	4,000	0
	Transport Related Expenses	70	100	100	0
	Supplies And Services Expenses	57	150	150	0
	Transfer Payments	18	220	220	0
	Central Support Services	3,222	400	400	0
	<b>GROSS COST OF SERVICE</b>	<b>7,256</b>	<b>4,870</b>	<b>4,870</b>	<b>0</b>
	<b>INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>£7,256</b>	<b>£4,870</b>	<b>£4,870</b>	<b>0</b>

This service has now been dissolved.

The estimated cost of this service is :

	Original 2008/09	Estimate 2009/10
per head of population	£0.04	£0.00
per band D property	£0.09	£0.00

<b>v100</b>	<b>Street Cleansing &amp; Furniture</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	70,976	60,720	53,520	65,795
	Premises Related Expenses	7,497	25,100	16,600	16,600
	Transport Related Expenses	5,741	7,330	6,429	5,610
	Supplies And Services Expenses	26,002	10,730	10,730	25,390
	Third Party Payments	698,861	1,095,960	1,146,460	1,184,028
	Transfer Payments	555	3,510	3,510	3,000
	Central Support Services	46,996	31,100	31,910	38,660
	<b>GROSS COST OF SERVICE</b>	<b>856,627</b>	<b>1,234,450</b>	<b>1,269,159</b>	<b>1,339,083</b>
	Other Grants & Contributions	(2,837)	0	0	0
	Fees & Charges Income	(7,892)	(4,000)	(4,000)	(3,200)
	<b>INCOME</b>	<b>(10,730)</b>	<b>(4,000)</b>	<b>(4,000)</b>	<b>(3,200)</b>
	<b>NET COST OF SERVICE</b>	<b>£845,898</b>	<b>£1,230,450</b>	<b>£1,265,159</b>	<b>£1,335,883</b>

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 **Supplies and Services** : The increase of £14,660 in the 2009/10 estimate is due to the reinstatement of street furniture budget that was taken as a contribution to fund the new refuse and recycling service during 2008/09.

2 **Third Party Payments** : This budget increase reflects contractual inflation and increasing demand on this service.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£10.39	£11.17
per band D property	£23.98	£26.03



**AIM 3 - A District where business and enterprise can flourish**

**NET EXPENDITURE SUMMARY**

	Page	Actual 2007/08	Original Budget 2008/09	Revised Budget 2008/09	Estimate 2009/10	Cost per Head of Population	Cost per Band D Property
		£	£	£	£	£	£
Avenue Farm Depot <i>Head of Resources : Andrew Lovegrove</i>	32	-150,849	-141,374	-141,142	-141,642	-1.18	-2.76
Corporate Estates <i>Head of Resources : Andrew Lovegrove</i>	33	281,081	-105,188	265,072	-202,228	-1.69	-3.94
Industrial Trading Estates <i>Head of Resources : Andrew Lovegrove</i>	34	-19,286	-24,069	-41,920	-36,730	-0.31	-0.72
Local Economy/Tourism <i>Head of Community Services : Robert Walsh</i>	35	276,219	256,285	256,315	263,900	2.21	5.14
<b>NET EXPENDITURE</b>		<b>£387,165</b>	<b>-£14,346</b>	<b>£338,325</b>	<b>-£116,700</b>	<b>-£0.97</b>	<b>-£2.28</b>

<b>v290</b>	<b>Avenue Farm Depot</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	7,485	8,330	8,330	8,530
	Premises Related Expenses	24,864	35,940	35,940	22,087
	Transport Related Expenses	281	320	320	300
	Supplies And Services Expenses	357	560	560	890
	Third Party Payments	6,770	6,038	6,038	6,141
	Transfer Payments	24	210	210	430
	Central Support Services	4,217	1,400	1,400	3,900
	Capital Charges	1,728	1,728	1,960	1,960
	<b>GROSS COST OF SERVICE</b>	<b>45,726</b>	<b>54,526</b>	<b>54,758</b>	<b>44,238</b>
	Fees & Charges Income	0	0	0	(2,220)
	Rent Income	(196,574)	(195,900)	(195,900)	(183,660)
	<b>INCOME</b>	<b>(196,574)</b>	<b>(195,900)</b>	<b>(195,900)</b>	<b>(185,880)</b>
	<b>NET COST OF SERVICE</b>	<b>(£150,849)</b>	<b>(£141,374)</b>	<b>(£141,142)</b>	<b>(£141,642)</b>

The depot is currently leased to various firms. It also provides storage facilities for the Council.

- 1 **Premises** : The decrease is due to the Business Rates being transferred directly to the leaseholder of Progress House hence the reduction in service charges within rent income.
- 2 **Fees & Charges Income** : The increase is the reimbursement for the additional insurance cost within Premises related expenditure.
- 3 **Rent Income** : The reduced income reflects the transfer of liability for the Business Rates to the leaseholder.

The estimated cost of this service is :

	Original 2008/09	Estimate 2009/10
per head of population	-£1.19	-£1.18
per band D property	-£2.76	-£2.76

<b>v285</b>	<b>Corporate Estates</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	61,509	69,150	64,350	62,974
	Premises Related Expenses	7,671	13,450	13,010	14,270
	Transport Related Expenses	4,012	2,020	2,020	7,990
	Supplies And Services Expenses	13,740	2,356	2,356	2,248
	Third Party Payments	24,415	206	206	210
	Transfer Payments	400	2,670	2,670	2,880
	Central Support Services	33,804	162,800	156,900	60,450
	Capital Charges	507,293	110,000	490,000	110,000
	<b>GROSS COST OF SERVICE</b>	<b>652,843</b>	<b>362,652</b>	<b>731,512</b>	<b>261,022</b>
	Fees & Charges Income	(43,268)	(48,730)	(48,600)	(47,920)
	Rent Income	(328,493)	(419,110)	(417,840)	(415,330)
	<b>INCOME</b>	<b>(371,761)</b>	<b>(467,840)</b>	<b>(466,440)</b>	<b>(463,250)</b>
	<b>NET COST OF SERVICE</b>	<b>£281,081</b>	<b>(£105,188)</b>	<b>£265,072</b>	<b>(£202,228)</b>

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

**1 Capital Charges** : The 2008/09 revised estimate of £490,000 and the 2009/10 estimate of £110,000 relate to Revenue Expenditure Funded from Capital under Statute on the following schemes:-

	<b>Revised 2008/09</b>	<b>Estimate 2009/10</b>
SWHA* Infrastructure	110,000	110,000
Bridgetown Land	180,000	0
Strategic Property Acquisition	200,000	0
Total	490,000	110,000

\*SWHA - South Warwickshire Housing Association (now Orbit Heart of England Housing Association).

The estimated cost of this service is :	Original 2008/09	Estimate 2009/10
per head of population	-£0.89	-£1.69
per band D property	-£2.05	-£3.94

<b>v300</b>	<b>Industrial Trading Estates</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	3,936	4,130	4,130	4,850
	Premises Related Expenses	4,576	4,200	3,950	4,350
	Transport Related Expenses	71	150	150	150
	Supplies And Services Expenses	58	150	150	180
	Third Party Payments	89	0	0	0
	Transfer Payments	18	220	220	250
	Central Support Services	7,506	4,400	4,400	7,400
	Capital Charges	34,081	34,081	16,480	16,480
	<b>GROSS COST OF SERVICE</b>	<b>50,333</b>	<b>47,331</b>	<b>29,480</b>	<b>33,660</b>
	Fees & Charges Income	(2,268)	(4,000)	(4,000)	(3,040)
	Rent Income	(67,352)	(67,400)	(67,400)	(67,350)
	<b>INCOME</b>	<b>(69,620)</b>	<b>(71,400)</b>	<b>(71,400)</b>	<b>(70,390)</b>
	<b>NET COST OF SERVICE</b>	<b>(£19,286)</b>	<b>(£24,069)</b>	<b>(£41,920)</b>	<b>(£36,730)</b>

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 2008/09	Estimate 2009/10
per head of population	-£0.20	-£0.31
per band D property	-£0.47	-£0.72

<b>v295</b>	<b>Local Economy/Tourism</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	13,966	6,430	6,430	7,380
	Premises Related Expenses	424	400	400	620
	Transport Related Expenses	1,864	240	240	270
	Supplies And Services Expenses	299,082	325,393	325,393	331,868
	Third Party Payments	24,001	20,482	20,482	20,482
	Transfer Payments	50	440	440	460
	Central Support Services	25,924	7,300	7,330	7,100
	<b>GROSS COST OF SERVICE</b>	<b>365,311</b>	<b>360,685</b>	<b>360,715</b>	<b>368,180</b>
	Government Grant Income	(15,000)	(30,000)	(30,000)	(30,000)
	Fees & Charges Income	(16,388)	(16,400)	(16,400)	(16,280)
	Rent Income	(57,704)	(58,000)	(58,000)	(58,000)
	<b>INCOME</b>	<b>(89,092)</b>	<b>(104,400)</b>	<b>(104,400)</b>	<b>(104,280)</b>
	<b>NET COST OF SERVICE</b>	<b>£276,219</b>	<b>£256,285</b>	<b>£256,315</b>	<b>£263,900</b>

This service contains the costs of promoting tourism within the district. Stratford-on-Avon works with Shakespeare Country in the provision of tourist information.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£2.16	£2.21
per band D property	£4.99	£5.14

