



Estimates for the year

2008/2009

DATE: 11 FEBRUARY 2008

SUBJECT: 2008/09 CAPITAL AND REVENUE BUDGET

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LEAD MEMBER/

PORTFOLIO HOLDER: LYNDA ORGAN

SUMMARY

To propose the capital and revenue budget for 2008/09 to full Council for approval at the meeting on 25 February 2008.

RECOMMENDATION

It is recommended that:

- 1 The Executive recommends for approval at Council the proposed Medium Term Capital Programme detailed at Appendix A; or a suitable amended version.
- 2 The Executive recommends for approval at Council the proposed Medium Term Revenue Budget detailed at Appendix D; or a suitable amended version.

In doing so, the Executive recommends a level of Council Tax providing for a balanced budget in 2008/09, currently assumed at £123.12.

1 BACKGROUND INFORMATION

- 1.1 The Council has been preparing budget proposals since July 2007. The position report to the Executive on 14 January 2008 identified that the current budget position in deficit of £35,952 given an assumed 3.5% increase in Council Tax.
- 1.2 There have been a few changes to the papers that were presented to the Executive in relation to assumptions on planning and licence fees income.
- 1.3 The current position presented to the Executive for approval shows a balanced position in relation to the budget for 2008/09, and includes an assumed increase of 3.5% in Council tax with a proposed band D figure of **£123.12**.
- 1.4 In line with the Budget timetable that was agreed by the Executive at its meeting in June 2007, the proposed budget was referred to the Assembly of Overview and Scrutiny Committees for consultation on 23 January 2008.
- 1.5 For the first time the Environmental Sustainability Panel have also had the opportunity to comment upon the budget proposals.

1.6 The purpose of this report is to consider the views expressed by the Assembly and the Budget Consultation exercises in order to finalise budget proposals for recommendation to the meeting of Council on 25 February 2008.

2. Background Information

2.1 This report considers both the Council's Medium Term Capital Programme and the Revenue Budget:

2.2 MEDIUM TERM CAPITAL PROGRAMME

2.2.1 Attached to this report are three appendices, which are the results of the review of the Medium Term Capital Programme:

APPENDIX A – This shows the proposed Capital Programme for the period 2007/08 to 2012/13. These proposals are inclusive of the recommendations of the Executive on 14 January 2008, and the addition of £10,000 per annum in relation to the repayment of the loan from Stratford Football Club.

APPENDIX B - This shows the proposed list of Reserve Items. These items are supported as potential schemes by the Executive but are not being progressed as funded schemes at this stage. This list was amended by the Executive on 14 January 2008;

APPENDIX C - This shows the revenue implications of the proposed Capital Programme. These figures are then used within the consideration of the Medium Term Revenue Budget.

2.2.2 The following amendments have been made to the proposals.

2.2.3 **Affordable Housing Investment Programme (AHIP)** – included within Appendix A is a virement from the AHIP Budget to a new heading for Empty Homes and Disabled Facilities. Funding from the Regional Housing Pot grant has been allowed to fund this virement.

2.2.4 **Bridgetown Land Development** – also included within Appendix A is a budget of £180,000 for the remaining payments due in relation to the Bridgetown Land Development.

2.2.5 **Appendix B** shows the Reserved Schemes in the current programme. Following previous decisions in relation to the Capital Programme and other associated events it is no longer appropriate or required to include the following items on the list of Reserve Capital Schemes:-

- Strategic land and property acquisitions - £940,000
- Stratford-upon-Avon Bus & Rail Interchange - £50,000
- Stratford-upon-Avon Waterfront Masterplan - £75,000
- Planned Maintenance - increase over 5 years - £345,000
- Stratford-upon-Avon Riverside Schemes Play Equipment/Environs Work - £280,000

2.2.6 The draft minutes from the OSC Assembly are attached at Appendix E. The Assembly of OSC members made the following comments in relation to the proposed capital programme:

- *Consideration should be given to funding issues such as PC replacement programme from the Revenue Account;*

- *Concern was raised in relation to the level of the Council's forecast level of Capital Reserves*

2.2.7 The Environmental Sustainability Panel's comments upon the capital budget proposals were as follows:

- *In their consideration of the proposed capital schemes the Environmental Sustainability Panel 'determined that whilst none of the suggested capital projects directly supported the council's environmental initiatives, they did not in themselves damage the environment.*

2.3 REVENUE BUDGET

2.3.1 Proposals were presented to the Assembly of OSC members by the Executive, which provided for a deficit budget for 2007/08, with a 3.5% increase in Council Tax

2.3.2 Attached to this report are the necessary appendices which identify the movements in the proposed 2008/09 budget:

APPENDIX D – This shows the summary position on the revenue budget for 2008/09 and the next four years to 2012/13. There are also attached to Appendix D, which provide the additional information required.

2.3.3 As identified in previous reports surrounding the budget, the main budget pressures for 2008/09 and beyond are as follows:

- Impact of Local Government Financial Settlement;
- Impact of Pension increases;
- Implementation of the Local Development Framework;

2.3.4 The Council has also let the Refuse and Cleansing contract which is due to commence on 1 April 2008. This is the subject of a report earlier on this agenda and there may be issues to be included within the budget arising from this report.

2.3.5 A thorough review of the budgets has been undertaken through a base Budget Review exercise and significant disinvestments proposed. These items are included within Table 2 of the attachments to Appendix D.

2.3.6 The budget also includes the assumption that the interest rate achievable on the Council's investments will be 5.25% for 2008/09. The Cash Management Working Group at their meeting on 25 January 2007 agreed that this rate for inclusion within the budget could be retained at 5.25%.

2.3.7 Other the other changes that have been made to the revenue forecast are as follows;

- **Appendix D**

- *Inclusion of additional £60,000 income from Planning Applications, this follows the increase of 20% in planning charges from 1 April 2008. The position in relation to the impact for 2007/08 from the moratorium is now clearer and the impact has reduced;*

- *One-off reduction of £10,000 in the allowance for Concessionary Travel. This is to reflect that Government have paid for the issue of the passes for the new scheme from 1 April 2008;*
- *Allowance of £100,000 contingency to meet the costs of implementing the new Refuse and Cleansing Contract during 2008/09. A report on this issue is included on this agenda with a further report expected on 10 March 2008 finalising the arrangements. In the event that this sum is not required this will be added to the Council's General Fund Reserves;*

➤ **Appendix D - Table 1**

- *Licensing – Inclusion of additional £25,000 of income, this is a recurring increase reflecting the current position within 2007/08;*
- *Community Leadership – Removal of the Arts Grants which were provided for a three year period - £15,700 saving*

➤ **Appendix D – Table 4**

- *The Review– Reduction of £25,000 in the allowance for the Review newsletter. The total increase in resources for 2008/09 would therefore be £22,000 and allow resources for the production of two not the current three editions per year;*

2.3.6 Included within the budget process for 2008/09 the Council has continued with its comprehensive consultation process. A questionnaire was prepared which was distributed to the 1,500 residents and a Public Meetings was held at which views from the public were sought. In addition two focus groups were held across the district to gauge views and opinions, the focus groups enabled a in depth discussion on the budget to be held with around 25 residents of the district.

2.3.7 These exercises have enabled the Members of the Council to have a clear understanding on the potential for any proposed increases in Council Tax, but also which services are important to the general public. Attached at Appendix F, are the summary results of this consultation exercise.

2.3.8 The Assembly considered the Executive's proposals at their meeting on 23 January 2008. The OSC Assembly although generally supportive of the draft budget proposals raised the following concerns:

- *the potential for the sharing of services/partnership working should be encouraged and investigated at every opportunity.*
- *the omission of the Growth item for the OSC Officer from the approved list of Growth*

2.3.9 The Environmental Sustainability Panel's comments upon the revenue budget proposals were as follows:

- *In their consideration of the proposed revenue schemes the Environmental Sustainability Panel determined that two of the revenue proposals currently supported by the Executive, namely the Environmental Protection (Air Monitoring) and Housing Enabling Post directly supported the Council's Environmental initiatives.*

➤

- *The Panel also determined that four revenue schemes which are currently not supported by the Executive would also directly support environmental initiatives. These proposals were EMAS, Green Space Officer, Preparation of Parish Plans, and Heritage & Design.*
- *The Panel debated issues in relation to Land Drainage and Flood defence. Views were expressed that the current budget allocations are insufficient. It was decided that this should be the subject of a report to a future meeting.*

2.3.10 Since the budget papers were prepared and presented to the Assembly on 23 January 2008 and the Executive on 14 January 2008, the Council has received the final Local Government Financial Settlement figure for 2007/08. Unusually the final settlement is exactly the same as the provisional settlement. This is reflected in Appendix D.

2.3.11 As stated in paragraph 1.2, Appendix D shows a balanced position in relation to the budget for 2008/09. This includes the assumption that Council Tax for a band D property will be increased by 3.5% to **£123.12** for 2008/09.

3. Corporate Governance Issues

3.1 Adequacy of reserves

3.1.1 The Local Government Act 2003 places a specific duty on the Chief Financial Officer to report on the adequacy of the proposed financial reserves of an Authority when the budget is being considered. This statement was contained within the budget considerations in 2004/05, and the desired level of revenue balances remains unchanged for 2008/09 and beyond at £2m.

3.1.1 The desired level of reserves as determined by the professional advice of the Chief Financial Officer (Head of Resources) is £2m.

3.1.2 As yet the level of reserves as at 31/03/08, is still to be determined. However, this is estimated to be around £1.9m.

3.1.3 Attached at Appendix G shows how the level of £2m in respect of a general fund reserve has been calculated.

3.2 Robustness of Estimates

3.2.1 The Local Government Act 2003 placed a specific duty on the Chief Financial Officer to report on the robustness of estimates in the budget proposals of an Authority when the budget is being considered. This section addresses this requirement.

3.2.2 As set out in this paper a rigorous process and timetable has been followed throughout the budget setting process this year involving the Executive, Portfolio Holders, the Overview and Scrutiny committees and budget holders, alongside thorough external consultation. All key assumptions used have been reviewed and scrutinised as part of this process.

3.2.3 Included for the third time this year was the Base Budget Review process which gave members opportunity to scrutinise particular budgets in detail and ensure that the service provision offered by the Council is in line with the objectives of the Corporate Strategy.

- 3.2.4 The Council has continued to implement the Risk Management Strategy and any risk areas will be managed during 2008/09 by regular targeted monitoring and review at Senior Management Team, and will be reported to the Executive as part of the budget monitoring process.
- 3.2.5 The budget for 2008/09 shows that there is a balanced position assuming a 3.5% increase in Council Tax.
- 3.2.6 However, for the following four years of the forecast, the Council will need to identify additional disinvestments and efficiencies in order to restrict increases in Council Tax to an acceptable level. To this end it is intended that during 2008/09, starting as soon as possible, a further detailed review of the Council's entire budget is undertaken in order to deliver this requirement. The requirement for this review was the extremely disappointing financial settlement that was received by the Council for 2008/09 to 2010/11.
- 3.2.7 As always, the delivery of the budget will require financial discipline by budget centre holders, ensuring expenditure is not incurred without adequate available budget. Regular updates on forecast expenditure will also be important to ensure the budget is managed within the expenditure constraints set out.
- 3.2.8 The result of this process is a budget that is, in my view as Statutory Officer to the Council, challenging but deliverable.

4. OPTIONS AVAILABLE TO THE COMMITTEE

- 4.1 To agree to the level of expenditure shown in the Medium Term Capital Programme detailed at Appendix A and the Revenue Budget detailed at Appendix D. This would result in a level of Council Tax for 2008/09 of **£123.12**.
- 4.2 To propose amendments to specific expenditure/income areas in order to vary the level of expenditure shown in the Medium Term Capital Programme detailed at Appendix A and the Revenue Budget detailed at Appendix D, resulting in an alternative level of Council Tax for 2008/09.

5 IMPLICATIONS OF THE PROPOSAL

5.1 Legal

- 5.1.1 There are no direct legal implications arising as part of this report.

5.2 Financial

- 5.2.1 This is a financial report which proposes the capital and revenue budget for 2008/09.

5.3 Environmental

- 5.3.1 There are no direct environmental implications arising as part of this report.

5.4 Corporate Strategy

- 5.4.1 This process has been developed to assist the Council in prioritising resources in order to achieve the objectives of the Corporate Strategy.

6. RISK ASSESSMENT

- 6.1 When considering what to recommend to Council as the Council Tax for the coming year, it is necessary to take an explicit recognition of risk management issues.

- 6.2 The Council has for a number of years produced a medium term financial plan to ensure that we plan the use of the Council's valuable and limited resources carefully and sustain ably.
- 6.3 The government have again placed a great emphasis on the need for Council's to limit their tax increases in 2008/09. Within the speech made by government outlining the settlement it was clear that reserve powers in relation to capping would be used if increases in Council Tax were above 5%.
- 6.4 Consultation meetings and the feedback from the Residents have also encouraged the Council to limit the level of tax increase.
- 6.5 The result of these factors is that in order to maintain its reputation, the Council should limit its level of tax increase in 2008/09 to a maximum of 5%. In order to do this, it will be necessary to focus funds on those areas that reflect the Council's priorities and disinvest or withdraw from other services.
- 6.6 Ideally, the Council should be putting funds into reserves to build them back up to the desired level of at least £2m. However, the estimated level of £1.9m is closed to this desired level,
- 6.7 The proposed budget contains £50k to be delivered from Management Team initiatives, and £32.7k further savings arising from investment in e-government. The proposals also include a vacancy factor of 1.8% contained within this years estimate.
- 6.8 Areas of concern, which may affect the budget in the coming year, include the potential for further reductions in relation to changes to Land Charges.
- 6.9 In relation to the schedule of disinvestments and efficiencies an individual assessment of risk has been made, this is shown on Appendix D – Table 4.

7. CONCLUSION

- 7.1 The Council has undertaken an exhaustive exercise in order to canvas the views and opinions of the general public and Members in considering budget proposals. These proposals have also been developed alongside the implementation of the prioritisation process in order for the Council to maximise the benefit of limited resources to best effect against corporate priorities.
- 7.2 The proposed budget represents the current level of services provided by the Council, additional allowance has been made for limited growth. The growth was highlighted as part of the Service Planning process, which directly linked any initiative against the relevant corporate objective.