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

**NET EXPENDITURE SUMMARY**

	Page	Actual 2007/08	Original Budget 2008/09	Revised Budget 2008/09	Estimate 2009/10	Cost per Head of Population	Cost per Band D Property
		£	£	£	£	£	£
Appropriations <i>Head of Resources : Andrew Lovegrove</i>	37	-5,518,005	-2,750,800	-3,771,318	-3,606,221	-30.15	-70.26
CDC Chief Executive <i>Chief Executive : Paul Lankester</i>	38	658,950	495,510	571,900	305,402	2.55	5.95
CDC Resources <i>Head of Resources : Andrew Lovegrove</i>	39	298,722	265,460	265,560	275,676	2.30	5.37
Civil Contingencies Funding <i>Head of Community Services : Robert Walsh</i>	40	27,908	33,040	33,040	22,300	0.19	0.43
Corp. And Democratic Core <i>Head of Member Services : Richard Hood</i>	41	1,484,826	1,646,350	1,649,680	1,209,477	10.11	23.56
Corp. And Democratic Core <i>Monitoring Officer : Liam Nevin</i>	42	3,367	1,200	1,200	1,200	0.01	0.02
Council Tax <i>Head of Revenues &amp; Housing : Dave Webb</i>	43	813,066	753,120	752,095	812,516	6.79	15.83
Council Tax Benefits <i>Head of Revenues &amp; Housing : Dave Webb</i>	44	-38,767	0	0	0	0.00	0.00
Council Tax Benefits - Admin. <i>Head of Revenues &amp; Housing : Dave Webb</i>	45	34,072	68,912	62,827	78,839	0.66	1.54
Council Tax Reduction Scheme <i>Head of Revenues &amp; Housing : Dave Webb</i>	46	0	0	0	0	0.00	0.00
Elections <i>Head of Member Services : Richard Hood</i>	47	459,852	533,658	505,200	435,716	3.64	8.49
FRS 17 Net Liability on CRA <i>Head of Resources : Andrew Lovegrove</i>	48	-754,000	-531,000	-531,000	-531,000	-4.44	-10.34
Housing Ben. Admin <i>Head of Revenues &amp; Housing : Dave Webb</i>	49	198,611	280,478	286,463	317,135	2.65	6.18
Housing Benefits <i>Head of Revenues &amp; Housing : Dave Webb</i>	50	-64,137	-159,000	-159,000	-159,000	-1.33	-3.10
Indicative Savings <i>Head of Resources : Andrew Lovegrove</i>	51	17,435	-85,100	-9,900	0	0.00	0.00
Investment Interest <i>Head of Resources : Andrew Lovegrove</i>	52	-1,495,542	-1,041,040	-1,041,040	-35,039	-0.29	-0.68
Misc. Expenditure \ Income <i>Head of Resources : Andrew Lovegrove</i>	53	0	53,173	34,600	8,000	0.07	0.16
National Non-Domestic Rate <i>Head of Revenues &amp; Housing : Dave Webb</i>	54	-407,250	-89,520	-93,265	55,827	0.47	1.09
NNDR Discretionary Relief <i>Head of Revenues &amp; Housing : Dave Webb</i>	55	32,072	20,000	20,000	20,000	0.17	0.39
Non Distributed Costs <i>Head of Resources : Andrew Lovegrove</i>	56	958,516	109,140	109,140	311,323	2.60	6.07
SDC Infrastructure <i>Head of Resources : Andrew Lovegrove</i>	57	126,654	136,568	136,838	147,862	1.24	2.88
<b>NET EXPENDITURE</b>		<b>-£3,163,649</b>	<b>-£259,851</b>	<b>-£1,176,980</b>	<b>-£329,987</b>	<b>-£2.76</b>	<b>-£6.42</b>

r155	Appropriations	Actual 2007/08 £	Original Budget 2008/09 £	Revised Budget 2008/09 £	Estimate 2009/10 £
	Transfer Payments	43,551	0	0	0
	Capital Charges	(1,633,135)	(1,293,800)	(2,267,063)	(1,321,463)
	<b>GROSS COST OF SERVICE</b>	<b>(1,589,584)</b>	<b>(1,293,800)</b>	<b>(2,267,063)</b>	<b>(1,321,463)</b>
	Recharges To Other Accounts	(3,928,421)	(1,457,000)	(1,504,255)	(2,284,758)
	<b>INCOME</b>	<b>(3,928,421)</b>	<b>(1,457,000)</b>	<b>(1,504,255)</b>	<b>(2,284,758)</b>
	<b>NET COST OF SERVICE</b>	<b>(£5,518,005)</b>	<b>(£2,750,800)</b>	<b>(£3,771,318)</b>	<b>(£3,606,221)</b>

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 2008/09 revised estimate of £3,771,318 and the 2009/10 estimate of £3,606,221 relate to capital charges as follows:-

	Revised 2008/09	Estimate 2009/10
Depreciation on Fixed Assets	-1,504,255	-2,284,758
Revenue Expenditure Funded from Capital Under Statute	-2,267,063	-1,321,463
Total	-3,771,318	-3,606,221

The estimated cost of this service is :	Original 2008/09	Estimate 2009/10
per head of population	-£23.23	-£30.15
per band D property	-£53.61	-£70.26

<b>y162</b>	<b>CDC Chief Executive</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	230,247	215,300	215,300	185,200
	Premises Related Expenses	38	0	0	0
	Transport Related Expenses	5,430	4,910	5,210	5,620
	Supplies And Services Expenses	35,967	5,510	5,910	5,202
	Third Party Payments	23,316	200	79,500	200
	Transfer Payments	1,926	10,490	10,490	9,860
	Central Support Services	362,625	259,100	255,490	99,320
	<b>GROSS COST OF SERVICE</b>	<b>659,548</b>	<b>495,510</b>	<b>571,900</b>	<b>305,402</b>
	Fees & Charges Income	(598)	0	0	0
	<b>INCOME</b>	<b>(598)</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>£658,950</b>	<b>£495,510</b>	<b>£571,900</b>	<b>£305,402</b>

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

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£4.19	£2.55
per band D property	£9.66	£5.95



<b>y161</b>	<b>CDC Resources</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Supplies And Services Expenses	0	1,600	1,600	1,600
	Third Party Payments	200,893	184,660	184,660	184,676
	Central Support Services	108,619	99,200	99,300	99,400
	<b>GROSS COST OF SERVICE</b>	<b>309,512</b>	<b>285,460</b>	<b>285,560</b>	<b>285,676</b>
	Fees & Charges Income	(10,790)	(20,000)	(20,000)	(10,000)
	<b>INCOME</b>	<b>(10,790)</b>	<b>(20,000)</b>	<b>(20,000)</b>	<b>(10,000)</b>
	<b>NET COST OF SERVICE</b>	<b>£298,722</b>	<b>£265,460</b>	<b>£265,560</b>	<b>£275,676</b>

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.

1 **Fees & Charges Income** : The decrease of £10,000 relates to reduced recovery of credit card charges as usage decreases.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£2.24	£2.30
per band D property	£5.17	£5.37

<b>y119</b>	<b>Civil Contingencies Funding</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		£	£	£	£
	Employees Expenses	10,670	1,820	1,820	1,940
	Premises Related Expenses	40,157	0	0	0
	Transport Related Expenses	164	120	120	120
	Supplies And Services Expenses	36,323	17,500	17,500	17,760
	Third Party Payments	127,906	0	0	0
	Transfer Payments	0	0	0	160
	Central Support Services	7,099	13,600	13,600	2,320
	<b>GROSS COST OF SERVICE</b>	<b>222,319</b>	<b>33,040</b>	<b>33,040</b>	<b>22,300</b>
	Other Grants & Contributions	(151,495)	0	0	0
	Fees & Charges Income	(42,915)	0	0	0
	<b>INCOME</b>	<b>(194,410)</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>£27,908</b>	<b>£33,040</b>	<b>£33,040</b>	<b>£22,300</b>

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.

- 1 The expenditure and income incurred within 2007/08 relates to the flooding incident on the 20th July 2007. Much of the cost associated with this incident was recovered under the Bellwin scheme.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£0.28	£0.19
per band D property	£0.64	£0.43

<b>y160</b>	<b>Corp. And Democratic Core</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	92,137	87,080	87,080	186,595
	Premises Related Expenses	2,546	2,200	2,200	2,200
	Transport Related Expenses	39,682	48,270	48,260	51,710
	Supplies And Services Expenses	455,109	491,850	493,010	436,676
	Third Party Payments	8,454	0	0	0
	Transfer Payments	460	4,340	4,340	9,230
	Central Support Services	892,941	1,023,810	1,025,990	524,466
	<b>GROSS COST OF SERVICE</b>	<b>1,491,328</b>	<b>1,657,550</b>	<b>1,660,880</b>	<b>1,210,877</b>
	Fees & Charges Income	(3,135)	(10,000)	(10,000)	(200)
	<b>INCOME</b>	<b>(3,135)</b>	<b>(10,000)</b>	<b>(10,000)</b>	<b>(200)</b>
	<b>NET COST OF SERVICE</b>	<b>£1,488,193</b>	<b>£1,647,550</b>	<b>£1,650,880</b>	<b>1,210,677</b>

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 2009/10 has increased as a result of more staff time being identified as being directly chargeable to this service.
- 2 **Supplies and Services** : The reduction of the budget for 2009/10 relates to reduced external printing costs associated with corporate publications.
- 3 **Transfer payments** : This budget has increased due to the notional FRS17 pension charge.
- 4 **Fees & Charges Income** : The reduction of the 2009/10 budget relates to income for advertising that will not be received.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£13.92	£10.12
per band D property	£32.11	£23.58

r395	Council Tax	Actual 2007/08	Original Budget 2008/09	Revised Budget 2008/09	Estimate 2009/10
		£	£	£	£
	Employees Expenses	320,557	323,700	323,700	314,543
	Transport Related Expenses	7,370	6,860	6,855	7,070
	Supplies And Services Expenses	66,794	57,530	51,240	51,120
	Third Party Payments	40,843	21,500	21,500	49,820
	Transfer Payments	2,470	16,070	16,070	14,300
	Central Support Services	437,954	452,760	458,030	570,863
	<b>GROSS COST OF SERVICE</b>	<b>875,988</b>	<b>878,420</b>	<b>877,395</b>	<b>1,007,716</b>
	Other Grants & Contributions	(900)	0	0	0
	Fees & Charges Income	(62,022)	(125,300)	(125,300)	(195,200)
	<b>INCOME</b>	<b>(62,922)</b>	<b>(125,300)</b>	<b>(125,300)</b>	<b>(195,200)</b>
	<b>NET COST OF SERVICE</b>	<b>£813,066</b>	<b>£753,120</b>	<b>£752,095</b>	<b>812,516</b>

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 **Third Party Payments** : The budget for 2009/10 has additional approved budget for consultancy work.

2 **Fees & Charges Income** : This increase of 2009/10 budget relates to the recovery of court costs.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£6.36	£6.79
per band D property	£14.68	£15.83

<b>r400</b>	<b>Council Tax Benefits</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Transfer Payments	5,801,745	5,929,700	5,929,700	6,484,258
	<b>GROSS COST OF SERVICE</b>	<b>5,801,745</b>	<b>5,929,700</b>	<b>5,929,700</b>	<b>6,484,258</b>
	Government Grant Income	(5,840,512)	(5,929,700)	(5,929,700)	(6,484,258)
	<b>INCOME</b>	<b>(5,840,512)</b>	<b>(5,929,700)</b>	<b>(5,929,700)</b>	<b>(6,484,258)</b>
	<b>NET COST OF SERVICE</b>	<b>(£38,767)</b>	<b>0</b>	<b>0</b>	<b>0</b>

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
	2008/09	2009/10
per head of population	£0.00	£0.00
per band D property	£0.00	£0.00

<b>r340</b>	<b>Council Tax Benefits - Admin.</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	217,922	241,800	234,000	227,245
	Transport Related Expenses	3,553	5,240	5,075	5,250
	Supplies And Services Expenses	22,499	16,010	15,080	14,650
	Third Party Payments	38,033	27,015	27,015	27,015
	Transfer Payments	1,998	12,470	12,470	10,370
	Central Support Services	138,025	145,410	148,220	164,509
	<b>GROSS COST OF SERVICE</b>	<b>422,029</b>	<b>447,945</b>	<b>441,860</b>	<b>449,039</b>
	Government Grant Income	(381,172)	(379,033)	(379,033)	(370,200)
	Other Grants & Contributions	(6,785)	0	0	0
	<b>INCOME</b>	<b>(387,957)</b>	<b>(379,033)</b>	<b>(379,033)</b>	<b>(370,200)</b>
	<b>NET COST OF SERVICE</b>	<b>£34,072</b>	<b>£68,912</b>	<b>£62,827</b>	<b>78,839</b>

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.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£0.58	£0.66
per band D property	£1.34	£1.54

<b>r403</b>	<b>Council Tax Reduction Scheme</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		£	£	£	£
	Transfer Payments	(4,773)	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>(4,773)</b>	<b>0</b>	<b>0</b>	<b>0</b>
	Government Grant Income	4,773	0	0	0
	<b>INCOME</b>	<b>4,773</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

This service ceased in 2007/08.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£0.00	£0.00
per band D property	£0.00	£0.00

<b>y150</b>	<b>Elections</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	54,520	59,050	59,050	56,676
	Premises Related Expenses	7,912	5,700	5,700	4,000
	Transport Related Expenses	816	400	400	250
	Supplies And Services Expenses	62,112	59,570	63,690	53,690
	Third Party Payments	20,131	24,800	22,300	22,900
	Central Support Services	335,195	335,138	312,560	303,200
	Capital Charges	0	56,000	56,000	1,000
	<b>GROSS COST OF SERVICE</b>	<b>480,686</b>	<b>540,658</b>	<b>519,700</b>	<b>441,716</b>
	Other Grants & Contributions	(5,984)	0	(7,500)	0
	Sales Income	(2,197)	(3,000)	(3,000)	(2,000)
	Fees & Charges Income	(12,653)	(4,000)	(4,000)	(4,000)
	<b>INCOME</b>	<b>(20,834)</b>	<b>(7,000)</b>	<b>(14,500)</b>	<b>(6,000)</b>
	<b>NET COST OF SERVICE</b>	<b>£459,852</b>	<b>£533,658</b>	<b>£505,200</b>	<b>435,716</b>

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 **Supplies and Services** : The reason for the change between 2008/09 budget and 2009/10 are reduced costs for hiring halls at election time.
- 2 **Capital Charges** : The 2008/09 revised estimate of £56,000 relates to Electoral Software. The estimate for 2009/10 of £ 1,000 is depreciation charges on the upgrade of the Electoral Software.
- 3 **Other Grants & Contributions** : The budget has been removed for 2009/10 as the revised budget for 2008/09 was a one-off grant to cover the new electoral system.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£4.51	£3.64
per band D property	£10.40	£8.49



r171	FRS 17 Net Liability on CRA	Actual 2007/08 £	Original Budget 2008/09 £	Revised Budget 2008/09 £	Estimate 2009/10 £
	Transfer Payments	(754,000)	(531,000)	(531,000)	(531,000)
	<b>GROSS COST OF SERVICE</b>	<b>(754,000)</b>	<b>(531,000)</b>	<b>(531,000)</b>	<b>(531,000)</b>
	<b>INCOME</b>	0	0	0	0
	<b>NET COST OF SERVICE</b>	<b>(£754,000)</b>	<b>(£531,000)</b>	<b>(£531,000)</b>	<b>(531,000)</b>

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 2008/09	Estimate 2009/10
per head of population	-£4.48	-£4.44
per band D property	-£10.35	-£10.34

<b>r350</b>	<b>Housing Ben. Admin</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	239,390	269,400	261,600	255,035
	Transport Related Expenses	7,463	6,235	6,070	6,245
	Supplies And Services Expenses	72,549	14,545	14,075	13,930
	Third Party Payments	92,181	44,125	44,125	65,739
	Transfer Payments	2,379	12,690	12,690	11,630
	Central Support Services	245,370	279,700	294,120	301,940
	<b>GROSS COST OF SERVICE</b>	<b>659,332</b>	<b>626,695</b>	<b>632,680</b>	<b>654,519</b>
	Government Grant Income	(348,355)	(346,217)	(346,217)	(337,384)
	Other Grants & Contributions	(111,704)	0	0	0
	Fees & Charges Income	(662)	0	0	0
	<b>INCOME</b>	<b>(460,721)</b>	<b>(346,217)</b>	<b>(346,217)</b>	<b>(337,384)</b>
	<b>NET COST OF SERVICE</b>	<b>£198,611</b>	<b>£280,478</b>	<b>£286,463</b>	<b>317,135</b>

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 **Third Party Payments** : The charge for 2009/10 relates to approved budget for consultancy work.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£2.37	£2.65
per band D property	£5.47	£6.18

<b>r345</b>	<b>Housing Benefits</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Transfer Payments	18,215,989	17,289,117	17,289,117	17,289,117
	<b>GROSS COST OF SERVICE</b>	<b>18,215,989</b>	<b>17,289,117</b>	<b>17,289,117</b>	<b>17,289,117</b>
	Government Grant Income	(18,280,126)	(17,448,117)	(17,448,117)	(17,448,117)
	<b>INCOME</b>	<b>(18,280,126)</b>	<b>(17,448,117)</b>	<b>(17,448,117)</b>	<b>(17,448,117)</b>
	<b>NET COST OF SERVICE</b>	<b>(£64,137)</b>	<b>(£159,000)</b>	<b>(£159,000)</b>	<b>(159,000)</b>

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 2008/09	Estimate 2009/10
per head of population	-£1.34	-£1.33
per band D property	-£3.10	-£3.10

<b>r415</b>	<b>Indicative Savings</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		£	£	£	£
	Supplies And Services Expenses	0	(85,100)	(9,900)	0
	Third Party Payments	18,117	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>18,117</b>	<b>(85,100)</b>	<b>(9,900)</b>	<b>0</b>
	Fees & Charges Income	(682)	0	0	0
	<b>INCOME</b>	<b>(682)</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>£17,435</b>	<b>(£85,100)</b>	<b>(£9,900)</b>	<b>0</b>

This service contains the savings to be met by the Council during the year. The 2009/10 budget is nil as all savings have been realised within the services from the start of the year. The costs incurred in 2007/08 were in respect of consultancy work undertaken to achieve that years budgeted saving.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	-£0.72	£0.00
per band D property	-£1.66	£0.00

<b>r355</b>	<b>Investment Interest</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		£	£	£	£
	Capital Charges	4,178	7,900	7,900	1,200
	<b>GROSS COST OF SERVICE</b>	<b>4,178</b>	<b>7,900</b>	<b>7,900</b>	<b>1,200</b>
	Interest Income	(1,499,720)	(1,048,940)	(1,048,940)	(36,239)
	<b>INCOME</b>	<b>(1,499,720)</b>	<b>(1,048,940)</b>	<b>(1,048,940)</b>	<b>(36,239)</b>
	<b>NET COST OF SERVICE</b>	<b>(£1,495,542)</b>	<b>(£1,041,040)</b>	<b>(£1,041,040)</b>	<b>(35,039)</b>

This service shows the anticipated cost of borrowing and interest receipts from both in house investments and externally managed funds . The Councils 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 Councils Capital Programme.

The estimated cost of this service is :	Original 2008/09	Estimate 2009/10
per head of population	-£8.79	-£0.29
per band D property	-£20.29	-£0.68

<b>r360</b>	<b>Misc. Expenditure \ Income</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	0	53,173	34,600	0
	Supplies And Services Expenses	0	0	0	8,000
	<b>GROSS COST OF SERVICE</b>	<b>0</b>	<b>53,173</b>	<b>34,600</b>	<b>8,000</b>
	<b>INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>0</b>	<b>£53,173</b>	<b>£34,600</b>	<b>8,000</b>

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

- 1 **Employees** : In previous years a budget had been maintained to cover the costs associated with maternity cover. This has ceased in 2009/10 as costs will need to be met from within services directly.
- 2 **Supplies and Services** : The additional budget of £8,000 is the Local Area Agreement (LAA) contribution for 2009/10.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£0.45	£0.07
per band D property	£1.04	£0.16

<b>r370</b>	<b>National Non-Domestic Rate</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	131,735	140,800	140,800	148,335
	Transport Related Expenses	2,151	2,010	1,845	2,030
	Supplies And Services Expenses	9,875	9,600	9,150	9,090
	Third Party Payments	15,950	8,500	8,500	8,500
	Transfer Payments	891	6,670	6,670	6,870
	Central Support Services	107,079	104,600	101,470	136,810
	<b>GROSS COST OF SERVICE</b>	<b>267,680</b>	<b>272,180</b>	<b>268,435</b>	<b>311,635</b>
	Government Grant Income	(666,770)	(353,100)	(353,100)	(225,208)
	Other Grants & Contributions	(350)	0	0	0
	Fees & Charges Income	(7,810)	(8,600)	(8,600)	(30,600)
	<b>INCOME</b>	<b>(674,930)</b>	<b>(361,700)</b>	<b>(361,700)</b>	<b>(255,808)</b>
	<b>NET COST OF SERVICE</b>	<b>(£407,250)</b>	<b>(£89,520)</b>	<b>(£93,265)</b>	<b>55,827</b>

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 **Government Grant Income** : Income for 2009/10 from the government to cover the cost of this service has reduced.