David Buckland
HEAD OF RESOURCES

Background papers:

Reports to Executive: 4 June 2007
3 September 2007
14 January 2008

Report to OSC Assembly: 23 January 2008

Appendix D

SDC Medium Term Financial Plan

BUDGET PROJECTION	2008/09	2009/10	2010/11	2011/12	2012/13
	£	£	£	£	£
Base Budget	12,586,573	13,511,472	13,795,012	14,034,918	14,235,990
Previously agreed budget changes	616,112	438,401	636,852	610,123	770,783
Initial Projection:-	13,202,685	13,949,873	14,431,864	14,645,041	15,006,773
Disinvestments/Efficiencies to be identified from 2007/08	514,750	(156,991)	34,378	146,697	
CHANGES SINCE INITIAL PROJECTION:-					
Staff Changes	(26,930)				
Department Changes:-					
Chief Executive	Table 1	(8,800)			
Monitoring Officer	Table 1	20,000			
Head of Revenues and Housing	Table 1	25,900	17,666		
Head of Member Services	Table 1	13,500			
Head of Environment	Table 1	(22,213)			
Head of Planning Services	Table 1	18,170			
Head of Community Services	Table 1	9,764			
Head of Resources	Table 1	46,740			
Other Issues:-					
Insurance Premiums		(105,390)			
Property Rents and Service Charges		(27,120)			
Planning Delivery Grant & Fee Income		(110,000)			
Implementation of Local Development Framework		(88,900)	168,900	(88,900)	
Revenue Implications of Capital	Table 2	35,000	42,000	8,000	4,000
New Growth Items	Table 3	102,000	(5,000)	(10,000)	
Findings of Base Budget Review/Disinvestments	Table 4	(89,000)			
Waste & Cleansing Contract		(244,000)	(168,000)		
Concessionary Travel		355,316	18,000	10,000	
Increase in Car Park Income		(60,000)	(40,000)		
Local Authority Business Growth Incentive		(150,000)	150,000		(15,000)
ICT Strategy - Financing Requirement			88,000		
Impact of increase in Pensions			140,000	70,000	70,000
Waste Contract Contingency		100,000	(100,000)		
Disinvestments/savings to be identified			(578,424)	(614,748)	(635,678)
		£13,511,472	£13,795,012	£14,034,918	£14,235,990
				£14,443,095	
Concessionary Fares		(342,000)	(350,000)	(360,000)	(360,000)
External Finance - RSG/NNDR		(6,903,294)	(6,937,811)	(6,972,500)	(6,972,500)
Collection Fund (Surplus)/Deficit		51,493			
Council Tax Income: (@ 3.5% for 2008/09 then 3% y-o-y)		(6,317,671)	(6,507,201)	(6,702,418)	(6,903,490)
				(7,110,595)	
(Surplus) / Deficit		0	(0)	(0)	0
				(0)	
Reserves Statement (inc. Risk Management Reserve)					
Balance brought forward 1 April		1,935	1,935	1,935	1,935
Contribution to/(from) Reserves		0	0	0	0
Balance carried forward 31 March		1,935	1,935	1,935	1,935

Notes:-

**Stratford on Avon District Council
Medium Term Financial Plan**

Explanation of Budget Items**Staff Changes – (£26,930)**

This section relates to calculation of the Council's overall cost of employing staff. This section takes account of issues including, annual increments, annual inflationary award, the increased cost of pensions, along with the vacancy of 1.8%. Included in this area is additional income for posts of which are funded from external sources such as the Department of Work & Pensions.

Departmental Changes – £103,061

There are various changes within the individual departments, which amount to an overall change of £108,061.

Insurance Premiums – (£105,390)

This decrease relates to the Council's reduction in insurance premiums following the tendering exercise in 2007/2008 and the subsequent appointment of new insurers.

Property Rents – (£27,120)

This area shows an increase in the value of the property rents received by the Council.

Implementation of the Local Development Framework – (£88,900)

It is anticipated that the Local Development Framework will require the majority of the funding in 2009/2010. This is the removal of budget from 2008/2009.

Planning Delivery Grant & Fee Income – (£110,000)

Planning Delivery Grant expected for the year of £50,000, plus an allowance for the increase in Planning fees to be implemented on 1 April 2008.

Revenue Implications of Capital – £35,000

This deals with the Revenue Implications of the proposed Capital programme.

Growth Items – £102,000

The Service and Financial Planning process have considered bids for additional growth items. These Growth Items have been included within the Medium Term Financial Plan.

Base Budget Review & Disinvestments – (£89,000)

Following the Base Budget Review undertaken in 2007/2008 £49,000 was identified as potential saving from within the services reviewed. This is coupled with efficiency gains in postage of £40,000.

Waste & Cleansing Contract – (£244,000)

Following the tendering exercise in 2007/2008 the Waste and Cleansing Contract has achieved a saving of £244,000 in 2008/2009.

Concessionary Travel – £355,316

£365,316 is the additional budget required, in addition to the grant allocated to the service from central government of £342,000, to provide country wide free travel. This figure does also include a one-off saving of £10,000 in relation to the production of the passes in 2008/09, this has been funded by central government.

Local Authority Business Growth Incentive – (£150,000)

Following growth in business rate premises within the Stratford District it is expected that an additional £150,000 will be redistributed back to the Council.

Increase in Car Parking Income - (£60,000)

Assumed increase following the review of the Car Parking Strategy to be announced in the new year.

Waste Contract Contingency - £100,000

As discussed within the item on the Executive agenda, this sum relates to the cost of implementing the new arrangements for the Waste and Cleansing contract.

2008/09 Budget Growth/(Savings) Analysis			
Service	Service Name	Reason for Growth/(Savings)	Budget Changes £
Chief Executive:-			
y162	CDC Chief Executive	Increase in phone charges and other miscellaneous expenses and removal of CPA budget	(8,800)
Total			(8,800)
Monitoring Officer & Internal Audit:-			
r640	Internal Audit & Fraud	Removal of subsidy received from DWP	20,000
Total			20,000
Head of Revenues & Housing:-			
r340	Council Tax Benefits - Admin	Increase audit fees and reduction in admin subsidy from DWP	6,239
r350	Housing Benefits - Admin	Increase in travel expenses and reduction in admin subsidy from DWP	3,711
r370	National Non-Domestic Rate	Increase in external print work and audit fees	2,600
r395	Council Tax	Increase in external print work and other miscellaneous expenses	2,950
r404	Social Inclusion	Contribution to Carers Takeup to be paid annually	3,000
w210	Housing	Increase in subscriptions and other hired services	3,400
y200	Environmental Initiatives	Increase in grants to HECA and Warwickshire Energy Efficiency	4,000
Total			25,900
Head of Member Services:-			
y150	Elections	Reduction in income	12,000
y162	CDC Chief Executive	Increase in advertising expenses	1,500
Total			13,500
Head of Environment:-			
v075	Public Conveniences	Increase in water supply and drainage, cleaning and domestic charges and other miscellaneous expenses	4,287
w205	Environmental Health	Savings in various departmental expenses	(1,500)
w215	Licensing	Increase in fee income	(25,000)
Total			(22,213)
Head of Planning Services:-			
w220	Local Land Charges	Reduction in fees income	20,000
w230	Building Control	Savings in materials and stationery expenses	(1,830)
Total			18,170

2008/09 Budget Growth/(Savings) Analysis			
Service	Service Name	Reason for Growth/(Savings)	Budget Changes £
Head of Community Services:-			
v055	Leisure Centres	Increase in maintenance of Skateboard Park and Play Areas previously funded by contribution from Crime Reduction	14,504
v275	Community Leadership	Removal of Arts Grants	(15,700)
y119	Civil Contingencies Funding	Increase in contribution expenses	5,050
v510/v530	Car Parking	PCN income and overheads	5,910
Total			9,764
Head of Resources:-			
r355/r390	Investment Interest/Asset Management Revenue Account	Reduction in car loan interest received and increase in interest payable to outside body	1,700
r365	Mortgages	Reduction in interest received	4,000
r411	Non-Distributed Costs	Increase in pensions	3,740
v085	Recreational Amenities	Increase in water charges	5,000
v290	Avenue Farm Depot	Increase in gas and water charges (corresponding income is included within Property Rents and Service Charges)	4,300
v525	SDC Infrastructure (inc. Car Parks)	Increase in maintenance of car parks lifts	3,000
y161	Corporate & Democratic Core	Saving on Bank Charges - Hexagon System	(5,000)
Various	NNDR	Increase in NNDR charges on Council properties	30,000
Total			46,740
GRAND TOTAL			103,061

STRATFORD-ON-AVON DISTRICT COUNCIL
CAPITAL PROGRAMME, REVENUE IMPLICATIONS

Appendix D - Table 2

Revenue Implications of Proposed Capital Schemes

	2008/09 £'000	2009/10 £'000	2010/11 £'000	2011/12 £'000	2012/13 £'000
<u>DIRECTORATE 'A'</u>					
Member Services					
Elections - Electoral Software System					
Capital Expenditure	56	0	0	0	0
<u>Revenue consequences</u>					
Lost Interest @ 5.55% on Capital	2	3	3	3	3
Total Revenue Impact	2	3	3	3	3
Directorate 'A' Total Revenue Impact	2	3	3	3	3
<u>DIRECTORATE 'B'</u>					
Community Services					
Parking - replace obsolete equipment					
Capital Expenditure	150	150	0	0	0
<u>Revenue consequences</u>					
Lost Interest @ 5.55% on Capital	4	12	17	17	17
Total Revenue Impact	4	12	17	17	17
Market Towns					
Capital Expenditure	75	75	75	75	
<u>Revenue consequences</u>					
Lost Interest @ 5.55% on Capital	2	6	10	14	17
Total Revenue Impact	2	6	10	14	17
Directorate 'B' Total Revenue Impact	6	19	27	31	33
<u>WORLD CLASS STRATFORD</u>					
Capital Expenditure	1,000	0	0	0	0
<u>Revenue consequences</u>					
Lost Interest @ 5.55% on Capital	28	55	55	55	55
Total Revenue Impact	28	55	55	55	55
World Class Stratford Total Revenue Impact	28	55	55	55	55
Grand Total Revenue Impact	35	77	85	89	91

2008/2009 Service & Financial Planning Programme
Summary of areas of Revenue Growth Supported

Description	Revenue Costs					Priority Number	
	2008/09	2009/10	2010/11	2011/12	2012/13		
	£000's	£000's	£000's	£000's	£000's		
Environment							
G7	Environmental Protection - To monitor and report on Air Quality in Stratford	15	10	0	0	0	10
Planning Services							
G10	Public Inquiries - Cost of dealing with Planning Inquiries	30	30	30	30	30	12
Revenues and Housing							
G13	Housing Enabling - To fund 50% of the Rural Housing Enabler Post (maintains existing service provision)	15	15	15	15	15	1
G14	Stratford CVS - To support work of CVS to ensure that current service provision is maintained	40	40	40	40	40	3
G16	Social Inclusion - To support the Council's statutory obligation under the Children Act 2004	2	2	2	2	2	2
	Total of supported revenue growth	102	97	87	87	87	

Table 4**Stratford on Avon District Council
SCHEDULE OF BASE BUDGET REVIEW FINDING & DISINVESTMENTS/EFFICIENCIES**

	Risk Analysis	2008/09 £
Revenues and Housing		
Reduce Budget for Housing Benefits Subsidy	Low	(20,000)
Reduce Budget Council Tax Benefit Subsidy	Low	(24,000)
Reduce Budget for NNDR Discretionary Relief	Low	(20,000)
Member Services		
Reduction in Civic Exepenses budget	Medium	(7,000)
Increased Resources for the "Review"	Low	22,000
Customer Services		
Savings in relation to Postage Budgets	Medium	(40,000)
GRAND TOTAL		(89,000)

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ESTIMATES 2008/2009
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Corporate Estates		28
FRS 17 Net Liability on CRA		28
Indicative Savings		28
Industrial Trading Estates		29
Investment Interest		29
Leaseholder Services		29
Misc. Expenditure \ Income		29
Mortgages		29
Non Distributed Costs		30
Recreational Amenities		30
SDC Estate Roads		30
<u>SUPPORT SERVICES</u>	Gold	31
<u>CAPITAL</u>	Yellow	
Capital Programme		35
<u>PARISHES</u>	Pink	
Parish Precepts		45
<u>FEES AND CHARGES</u>	White	47

STRATFORD-ON-AVON DISTRICT COUNCIL

	Actual 2006/2007 £	Estimate 2007/2008 £	Latest 2007/2008 £	Estimate 2008/2009 £
<u>General Fund Revenue Account</u>				
Chief Executive	538,617	448,215	564,915	495,510
Strategic Director - A	5,760,654	4,953,817	6,540,540	5,103,907
Strategic Director - B	5,794,700	7,184,541	5,705,121	7,912,055
District Council Net Expenditure	12,093,971	12,586,573	12,810,576	13,511,472
Appropriation to/(from) General Revenue A/C balance	230,643	259,239	35,236	0
Budget Requirement	£12,324,614	£12,845,812	£12,845,812	£13,511,472
Collection Fund transfer	87,143	15,048	15,048	51,493
Town/Parish Precept Expenditure	12,411,757	12,860,860	12,860,860	13,562,965
	2,149,448	2,304,458	2,304,458	2,538,310
Amount to be met by Government Grant/ Council Taxpayers:	£14,561,205	£15,165,318	£15,165,318	£16,101,275
Financing:				
Demand on Collection Fund -				
Stratford-on-Avon District Council	5,838,414	6,088,992	6,088,992	6,317,671
Town/Parish Councils	2,149,448	2,304,458	2,304,458	2,538,310
	7,987,862	8,393,450	8,393,450	8,855,981
Revenue Support Grant	1,098,462	973,145	973,145	843,564
Concessionary Fares	0	0	0	342,000
Contribution from NNDR Pool	5,474,881	5,798,723	5,798,723	6,059,730
	6,573,343	6,771,868	6,771,868	7,245,294
Total	£14,561,205	£15,165,318	£15,165,318	£16,101,275
<u>General Fund Revenue Balance</u>				
Brought Forward 1 April	1,802,683	1,714,946	2,012,174	2,047,410
Building Control	(21,152)	0	0	0
Change in Balance	230,643	259,239	35,236	0
Carried Forward 31 March	£2,012,174	£1,974,185	£2,047,410	£2,047,410
Council Tax Base	50,799.74	51,176.60	51,176.60	51,313.12
<u>Collection Fund Precepts/Demands</u>				
Warwickshire County Council	50,610,662	53,490,454	53,490,454	55,724,876
Warwickshire Police Authority	7,058,864	7,466,565	7,466,565	8,450,327
	57,669,526	60,957,019	60,957,019	64,175,203
Stratford-on-Avon D.C.	5,838,414	6,088,992	6,088,992	6,317,671
Town / Parish Councils	2,149,448	2,304,458	2,304,458	2,538,310
	£65,657,388	£69,350,469	£69,350,469	£73,031,184
<u>Council Tax (Band D)</u>				
	£	£	£	£
Warwickshire County Council	996.28	1,045.21	1,045.21	1,085.98
Warwickshire Police Authority	138.95	145.90	145.90	164.68
	1,135.23	1,191.11	1,191.11	1,250.66
Stratford-on-Avon D.C.	114.93	118.98	118.98	123.12
Town / Parish Councils (Average)	42.31	45.03	45.03	49.47
Average Charge Payable before Reliefs & Benefits	£1,292.47	£1,355.12	£1,355.12	£1,423.25