2 **Fees & Charges Income** : This increase of 2009/10 budget relates to the recovery of court costs anticipated for 2009/10.

The estimated cost of this service is :	Original 2008/09	Estimate 2009/10
per head of population	-£0.76	£0.47
per band D property	-£1.74	£1.09

<b>r375</b>	<b>NNDR Discretionary Relief</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Transfer Payments	32,072	20,000	20,000	20,000
	<b>GROSS COST OF SERVICE</b>	<b>32,072</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
	<b>INCOME</b>	0	0	0	0
	<b>NET COST OF SERVICE</b>	<b>£32,072</b>	<b>£20,000</b>	<b>£20,000</b>	<b>20,000</b>

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
	2008/09	2009/10
per head of population	£0.17	£0.17
per band D property	£0.39	£0.39



<b>r411</b>	<b>Non Distributed Costs</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	285,516	109,140	109,140	311,323
	Transfer Payments	673,000	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>958,516</b>	<b>109,140</b>	<b>109,140</b>	<b>311,323</b>
	<b>INCOME</b>	0	0	0	0
	<b>NET COST OF SERVICE</b>	<b>£958,516</b>	<b>£109,140</b>	<b>£109,140</b>	<b>311,323</b>

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
	2008/09	2009/10
per head of population	£0.92	£2.60
per band D property	£2.13	£6.07

<b>v525</b>	<b>SDC Infrastructure</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	42,329	48,727	48,727	52,250
	Premises Related Expenses	26,000	45,953	45,953	45,953
	Transport Related Expenses	3,192	2,900	2,900	3,060
	Supplies And Services Expenses	17,169	302	302	102
	Third Party Payments	28,785	31,586	31,586	32,207
	Transfer Payments	174	700	700	2,520
	Central Support Services	9,274	6,400	6,670	11,770
	<b>GROSS COST OF SERVICE</b>	<b>126,923</b>	<b>136,568</b>	<b>136,838</b>	<b>147,862</b>
	Fees & Charges Income	(270)	0	0	0
	<b>INCOME</b>	<b>(270)</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>£126,654</b>	<b>£136,568</b>	<b>£136,838</b>	<b>147,862</b>

This service contains the costs of maintaining the assets of the council. This includes car park repairs and lift maintenance.

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

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£1.15	£1.24
per band D property	£2.66	£2.88

## 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 2007/08	Original Budget	Revised Budget	Estimate 2009/10	Cost per Head of	Cost per Band D
			£	£	£	£	£	£
Building Services <i>Head of Customer Services : Allison Davies</i>	<i>Expenditure</i>		2,771,317	1,055,435	1,004,693	1,035,740		
	<i>Income</i>		-3,840	-234,000	-234,000	-243,120		
	<i>Recharged</i>		2,767,477	821,435	770,693	792,620	6.63	15.44
Change & Performance <i>Head of Change &amp; Performance : Balvinder Heran</i>	<i>Expenditure</i>		3,071,680	2,871,704	2,904,159	2,873,384		
	<i>Income</i>		-93,152	-52,000	-62,550	-49,550		
	<i>Recharged</i>		2,978,528	2,819,704	2,841,609	2,823,834	23.61	55.01
Customer Services Centre <i>Head of Customer Services : Allison Davies</i>	<i>Expenditure</i>		1,568,001	1,270,718	1,358,432	1,363,243		
	<i>Income</i>		-54,062	0	0	-59,560		
	<i>Recharged</i>		1,513,939	1,270,718	1,358,432	1,303,683	10.90	25.40
Document Service Centre <i>Head of Customer Services : Allison Davies</i>	<i>Expenditure</i>		351,608	265,800	295,850	296,330		
	<i>Income</i>		-2,826	0	0	0		
	<i>Recharged</i>		348,782	265,800	295,850	296,330	2.48	5.77
HR and Training <i>Head of Customer Services : Allison Davies</i>	<i>Expenditure</i>		662,756	574,890	608,263	683,531		
	<i>Income</i>		-25,051	0	0	0		
	<i>Recharged</i>		637,705	574,890	608,263	683,531	5.72	13.32
Members Services <i>Head of Member Services : Richard Hood</i>	<i>Expenditure</i>		1,749,006	1,766,032	1,712,584	1,424,441		
	<i>Income</i>		-46,708	-34,900	-34,900	-40,600		
	<i>Recharged</i>		1,702,298	1,731,132	1,677,684	1,383,841	11.57	26.96
Monitoring Officer <i>Monitoring Officer : Liam Nevin</i>	<i>Expenditure</i>		412,034	335,730	352,630	390,710		
	<i>Income</i>		-55	0	0	0		
	<i>Recharged</i>		411,978	335,730	352,630	390,710	3.27	7.61
Resources <i>Head of Resources : Andrew Lovegrove</i>	<i>Expenditure</i>		1,317,806	1,206,960	1,216,990	1,205,164		
	<i>Income</i>		-2,763	-1,300	-1,300	-2,300		
	<i>Recharged</i>		1,315,043	1,205,660	1,215,690	1,202,864	10.06	23.43
<b>NET EXPENDITURE</b>			<b>£11,675,750</b>	<b>£9,025,069</b>	<b>£9,120,851</b>	<b>£8,877,413</b>	<b>£74.24</b>	<b>£172.94</b>

y607	Building Services	Actual 2007/08	Original Budget 2008/09	Revised Budget 2008/09	Estimate 2009/10
		£	£	£	£
	Employees Expenses	200,969	211,670	207,020	203,573
	Premises Related Expenses	390,099	418,870	404,719	429,640
	Transport Related Expenses	10,603	8,490	8,490	8,420
	Supplies And Services Expenses	41,315	26,852	33,152	26,474
	Third Party Payments	187,127	115,557	92,872	113,393
	Transfer Payments	2,141	11,280	11,280	9,130
	Central Support Services	168,262	91,900	91,900	89,000
	Capital Charges	1,770,801	170,816	155,260	156,110
	<b>GROSS COST OF SERVICE</b>	<b>2,771,317</b>	<b>1,055,435</b>	<b>1,004,693</b>	<b>1,035,740</b>
	Other Grants & Contributions	0	0	0	(1,500)
	Fees & Charges Income	(1,079)	(1,100)	(1,100)	(850)
	Rent Income	(2,761)	(232,900)	(232,900)	(240,770)
	Recharges To Other Accounts	(2,767,477)	(821,435)	(770,693)	(792,620)
	<b>INCOME</b>	<b>(2,771,317)</b>	<b>(1,055,435)</b>	<b>(1,004,693)</b>	<b>(1,035,740)</b>
	<b>NET COST OF SERVICE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Building Services comprises of 5 members of staff (4.5 full time equivalents) providing services to 4 public offices in Stratford, Southam, Alcester and Shipston. 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 building, collection of recyclable materials, Energy monitoring and ownership of an energy reduction plan and portable appliance testing.

1 **Premises** : The 2009/10 estimate has increased to accommodate increasing utility costs.

2 **Other Grants & Contributions** : This new budget for 2009/10 is the recovery of overtime by charging for events outside normal office hours.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£6.94	£6.63
per band D property	£16.01	£15.44

r609	Change & Performance	Actual 2007/08 £	Original Budget 2008/09 £	Revised Budget 2008/09 £	Estimate 2009/10 £
	Employees Expenses	1,067,704	1,075,636	1,086,186	1,095,857
	Premises Related Expenses	342	100	100	100
	Transport Related Expenses	35,813	34,070	34,070	32,130
	Supplies And Services Expenses	443,326	435,295	435,155	358,855
	Third Party Payments	31,386	27,800	27,800	24,800
	Transfer Payments	12,383	50,120	50,120	49,920
	Central Support Services	798,218	427,850	427,850	480,450
	Capital Charges	682,507	820,833	842,878	831,272
	<b>GROSS COST OF SERVICE</b>	<b>3,071,680</b>	<b>2,871,704</b>	<b>2,904,159</b>	<b>2,873,384</b>
	Government Grant Income	(10,543)	0	(10,550)	0
	Sales Income	(3,803)	0	0	0
	Fees & Charges Income	(77,468)	(52,000)	(52,000)	(49,550)
	Rent Income	(1,338)	0	0	0
	Recharges To Other Accounts	(2,978,528)	(2,819,704)	(2,841,609)	(2,823,834)
	<b>INCOME</b>	<b>(3,071,680)</b>	<b>(2,871,704)</b>	<b>(2,904,159)</b>	<b>(2,873,384)</b>
	<b>NET COST OF SERVICE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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,  
 Support the Council in delivering on the national business transformation/change agenda to improve  
 Deliver a consultation function which ensures Council priorities reflect local views and provide regular,  
 Deliver and maintain the Stratford district part of the National Land and Property Gazetteer, establish  
 Monitor delivery of the Council Plan and work with services to improve performance and embed  
 Work with our partners to provide electronic access and ICT training to/on Council services throughout  
 the District.