STRATFORD-ON-AVON DISTRICT COUNCIL

	Actual 2006/2007 £	Estimate 2007/2008 £	Latest 2007/2008 £	Estimate 2008/2009 £
SUBJECTIVE ANALYSIS:				
Employee Expenses	7,265,332	7,632,355	7,635,743	7,504,101
Premises Related Expenses	796,106	854,010	831,570	878,272
Transport Related Expenses	446,340	426,960	421,960	417,290
Supplies and Services	2,513,694	2,111,710	2,702,585	2,624,841
Third Party Payments	6,765,830	7,132,496	7,434,621	7,487,324
Transfer Payments	22,877,184	21,561,849	21,561,849	23,135,697
Support Services	5,491,342	6,477,393	6,547,789	6,443,349
Capital Charges	<u>331,718</u>	<u>1,695,904</u>	<u>1,695,904</u>	<u>423,427</u>
Gross Expenditure	<u>46,487,546</u>	<u>47,892,677</u>	<u>48,832,021</u>	<u>48,914,301</u>
Government Grant Income	(23,582,055)	(22,882,538)	(23,456,401)	(24,568,497)
Other Grants and Contributions	(1,215,697)	(1,140,710)	(1,276,849)	(1,332,618)
Sales Income	(119,396)	(74,800)	(74,800)	(37,700)
Fees and Charges Income	(5,963,817)	(5,735,022)	(5,740,361)	(5,924,014)
Rent Income	(1,026,126)	(961,540)	(961,540)	(989,360)
Interest Income	(1,334,638)	(1,281,501)	(1,281,501)	(1,052,940)
Recharges to Other Accounts	<u>(1,151,846)</u>	<u>(3,229,993)</u>	<u>(3,229,993)</u>	<u>(1,497,700)</u>
Gross Income	<u>(34,393,575)</u>	<u>(35,306,104)</u>	<u>(36,021,445)</u>	<u>(35,402,829)</u>
NET COST	<u>£12,093,971</u>	<u>£12,586,573</u>	<u>£12,810,576</u>	<u>£13,511,472</u>
 EMPLOYEE EXPENSES				
Salaries	7,043,194	7,426,556	7,133,881	7,282,213
Other	<u>222,138</u>	<u>205,799</u>	<u>501,862</u>	<u>221,888</u>
TOTAL	<u>£7,265,332</u>	<u>£7,632,355</u>	<u>£7,635,743</u>	<u>£7,504,101</u>

SUMMARY

	Actual 2006/2007 £	Estimate 2007/2008 £	Latest 2007/2008 £	Estimate 2008/2009 £
Chief Executive				
CDC Chief Executive	538,617	397,415	564,915	495,510
NET EXPENDITURE	<u>£538,617</u>	<u>£397,415</u>	<u>£564,915</u>	<u>£495,510</u>

Strategic Directorate - a

Corp. And Democratic Core	1,523,442	1,742,033	1,726,147	1,647,550
Council Tax	871,560	874,146	806,594	753,120
Council Tax Benefits	(30,873)	24,000	24,000	0
Council Tax Benefits - Admin.	60,311	71,587	56,638	68,912
Elections	336,977	366,050	372,350	533,658
Environmental Initiatives	147,462	162,500	163,255	172,116
Grants (Chief Executive)	10,278	33,600	37,044	37,385
Housing	2,462,656	1,509,606	3,486,440	1,715,265
Housing Ben. Admin	291,213	336,663	308,361	280,478
Housing Benefits	(84,108)	(152,000)	(152,000)	(159,000)
National Non-Domestic Rate	10,772	(11,310)	(401,090)	(89,520)
NNDR Discretionary Relief	14,142	40,000	40,000	20,000
Single Regeneration Budget	142,241	0	0	0
Social Inclusion	4,581	0	71,301	123,943
NET EXPENDITURE	<u>£5,760,654</u>	<u>£4,996,875</u>	<u>£6,539,040</u>	<u>£5,103,907</u>

SUMMARY

	Actual	Estimate	Latest	Estimate
	2006/2007	2007/2008	2007/2008	2008/2009
	£	£	£	£
Strategic Directorate - b				
Appropriations from FARR	(3,855,502)	(5,690,112)	(10,275,372)	(2,750,800)
Asset Management Revenue Acctnt	13,342	(1,400,181)	(1,400,181)	7,900
Avenue Farm Depot	(171,578)	(68,910)	(68,910)	(141,374)
Building Control	222,351	417,492	395,572	447,281
CDC Resources	305,678	262,700	260,400	265,460
Civil Contingencies Funding	35,693	38,280	44,280	33,040
Community Leadership	948,314	744,520	2,316,520	811,670
Community Leisure Service	213,169	254,959	228,975	235,770
Concessionary Fares	462,335	418,994	393,065	759,468
Corporate Estates	136,681	77,173	708,053	(105,188)
Crime Reduction	153,272	164,022	157,647	171,082
Domestic Refuse Collection	1,947,732	2,008,445	2,008,743	1,309,915
Economic Development/Tourism	323,036	299,446	295,426	256,285
Environmental Health	1,341,955	1,472,067	1,436,146	1,450,003
FRS 17 Net Liability on CRA	(531,000)	(557,000)	(557,000)	(531,000)
Health Promotion	73,433	73,421	73,421	70,171
Indicative Savings	0	(291,904)	71,255	(85,100)
Industrial Trading Estates	(19,758)	82,401	79,961	(24,069)
Investment Interest	(1,329,914)	(1,273,501)	(1,273,501)	(1,048,940)
Land Drainage	153,580	144,592	161,722	180,814
Leaseholder Services	(1,812)	(1,460)	(1,460)	(460)
Leisure Centres	562,776	855,605	955,905	511,184
Licensing	61,890	29,500	24,847	22,120
Local Land Charges	(117,348)	(146,960)	(153,600)	(223,760)
Miscellaneous Refuse Collectn.	1,510,953	1,559,590	1,559,420	1,740,032
Misc. Expenditure \ Income	0	15,300	3,675	53,173
Mortgages	(4,361)	(7,640)	(7,640)	(4,000)
Non Distributed Costs	98,870	376,400	530,262	109,140
Off-Street Parking	(1,005,838)	(431,813)	(484,606)	(864,671)
On Street Parking	21,199	11,400	11,400	21,200
Parks Playfields & Open Spaces	733,867	873,888	869,983	771,109
Planning Policy	657,963	642,387	642,357	873,460
Public Conveniences	403,633	465,570	464,680	445,414
Public Safety \ Security	450,081	439,693	435,763	473,975
Recreational Amenities	(92,984)	2,843,563	3,173,903	(93,127)
Regulatory Services	1,190,023	1,513,191	1,646,465	1,387,920
Requisition Of Sewers	4,635	27,190	27,090	4,870
SDC Estate Roads	78,354	128,580	138,840	136,568
Sewage Collection	7,816	8,200	8,200	5,070
Southam Community Centre	0	3,900	3,900	0
Street Cleansing	774,502	752,935	750,655	1,188,340
Street Furniture	37,665	56,360	50,360	42,110
NET EXPENDITURE	<u>£5,794,699</u>	<u>£7,192,283</u>	<u>£5,706,621</u>	<u>£7,912,055</u>

SUBJECTIVE ANALYSIS

	Actual 2006/2007 £	Estimate 2007/2008 £	Latest 2007/2008 £	Estimate 2008/2009 £	Ref
Chief Executive					
Employees Expenses	274,177	214,300	225,700	215,300	01
Transport Related Expenses	8,554	5,615	5,615	4,910	03
Supplies And Services Expenses	10,208	6,600	31,450	5,510	04
Third Party Payments	104,710	4,800	136,050	200	05
Transfer Payments	15,529	5,000	5,000	10,490	06
Central Support Services	125,439	161,100	161,100	259,100	07
NET EXPENDITURE	<u>£538,617</u>	<u>£397,415</u>	<u>£564,915</u>	<u>£495,510</u>	
EMPLOYEES					
Salaries	269,825	208,800	220,200	214,400	
Other	4,352	5,500	5,500	900	
TOTAL	<u>£274,177</u>	<u>£214,300</u>	<u>£225,700</u>	<u>£215,300</u>	

Strategic Directorate - a

Employees Expenses	1,678,863	1,794,970	1,770,810	1,890,500	01
Premises Related Expenses	15,751	12,000	12,000	12,000	02
Transport Related Expenses	101,734	101,110	102,820	104,015	03
Supplies And Services Expenses	919,141	824,639	903,733	890,254	04
Third Party Payments	346,857	347,162	373,670	406,610	05
Transfer Payments	22,189,334	21,625,931	21,626,482	23,320,747	06
Central Support Services	2,411,672	2,795,993	2,740,015	2,705,848	07
Capital Charges	1,401,347	358,000	2,420,960	436,700	08
Government Grant Income	(23,182,278)	(22,681,627)	(23,109,547)	(24,486,167)	10
Other Grants & Contributions	(5,654)	0	(120,492)	0	11
Sales Income	(1,814)	(3,000)	(3,000)	(3,000)	12
Fees & Charges Income	(88,574)	(158,703)	(158,811)	(154,000)	13
Recharges To Other Accounts	(25,725)	(19,600)	(19,600)	(19,600)	16
NET EXPENDITURE	<u>£5,760,654</u>	<u>£4,996,875</u>	<u>£6,539,040</u>	<u>£5,103,907</u>	
EMPLOYEES					
Salaries	1,600,235	1,720,440	1,700,485	1,819,730	
Other	78,628	74,530	70,325	70,770	
TOTAL	<u>£1,678,863</u>	<u>£1,794,970</u>	<u>£1,770,810</u>	<u>£1,890,500</u>	

SUBJECTIVE ANALYSIS

	Actual	Estimate	Latest	Estimate	Ref
	2006/2007	2007/2008	2007/2008	2008/2009	
	£	£	£	£	
Strategic Directorate - b					
Employees Expenses	5,312,293	5,623,085	5,640,733	5,398,301	01
Premises Related Expenses	780,355	842,010	819,570	866,272	02
Transport Related Expenses	336,052	320,235	313,525	308,365	03
Supplies And Services Expenses	1,584,343	1,280,471	1,767,402	1,729,077	04
Third Party Payments	6,314,263	6,780,534	6,920,901	7,080,514	05
Transfer Payments	672,321	(69,082)	(69,633)	(195,540)	06
Central Support Services	2,954,230	3,520,300	3,649,174	3,478,401	07
Capital Charges	(1,069,629)	1,337,904	(725,056)	(13,273)	08
Government Grant Income	(399,777)	(200,911)	(346,854)	(82,330)	10
Other Grants & Contributions	(1,210,043)	(1,140,710)	(1,156,357)	(1,332,618)	11
Sales Income	(117,581)	(71,800)	(71,800)	(34,700)	12
Fees & Charges Income	(5,875,243)	(5,576,319)	(5,581,550)	(5,770,014)	13
Rent Income	(1,026,126)	(961,540)	(961,540)	(989,360)	14
Interest Income	(1,334,638)	(1,281,501)	(1,281,501)	(1,052,940)	15
Recharges To Other Accounts	(1,126,120)	(3,210,393)	(3,210,393)	(1,478,100)	16
NET EXPENDITURE	<u>£5,794,699</u>	<u>£7,192,283</u>	<u>£5,706,621</u>	<u>£7,912,055</u>	
EMPLOYEES					
Salaries	5,173,135	5,497,316	5,213,196	5,248,083	
Other	139,158	125,769	427,537	150,218	
TOTAL	<u>£5,312,293</u>	<u>£5,623,085</u>	<u>£5,640,733</u>	<u>£5,398,301</u>	

Chief Executive

	Actual 2006/2007 £	Estimate 2007/2008 £	Latest 2007/2008 £	Estimate 2008/2009 £	Ref
Chief Executive					
Corp. & Democratic Corp (Part)					
Employees Expenses	274,177	214,300	225,700	215,300	01
Transport Related Expenses	8,554	5,615	5,615	4,910	03
Supplies And Services Expenses	10,208	6,600	31,450	5,510	04
Third Party Payments	104,710	4,800	136,050	200	05
Transfer Payments	15,529	5,000	5,000	10,490	06
Central Support Services	125,439	161,100	161,100	259,100	07
NET COST OF SERVICE	<u>538,617</u>	<u>397,415</u>	<u>564,915</u>	<u>495,510</u>	

Strategic Directorate - a

	Actual 2006/2007 £	Estimate 2007/2008 £	Latest 2007/2008 £	Estimate 2008/2009 £	Ref
Head of Member Services					
Corp. & Democratic Corp (Part)					
Employees Expenses	67,161	82,690	86,580	87,080	01
Premises Related Expenses	1,912	2,200	2,200	2,200	02
Transport Related Expenses	43,849	48,320	48,320	48,270	03
Supplies And Services Expenses	440,969	465,950	462,950	490,650	04
Third Party Payments	726	0	0	0	05
Transfer Payments	3,374	1,000	1,000	4,340	06
Central Support Services	965,962	1,136,673	1,124,497	1,023,810	07
Gross Expenditure	1,523,953	1,736,833	1,725,547	1,656,350	
Fees & Charges Income	(511)	(10,000)	(10,000)	(10,000)	13
Gross Income	(511)	(10,000)	(10,000)	(10,000)	
NET COST OF SERVICE	1,523,442	1,726,833	1,715,547	1,646,350	
Elections					
Employees Expenses	62,327	59,050	59,050	59,050	01
Premises Related Expenses	6,355	5,700	5,700	5,700	02
Transport Related Expenses	153	400	400	400	03
Supplies And Services Expenses	75,945	60,300	66,200	59,570	04
Third Party Payments	16,159	24,800	24,800	24,800	05
Transfer Payments	0	1,100	1,100	0	06
Central Support Services	205,651	233,700	240,000	335,138	07
Capital Charges	0	0	0	56,000	08
Gross Expenditure	366,590	385,050	397,250	540,658	
Other Grants & Contributions	(4,404)	0	(5,900)	0	11
Sales Income	(1,814)	(3,000)	(3,000)	(3,000)	12
Fees & Charges Income	(23,395)	(16,000)	(16,000)	(4,000)	13
Gross Income	(29,613)	(19,000)	(24,900)	(7,000)	
NET COST OF SERVICE	336,977	366,050	372,350	533,658	

Strategic Directorate - a

	Actual 2006/2007 £	Estimate 2007/2008 £	Latest 2007/2008 £	Estimate 2008/2009 £	Ref
Head of Revenues & Housing					
Council Tax					
Employees Expenses	321,920	321,600	290,660	323,700	01
Premises Related Expenses	334	0	0	0	02
Transport Related Expenses	6,442	6,190	6,190	6,860	03
Supplies And Services Expenses	54,033	50,000	60,000	57,530	04
Third Party Payments	25,955	23,420	23,420	21,500	05
Transfer Payments	16,065	8,650	8,650	16,070	06
Central Support Services	501,655	584,586	537,974	452,760	07
Gross Expenditure	926,404	994,446	926,894	878,420	
Other Grants & Contributions	(1,000)	0	0	0	11
Fees & Charges Income	(53,844)	(120,300)	(120,300)	(125,300)	13
Gross Income	(54,844)	(120,300)	(120,300)	(125,300)	
NET COST OF SERVICE	871,560	874,146	806,594	753,120	
Council Tax Benefits					
Supplies And Services Expenses	309	0	0	0	04
Transfer Payments	5,514,112	5,509,000	5,509,000	5,929,700	06
Gross Expenditure	5,514,421	5,509,000	5,509,000	5,929,700	
Government Grant Income	(5,545,294)	(5,485,000)	(5,485,000)	(5,929,700)	10
Gross Income	(5,545,294)	(5,485,000)	(5,485,000)	(5,929,700)	
NET COST OF SERVICE	(30,873)	24,000	24,000	0	
Council Tax Benefits - Admin.					
Employees Expenses	249,269	251,300	239,620	241,800	01
Transport Related Expenses	5,867	5,180	4,315	5,240	03
Supplies And Services Expenses	11,959	17,945	21,080	16,010	04
Third Party Payments	29,970	14,719	14,020	27,015	05
Transfer Payments	12,473	6,633	6,250	12,470	06
Central Support Services	131,945	157,050	159,310	145,410	07
Gross Expenditure	441,483	452,827	444,595	447,945	
Government Grant Income	(381,172)	(381,172)	(381,172)	(379,033)	10
Other Grants & Contributions	0	0	(6,785)	0	11
Fees & Charges Income	0	(68)	0	0	13
Gross Income	(381,172)	(381,240)	(387,957)	(379,033)	
NET COST OF SERVICE	60,311	71,587	56,638	68,912	
Environmental Initiatives					
Employees Expenses	203	9,100	9,100	9,400	01
Transport Related Expenses	0	0	755	830	03
Supplies And Services Expenses	139,231	147,300	147,300	155,086	04
Central Support Services	8,060	6,100	6,100	6,800	07
Gross Expenditure	147,494	162,500	163,255	172,116	
Fees & Charges Income	(32)	0	0	0	13
Gross Income	(32)	0	0	0	
NET COST OF SERVICE	147,462	162,500	163,255	172,116	