- Supplies and Services** : The change between this years budget and last year relates to technical support and network maintenance being withdrawn.
- Government Grant Income** : This income received in 2008/09 relates to a funded post, which is also reflected in the employee expenses.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£23.82	£23.61
per band D property	£55.96	£55.01

y606	Customer Services Centre	Actual 2007/08 £	Original Budget 2008/09 £	Revised Budget 2008/09 £	Estimate 2009/10 £
	Employees Expenses	772,843	740,110	773,110	800,931
	Premises Related Expenses	2,132	0	0	0
	Transport Related Expenses	12,956	9,700	9,700	7,650
	Supplies And Services Expenses	47,982	57,000	39,310	39,280
	Third Party Payments	66,941	41,622	55,622	43,622
	Transfer Payments	7,914	22,170	22,170	36,350
	Central Support Services	610,826	354,300	354,300	417,600
	Capital Charges	46,408	45,816	104,220	17,810
	<b>GROSS COST OF SERVICE</b>	<b>1,568,001</b>	<b>1,270,718</b>	<b>1,358,432</b>	<b>1,363,243</b>
	Other Grants & Contributions	(54,062)	0	0	(59,560)
	Recharges To Other Accounts	(1,513,939)	(1,270,718)	(1,358,432)	(1,303,683)
	<b>INCOME</b>	<b>(1,568,001)</b>	<b>(1,270,718)</b>	<b>(1,358,432)</b>	<b>(1,363,243)</b>
	<b>NET COST OF SERVICE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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 Shipston Area Office. 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** : This budget has increased due to additional staffing funded by Warwickshire County Council, see Other Grants and Contributions.
- 2 **Third Party Payments** : In 2008/09 extra budget was added as a one off expenditure for temporary staff for the revised refuse contract in that year.
- 3 **Transfer payments** : This budget has increased due to the notional FRS17 pension charge.
- 4 **Capital Charges** : The 2008/09 revised budget relates to depreciation charges of £17,820 on the set up costs of the Contact Centre and £86,400 being Revenue Expenditure Funded from Capital under Statute for One-Stop-Shops £58,400 and SDC Membership of Warwickshire Direct Partnership £28,000. The budget for 2009/10 relates to depreciation charges for the Contact Centre only.
- 5 **Other Grants & Contributions** : This budget has been added for 2009/10 in regard to funding from Warwickshire County Council for additional staffing and whose costs are contained within the Employee Expenses.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£10.73	£10.90
per band D property	£24.76	£25.40

<b>y608</b>	<b>Document Service Centre</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	128,890	147,590	147,590	135,860
	Transport Related Expenses	529	660	660	170
	Supplies And Services Expenses	77,798	53,190	77,140	77,140
	Third Party Payments	13,450	0	6,100	6,100
	Transfer Payments	1,477	2,760	2,760	6,260
	Central Support Services	129,464	61,600	61,600	70,800
	<b>GROSS COST OF SERVICE</b>	<b>351,608</b>	<b>265,800</b>	<b>295,850</b>	<b>296,330</b>
	Fees & Charges Income	(2,826)	0	0	0
	Recharges To Other Accounts	(348,782)	(265,800)	(295,850)	(296,330)
	<b>INCOME</b>	<b>(351,608)</b>	<b>(265,800)</b>	<b>(295,850)</b>	<b>(296,330)</b>
	<b>NET COST OF SERVICE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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** : This budget has reduced for 2009/10 following the removal of budget from vacant posts.

2 **Transfer payments** : This budget has increased due to the notional FRS17 pension charge.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£2.24	£2.48
per band D property	£5.18	£5.77

<b>y605</b>	<b>HR and Training</b>	<b>Actual 2007/08</b>	<b>Original Budget 2008/09</b>	<b>Revised Budget 2008/09</b>	<b>Estimate 2009/10</b>
		<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
	Employees Expenses	387,977	343,500	376,873	353,081
	Premises Related Expenses	275	0	0	0
	Transport Related Expenses	7,178	5,210	5,210	5,080
	Supplies And Services Expenses	24,607	13,000	13,000	12,260
	Third Party Payments	25	0	0	0
	Transfer Payments	3,110	12,580	12,580	10,510
	Central Support Services	239,584	200,600	200,600	302,600
	<b>GROSS COST OF SERVICE</b>	<b>662,756</b>	<b>574,890</b>	<b>608,263</b>	<b>683,531</b>
	Fees & Charges Income	(25,051)	0	0	0
	Recharges To Other Accounts	(637,705)	(574,890)	(608,263)	(683,531)
	<b>INCOME</b>	<b>(662,756)</b>	<b>(574,890)</b>	<b>(608,263)</b>	<b>(683,531)</b>
	<b>NET COST OF SERVICE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

Human Resources is responsible for dealing with the recruitment, retention and development of a workforce fit to meet the needs of residents and visitors. Integral to this work is also employee relations, health and safety and well being.

- 1 **Employees** : This budget has changed for 2009/10 due to a saving of 0.5 full time equivalent HR Officer post.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£4.86	£5.72
per band D property	£11.20	£13.32



r610	Members Services	Actual 2007/08	Original Budget 2008/09	Revised Budget 2008/09	Estimate 2009/10
		£	£	£	£
	Employees Expenses	804,705	915,949	853,949	735,456
	Premises Related Expenses	0	0	0	0
	Transport Related Expenses	12,550	10,785	10,785	10,165
	Supplies And Services Expenses	179,201	161,820	166,800	171,900
	Third Party Payments	32,482	7,560	11,160	7,560
	Transfer Payments	9,917	35,910	35,910	33,380
	Central Support Services	706,170	630,000	630,000	462,000
	Capital Charges	3,980	4,008	3,980	3,980
	<b>GROSS COST OF SERVICE</b>	<b>1,749,006</b>	<b>1,766,032</b>	<b>1,712,584</b>	<b>1,424,441</b>
	Other Grants & Contributions	(2,500)	(5,600)	(5,600)	(5,600)
	Sales Income	0	(600)	(600)	0
	Fees & Charges Income	(44,208)	(28,700)	(28,700)	(35,000)
	Recharges To Other Accounts	(1,702,298)	(1,731,132)	(1,677,684)	(1,383,841)
	<b>INCOME</b>	<b>(1,749,006)</b>	<b>(1,766,032)</b>	<b>(1,712,584)</b>	<b>(1,424,441)</b>
	<b>NET COST OF SERVICE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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 - Provides the internal printing for the Council. All Council brochures and leaflets are processed via the design section. The service currently does a small amount of external work, mainly Parish Councils, and is looking to expand this work in the near future.

1 **Employees** : In 2008/09 the difference between the original and current estimate is due to budgeted posts being transferred to other departments. The 2009/10 budget has been reduced by removing the funding for vacant posts.

2 **Fees & Charges Income** : The 2009/10 budget has increased to reflect the additional income expected from legal costs recovered.

The estimated cost of this service is :	Original	Estimate
	2008/09	2009/10
per head of population	£14.62	£11.57
per band D property	£33.74	£26.96

r640	Monitoring Officer	Actual 2007/08 £	Original Budget 2008/09 £	Revised Budget 2008/09 £	Estimate 2009/10 £
	Employees Expenses	237,184	223,010	239,910	249,910
	Transport Related Expenses	8,633	8,620	8,620	8,970
	Supplies And Services Expenses	5,878	5,440	5,440	5,440
	Third Party Payments	22,090	14,500	14,500	0
	Transfer Payments	3,166	12,760	12,760	11,390
	Central Support Services	135,082	71,400	71,400	115,000
	<b>GROSS COST OF SERVICE</b>	<b>412,034</b>	<b>335,730</b>	<b>352,630</b>	<b>390,710</b>
	Fees & Charges Income	(55)	0	0	0
	Recharges To Other Accounts	(411,978)	(335,730)	(352,630)	(390,710)
	<b>INCOME</b>	<b>(412,034)</b>	<b>(335,730)</b>	<b>(352,630)</b>	<b>(390,710)</b>
	<b>NET COST OF SERVICE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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 2008/09	Estimate 2009/10
per head of population	£2.84	£3.27
per band D property	£6.54	£7.61

r620	Resources	Actual 2007/08	Original Budget 2008/09	Revised Budget 2008/09	Estimate 2009/10
		£	£	£	£
	Employees Expenses	673,509	760,960	740,960	731,774
	Premises Related Expenses	0	0	0	0
	Transport Related Expenses	13,400	13,830	17,540	13,900
	Supplies And Services Expenses	90,240	88,050	76,370	82,010
	Third Party Payments	120,509	61,600	99,600	41,600
	Transfer Payments	7,803	22,220	22,220	33,380
	Central Support Services	412,346	260,300	260,300	302,500
	<b>GROSS COST OF SERVICE</b>	<b>1,317,806</b>	<b>1,206,960</b>	<b>1,216,990</b>	<b>1,205,164</b>
	Fees & Charges Income	(2,763)	(1,300)	(1,300)	(2,300)
	Recharges To Other Accounts	(1,315,043)	(1,205,660)	(1,215,690)	(1,202,864)
	<b>INCOME</b>	<b>(1,317,806)</b>	<b>(1,206,960)</b>	<b>(1,216,990)</b>	<b>(1,205,164)</b>
	<b>NET COST OF SERVICE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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 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	Estimate
	2008/09	2009/10
per head of population	£10.18	£10.06
per band D property	£23.50	£23.43

**STRATFORD-ON-AVON DISTRICT COUNCIL  
CAPITAL PROGRAMME  
2008/09 - 2013/14**

Appendix 1

<b>Grand Total 2008/09 - 2013/14</b>		<b>Amended Estimate 2008/09 £</b>	<b>2009/10 Estimate £</b>	<b>2010/11 Estimate £</b>	<b>2011/12 Estimate £</b>	<b>2012/13 Estimate £</b>	<b>2013/14 Estimate £</b>
<b><u>SUMMARY</u></b>							
21,106,445	Accumulated Capital Receipts b/fwd	21,106,445	15,399,125	13,102,386	12,099,564	9,900,641	8,631,641
22,983,484	Capital Expenditure as per page 2	10,948,630	4,499,739	2,728,192	2,400,923	1,471,000	935,000
9,775,680	Capital Receipts as per page 2	5,241,310	2,203,000	1,725,370	202,000	202,000	202,000
<b><u>7,898,641</u></b>	Accumulated Capital Receipts c/fwd	<b><u>15,399,125</u></b>	<b><u>13,102,386</u></b>	<b><u>12,099,564</u></b>	<b><u>9,900,641</u></b>	<b><u>8,631,641</u></b>	<b><u>7,898,641</u></b>
<b><u>GROSS EXPENDITURE</u></b>							
5,546,584	Head of Revenues & Housing	1,396,730	790,739	1,180,192	1,078,923	550,000	550,000
4,029,500	Head of Change & Performance	819,500	744,000	733,000	747,000	761,000	225,000
1,244,200	Head of Planning Services	134,200	430,000	350,000	110,000	110,000	110,000
1,659,500	Head of Community Services	1,254,500	255,000	75,000	75,000	0	0
5,991,800	World Class Stratford	3,081,800	2,230,000	340,000	340,000	0	0
3,552,600	Head of Environment	3,302,600	50,000	50,000	50,000	50,000	50,000
61,000	Head of Member Services	61,000	0	0	0	0	0
86,400	Head of Customer Services	86,400	0	0	0	0	0
811,900	Head of Resources	811,900	0	0	0	0	0
<b><u>22,983,484</u></b>	<b>TOTAL</b>	<b><u>10,948,630</u></b>	<b><u>4,499,739</u></b>	<b><u>2,728,192</u></b>	<b><u>2,400,923</u></b>	<b><u>1,471,000</u></b>	<b><u>935,000</u></b>