Strategic Directorate - a

	Actual 2006/2007 £	Estimate 2007/2008 £	Latest 2007/2008 £	Estimate 2008/2009 £	Ref
Head of Revenues & Housing (Continued)					
Grants					
Employees Expenses	372	18,200	18,225	18,800	01
Transport Related Expenses	0	0	1,510	1,660	03
Supplies And Services Expenses	9,906	15,400	16,309	16,925	04
Third Party Payments	0	0	706	0	05
Transfer Payments	0	0	384	0	06
Gross Expenditure	10,278	33,600	37,134	37,385	
Fees & Charges Income	0	0	(90)	0	13
Gross Income	0	0	(90)	0	
NET COST OF SERVICE	10,278	33,600	37,044	37,385	
Housing					
Employees Expenses	591,230	660,000	625,565	674,400	01
Premises Related Expenses	4,907	4,100	4,100	4,100	02
Transport Related Expenses	35,451	32,470	30,720	29,530	03
Supplies And Services Expenses	32,592	25,807	29,995	23,475	04
Third Party Payments	215,104	199,499	190,800	275,540	05
Transfer Payments	29,689	17,265	16,500	29,690	06
Central Support Services	221,376	238,300	237,750	353,530	07
Capital Charges	1,381,347	358,000	2,420,960	380,700	08
Gross Expenditure	2,511,696	1,535,441	3,556,390	1,770,965	
Government Grant Income	(14,500)	0	(44,250)	(30,000)	10
Fees & Charges Income	(8,815)	(6,235)	(6,100)	(6,100)	13
Recharges To Other Accounts	(25,725)	(19,600)	(19,600)	(19,600)	16
Gross Income	(49,040)	(25,835)	(69,950)	(55,700)	
NET COST OF SERVICE	2,462,656	1,509,606	3,486,440	1,715,265	
Housing Ben. Admin					
Employees Expenses	255,698	257,230	256,220	269,400	01
Premises Related Expenses	1,947	0	0	0	02
Transport Related Expenses	7,714	6,460	5,600	6,235	03
Supplies And Services Expenses	19,835	20,937	82,494	14,545	04
Third Party Payments	46,088	77,324	101,225	44,125	05
Transfer Payments	12,688	6,783	6,400	12,690	06
Central Support Services	269,314	316,284	312,584	279,700	07
Gross Expenditure	613,283	685,018	764,523	626,695	
Government Grant Income	(321,630)	(348,355)	(348,355)	(346,217)	10
Other Grants & Contributions	0	0	(107,807)	0	11
Fees & Charges Income	(440)	0	0	0	13
Gross Income	(322,070)	(348,355)	(456,162)	(346,217)	
NET COST OF SERVICE	291,213	336,663	308,361	280,478	

Strategic Directorate - a

	Actual 2006/2007 £	Estimate 2007/2008 £	Latest 2007/2008 £	Estimate 2008/2009 £	Ref
Head of Revenues & Housing (Continued)					
Housing Benefits					
Transfer Payments	16,580,225	16,032,000	16,032,000	17,289,117	06
Gross Expenditure	16,580,225	16,032,000	16,032,000	17,289,117	
Government Grant Income	(16,664,333)	(16,184,000)	(16,184,000)	(17,448,117)	10
Gross Income	(16,664,333)	(16,184,000)	(16,184,000)	(17,448,117)	
NET COST OF SERVICE	(84,108)	(152,000)	(152,000)	(159,000)	
National Non-Domestic Rate					
Employees Expenses	130,401	135,800	131,190	140,800	01
Premises Related Expenses	296	0	0	0	02
Transport Related Expenses	2,180	2,090	2,090	2,010	03
Supplies And Services Expenses	7,939	5,800	5,800	9,600	04
Third Party Payments	12,855	7,400	7,400	8,500	05
Transfer Payments	6,566	3,500	3,500	6,670	06
Central Support Services	107,671	123,300	121,800	104,600	07
Gross Expenditure	267,908	277,890	271,780	272,180	
Government Grant Income	(255,349)	(283,100)	(666,770)	(353,100)	10
Other Grants & Contributions	(250)	0	0	0	11
Fees & Charges Income	(1,538)	(6,100)	(6,100)	(8,600)	13
Gross Income	(257,136)	(289,200)	(672,870)	(361,700)	
NET COST OF SERVICE	10,772	(11,310)	(401,090)	(89,520)	
NNDR Discretionary Relief					
Transfer Payments	14,142	40,000	40,000	20,000	06
Gross Expenditure	14,142	40,000	40,000	20,000	
NET COST OF SERVICE	14,142	40,000	40,000	20,000	
Single Regeneration Budget					
Supplies And Services Expenses	122,204	0	0	0	04
Central Support Services	37	0	0	0	07
Capital Charges	20,000	0	0	0	08
Gross Expenditure	142,241	0	0	0	
NET COST OF SERVICE	142,241	0	0	0	

Strategic Directorate - a

	Actual 2006/2007 £	Estimate 2007/2008 £	Latest 2007/2008 £	Estimate 2008/2009 £	Ref
Head of Revenues & Housing (Continued)					
Social Inclusion					
Employees Expenses	283	0	54,600	66,070	01
Transport Related Expenses	78	0	2,920	2,980	03
Supplies And Services Expenses	4,219	0	9,205	45,663	04
Third Party Payments	0	0	3,099	5,130	05
Transfer Payments	0	0	1,698	0	06
Central Support Services	0	0	0	4,100	07
Gross Expenditure	4,581	0	71,522	123,943	
Fees & Charges Income	0	0	(221)	0	13
Gross Income	0	0	(221)	0	
NET COST OF SERVICE	4,581	0	71,301	123,943	

Strategic Directorate - a

	Actual 2006/2007 £	Estimate 2007/2008 £	Latest 2007/2008 £	Estimate 2008/2009 £	Ref
Monitoring Officer					
Corp. And Democratic Core (Part)					
Supplies And Services Expenses	0	15,200	2,400	1,200	04
Third Party Payments	0	0	8,200	0	05
Gross Expenditure	0	15,200	10,600	1,200	
NET COST OF SERVICE	0	15,200	10,600	1,200	

Strategic Directorate - b

	Actual 2006/2007 £	Estimate 2007/2008 £	Latest 2007/2008 £	Estimate 2008/2009 £	Ref
Head of Community Services					
Civil Contingencies Funding					
Employees Expenses	479	1,700	1,700	1,820	01
Transport Related Expenses	0	110	110	120	03
Supplies And Services Expenses	12,609	29,500	12,450	17,500	04
Central Support Services	22,605	6,970	30,020	13,600	07
Gross Expenditure	35,693	38,280	44,280	33,040	
NET COST OF SERVICE	35,693	38,280	44,280	33,040	
Community Leadership					
Employees Expenses	140,914	191,480	194,220	193,840	01
Premises Related Expenses	2,238	0	0	0	02
Transport Related Expenses	11,675	11,340	11,340	12,310	03
Supplies And Services Expenses	319,603	267,250	291,944	253,550	04
Third Party Payments	27,837	10,000	10,000	10,000	05
Transfer Payments	7,014	4,450	4,450	8,960	06
Central Support Services	79,652	97,000	97,670	100,050	07
Capital Charges	471,038	200,000	1,758,000	275,000	08
Gross Expenditure	1,059,970	781,520	2,367,624	853,710	
Other Grants & Contributions	(101,487)	(25,000)	(39,104)	(30,040)	11
Fees & Charges Income	(10,170)	(12,000)	(12,000)	(12,000)	13
Gross Income	(111,657)	(37,000)	(51,104)	(42,040)	
NET COST OF SERVICE	948,314	744,520	2,316,520	811,670	
Community Leisure Service					
Employees Expenses	231,412	195,150	179,990	216,660	01
Premises Related Expenses	3,396	4,100	4,100	4,100	02
Transport Related Expenses	33,195	17,790	14,925	14,400	03
Supplies And Services Expenses	16,716	20,686	16,695	16,495	04
Third Party Payments	11,838	3,655	4,580	3,455	05
Transfer Payments	4,823	2,295	1,913	4,610	06
Central Support Services	103,020	127,170	121,492	113,060	07
Gross Expenditure	404,400	370,846	343,695	372,780	
Other Grants & Contributions	(25,379)	(21,900)	(20,800)	(36,090)	11
Fees & Charges Income	(165,852)	(93,987)	(93,920)	(100,920)	13
Gross Income	(191,231)	(115,887)	(114,720)	(137,010)	
NET COST OF SERVICE	213,169	254,959	228,975	235,770	

Strategic Directorate - b

	Actual 2006/2007 £	Estimate 2007/2008 £	Latest 2007/2008 £	Estimate 2008/2009 £	Ref
Head of Community Services (Continued)					
Crime Reduction					
Employees Expenses	79,346	94,300	69,000	91,170	01
Premises Related Expenses	250	0	0	0	02
Transport Related Expenses	6,398	5,665	5,665	5,695	03
Supplies And Services Expenses	33,863	41,942	40,317	41,462	04
Third Party Payments	15,829	2,215	22,765	2,635	05
Transfer Payments	3,967	850	850	3,970	06
Central Support Services	16,827	19,200	19,200	26,300	07
Gross Expenditure	156,480	164,172	157,797	171,232	
Other Grants & Contributions	(3,207)	0	0	0	11
Fees & Charges Income	0	(150)	(150)	(150)	13
Gross Income	(3,207)	(150)	(150)	(150)	
NET COST OF SERVICE	153,272	164,022	157,647	171,082	
Economic Development/Tourism					
Employees Expenses	46,498	16,370	15,180	6,430	01
Premises Related Expenses	(5,159)	470	470	400	02
Transport Related Expenses	2,897	4,200	4,200	240	03
Supplies And Services Expenses	291,860	293,359	319,509	325,393	04
Third Party Payments	35,159	4,055	4,055	20,482	05
Transfer Payments	2,386	1,762	1,762	440	06
Central Support Services	28,266	33,900	34,920	7,300	07
Capital Charges	0	19,800	19,800	0	08
Gross Expenditure	401,908	373,916	399,896	360,685	
Government Grant Income	0	0	(30,000)	(30,000)	10
Other Grants & Contributions	(1,000)	0	0	0	11
Fees & Charges Income	(19,872)	(16,470)	(16,470)	(16,400)	13
Rent Income	(58,000)	(58,000)	(58,000)	(58,000)	14
Gross Income	(78,872)	(74,470)	(104,470)	(104,400)	
NET COST OF SERVICE	323,036	299,446	295,426	256,285	
Health Promotion					
Employees Expenses	42,405	41,456	41,456	43,366	01
Transport Related Expenses	2,496	2,690	2,690	2,280	03
Supplies And Services Expenses	9,078	8,675	8,675	7,915	04
Third Party Payments	1,251	0	0	0	05
Transfer Payments	2,114	1,000	1,000	2,110	06
Central Support Services	16,089	19,600	19,600	14,500	07
Gross Expenditure	73,433	73,421	73,421	70,171	
NET COST OF SERVICE	73,433	73,421	73,421	70,171	

Strategic Directorate - b

	Actual 2006/2007 £	Estimate 2007/2008 £	Latest 2007/2008 £	Estimate 2008/2009 £	Ref
Head of Community Services (Continued)					
Leisure Centres					
Employees Expenses	105,539	87,950	79,620	65,790	01
Premises Related Expenses	124,405	125,750	112,300	132,000	02
Transport Related Expenses	8,502	5,980	5,980	7,580	03
Supplies And Services Expenses	9,053	7,260	130,543	7,130	04
Third Party Payments	188,256	109,560	108,060	114,488	05
Transfer Payments	5,069	1,900	1,900	5,300	06
Central Support Services	46,535	57,000	65,280	75,911	07
Capital Charges	274,166	671,045	671,045	317,385	08
Gross Expenditure	761,525	1,066,445	1,174,728	725,584	
Other Grants & Contributions	(41,477)	(40,700)	(43,343)	(40,700)	11
Fees & Charges Income	(157,273)	(170,140)	(175,480)	(173,700)	13
Gross Income	(198,750)	(210,840)	(218,823)	(214,400)	
NET COST OF SERVICE	562,776	855,605	955,905	511,184	
Off-Street Parking					
Employees Expenses	222,702	250,160	244,939	260,800	01
Premises Related Expenses	408,257	435,910	433,060	429,100	02
Transport Related Expenses	7,736	9,080	9,080	9,010	03
Supplies And Services Expenses	80,232	107,330	105,610	92,570	04
Third Party Payments	158,303	173,805	156,875	243,992	05
Transfer Payments	10,721	5,913	5,913	10,720	06
Central Support Services	171,010	241,900	226,578	171,600	07
Capital Charges	227,421	576,389	576,389	206,957	08
Gross Expenditure	1,286,382	1,800,487	1,758,444	1,424,749	
Other Grants & Contributions	(875)	0	0	0	11
Fees & Charges Income	(2,237,092)	(2,184,000)	(2,184,000)	(2,227,500)	13
Rent Income	(46,854)	(41,500)	(52,250)	(54,120)	14
Recharges To Other Accounts	(7,400)	(6,800)	(6,800)	(7,800)	16
Gross Income	(2,292,220)	(2,232,300)	(2,243,050)	(2,289,420)	
NET COST OF SERVICE	(1,005,838)	(431,813)	(484,606)	(864,671)	
On Street Parking					
Employees Expenses	432,325	490,840	480,146	504,770	01
Premises Related Expenses	473	3,300	3,300	3,700	02
Transport Related Expenses	14,894	13,510	13,510	23,960	03
Supplies And Services Expenses	85,591	109,090	109,090	105,600	04
Third Party Payments	37,589	829,000	829,000	923,000	05
Transfer Payments	884,597	11,400	11,400	21,200	06
Central Support Services	90,231	93,370	104,064	110,500	07
Gross Expenditure	1,545,700	1,550,510	1,550,510	1,692,730	
Other Grants & Contributions	(661,103)	(744,610)	(744,610)	(783,030)	11
Fees & Charges Income	(863,398)	(794,500)	(794,500)	(888,500)	13
Gross Income	(1,524,501)	(1,539,110)	(1,539,110)	(1,671,530)	
NET COST OF SERVICE	21,199	11,400	11,400	21,200	

Strategic Directorate - b

	Actual 2006/2007 £	Estimate 2007/2008 £	Latest 2007/2008 £	Estimate 2008/2009 £	Ref
Head of Community Services (Continued)					
Public Safety \ Security					
Employees Expenses	185,736	185,940	182,710	182,740	01
Premises Related Expenses	1,176	1,200	1,200	1,110	02
Transport Related Expenses	1,426	1,070	1,070	1,020	03
Supplies And Services Expenses	61,112	77,000	74,640	72,197	04
Third Party Payments	68,682	43,300	38,000	44,340	05
Transfer Payments	8,232	3,600	3,600	8,230	06
Central Support Services	61,903	70,500	77,460	67,300	07
Capital Charges	103,926	63,083	63,083	103,038	08
Gross Expenditure	492,193	445,693	441,763	479,975	
Other Grants & Contributions	(42,112)	(6,000)	(6,000)	(6,000)	11
Gross Income	(42,112)	(6,000)	(6,000)	(6,000)	
NET COST OF SERVICE	450,081	439,693	435,763	473,975	
Southam Community Centre					
Capital Charges	0	3,900	3,900	0	08
Gross Expenditure	0	3,900	3,900	0	
NET COST OF SERVICE	0	3,900	3,900	0	

Strategic Directorate - b

	Actual 2006/2007 £	Estimate 2007/2008 £	Latest 2007/2008 £	Estimate 2008/2009 £	Ref
Head of Environment					
Domestic Refuse Collection					
Employees Expenses	37,493	39,240	30,910	31,210	01
Transport Related Expenses	1,607	4,480	4,480	1,980	03
Supplies And Services Expenses	4,189	2,400	2,400	4,520	04
Third Party Payments	1,915,689	1,904,625	1,904,625	1,265,201	05
Transfer Payments	1,840	1,400	1,400	1,840	06
Central Support Services	67,835	101,100	109,728	90,328	07
Gross Expenditure	2,028,654	2,053,245	2,053,543	1,395,079	
Other Grants & Contributions	(30,035)	0	0	(31,000)	11
Fees & Charges Income	(50,887)	(44,800)	(44,800)	(54,164)	13
Gross Income	(80,922)	(44,800)	(44,800)	(85,164)	
NET COST OF SERVICE	1,947,732	2,008,445	2,008,743	1,309,915	
Environmental Health					
Employees Expenses	862,159	923,420	867,120	839,260	01
Premises Related Expenses	40,722	28,640	31,140	26,660	02
Transport Related Expenses	66,443	73,440	70,505	73,010	03
Supplies And Services Expenses	85,414	103,094	94,119	70,280	04
Third Party Payments	55,086	43,368	36,460	47,416	05
Transfer Payments	40,312	24,255	24,468	40,310	06
Central Support Services	387,912	456,200	502,652	486,311	07
Capital Charges	19,706	33,506	33,506	32,306	08
Gross Expenditure	1,557,753	1,685,923	1,659,970	1,615,553	
Government Grant Income	0	(48,911)	(58,854)	0	10
Sales Income	(12,861)	(6,000)	(6,000)	(13,000)	12
Fees & Charges Income	(186,222)	(145,545)	(145,570)	(139,150)	13
Rent Income	(16,716)	(13,400)	(13,400)	(13,400)	14
Gross Income	(215,798)	(213,856)	(223,824)	(165,550)	
NET COST OF SERVICE	1,341,955	1,472,067	1,436,146	1,450,003	
Land Drainage					
Employees Expenses	80,410	82,539	82,139	80,840	01
Transport Related Expenses	6,572	7,230	7,230	7,120	03
Supplies And Services Expenses	544	1,123	1,123	964	04
Third Party Payments	4,378	13,100	16,100	13,100	05
Transfer Payments	3,885	200	200	3,890	06
Central Support Services	22,430	27,000	26,930	25,500	07
Capital Charges	35,360	14,000	28,600	50,000	08
Gross Expenditure	153,580	145,192	162,322	181,414	
Fees & Charges Income	0	(600)	(600)	(600)	13
Gross Income	0	(600)	(600)	(600)	
NET COST OF SERVICE	153,580	144,592	161,722	180,814	

Strategic Directorate - b

	Actual 2006/2007 £	Estimate 2007/2008 £	Latest 2007/2008 £	Estimate 2008/2009 £	Ref
Head of Environment (Continued)					
Licensing					
Employees Expenses	158,074	148,200	145,660	159,500	01
Transport Related Expenses	8,698	5,200	5,200	5,200	03
Supplies And Services Expenses	7,515	8,000	8,000	4,280	04
Third Party Payments	28,283	8,900	6,100	8,900	05
Transfer Payments	6,840	3,900	3,900	6,840	06
Central Support Services	120,893	122,400	123,087	126,300	07
Gross Expenditure	330,304	296,600	291,947	311,020	
Fees & Charges Income	(268,413)	(267,100)	(267,100)	(288,900)	13
Gross Income	(268,413)	(267,100)	(267,100)	(288,900)	
NET COST OF SERVICE	61,890	29,500	24,847	22,120	
Miscellaneous Refuse Collectn.					
Employees Expenses	22,793	25,240	24,730	32,310	01
Premises Related Expenses	3,850	0	0	0	02
Transport Related Expenses	903	4,000	4,000	1,000	03
Supplies And Services Expenses	1,496	18,150	18,150	6,950	04
Third Party Payments	1,821,259	1,802,000	1,802,000	1,998,220	05
Transfer Payments	1,106	500	500	1,110	06
Central Support Services	59,884	81,700	82,040	83,700	07
Gross Expenditure	1,911,292	1,931,590	1,931,420	2,123,290	
Government Grant Income	(50,000)	(52,000)	(52,000)	0	10
Other Grants & Contributions	(252,647)	(260,000)	(260,000)	(363,258)	11
Sales Income	(97,377)	(60,000)	(60,000)	(20,000)	12
Fees & Charges Income	(315)	0	0	0	13
Gross Income	(400,339)	(372,000)	(372,000)	(383,258)	
NET COST OF SERVICE	1,510,953	1,559,590	1,559,420	1,740,032	
Parks Playfields & Open Spaces					
Employees Expenses	101,922	105,740	94,635	81,180	01
Premises Related Expenses	37,807	45,000	45,000	36,600	02
Transport Related Expenses	7,537	4,560	4,560	4,380	03
Supplies And Services Expenses	19,215	15,700	15,700	15,150	04
Third Party Payments	606,894	617,975	616,475	643,156	05
Transfer Payments	4,747	1,800	1,800	4,750	06
Central Support Services	46,257	114,700	123,400	57,300	07
Capital Charges	18,626	60,693	60,693	20,873	08
Gross Expenditure	843,005	966,168	962,263	863,389	
Other Grants & Contributions	(45,641)	(42,500)	(42,500)	(42,500)	11
Fees & Charges Income	(52,545)	(45,000)	(45,000)	(45,000)	13
Rent Income	(1,677)	(1,480)	(1,480)	(1,480)	14
Recharges To Other Accounts	(9,274)	(3,300)	(3,300)	(3,300)	16
Gross Income	(109,138)	(92,280)	(92,280)	(92,280)	
NET COST OF SERVICE	733,867	873,888	869,983	771,109	

Strategic Directorate - b

	Actual 2006/2007 £	Estimate 2007/2008 £	Latest 2007/2008 £	Estimate 2008/2009 £	Ref
Head of Environment (Continued)					
Public Conveniences					
Employees Expenses	62,581	60,790	60,730	62,895	01
Premises Related Expenses	56,523	81,040	67,500	90,669	02
Transport Related Expenses	9,513	9,370	9,370	8,040	03
Supplies And Services Expenses	4,895	8,583	2,683	4,181	04
Third Party Payments	182,235	183,300	202,300	188,003	05
Transfer Payments	3,462	1,121	1,121	3,460	06
Central Support Services	25,967	29,400	29,010	26,600	07
Capital Charges	58,666	92,866	92,866	61,766	08
Gross Expenditure	403,842	466,470	465,580	445,614	
Sales Income	(209)	(700)	(700)	(200)	12
Fees & Charges Income	0	(200)	(200)	0	13
Gross Income	(209)	(900)	(900)	(200)	
NET COST OF SERVICE	403,633	465,570	464,680	445,414	
Requisition Of Sewers					
Employees Expenses	3,819	4,440	3,930	4,000	01
Transport Related Expenses	57	100	100	100	03
Supplies And Services Expenses	169	250	150	150	04
Transfer Payments	222	0	0	220	06
Central Support Services	369	400	910	400	07
Capital Charges	0	22,000	22,000	0	08
Gross Expenditure	4,635	27,190	27,090	4,870	
NET COST OF SERVICE	4,635	27,190	27,090	4,870	
Sewage Collection					
Employees Expenses	1,896	2,000	2,000	2,200	01
Transport Related Expenses	51	0	0	0	03
Third Party Payments	3,239	3,100	3,100	680	05
Transfer Payments	90	0	0	90	06
Central Support Services	2,539	3,100	3,100	2,100	07
Gross Expenditure	7,816	8,200	8,200	5,070	
NET COST OF SERVICE	7,816	8,200	8,200	5,070	
Street Cleansing					
Employees Expenses	69,329	80,740	69,760	54,100	01
Transport Related Expenses	5,930	7,470	7,470	7,260	03
Supplies And Services Expenses	1,407	2,800	2,800	2,130	04
Third Party Payments	676,645	633,725	633,725	1,095,960	05
Transfer Payments	3,285	2,100	2,100	3,290	06
Central Support Services	22,986	27,100	35,800	26,600	07
Gross Expenditure	779,583	753,935	751,655	1,189,340	
Other Grants & Contributions	(5,081)	0	0	0	11
Fees & Charges Income	0	(1,000)	(1,000)	(1,000)	13
Gross Income	(5,081)	(1,000)	(1,000)	(1,000)	
NET COST OF SERVICE	774,502	752,935	750,655	1,188,340	

Strategic Directorate - b

	Actual 2006/2007 £	Estimate 2007/2008 £	Latest 2007/2008 £	Estimate 2008/2009 £	Ref
Head of Environment (Continued)					
Street Furniture					
Employees Expenses	4,859	6,000	6,000	6,620	01
Premises Related Expenses	8,636	25,100	19,100	25,100	02
Transport Related Expenses	204	60	60	70	03
Supplies And Services Expenses	30,019	23,600	23,600	8,600	04
Third Party Payments	544	0	0	0	05
Transfer Payments	217	100	100	220	06
Central Support Services	3,746	4,500	4,500	4,500	07
Gross Expenditure	48,225	59,360	53,360	45,110	
Sales Income	0	0	0	0	12
Fees & Charges Income	(10,560)	(3,000)	(3,000)	(3,000)	13
Gross Income	(10,560)	(3,000)	(3,000)	(3,000)	
NET COST OF SERVICE	37,665	56,360	50,360	42,110	

Strategic Directorate - b

	Actual 2006/2007 £	Estimate 2007/2008 £	Latest 2007/2008 £	Estimate 2008/2009 £	Ref
Head of Planning Services					
Building Control					
Employees Expenses	470,361	562,090	522,530	571,460	01
Transport Related Expenses	36,900	36,700	36,700	36,610	03
Supplies And Services Expenses	24,528	22,400	22,400	18,340	04
Third Party Payments	10,470	11,700	11,700	24,000	05
Transfer Payments	4,758	13,550	13,550	25,910	06
Central Support Services	197,502	218,552	236,192	218,461	07
Gross Expenditure	744,519	864,992	843,072	894,781	
Sales Income	0	(400)	(400)	0	12
Fees & Charges Income	(522,168)	(447,100)	(447,100)	(447,500)	13
Gross Income	(522,168)	(447,500)	(447,500)	(447,500)	
NET COST OF SERVICE	222,351	417,492	395,572	447,281	
Local Land Charges					
Employees Expenses	63,546	49,820	49,820	52,030	01
Transport Related Expenses	74	0	0	100	03
Supplies And Services Expenses	15,312	10,520	6,360	2,190	04
Third Party Payments	1,060	0	0	0	05
Transfer Payments	90,457	70,000	70,000	71,520	06
Central Support Services	113,044	140,300	137,820	48,000	07
Gross Expenditure	283,493	270,640	264,000	173,840	
Fees & Charges Income	(400,841)	(417,600)	(417,600)	(397,600)	13
Gross Income	(400,841)	(417,600)	(417,600)	(397,600)	
NET COST OF SERVICE	(117,348)	(146,960)	(153,600)	(223,760)	
Planning Policy					
Employees Expenses	344,309	327,830	320,010	329,760	01
Premises Related Expenses	140	0	0	0	02
Transport Related Expenses	20,887	18,900	18,900	18,760	03
Supplies And Services Expenses	27,700	12,080	12,080	11,810	04
Third Party Payments	31,329	84,400	84,400	115,100	05
Transfer Payments	18,933	10,800	10,800	18,930	06
Central Support Services	248,485	227,077	234,867	382,900	07
Gross Expenditure	691,783	681,087	681,057	877,260	
Government Grant Income	(31,000)	(31,000)	(31,000)	0	10
Sales Income	(1,635)	(4,700)	(4,700)	(1,500)	12
Fees & Charges Income	(1,185)	(3,000)	(3,000)	(2,300)	13
Gross Income	(33,820)	(38,700)	(38,700)	(3,800)	
NET COST OF SERVICE	657,963	642,387	642,357	873,460	

Strategic Directorate - b

	Actual 2006/2007 £	Estimate 2007/2008 £	Latest 2007/2008 £	Estimate 2008/2009 £	Ref
Head of Planning Services (Continued)					
Regulatory Services					
Employees Expenses	1,327,118	1,383,320	1,473,621	1,222,160	01
Premises Related Expenses	240	1,500	0	0	02
Transport Related Expenses	74,635	70,490	70,490	62,510	03
Supplies And Services Expenses	70,310	46,630	46,630	37,500	04
Third Party Payments	156,572	51,300	183,830	93,000	05
Transfer Payments	72,592	36,400	36,400	72,600	06
Central Support Services	662,912	824,951	842,894	844,880	07
Gross Expenditure	2,364,379	2,414,591	2,653,865	2,332,650	
Government Grant Income	(318,262)	(69,000)	(175,000)	(52,330)	10
Fees & Charges Income	(856,094)	(832,400)	(832,400)	(892,400)	13
Gross Income	(1,174,356)	(901,400)	(1,007,400)	(944,730)	
NET COST OF SERVICE	1,190,023	1,513,191	1,646,465	1,387,920	