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CAPITAL PROGRAMME  
2008/09 - 2013/14**

Appendix 1

Grand Total 2008/09 - 2013/14		Amended Estimate 2008/09 £	2009/10 Estimate £	2010/11 Estimate £	2011/12 Estimate £	2012/13 Estimate £	2013/14 Estimate £
	<b><u>GROSS INCOME</u></b>						
1,182,000	Disabled facilities Grants	222,000	192,000	192,000	192,000	192,000	192,000
500,000	Sale of land - Island Cafe	500,000					
141,000	Commuted Sums - Park & Ride	141,000					
500	Section 106 Agreement -Wellesbourne	500					
560,000	Section 106 Agreement - Bidford Cycleway	0	320,000	240,000			
500	Section 106 Agreement - Henley	500					
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			
1,250,000	World Class Stratford - Sale proceeds	0		1,250,000			
4,406,000	World Class Stratford	2,725,000	1,681,000				
23,300	Choiced Based Lettings Contribution from other councils	23,300					
1,200,780	Pathlow Traveller Site Grant - DCLG	1,200,780					
60,000	Loan Repayments	10,000	10,000	10,000	10,000	10,000	10,000
<b>30,882,125</b>	<b>Total/Estimated Receipts</b>	<b>5,241,310</b>	<b>2,203,000</b>	<b>1,725,370</b>	<b>202,000</b>	<b>202,000</b>	<b>202,000</b>
	<b>(Surplus) / Deficit on Year</b>	<b>5,707,320</b>	<b>2,296,739</b>	<b>1,002,822</b>	<b>2,198,923</b>	<b>1,269,000</b>	<b>733,000</b>
	<b>Use of Capital Receipts:</b>						
	Acc. Capital Receipts b/fwd	21,106,445	15,399,125	13,102,386	12,099,564	9,900,641	8,631,641
	(Surplus) / Deficit on Year	5,707,320	2,296,739	1,002,822	2,198,923	1,269,000	733,000
<b>7,898,641</b>	<b>Accumulated Capital Receipts c/fwd</b>	<b>15,399,125</b>	<b>13,102,386</b>	<b>12,099,564</b>	<b>9,900,641</b>	<b>8,631,641</b>	<b>7,898,641</b>

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CAPITAL PROGRAMME  
2008/09 - 2013/14**

Appendix 1

<b>Grand Total 2008/09 - 2013/14</b>		<b>Amended Estimate 2008/09 £</b>	<b>2009/10 Estimate £</b>	<b>2010/11 Estimate £</b>	<b>2011/12 Estimate £</b>	<b>2012/13 Estimate £</b>	<b>2013/14 Estimate £</b>
	<b><u>Head of Revenues &amp; Housing</u></b>						
1,366,484	Affordable Housing Investment Programme	0	240,739	596,822	528,923		
427,000	Shipston S.106	393,630	0	33,370			
498,900	Disabled Adaptations	98,900	80,000	80,000	80,000	80,000	80,000
0	Disabled Adaptations - SWHA (SWHA funded)	0					
1,972,100	Disabled Facilities Grants - Mandatory Rolling Programme	372,100	320,000	320,000	320,000	320,000	320,000
953,900	Minor Works Assistance & Home Repair Grants (Discretionary) Rolling	203,900	150,000	150,000	150,000	150,000	150,000
40,400	Choice Based Lettings	40,400					
279,000	Empty Homes	279,000					
8,800	Temporary Accommodation Unit - furnishings	8,800					
5,546,584	<b><i>Total Revenues &amp; Housing</i></b>	1,396,730	790,739	1,180,192	1,078,923	550,000	550,000
	<b><u>Head of Change Performance</u></b>						
1,578,500	ICT Hardware, Software and Replcement Programme	453,500	225,000	225,000	225,000	225,000	225,000
100,000	Review FLARE/Uniform	75,000	25,000				
2,351,000	ICT and Business Development Strategy - salaries	291,000	494,000	508,000	522,000	536,000	
4,029,500	<b><i>Total Change and Performance</i></b>	819,500	744,000	733,000	747,000	761,000	225,000
	<b><u>Head of Planning Services</u></b>						
2,100	Bridgetown Cyclepath (S.106)	2,100					
560,000	Mason's Road Cyclepath - S.106	0	320,000	240,000			
20,700	Shottery Fields, Grounds Works (S.106)	20,700					
1,400	Shottery Fields, Play Area (S.106)	1,400					
660,000	SWHA Infrastructure	110,000	110,000	110,000	110,000	110,000	110,000
1,244,200	<b><i>Total Planning</i></b>	134,200	430,000	350,000	110,000	110,000	110,000

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CAPITAL PROGRAMME  
2008/09 - 2013/14**

Appendix 1

<b>Grand Total 2008/09 - 2013/14</b>		<b>Amended Estimate 2008/09 £</b>	<b>2009/10 Estimate £</b>	<b>2010/11 Estimate £</b>	<b>2011/12 Estimate £</b>	<b>2012/13 Estimate £</b>	<b>2013/14 Estimate £</b>
	<b><u>Head of Community Services</u></b>						
54,500	Area Community Committee Grants (Arden Area)	54,500					
51,500	Area Community Committee Grants (Avon Area)	51,500					
94,300	Area Community Committee Grants (Dassett Area)	94,300					
65,000	Area Community Committee Grants (Stour Area)	65,000					
60,000	Area Community Committee Grants (East)	60,000					
72,000	Area Community Committee Grants (Central)	72,000					
68,000	Area Community Committee Grants (West)	68,000					
179,300	CCTV Equipment	149,300	30,000				
193,300	CCTV Digital Monitoring Equipment	193,300					
100,000	Market Towns - Southam	25,000	25,000	25,000	25,000		
100,000	Market Towns - Shipston	25,000	25,000	25,000	25,000		
100,000	Market Towns - Alcester	25,000	25,000	25,000	25,000		
300,000	Parking Equipment	150,000	150,000				
37,500	Quinton Village Hall	37,500					
10,000	Shipston Swimming Pool, Leisure Development	10,000					
34,700	Southam Pool & Leisure Centre, Development Scheme	34,700					
139,400	Stratford-upon-Avon, Park & Ride Schemes	139,400					
1,659,500	<b><i>Total Community Services</i></b>	1,254,500	255,000	75,000	75,000	0	0
	<b><u>World Class Stratford-upon-Avon</u></b>						
4,781,100	World Class Stratford-upon-Avon	2,960,100	1,821,000				
1,000,000	World Class Stratford Phase 2	120,000	200,000	340,000	340,000		
210,700	Warwick Road Land	1,700	209,000				
5,991,800	<b><i>Total World Class Stratford</i></b>	3,081,800	2,230,000	340,000	340,000	0	0
	<b><u>Head of Environment</u></b>						
303,100	Land Drainage	53,100	50,000	50,000	50,000	50,000	50,000
1,593,500	Refurbishment of Pathlow Traveller Site	1,593,500					
1,656,000	Waste & Recycling Contract	1,656,000					
3,552,600	<b><i>Total Environment</i></b>	3,302,600	50,000	50,000	50,000	50,000	50,000

**STRATFORD-ON-AVON DISTRICT COUNCIL  
CAPITAL PROGRAMME  
2008/09 - 2013/14**

Appendix 1

<b>Grand Total 2008/09 - 2013/14</b>		<b>Amended Estimate 2008/09 £</b>	<b>2009/10 Estimate £</b>	<b>2010/11 Estimate £</b>	<b>2011/12 Estimate £</b>	<b>2012/13 Estimate £</b>	<b>2013/14 Estimate £</b>
	<b><u>Head of Member Services</u></b>						
5,000	Electoral Admin. Upgrade	5,000					
56,000	Electoral Software System	56,000					
<u>61,000</u>	<b><i>Total Member Services</i></b>	<u>61,000</u>	0	0	0	0	
	<b><u>Head of Customer Services</u></b>						
28,000	SDC Membership of Warwickshire Direct P'ship.	28,000					
58,400	One-Stop-Shop Locations	58,400					
<u>86,400</u>	<b><i>Total Customer Services</i></b>	<u>86,400</u>	0	0	0	0	0
	<b><u>Head of Resources</u></b>						
	Planned Maintenance Programme						
40,000	Public Offices	40,000					
50,000	Leisure Centres	50,000					
15,000	Public Conveniences	15,000					
40,000	Vehicle Parking	40,000					
10,000	Play Areas	10,000					
27,000	Other Premises	27,000					
225,000	Recreational Facilities	225,000					
15,000	Miscellaneous Structures & Fees	15,000					
<u>422,000</u>	<b><i>Total Planned Maintenance Programme</i></b>	<u>422,000</u>					
180,000	Bridgetown Land Development, Stratford upon Avon	180,000					
9,900	Community Woodland, Bridgetown (SDC)	9,900					
<u>200,000</u>	Strategic Property Acquisition	<u>200,000</u>					
<u>811,900</u>	<b><i>Total Resources</i></b>	<u>811,900</u>	0	0	0	0	0