Strategic Directorate - b

	Actual 2006/2007 £	Estimate 2007/2008 £	Latest 2007/2008 £	Estimate 2008/2009 £	Ref
Head of Resources					
Appropriations from FARR					
Capital Charges	(4,168,222)	(5,690,112)	(10,275,372)	(2,750,800)	08
Gross Expenditure	(4,168,222)	(5,690,112)	(10,275,372)	(2,750,800)	
Recharges To Other Accounts	312,721	0	0	0	16
Gross Income	312,721	0	0	0	
NET COST OF SERVICE	(3,855,502)	(5,690,112)	(10,275,372)	(2,750,800)	
Asset Management Revenue Acct					
Capital Charges	1,419,789	1,784,112	1,784,112	1,464,900	08
Gross Expenditure	1,419,789	1,784,112	1,784,112	1,464,900	
Recharges To Other Accounts	(1,406,447)	(3,184,293)	(3,184,293)	(1,457,000)	16
Gross Income	(1,406,447)	(3,184,293)	(3,184,293)	(1,457,000)	
NET COST OF SERVICE	13,342	(1,400,181)	(1,400,181)	7,900	
Avenue Farm Depot					
Employees Expenses	3,610	7,420	7,420	8,330	01
Premises Related Expenses	33,930	22,520	22,520	35,940	02
Transport Related Expenses	54	180	180	320	03
Supplies And Services Expenses	533	520	520	560	04
Third Party Payments	10,145	5,900	5,900	6,038	05
Transfer Payments	210	0	0	210	06
Central Support Services	1,097	1,300	1,300	1,400	07
Capital Charges	1,560	81,160	81,160	1,728	08
Gross Expenditure	51,139	119,000	119,000	54,526	
Fees & Charges Income	(699)	0	0	0	13
Rent Income	(222,018)	(187,910)	(187,910)	(195,900)	14
Gross Income	(222,717)	(187,910)	(187,910)	(195,900)	
NET COST OF SERVICE	(171,578)	(68,910)	(68,910)	(141,374)	
Corp. & Democratic Corp (Part)					
Employees Expenses	19,226	0	0	0	01
Transport Related Expenses	1,199	0	0	0	03
Supplies And Services Expenses	1,716	1,600	1,600	1,600	04
Third Party Payments	215,768	206,700	206,700	184,660	05
Transfer Payments	973	600	600	0	06
Central Support Services	79,286	93,800	91,500	99,200	07
Gross Expenditure	318,168	302,700	300,400	285,460	
Fees & Charges Income	(12,491)	(40,000)	(40,000)	(20,000)	13
Gross Income	(12,491)	(40,000)	(40,000)	(20,000)	
NET COST OF SERVICE	305,678	262,700	260,400	265,460	

Strategic Directorate - b

	Actual 2006/2007 £	Estimate 2007/2008 £	Latest 2007/2008 £	Estimate 2008/2009 £	Ref
Head of Resources (Continued)					
Concessionary Fares					
Employees Expenses	13,326	11,500	1,200	1,600	01
Transport Related Expenses	823	910	0	0	03
Supplies And Services Expenses	365,103	327,673	314,009	681,902	04
Third Party Payments	10,326	3,596	2,896	2,896	05
Transfer Payments	674	382	0	670	06
Central Support Services	72,083	75,000	74,960	72,400	07
Gross Expenditure	462,335	419,061	393,065	759,468	
Fees & Charges Income	0	(67)	0	0	13
Gross Income	0	(67)	0	0	
NET COST OF SERVICE	462,335	418,994	393,065	759,468	
Corporate Estates					
Employees Expenses	53,087	65,530	66,500	69,150	01
Premises Related Expenses	6,869	8,010	14,950	13,450	02
Transport Related Expenses	3,445	2,650	2,650	2,020	03
Supplies And Services Expenses	1,948	2,495	2,495	2,356	04
Third Party Payments	12,951	200	200	206	05
Transfer Payments	2,674	210	210	2,670	06
Central Support Services	122,428	150,900	149,220	162,800	07
Capital Charges	412,094	304,688	918,588	110,000	08
Gross Expenditure	615,496	534,683	1,154,813	362,652	
Government Grant Income	(515)	0	0	0	10
Sales Income	(5,500)	0	0	0	12
Fees & Charges Income	(51,992)	(47,720)	(47,720)	(48,730)	13
Rent Income	(420,808)	(409,790)	(399,040)	(419,110)	14
Gross Income	(478,815)	(457,510)	(446,760)	(467,840)	
NET COST OF SERVICE	136,681	77,173	708,053	(105,188)	
FRS 17 Net Liability on CRA					
Transfer Payments	(531,000)	(557,000)	(557,000)	(531,000)	06
Gross Expenditure	(531,000)	(557,000)	(557,000)	(531,000)	
NET COST OF SERVICE	(531,000)	(557,000)	(557,000)	(531,000)	
Indicative Savings					
Supplies And Services Expenses	0	(291,904)	71,255	(85,100)	04
Gross Expenditure	0	(291,904)	71,255	(85,100)	
NET COST OF SERVICE	0	(291,904)	71,255	(85,100)	

Strategic Directorate - b

	Actual 2006/2007 £	Estimate 2007/2008 £	Latest 2007/2008 £	Estimate 2008/2009 £	Ref
Head of Resources (Continued)					
Industrial Trading Estates					
Employees Expenses	3,863	4,440	3,930	4,130	01
Premises Related Expenses	5,010	5,120	4,580	4,200	02
Transport Related Expenses	57	100	100	150	03
Supplies And Services Expenses	170	200	200	150	04
Third Party Payments	74	300	300	0	05
Transfer Payments	224	0	0	220	06
Central Support Services	10,755	9,700	8,310	4,400	07
Capital Charges	34,081	133,381	133,381	34,081	08
Gross Expenditure	54,235	153,241	150,801	47,331	
Fees & Charges Income	(4,241)	(4,240)	(4,240)	(4,000)	13
Rent Income	(69,752)	(66,600)	(66,600)	(67,400)	14
Gross Income	(73,993)	(70,840)	(70,840)	(71,400)	
NET COST OF SERVICE	(19,758)	82,401	79,961	(24,069)	
Investment Interest					
Interest Income	(1,329,914)	(1,273,501)	(1,273,501)	(1,048,940)	15
Gross Income	(1,329,914)	(1,273,501)	(1,273,501)	(1,048,940)	
NET COST OF SERVICE	(1,329,914)	(1,273,501)	(1,273,501)	(1,048,940)	
Leaseholder Services					
Premises Related Expenses	0	0	0	1,800	02
Gross Expenditure	0	0	0	1,800	
Fees & Charges Income	(1,554)	(1,200)	(1,200)	(2,000)	13
Rent Income	(258)	(260)	(260)	(260)	14
Gross Income	(1,812)	(1,460)	(1,460)	(2,260)	
NET COST OF SERVICE	(1,812)	(1,460)	(1,460)	(460)	
Misc. Expenditure \ Income					
Employees Expenses	0	15,300	3,675	53,173	01
Gross Expenditure	0	15,300	3,675	53,173	
NET COST OF SERVICE	0	15,300	3,675	53,173	
Mortgages					
Premises Related Expenses	360	360	360	0	02
Third Party Payments	3	0	0	0	05
Transfer Payments	15,719	16,000	16,000	10,000	06
Gross Expenditure	16,082	16,360	16,360	10,000	
Interest Income	(4,724)	(8,000)	(8,000)	(4,000)	15
Recharges To Other Accounts	(15,719)	(16,000)	(16,000)	(10,000)	16
Gross Income	(20,443)	(24,000)	(24,000)	(14,000)	
NET COST OF SERVICE	(4,361)	(7,640)	(7,640)	(4,000)	

Strategic Directorate - b

	Actual 2006/2007 £	Estimate 2007/2008 £	Latest 2007/2008 £	Estimate 2008/2009 £	Ref
Head of Resources (Continued)					
Non Distributed Costs					
Employees Expenses	98,870	105,400	259,262	109,140	01
Transfer Payments	0	271,000	271,000	0	06
Gross Expenditure	98,870	376,400	530,262	109,140	
NET COST OF SERVICE	98,870	376,400	530,262	109,140	
Recreational Amenities					
Employees Expenses	9,062	11,240	10,630	7,140	01
Premises Related Expenses	18,817	11,390	17,390	15,490	02
Transport Related Expenses	409	120	120	220	03
Supplies And Services Expenses	2,023	1,910	1,100	450	04
Third Party Payments	950	0	0	0	05
Transfer Payments	473	200	200	470	06
Central Support Services	44,542	38,410	28,370	7,800	07
Capital Charges	22,160	2,967,393	3,303,193	59,493	08
Gross Expenditure	98,436	3,030,663	3,361,003	91,063	
Fees & Charges Income	(1,378)	(4,500)	(4,500)	(4,500)	13
Rent Income	(190,043)	(182,600)	(182,600)	(179,690)	14
Gross Income	(191,421)	(187,100)	(187,100)	(184,190)	
NET COST OF SERVICE	(92,984)	2,843,563	3,173,903	(93,127)	
SDC Estate Roads					
Employees Expenses	13,221	45,500	45,560	48,727	01
Premises Related Expenses	32,415	42,600	42,600	45,953	02
Transport Related Expenses	833	2,840	2,840	2,900	03
Supplies And Services Expenses	418	555	10,555	302	04
Third Party Payments	25,621	30,755	30,755	31,586	05
Transfer Payments	704	230	230	700	06
Central Support Services	5,142	6,100	6,300	6,400	07
Gross Expenditure	78,354	128,580	138,840	136,568	
NET COST OF SERVICE	78,354	128,580	138,840	136,568	

SUPPORT SERVICES

	Actual 2006/2007 £	Estimate 2007/2008 £	Latest 2007/2008 £	Estimate 2008/2009 £
Monitoring Officer	293,389	326,710	328,410	335,730
Strategic Directorate - a	8,566,640	9,872,143	9,822,874	9,667,779
Strategic Directorate - b	4,811,119	5,073,690	4,867,600	4,768,347
	<u>£13,671,149</u>	<u>£15,272,543</u>	<u>£15,018,884</u>	<u>£14,771,856</u>
Less Recharges to Other Accounts	(13,671,149)	(15,272,543)	(15,018,884)	(14,771,856)
	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>

SUBJECTIVE ANALYSIS

	Actual 2006/2007 £	Estimate 2007/2008 £	Latest 2007/2008 £	Estimate 2008/2009 £	Ref
Employees Expenses	3,431,365	3,869,414	3,982,559	4,418,425	01
Premises Related Expenses	400,961	439,760	418,711	418,970	02
Transport Related Expenses	95,983	93,580	94,280	91,365	03
Supplies And Services Expenses	1,033,165	989,019	964,949	840,647	04
Third Party Payments	420,702	273,110	281,500	268,639	05
Transfer Payments	164,771	98,151	98,151	169,800	06
Central Support Services	1,855,508	2,097,900	2,154,150	2,097,950	07
Capital Charges	749,541	1,495,389	1,495,389	1,041,473	08
Gross Expenditure	8,151,997	9,356,323	9,489,689	9,347,269	
Government Grant Income	(6,655)	(20,000)	(20,000)	0	10
Other Grants & Contributions	(2,055)	0	0	(5,600)	11
Sales Income	(666)	(600)	(600)	(600)	12
Fees & Charges Income	(117,291)	(74,330)	(78,070)	(83,100)	13
Rent Income	(2,047,038)	(237,200)	(237,200)	(232,900)	14
Recharges To Other Accounts	(7,821,341)	(9,024,193)	(9,153,819)	(9,025,069)	16
Gross Income	(8,151,997)	(9,356,323)	(9,489,689)	(9,347,269)	
TOTAL	£0	£0	£0	£0	
EMPLOYEES					
Salaries	3,255,214	3,726,576	3,819,301	4,278,406	
Other	176,151	142,838	163,258	140,019	
TOTAL	£3,431,365	£3,869,414	£3,982,559	£4,418,425	

SUPPORT SERVICES

	Actual	Estimate	Latest	Estimate	Ref
	2006/2007	2007/2008	2007/2008	2008/2009	
	£	£	£	£	
Monitoring Officer					
Employees Expenses	193,032	222,810	215,910	223,010	01
Transport Related Expenses	6,647	6,180	6,480	8,620	03
Supplies And Services Expenses	2,766	5,120	5,420	5,440	04
Third Party Payments	12,744	14,500	22,500	14,500	05
Transfer Payments	11,077	3,500	3,500	12,760	06
Central Support Services	67,123	74,600	74,600	71,400	07
Gross Expenditure	293,389	326,710	328,410	335,730	
Government Grant Income	(6,655)	(20,000)	(20,000)	0	10
Fees & Charges Income	(1,793)	0	0	0	13
Recharges To Other Accounts	(284,942)	(306,710)	(308,410)	(335,730)	16
Gross Income	(293,389)	(326,710)	(328,410)	(335,730)	
NET COST OF SERVICE	(0)	0	0	0	

Head of Customer Services					
Employees Expenses	1,112,609	1,333,719	1,332,994	1,442,870	01
Premises Related Expenses	400,889	439,760	418,711	418,870	02
Transport Related Expenses	25,262	20,940	21,340	24,060	03
Supplies And Services Expenses	146,706	188,284	176,984	150,042	04
Third Party Payments	208,497	149,300	149,700	157,179	05
Transfer Payments	47,114	36,001	36,001	48,790	06
Central Support Services	648,090	736,200	768,700	708,400	07
Capital Charges	173,598	544,037	544,037	216,632	08
Gross Expenditure	2,762,767	3,448,241	3,448,467	3,166,843	
Fees & Charges Income	(5,941)	(2,230)	(11,470)	(1,100)	13
Rent Income	(204,038)	(237,200)	(237,200)	(232,900)	14
Recharges To Other Accounts	(2,552,787)	(3,208,811)	(3,199,797)	(2,932,843)	16
Gross Income	(2,762,767)	(3,448,241)	(3,448,467)	(3,166,843)	
NET COST OF SERVICE	0	0	0	0	

Head of Change & Performance					
Employees Expenses	1,015,398	1,044,136	1,011,686	1,075,636	01
Premises Related Expenses	71	0	0	100	02
Transport Related Expenses	34,996	36,365	36,365	34,070	03
Supplies And Services Expenses	489,664	450,835	485,495	435,295	04
Third Party Payments	31,276	40,750	25,550	27,800	05
Transfer Payments	48,447	28,650	28,650	50,120	06
Central Support Services	441,229	470,300	489,450	427,850	07
Capital Charges	575,943	951,352	951,352	820,833	08
Gross Expenditure	2,637,024	3,022,388	3,028,548	2,871,704	
Other Grants & Contributions	(2,000)	0	0	0	11
Fees & Charges Income	(66,581)	(42,000)	(35,000)	(52,000)	13
Recharges To Other Accounts	(2,568,443)	(2,980,388)	(2,993,548)	(2,819,704)	16
Gross Income	(2,637,024)	(3,022,388)	(3,028,548)	(2,871,704)	
NET COST OF SERVICE	0	0	0	0	

SUPPORT SERVICES

	Actual	Estimate	Latest	Estimate	Ref
	2006/2007	2007/2008	2007/2008	2008/2009	
	£	£	£	£	
Head of Member Services					
Employees Expenses	690,905	854,149	840,349	915,949	01
Transport Related Expenses	12,617	13,745	13,745	10,785	03
Supplies And Services Expenses	204,929	181,660	171,660	161,820	04
Third Party Payments	116,389	7,560	23,150	7,560	05
Transfer Payments	35,912	20,000	20,000	35,910	06
Central Support Services	461,726	546,700	551,300	630,000	07
Capital Charges	0	0	0	4,008	08
Gross Expenditure	<u>1,522,478</u>	<u>1,623,814</u>	<u>1,620,204</u>	<u>1,766,032</u>	
Other Grants & Contributions	0	0	0	(5,600)	11
Sales Income	(666)	(600)	(600)	(600)	12
Fees & Charges Income	(38,929)	(28,700)	(30,200)	(28,700)	13
Recharges To Other Accounts	(1,482,883)	(1,594,514)	(1,589,404)	(1,731,132)	16
Gross Income	<u>(1,522,478)</u>	<u>(1,623,814)</u>	<u>(1,620,204)</u>	<u>(1,766,032)</u>	
NET COST OF SERVICE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	
Head of Resources					
Employees Expenses	419,421	414,600	581,620	760,960	01
Transport Related Expenses	16,460	16,350	16,350	13,830	03
Supplies And Services Expenses	189,099	163,120	125,390	88,050	04
Third Party Payments	51,796	61,000	60,600	61,600	05
Transfer Payments	22,221	10,000	10,000	22,220	06
Central Support Services	237,340	270,100	270,100	260,300	07
Gross Expenditure	<u>936,338</u>	<u>935,170</u>	<u>1,064,060</u>	<u>1,206,960</u>	
Other Grants & Contributions	(5)	0	0	0	11
Fees & Charges Income	(4,047)	(1,400)	(1,400)	(1,300)	13
Recharges To Other Accounts	(932,286)	(933,770)	(1,062,660)	(1,205,660)	16
Gross Income	<u>(936,338)</u>	<u>(935,170)</u>	<u>(1,064,060)</u>	<u>(1,206,960)</u>	
NET COST OF SERVICE	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>	

**STRATFORD-ON-AVON DISTRICT COUNCIL
CAPITAL PROGRAMME
2007/08 Onwards**

	Original Estimate 2007/08	Latest Estimate 2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2007/08 - 2012/13
	£	£	£	£	£	£	£	£
GROSS EXPENDITURE								
Head of Revenues & Housing	572,000	2,754,000	550,000	1,550,000	1,384,000	550,000	550,000	7,338,000
Head of Change & Performance	574,000	624,200	2,397,000	2,619,000	3,508,000	3,347,000	2,836,000	15,331,200
Head of Planning Services	120,000	189,500	110,000	430,000	350,000	110,000	110,000	1,299,500
Head of Community Services	475,000	2,387,000	455,000	1,705,000	275,000	275,000	200,000	5,297,000
World Class Stratford	2,948,000	816,000	4,144,000	1,821,000	0	0	0	6,781,000
Head of Environment	414,000	229,400	3,206,000	50,000	50,000	50,000	50,000	3,635,400
Head of Member Services	25,000	19,900	56,000	0	0	0	0	75,900
Head of Customer Services	28,000	179,900	28,000	683,000	353,000	28,000	28,000	1,299,900
Head of Resources	473,000	1,675,100	602,000	422,000	451,000	451,000	451,000	4,052,100
TOTAL	5,629,000	8,875,000	11,548,000	9,280,000	6,371,000	4,811,000	4,225,000	45,110,000

**STRATFORD-ON-AVON DISTRICT COUNCIL
CAPITAL PROGRAMME
2007/08 Onwards**

	Original Estimate 2007/08	Latest Estimate 2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2007/08 - 2012/13
	£	£	£	£	£	£	£	£
FINANCING								
Disabled facilities Grants	192,000	239,800	222,000	192,000	192,000	192,000	192,000	1,229,800
Right to Buy Receipts : Clawback	500,000	500,000						500,000
Sale of land - Bridgetown Plot DD			500,000					500,000
Sale of land - Masons Road		1,450,000						1,450,000
Sale of land Island Café		0	500,000					500,000
Commuted Sums - Park & Ride		141,000						141,000
Section 106 Agreement - Wellesbourne		500						500
Section 106 Agreement - Bidford Cycleway		17,000						17,000
Section 106 Agreement - Henley		500						500
Section 106 Agreement- Shottery Fields		20,800						20,800
Section 106 Agreement - Bridgetown Cyclepath		2,100						2,100
Section 106 Agreement - Shottery Fields Play Area		1,700						1,700
Section 106 Agreement - Community Hall/Leisure Centre - Wellesbourne		29,900						29,900
Section 106 Agreement - Masons Road Cycleway	40,000	40,000		320,000	240,000			600,000

**STRATFORD-ON-AVON DISTRICT COUNCIL
CAPITAL PROGRAMME
2007/08 Onwards**

	Original Estimate 2007/08	Latest Estimate 2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2007/08 - 2012/13
	£	£	£	£	£	£	£	£
Pathlow Gypsy Site Refurbishment - DCLG grant		1,200,800						1,200,800
Choice Based Lettings - DCLG grant		30,700						30,700
World Class Stratford (Bridgeway & Warwick Road) - Sale Proceeds	1,250,000				1,250,000			1,250,000
World Class Stratford - AWM & Other contributions	2,254,000	613,000	2,430,000	1,681,000				4,724,000
DEFRA Grant for Waste & Recycling		50,000						50,000
ICT Strategy - Grants/Funding	0	0	1,770,000	1,994,000	3,008,000	3,022,000	2,536,000	12,330,000
Loan Repayments - STFC	0	0	10,000	10,000	10,000	10,000	10,000	50,000
Sale of PCs	8,000	8,000						8,000
Total/Estimated Receipts	4,244,000	4,345,800	5,432,000	4,197,000	4,700,000	3,224,000	2,738,000	24,636,800
(Surplus) / Deficit on Year	1,385,000	4,529,200	6,116,000	5,083,000	1,671,000	1,587,000	1,487,000	20,473,200
Use of Capital Receipts:								
Accumulated Capital Receipts b/fwd	22,049,241	22,049,241	17,520,041	11,404,041	6,321,041	4,650,041	3,063,041	22,049,241
(Surplus) / Deficit on Year	1,385,000	4,529,200	6,116,000	5,083,000	1,671,000	1,587,000	1,487,000	20,473,200
Accumulated Capital Receipts c/fwd	20,664,241	17,520,041	11,404,041	6,321,041	4,650,041	3,063,041	1,576,041	1,576,041

**STRATFORD-ON-AVON DISTRICT COUNCIL
CAPITAL PROGRAMME
2007/08 Onwards**

	Original Estimate 2007/08	Latest Estimate 2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2007/08 - 2012/13
	£	£	£	£	£	£	£	£
Head of Revenues & Housing								
Affordable Housing Investment Programme	0	2,003,300	-349,000	1,000,000	834,000			3,488,300
Disabled Adaptations	80,000	127,500	80,000	80,000	80,000	80,000	80,000	527,500
Disabled Facilities Grants - Mandatory Rolling Programme	320,000	396,100	370,000	320,000	320,000	320,000	320,000	2,046,100
Minor Works Assistance & Home Repair Grants (Discretionary) Rolling Programme	150,000	145,600	150,000	150,000	150,000	150,000	150,000	895,600
Choice Based Lettings	22,000	52,700						52,700
Green Loan Scheme		20,000						20,000
Empty Homes	0	0	299,000					299,000
Temporary Accommodation Unit - furnishings		8,800						8,800
Total Revenues & Housing	572,000	2,754,000	550,000	1,550,000	1,384,000	550,000	550,000	7,338,000

**STRATFORD-ON-AVON DISTRICT COUNCIL
CAPITAL PROGRAMME
2007/08 Onwards**

	Original Estimate 2007/08	Latest Estimate 2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2007/08 - 2012/13
	£	£	£	£	£	£	£	£
Head of Change Performance								
E-Government Action Plan	574,000	624,200	402,000	250,000	250,000	250,000	250,000	2,026,200
Misc E-Govt Development								0
Replacement Financial System	0	0		200,000	200,000			400,000
Review of FLARE/Uniform	0	0	75,000	25,000				100,000
Shared Service Development	0	0	150,000	150,000	50,000	75,000	50,000	475,000
Virtual District Programme - funded 100% from Grant	0	0	1,770,000	1,994,000	3,008,000	3,022,000	2,536,000	12,330,000
Total Change and Performance	574,000	624,200	2,397,000	2,619,000	3,508,000	3,347,000	2,836,000	15,331,200

**STRATFORD-ON-AVON DISTRICT COUNCIL
CAPITAL PROGRAMME
2007/08 Onwards**

	Original Estimate 2007/08	Latest Estimate 2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2007/08 - 2012/13
	£	£	£	£	£	£	£	£
Head of Planning Services								
Bidford Cycleway (S.106)	0	17,000						17,000
Bridgetown Cyclepath (S.106)	0	2,100						2,100
Mason Road to B'ham Road Cycleway (S.106)	40,000	40,000		320,000	240,000			600,000
Shottery Fields, Grounds Works (S.106)	0	20,700						20,700
Shottery Fields, Play Area (S.106)		1,400						1,400
SWHA Infrastructure	80,000	108,300	110,000	110,000	110,000	110,000	110,000	658,300
Total Planning Services	120,000	189,500	110,000	430,000	350,000	110,000	110,000	1,299,500

**STRATFORD-ON-AVON DISTRICT COUNCIL
CAPITAL PROGRAMME
2007/08 Onwards**

	Original Estimate 2007/08	Latest Estimate 2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2007/08 - 2012/13
	£	£	£	£	£	£	£	£
Head of Community Services								
Area Community Committee Grants (East Area)	50,000	108,000	0	0	0	0	0	108,000
Area Community Committee Grants (Avon Area)	50,000	114,000	0	0	0	0	0	114,000
Area Community Committee Grants (Dassett Area)	50,000	136,000	0	0	0	0	0	136,000
Area Community Committee Grants (Stour Area)	50,000	105,000	0	0	0	0	0	105,000
Area Community Committee Grants (East)	0	0	60,000	60,000	60,000	60,000	60,000	300,000
Area Community Committee Grants (Central)	0	0	72,000	72,000	72,000	72,000	72,000	360,000
Area Community Committee Grants (West)	0	0	68,000	68,000	68,000	68,000	68,000	340,000
CCTV Equipment	25,000	119,300	30,000	30,000				179,300
CCTV Digital Monitoring Equipment	250,000	250,000						250,000
Market Towns - Southam	0	0	25,000	25,000	25,000	25,000		100,000
Market Towns - Shipston	0	0	25,000	25,000	25,000	25,000		100,000
Market Towns - Alcester	0	0	25,000	25,000	25,000	25,000		100,000
Parking Equipment	0	0	150,000	150,000				300,000
Quinton Village Hall		37,500						37,500
Shipston Swimming Pool, Leisure Development		54,100						54,100
Southam Pool & Leisure Centre, Development Scheme		34,700						34,700
S-u-A, Park & Ride Schemes		141,000						141,000
Wellesbourne, Community Hall (S.106)		29,900						29,900
Wellesbourne, Community Hall (SDC)		1,257,500		1,250,000				2,507,500
Total Community Services	475,000	2,387,000	455,000	1,705,000	275,000	275,000	200,000	5,297,000

**STRATFORD-ON-AVON DISTRICT COUNCIL
CAPITAL PROGRAMME
2007/08 Onwards**

	Original Estimate 2007/08	Latest Estimate 2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2007/08 - 2012/13
	£	£	£	£	£	£	£	£
World Class Stratford-upon-Avon								
World Class Stratford	2,948,000	797,000	2,938,000	1,821,000				5,556,000
World Class Stratford - Phase 2	0	0	1,000,000					1,000,000
Warwick Road Lands		19,000	206,000					225,000
Total World Class Stratford-upon-Avon	2,948,000	816,000	4,144,000	1,821,000	0	0	0	6,781,000
Head of Environment								
Refurbishment of Pathlow Traveller Site	400,000	100,800	1,500,000					1,600,800
Land Drainage	14,000	28,600	50,000	50,000	50,000	50,000	50,000	278,600
Waste & Cleaning Contract			1,536,000					1,536,000
Purchase of wheeled bins and boxes			120,000					120,000
DEFRA Recycling & Waste Grant		100,000						100,000
Total Environment	414,000	229,400	3,206,000	50,000	50,000	50,000	50,000	3,635,400
Head of Member Services								
Electoral Admin. Upgrade	5,000	5,000						5,000
Electoral Software System	0	0	56,000					56,000
Committee Admin System	20,000	14,900						14,900
Total Members	25,000	19,900	56,000	0	0	0	0	75,900

**STRATFORD-ON-AVON DISTRICT COUNCIL
CAPITAL PROGRAMME
2007/08 Onwards**

	Original Estimate 2007/08	Latest Estimate 2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2007/08 - 2012/13
	£	£	£	£	£	£	£	£
Head of Customer Services								
SDC Membership of Warwickshire Direct P'ship.	28,000	28,000	28,000	28,000	28,000	28,000	28,000	168,000
One-Stop-Shop Locations	0	60,000						60,000
Southam Area Office Study		91,900		655,000	325,000			1,071,900
<i>Total Customer Services</i>	28,000	179,900	28,000	683,000	353,000	28,000	28,000	1,299,900

**STRATFORD-ON-AVON DISTRICT COUNCIL
CAPITAL PROGRAMME
2007/08 Onwards**

	Original Estimate 2007/08	Latest Estimate 2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2007/08 - 2012/13
	£	£	£	£	£	£	£	£
Head of Resources								
Planned Maintenance Programme								
Public Offices	46,000	46,000	40,000					
Leisure Centres	200,000	239,000	50,000					
Public Conveniences	40,000	55,000	15,000					
Vehicle Parking	52,000	60,000	40,000					
Play Areas	20,000	32,000	10,000					
Other Premises	4,000	4,000	27,000					
Recreational Facilities	8,000	8,000	225,000					
Miscellaneous Structures & Fees	81,000	50,000	15,000					
<i>Total Planned Maintenance Programme</i>	451,000	494,000	422,000	422,000	451,000	451,000	451,000	2,691,000
Bridgetown Land Development, Stratford upon Avon	0	0	180,000					180,000
Bridgetown Sewerage Scheme	22,000	0						0
Community Woodland, Bridgetown (SDC)		14,500						14,500
Stratford Football Club Grant	0	335,600						335,600
Stratford Football Club Loan		250,000						250,000
Strategic Property Acquisition		581,000						581,000
Total Resources	473,000	1,675,100	602,000	422,000	451,000	451,000	451,000	4,052,100

Council Tax 2008/09 (Parish Element)