## STRATFORD-ON-AVON DISTRICT COUNCIL

	Actual 2007/2008 £	Estimate 2008/2009 £	Latest 2008/2009 £	Estimate 2009/2010 £
<b>SUBJECTIVE ANALYSIS:</b>				
Employee Expenses	7,444,862	7,504,101	7,333,828	7,080,579
Premises Related Expenses	826,927	878,272	873,987	845,399
Transport Related Expenses	428,878	417,290	414,480	407,570
Supplies and Services	2,640,558	2,624,841	2,765,006	2,586,342
Third Party Payments	8,194,193	7,487,324	7,661,142	7,403,809
Transfer Payments	24,125,936	23,135,697	23,135,697	23,661,835
Support Services	6,547,320	6,443,349	6,539,131	6,109,593
Capital Charges	2,385,335	423,427	405,817	1,276,786
Gross Expenditure	<u>52,594,009</u>	<u>48,914,301</u>	<u>49,129,088</u>	<u>49,371,913</u>
Government Grant Income	(25,902,149)	(24,568,497)	(24,578,497)	(24,935,167)
Other Grants and Contributions	(1,644,294)	(1,332,618)	(1,340,118)	(1,345,630)
Sales Income	(63,307)	(37,700)	(37,700)	(15,700)
Fees and Charges Income	(6,047,700)	(5,924,014)	(5,923,884)	(5,461,312)
Rent Income	(873,841)	(989,360)	(989,490)	(912,470)
Interest Income	(1,503,915)	(1,052,940)	(1,052,940)	(39,739)
Recharges to Other Accounts	(3,963,565)	(1,497,700)	(1,544,955)	(2,325,458)
Gross Income	<u>(39,998,771)</u>	<u>(35,402,829)</u>	<u>(35,467,584)</u>	<u>(35,035,476)</u>
<b>NET COST</b>	<b><u>£12,595,238</u></b>	<b><u>£13,511,472</u></b>	<b><u>£13,661,504</u></b>	<b><u>£14,336,437</u></b>
<b>EMPLOYEE EXPENSES</b>				
Salaries	6,850,636	7,282,213	7,134,163	6,678,895
Other	594,226	221,888	199,665	401,684
<b>TOTAL</b>	<b><u>£7,444,862</u></b>	<b><u>£7,504,101</u></b>	<b><u>£7,333,828</u></b>	<b><u>£7,080,579</u></b>

STRATFORD-ON-AVON DISTRICT COUNCIL

Appendix 3

	Actual 2007/2008 £	Estimate 2008/2009 £	Latest 2008/2009 £	Estimate 2009/2010 £
<b>General Fund Revenue Account</b>				
Chief Executive	658,950	495,510	571,900	304,382
Strategic Director - A	4,381,108	5,103,907	5,175,372	5,025,086
Strategic Director - B	7,555,180	7,912,055	7,914,232	9,006,969
<b>District Council Net Expenditure</b>				
Appropriation to/(from) General Revenue A/C balance	12,595,238	13,511,472	13,661,504	14,336,437
	250,574	0	(150,032)	(418,800)
<b>Budget Requirement</b>				
Collection Fund transfer	£12,845,812	£13,511,472	£13,511,472	£13,917,637
	15,048	51,493	51,493	41,188
Town/Parish Precept Expenditure	12,860,860	13,562,965	13,562,965	13,958,825
	2,304,458	2,538,310	2,538,310	2,559,473
<b>Amount to be met by Government Grant/ Council Taxpayers:</b>				
	<u>£15,165,318</u>	<u>£16,101,275</u>	<u>£16,101,275</u>	<u>£16,518,298</u>
<b>Financing:</b>				
Demand on Collection Fund - Stratford-on-Avon District Council	6,088,992	6,317,671	6,317,671	6,541,014
Town/Parish Councils	2,304,458	2,538,310	2,538,310	2,559,473
	<u>8,393,450</u>	<u>8,855,981</u>	<u>8,855,981</u>	<u>9,100,487</u>
Revenue Support Grant	973,145	843,564	843,564	1,301,040
Concessionary Fares	0	342,000	342,000	350,000
Housing & Planning Grant	0	0	0	130,000
Contribution from NNDR Pool	5,798,723	6,059,730	6,059,730	5,636,771
	<u>6,771,868</u>	<u>7,245,294</u>	<u>7,245,294</u>	<u>7,417,811</u>
<b>Total</b>	<u>£15,165,318</u>	<u>£16,101,275</u>	<u>£16,101,275</u>	<u>£16,518,298</u>
<b>General Fund Revenue Balance</b>				
Brought Forward 1 April	2,012,174	2,047,410	2,306,298	2,156,266
Building Control	43,550	0	0	0
Change in Balance	250,574	0	(150,032)	(418,800)
Carried Forward 31 March	<u>£2,306,298</u>	<u>£2,047,410</u>	<u>£2,156,266</u>	<u>£1,737,466</u>
Council Tax Base	<u>51,176.60</u>	<u>51,313.12</u>	<u>51,313.12</u>	<u>51,330.25</u>
<b>Collection Fund Precepts/Demands</b>				
Warwickshire County Council	53,490,454	55,724,876	55,724,876	57,909,582
Warwickshire Police Authority	7,466,565	8,450,327	8,450,327	8,788,551
	<u>60,957,019</u>	<u>64,175,203</u>	<u>64,175,203</u>	<u>66,698,133</u>
Stratford-on-Avon D.C.	6,088,992	6,317,671	6,317,671	6,541,014
Town / Parish Councils	2,304,458	2,538,310	2,538,310	2,559,473
	<u>£69,350,469</u>	<u>£73,031,184</u>	<u>£73,031,184</u>	<u>£75,798,620</u>
<b>Council Tax (Band D)</b>				
Warwickshire County Council	£ 1,045.21	£ 1,085.98	£ 1,085.98	£ 1,128.18
Warwickshire Police Authority	145.90	164.68	164.68	171.22
	<u>1,191.11</u>	<u>1,250.66</u>	<u>1,250.66</u>	<u>1,299.40</u>
Stratford-on-Avon D.C.	118.98	123.12	123.12	127.43
Town / Parish Councils (Average)	45.03	49.47	49.47	49.86
Average Charge Payable before Reliefs & Benefits	<u>£1,355.12</u>	<u>£1,423.25</u>	<u>£1,423.25</u>	<u>£1,476.69</u>

## Council Tax 2009/10 (Parish Element)

## Appendix 4

Parish Council Name	Parish Precept 2008/09 £	Percentage Increase/ Decrease %	Parish Precept 2009/10 £	Council Tax Tax Base 2009/10	Parish Council Element Band D 2009/10 £
Admington	800	0.00%	800	50.06	15.98
Alcester	209,000	3.35%	216,000	2327.99	92.78
Alderminster	5,000	0.00%	5,000	255.08	19.60
Arrow & Weethley	5,000	0.00%	5,000	107.07	46.70
Aston Cantlow	7,000	8.57%	7,600	260.06	29.22
Atherstone-on-Stour				31.87	0.00
Avon Dassett	7,500	-6.67%	7,000	105.38	66.43
Barcheston & Willington				57.17	0.00
Barton-on-the-Heath	657	33.18%	875	51.89	16.86
Bearley	21,000	0.00%	21,000	300.00	70.00
Beaudesert & Henley-in-Arden	61,770	33.54%	82,487	1399.77	58.93
Bidford-on-Avon	145,900	5.83%	154,400	1970.43	78.36
Billesley				19.02	0.00
Binton	4,000	0.00%	4,000	143.03	27.97
Bishops Itchington	60,000	4.17%	62,500	782.66	79.86
Brailes	14,000	0.00%	14,000	507.95	27.56
Burmington	250	40.00%	350	60.76	5.76
Burton Dassett	16,876	-2.09%	16,523	473.30	34.91
Butlers Marston	500	0.00%	500	102.59	4.87
Chadshunt				25.60	0.00
Chapel Ascote				5.68	0.00
Charlecote	3,500	0.00%	3,500	84.46	41.44
Cherington & Stourton	4,000	-3.75%	3,850	230.18	16.73
Chesterton & Kingston	40	0.00%	40	61.95	0.65
Claverdon	15,500	9.68%	17,000	617.43	27.53
Clifford Chambers & Milcote	6,750	0.00%	6,750	234.16	28.83
Combroke	2,900	34.48%	3,900	81.77	47.69
Compton Verney				63.15	0.00
Compton Wynyates				10.96	0.00
Coughton	2,500	20.00%	3,000	78.29	38.32
Dorsington	800	0.00%	800	71.21	11.23
Ettington	30,000	-43.33%	17,000	513.14	33.13
Exhall	3,670	-1.91%	3,600	110.78	32.50
Farnborough	7,000	-64.29%	2,500	127.39	19.62
Fenny Compton	22,000	-8.32%	20,170	319.82	63.07
Fulbrook				28.49	0.00
Gaydon	7,584	3.01%	7,812	176.79	44.19
Great Alne	23,500	-12.77%	20,500	277.98	73.75
Great Wolford	800	6.25%	850	105.58	8.05
Halford	5,380	67.29%	9,000	156.47	57.52
Hampton Lucy	5,700	5.26%	6,000	200.59	29.91
Harbury	58,667	7.62%	63,137	1084.05	58.24
Haselor	3,500	0.00%	3,500	105.97	33.03
Hodnell & Wills Pastures				6.47	0.00
Honington				99.90	0.00
Idlicote				45.72	0.00
Ilmington	12,000	25.00%	15,000	373.80	40.13
Kineton	43,000	0.00%	43,000	928.25	46.32
Kinwarton	16,000	0.00%	16,000	419.91	38.10
Ladbroke	4,600	2.17%	4,700	137.95	34.07
Langley	1,000	20.00%	1,200	91.53	13.11
Lighthorne	9,500	0.00%	9,500	225.79	42.07
Lighthorne Heath	6,550	29.77%	8,500	247.11	34.40
Little Compton	4,984	10.09%	5,487	150.69	36.41
Little Wolford				57.87	0.00
Long Compton	7,000	14.29%	8,000	370.81	21.57
Long Itchington	47,000	0.00%	47,000	859.31	54.70
Loxley	6,000	21.67%	7,300	199.03	36.68

## Council Tax 2009/10 (Parish Element)

## Appendix 4

Parish Council Name	Parish Precept 2008/09 £	Percentage Increase/ Decrease %	Parish Precept 2009/10 £	Council Tax Tax Base 2009/10	Parish Council Element Band D 2009/10 £
Luddington	4,000	0.00%	4,000	195.71	20.44
Mappleborough Green	11,000	0.00%	11,000	322.41	34.12
Marston Sicca	8,000	0.00%	8,000	213.84	37.41
Moreton Morrell	19,000	0.00%	19,000	325.74	58.33
Morton Bagot, Oldberrow, & Spenal				113.69	0.00
Napton-on-the-Hill	22,000	20.00%	26,400	461.22	57.24
Newbold Pacey & Ashorne	4,725	0.00%	4,725	113.44	41.65
Old Stratford & Drayton	4,660	1.50%	4,730	316.99	14.92
Oxhill	3,000	-16.67%	2,500	173.70	14.39
Pillerton Hersey	600	-33.33%	400	89.42	4.47
Pillerton Priors	1,633	24.13%	2,027	150.50	13.47
Preston Bagot				64.14	0.00
Preston-on-Stour	3,500	0.00%	3,500	74.40	47.04
Priors Hardwick	1,500	0.00%	1,500	83.76	17.91
Priors Marston	14,863	-2.44%	14,500	257.17	56.38
Quinton	20,000	0.00%	20,000	724.49	27.61
Radbourne				13.35	0.00
Radway	5,980	42.93%	8,547	127.39	67.09
Ratley & Upton	10,000	0.00%	10,000	161.45	61.94
Salford Priors	42,500	-3.53%	41,000	547.40	74.90
Sambourne	8,190	3.00%	8,436	376.29	22.42
Shipston-on-Stour	225,000	0.00%	225,000	2076.21	108.37
Shotteswell	5,500	0.00%	5,500	121.01	45.45
Snitterfield	21,200	3.77%	22,000	560.39	39.26
Southam	168,734	0.07%	168,848	2290.39	73.72
Stockton	20,185	0.00%	20,185	474.10	42.58
Stoneton				3.19	0.00
Stratford-upon-Avon	466,947	2.63%	479,246	12007.30	39.91
Stretton-on-Fosse	4,000	5.00%	4,200	203.38	20.65
Studley	107,448	14.03%	122,528	2068.69	59.23
Sutton-under-Brailles	1,300	15.38%	1,500	51.89	28.91
Tanworth-in-Arden	45,250	0.55%	45,500	1576.34	28.86
Temple Grafton	4,200	-16.67%	3,500	229.98	15.22
Tidmington				18.13	0.00
Tredington	17,000	0.00%	17,000	706.61	24.06
Tysoe	10,000	60.00%	16,000	504.49	31.72
Ufton	5,400	6.48%	5,750	112.35	51.18
Ullenhall	5,000	10.00%	5,500	372.81	14.75
Upper & Lower Shuckburgh				31.37	0.00
Warmington & Arlescote	7,200	2.92%	7,410	171.19	43.29
Watergall				5.78	0.00
Welford-on-Avon	19,760	0.00%	19,760	694.29	28.46
Wellesbourne	257,857	-22.44%	200,000	2458.86	81.34
Weston on Avon				48.60	0.00
Whatcote				74.19	0.00
Whichford	4,800	0.00%	4,800	167.03	28.74
Whitchurch				86.67	0.00
Wilmcote	11,300	13.27%	12,800	481.25	26.60
Wixford	5,000	0.00%	5,000	77.79	64.28
Wolverton	1,800	0.00%	1,800	124.60	14.45
Wootton Wawen	17,600	6.53%	18,750	588.44	31.86
Wormleighton				44.32	0.00
<b>Average</b>	<b>£2,538,310</b>	<b>0.83%</b>	<b>£2,559,473</b>	<b>£51,330.25</b>	<b>£49.86</b>

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

	Current Charge	Proposed Charge	%
			Increase
<b><u>Private Hire Vehicle Licensing (Annual)</u></b>			
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
<b><u>Hackney Carriages (Annual)</u></b>			
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
<b><u>Combined Licence</u></b>			
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%
<b>* Plus badge</b>			
<b><u>Pleasure Boat Licences (Annual)</u></b>			
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			
<b><u>Street Trading Consents</u></b>			
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
<b>For Fixed Locations</b>			
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
<b>To Trade as a mobile operator</b>			
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
<b>Special Events/markets (see section 10) Daily Rate</b>			
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
<b>Day Rates</b>			
Food Trader	-	£65.00	new
Non Food Trader	-	£50.00	new
<b><u>Lotteries &amp; Amusements</u></b>			
Renewals	£19.40	20.00	3.1% Limited by Statute
Registrations	£49.54	40.00	-19.3% Limited by Statute
<b><u>Environmental Health</u></b>			
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
<b><u>Out of Sequence Food Inspections</u></b>	£45.00	£50.00	11.1%
<b><u>Dangerous Wild Animal Licence:</u></b>			
Application	£170.00	£195.00	14.7% + Vet fees
Grant	£90.00	£105.00	16.7% + Vet fees
<b><u>Zoo Licence:</u></b>			
Application	£265.00	£290.00	9.4% + Vet fees
Grant	£90.00	£105.00	16.7% + Vet fees
<b><u>Contaminated Land Reports</u></b>	£60.00	70.00	16.7% Inclusive of VAT
<b><u>Private Water Supplies</u></b>	£50.00	£55.00	10.0% Limited by Statute
<b><u>Drain Survey's</u></b>	£25.00	£40.00	60.0%
<b><u>Control Of Pests</u></b>			
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
<b><u>Street Cleaning</u></b>			
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%
<b><u>Refuse Collection</u></b>			
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)			
<b><u>Green Waste Collection</u></b>			
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
<b><u>Replacement Bins</u></b>			
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
<b><u>Pathlow Gypsy Caravan Site</u></b>			
<b><u>Fees Increase on the 1st April Annually</u></b>			
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	
<b><u>Housing</u></b>				
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	
<b><u>Houses In Multiple Occupation (HIMO) Inspection fees</u></b>				
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%
<b><u>Immigration Housing Certificate</u></b>	£100.00	£110.00	10.0%	
<b><u>Council Tax</u></b>				
Recovery of costs following liability order at Magistrates Court	£65.00	£85.00	30.8%	
<b><u>NNDR (Business Rates)</u></b>				
Recovery of costs following liability order at Magistrates Court	£65.00	£85.00	30.8%	
<b><u>Disabled Facilities Grant</u></b>				
Administration fee based on percentage of grant	12.5%	12.5%	0.0%	
<b><u>Home Choice Plus</u></b>				
Advertising properties on Home Choice Plus system	N/A	£40.00	new	

## HEAD OF COMMUNITY SERVICES

	Current Charge	Proposed Charge	% Increase
<b><u>Parks, Playing Fields &amp; Open Spaces</u></b>			
<b><u>Recreation Ground</u></b>			
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	
<b><u>King George V Playing Fields</u></b>			
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
<b>Local Land Charges</b>			
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**

**Medium Term Financial Plan**

**Appendix 6**

	2009/10	2010/11	2011/12	2012/13	2013/14
<b>Base Budget (incl. Savings)</b>	<b>13,511,472</b>	<b>14,336,437</b>	<b>14,676,692</b>	<b>15,056,855</b>	<b>15,591,026</b>
<i>Expenditure Adjustments:</i>					
Employee Expenses	592,953	408,465	399,502	379,287	315,870
Inflation	132,916	132,762	135,437	138,169	140,954
Contractor/Consultants/Hired services	(169,607)	(170,900)	-	-	-
Contributions payable	40,500	10,000	(40,000)	-	-
Minor Adjustments	95,766	11,573	(433)	(444)	(449)
Contribution to LAA	8,000	(8,000)			
	700,528	383,900	494,506	517,012	456,375
<i>Income adjustments:</i>					
Sales / fees	(84,308)	(10,298)	(24,529)	(8,176)	(26,982)
Income adj.	703,200	-	-	-	-
Govt. grants	202,467	-	(15,000)	-	-
Interest	1,006,501	(56,440)	(68,314)	25,335	15,015
	1,827,860	(66,738)	(107,843)	17,159	(11,967)
<b>Revised Base Budget (before Savings)</b>	<b>16,039,860</b>	<b>14,653,599</b>	<b>15,063,355</b>	<b>15,591,026</b>	<b>16,035,434</b>
<i>Savings identified to date:</i>					
Salaries	(1,118,074)	985	(6,500)		
Supplies & Services	(318,421)				
Third Party Payments (Contractor etc)	(74,000)				
Other Expenses	(31,320)				
Income - Fees/Sales etc	(161,608)	22,108			
	(1,703,423)	23,093	(6,500)	-	-
<b>Revised Base Budget (after Savings)</b>	<b>14,336,437</b>	<b>14,676,692</b>	<b>15,056,855</b>	<b>15,591,026</b>	<b>16,035,434</b>

<b>Funding Available</b>	2009/10	2010/11	2011/12	2012/13	2013/14
Concessionary fares	(350,000)	(360,000)	(360,000)	(360,000)	(360,000)
Housing and Planning Grant	(130,000)	(130,000)	(130,000)	(130,000)	(130,000)
External Finance - RSG / NNDR	(6,937,811)	(6,972,500)	(6,972,500)	(6,972,500)	(6,972,500)
Collection Fund (Surplus) / Deficit	41,188	-	-	-	-
Council Tax income (3.5% for 2009/10 then 3% y-o-	(6,541,014)	(6,737,244)	(6,939,362)	(7,147,543)	(7,361,969)
	<b>(13,917,637)</b>	<b>(14,199,744)</b>	<b>(14,401,862)</b>	<b>(14,610,043)</b>	<b>(14,824,469)</b>

<b>Base Budget v Funding Available</b>	2009/10	2010/11	2011/12	2012/13	2013/14
Revised Base Budget	16,039,860	14,653,599	15,063,355	15,591,026	16,035,434
Funding	(13,917,637)	(14,199,744)	(14,401,862)	(14,610,043)	(14,824,469)
(Surplus) / Deficit (before savings)	2,122,223	453,855	661,493	980,983	1,210,965
Savings identified to date (cumulative)	(1,703,423)	23,093	(6,500)	-	-
Revised (Surplus) / Deficit	<b>418,800</b>	<b>476,948</b>	<b>654,993</b>	<b>980,983</b>	<b>1,210,965</b>

<b>Reserves Statement</b>	2009/10	2010/11	2011/12	2012/13	2013/14
Balance brought forward 1 April	(2,300,000)	(1,881,200)	(1,894,000)	(2,000,000)	(2,000,000)
Net Budget Surplus/Deficit to be (transferred to)/funded from reserves	418,800	476,948	654,993	980,983	1,210,965
	(1,881,200)	(1,404,252)	(1,239,007)	(1,019,017)	(789,035)
Further savings to be achieved to maintain Reserves @ £2m		(489,748)	(760,993)	(980,983)	(1,210,965)
	<b>(1,881,200)</b>	<b>(1,894,000)</b>	<b>(2,000,000)</b>	<b>(2,000,000)</b>	<b>(2,000,000)</b>