Parish Council Name	Parish Precept 2007/2008	Percentage Increase/ Decrease	Parish Precept 2008/2009	Council Tax Tax Base 2008/2009	Parish Council Element Band D 2008/2009
	£	%	£		£
Admington	800	0.00%	800	48.70	16.43
Alcester	167,000	25.15%	209,000	2301.24	90.82
Alderminster	6,500	-23.08%	5,000	253.58	19.72
Arrow & Weethley	6,180	-19.09%	5,000	106.97	46.74
Aston Cantlow	6,500	7.69%	7,000	257.66	27.17
Atherstone-on-Stour				30.78	0.00
Avon Dassett	7,500	0.00%	7,500	102.79	72.96
Barcheston & Willington				55.58	0.00
Barton-on-the-Heath	670	-1.94%	657	52.19	12.59
Bearley	21,000	0.00%	21,000	303.88	69.11
Beaudesert & Henley-in-Arden	60,117	2.75%	61,770	1442.48	42.82
Bidford-on-Avon	140,000	4.21%	145,900	1954.43	74.65
Billesley				18.03	0.00
Binton	3,700	8.11%	4,000	141.33	28.30
Bishops Itchington	57,500	4.35%	60,000	784.95	76.44
Brailes	12,000	16.67%	14,000	506.70	27.63
Burmington	250	0.00%	250	63.45	3.94
Burton Dassett	16,919	-0.25%	16,876	483.42	34.91
Butlers Marston	500	0.00%	500	100.60	4.97
Chadshunt				26.19	0.00
Chapel Ascote				5.58	0.00
Charlecote	1,788	95.75%	3,500	85.16	41.10
Cherington & Stourton	3,500	14.29%	4,000	218.78	18.28
Chesterton & Kingston	40	0.00%	40	60.16	0.66
Claverdon	14,000	10.71%	15,500	615.16	25.20
Clifford Chambers & Milcote	5,400	25.00%	6,750	233.46	28.91
Combroke	3,700	-21.62%	2,900	79.88	36.30
Compton Verney	0		0	63.45	0.00
Compton Wynnyates				11.85	0.00
Coughton	1,700	47.06%	2,500	75.80	32.98
Dorsington	800	0.00%	800	73.11	10.94
Ettington	30,000	0.00%	30,000	512.80	58.50
Exhall	3,623	1.30%	3,670	109.16	33.62
Farnborough	6,000	16.67%	7,000	128.09	54.65
Fenny Compton	21,000	4.76%	22,000	326.99	67.28
Fulbrook				29.68	0.00
Gaydon	7,363	3.00%	7,584	176.19	43.04
Great Alne	12,100	94.21%	23,500	276.99	84.84
Great Wolford	800	0.00%	800	102.57	7.80
Halford	4,300	25.12%	5,380	155.87	34.52
Hampton Lucy	5,700	0.00%	5,700	199.70	28.54
Harbury	57,236	2.50%	58,667	1080.93	54.27
Haselor	3,000	16.67%	3,500	105.68	33.12
Hodnell & Wills Pastures				6.47	0.00
Honington				99.70	0.00
Idlicote				45.12	0.00
Ilmington	12,000	0.00%	12,000	375.98	31.92
Kineton	43,000	0.00%	43,000	931.11	46.18
Kinwarton	15,000	6.67%	16,000	424.59	37.68
Ladbroke	4,500	2.22%	4,600	132.27	34.78
Langley	1,200	-16.67%	1,000	89.94	11.12
Lighthorne	9,000	5.56%	9,500	227.29	41.80
Lighthorne Heath	5,750	13.91%	6,550	243.52	26.90
Little Compton	4,822	3.36%	4,984	149.45	33.35
Little Wolford				59.66	0.00
Long Compton	4,000	75.00%	7,000	365.63	19.15
Long Itchington	42,800	9.81%	47,000	861.94	54.53
Loxley	6,000	0.00%	6,000	197.21	30.42
Luddington	4,000	0.00%	4,000	203.63	19.64
Mappleborough Green	10,440	5.36%	11,000	325.79	33.76
Marston Sicca	8,000	0.00%	8,000	204.98	39.03
Moreton Morrell	19,000	0.00%	19,000	329.97	57.58
Morton Bagot, Oldberrow, & Spenal				111.38	0.00
Napton-on-the-Hill	22,000	0.00%	22,000	462.70	47.55
Newbold Pacey & Ashorne	4,500	5.00%	4,725	120.72	39.14
Old Stratford & Drayton	4,500	3.56%	4,660	319.57	14.58
Oxhill	700	328.57%	3,000	177.79	16.87
Pillerton Hersey	400	50.00%	600	88.94	6.75
Pillerton Priors	1,928	-15.30%	1,633	150.28	10.87
Preston Bagot				65.94	0.00
Preston-on-Stour	3,200	9.38%	3,500	76.19	45.94
Priors Hardwick	1,500	0.00%	1,500	84.56	17.74
Priors Marston	14,500	2.50%	14,863	257.65	57.69
Quinton	15,000	33.33%	20,000	722.70	27.67
Radbourne				11.25	0.00
Radway	5,980	0.00%	5,980	127.39	46.94
Ratley & Upton	10,000	0.00%	10,000	158.05	63.27
Salford Priors	42,500	0.00%	42,500	544.41	78.07
Sambourne	7,800	5.00%	8,190	377.38	21.70
Shipston-on-Stour	213,000	5.63%	225,000	2077.12	108.32
Shotteswell	5,500	0.00%	5,500	122.11	45.04
Snitterfield	20,600	2.91%	21,200	562.62	37.68
Southam	161,468	4.50%	168,734	2288.75	73.72
Stockton	19,500	3.51%	20,185	476.19	42.39

Council Tax 2008/09 (Parish Element)

Parish Council Name	Parish Precept 2007/2008	Percentage Increase/ Decrease	Parish Precept 2008/2009	Council Tax Tax Base 2008/2009	Parish Council Element Band D 2008/2009
	£	%	£		£
Stoneton				3.59	0.00
Stratford-upon-Avon	441,000	5.88%	466,947	12049.12	38.75
Stretton-on-Fosse	3,800	5.26%	4,000	200.69	19.93
Studley	96,453	11.40%	107,448	2050.08	52.41
Sutton-under-Brailes	1,300	0.00%	1,300	52.74	24.65
Tanworth-in-Arden	46,000	-1.63%	45,250	1570.94	28.80
Temple Grafton	3,500	20.00%	4,200	231.94	18.11
Tidmington				16.62	0.00
Tredington	14,000	21.43%	17,000	712.28	23.87
Tysoe	14,000	-28.57%	10,000	498.27	20.07
Ufton	4,725	14.29%	5,400	111.95	48.24
Ullenhall	4,500	11.11%	5,000	374.12	13.36
Upper & Lower Shuckburgh				31.27	0.00
Warmington & Arlescote	7,396	-2.65%	7,200	171.41	42.00
Watergall				5.68	0.00
Welford-on-Avon	19,760	0.00%	19,760	678.23	29.13
Wellesbourne	178,000	44.86%	257,857	2435.58	105.87
Weston on Avon				48.70	0.00
Whatcote				73.11	0.00
Whichford	4,700	2.13%	4,800	171.98	27.91
Whitchurch				86.65	0.00
Wilmcote	10,400	8.65%	11,300	492.32	22.95
Wixford	5,000	0.00%	5,000	79.36	63.00
Wolverton	1,650	9.09%	1,800	122.41	14.70
Wootton Wawen	15,000	17.33%	17,600	579.53	30.37
Wormleighton				44.62	0.00
	£2,304,458		£2,538,310	51,313.12	

**HEAD OF ENVIRONMENT
FEES & CHARGES 2007/09
EFFECTIVE 1st JULY 2007**

Private Hire Vehicle Licensing (Annual)

Operator's - with 1 to 3 vehicles	£245.00
Operator's - with 4 to 7 vehicles	£280.00
Operator's - with 8 to 10 vehicles	£315.00
Vehicle	£255.00
* Driver's Renewal	£55.00
* Driver's New	£100.00
Replacement Badge	£25.00
Replacement Plate	£45.00
* Drivers Renewal - 3 Yearly	£180.00

Hackney Carriages (Annual)

Registration Fee (Vehicle Licence)	£320.00
* Statutory Licence (Driver's Renewal)	£55.00
* Statutory Licence (New Driver's)	£100.00
Omnibus	£325.00
* Omnibus Driver	£335.00
* Omnibus Renewal	£55.00
Statutory License (Drivers renewal - 3 Yearly)	£180.00

Combined Licence

* Driver renewal - Annual	£120.00
* Driver renewal - 3 Yearly	£295.00
Bounced cheque charge	£30.00
CRB completion and signature	£6.00
Knowledge test	£16.00

* Plus badge

Pleasure Boat Licences (Annual)

Class A - Rowing, Punts, Canoes	£35.00	- Fees now include inspection costs
- Motor Boats	£50.00	- Fees now include inspection costs
Class B - Carrying not more than 12 Passengers	£85.00	- Fees now include inspection costs
Class C - Cabin Cruisers or Long Boats	£85.00	- Fees now include inspection costs

Street Trading Consents

Mobile Traders eg Ice Cream Vans	£1,300.00
Static Traders eg Ice Cream Tricycle	£650.00
Occasional Traders:-	
Food Traders (per day)	£45.00
Non-Food Traders (per day)	£30.00

Lotteries & Amusements

Renewals	£19.40	Limited by Statute
Registrations	£49.54	Limited by Statute

Environmental Health

Animal Boarding Establishments	£90.00	Same level of fee for animal related inspe
Pet Shop Licence	£90.00 + Vet fees	Same level of fee for animal related inspe
Riding Establishment Licence	£90.00 + Vet fees	Same level of fee for animal related inspe
Dog Breeding Establishment Licence	£90.00	Same level of fee for animal related inspe
Game Dealer's Licence	£50.00	
Private Places of Entertainment	5.00	Limited by Statue
Scrap Metal Dealers	Free	
Sunday Trading	Free	
Sex Establishments	£2,500.00	
Registration for Acupuncture/Electrolysis/ Ear Piercing/Tattooing	£95.00	

Out of Sequence Food Inspections

£45.00

Dangerous Wild Animal Licence:

Application	£170.00 + Vet fees
Grant	£90.00 + Vet fees

Zoo Licence:

Application	£265.00 + Vet fees
Grant	£90.00 + Vet fees

Contaminated Land Reports

£60.00 Inclusive of VAT

Private Water Supplies

£50.00 Limited by Statute

Drain Survey's

£25.00

Control Of Pests

Wasp nest treatment & other disinfestations	£50.00	Inclusive of VAT
Mice treatment in Domestic Properties	£50.00	Inclusive of VAT
(75 % Discount to people in receipt of a mean tested benefits)		

**HEAD OF ENVIRONMENT
FEES & CHARGES 2007/09
EFFECTIVE 1st JULY 2007**

Street Cleaning

Trolley Release fee 1 - 10	£15.00
Trolley Release fee over 10	£20.00
Copies of EPA Zoning Plans	£25.00

Refuse Collection

Bulky Household Waste Collection (upto 6 items per collection)	£20.00
Fridge/Freezers Waste Collection (upto 6 items per collection)	£20.00

Houses In Multiple Occupation (HIMO) Inspection fees

Number of Properties -	5 - 10	£477.00
	11 - 15	£527.00
	16 - 20	£577.00
	21+	£627.00

Immigration Housing Certificate

£100.00

Pathlow Gypsy Caravan Site (applicable from 1 April 2007)

Single Pot	(Inclusive of £1 Council Tax)	£46.00
Double Pot	(Inclusive of £1 Council Tax)	£50.00
Transitory Rents		£40.00

**HEAD OF COMMUNITY SERVICES
FEES & CHARGES 2007/09
EFFECTIVE 1st JULY 2007**

Parks, Playing Fields & Open Spaces

Recreation Ground

Football pitch with dressing room and showers	£31.00
Football pitch with dressing room and showers: under 16	£22.00
Football pitch without dressing room and showers	£21.00
Cricket Pitch with dressing room and showers	N/A
Cricket Pitch without dressing room and showers	N/A
Rugby football with pavilion	N/A
Rugby football without pavilion	N/A
Rugby football grass only for training	N/A
Pavilion only	N/A

King George V Playing Fields

Football pitch only - Senior	£19.00
Football pitch only - Junior	£15.50
Rugby Pitch	£31.00

**HEAD OF RESOURCES SERVICES
FEES & CHARGES 2007/09
EFFECTIVE 1st JULY 2007**

Events

Performers per day	£18.00
Performers per day (Weekends and Bank Holidays)	£24.00
Performers per season	£593.00
Major events per day including commercial trade fairs/displays	£1,300.00
Charity shows per day	
Music festivals per day	£934.00
Fairs per day	£158.00
Circuses per day	£158.00
Craft Fairs per day	£190.00
Filming per day (dependent on assignment)	

Charities (*)

Small/Local Charitable Rate

Recreation Ground (large events)	£35.00
Recreation Ground (small and short duration events)	£20.00
Bancroft Gardens and Waterside Promenade (day events)	£20.00
Bancroft Gardens and Waterside Promenade (short duration events)	£15.00
Corn Market	£15.00

Large / Non-Local Charitable Rate

Recreation Ground (large events)	£100.00
Recreation Ground (small and short duration events)	£50.00
Bancroft Gardens and Waterside Promenade (day events)	£50.00
Bancroft Gardens and Waterside Promenade (short duration events)	£30.00
Corn Market	£30.00
Corn Market (short duration, maximum 1 per day)	

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

**Review of Fees Charges 2007/09
Proposed Charges from 1 July 2007**

Short Stay

Length of Stay	Upto 1 hour	Upto 2 hours	Upto 3 hours	Upto 4 hours	Upto 10 hours	Upto 24 hours	Evening charge
Present Charge	£0.70	£1.30	£2.50	£5.50	£7.50	£10.00	£1.50
New Proposed Charge	£0.70	£1.30	£2.60	£5.80	£7.90	£10.50	1.5
% Increase	0.0%	0.0%	4.0%	5.5%	5.3%	5.0%	0.0%

Long Stay

	Upto 1 hour	Upto 2 hours	Upto 3 hours	Upto 4 hours	Upto 6 hours	Upto 10 hours	Upto 24 hours	Evening charge
Present Charge	£0.70	£1.30	£2.40	£3.40	£4.50	£5.50	£6.50	£1.50
New Proposed Charge	£0.70	£1.30	£2.50	£3.50	£4.70	£5.80	£6.80	£1.50
% Increase	0.0%	0.0%	4.2%	2.9%	4.4%	5.5%	4.6%	0.0%

Penalty Charge Notice Prices are set by the Government and we are not able to alter locally

Stratford Car Parks - Season Ticket Costs and Validity

		Current Charge	Proposed Charge	% Increase
White on Green Permit	(Long Stay) - Valid only in Arden Street, Riverside, Recreation Ground. Swan's Nest Lane.			
	3 months	£80.00	£85.00	6.3%
	12 months	£266.00	£280.00	5.3%
Green on White Permit	(Short Stay) - Valid as above plus Windsor Street Multi-Storey, Church Street (<i>Evenings, Weekends & Bank Holidays only</i>).			
	3 months	£101.00	£105.00	4.0%
	12 months	£333.00	£345.00	3.6%
Business Season Tickets:		Current Charge	Proposed Charge	% Increase
	Long Stay - 3 Month	£95.00	£100.00	5.3%
	Long Stay - 12 Month	£320.00	£340.00	6.3%
	Short Stay - 3 Month	£121.00	£130.00	7.4%
	Short Stay - 12 Month	£399.00	£420.00	5.3%
	Average %			4.8



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