



Estimates For the year 2007/08

SUBJECT: 2007/08 CAPITAL AND REVENUE BUDGET

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**LEAD MEMBER/
PORTFOLIO HOLDER:** LYNDA ORGAN

SUMMARY

To propose the capital and revenue budget for 2007/08 to full Council for approval at the meeting on 26 February 2007.

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 sets a level of Council Tax providing for a balanced budget in 2007/08, currently assumed at £118.98.

1 BACKGROUND INFORMATION

- 1.1 The Council has been preparing budget proposals since July 2006. The position report to the Executive on 8 January 2006 identified that the current budget position in deficit of £59,430 given an assumed 3% increase in Council Tax. There have been a few changes to the papers that were presented to the Executive in relation to assumptions on investment income, impact of the Health Act 2006, the position in relation to the Collection Fund and the assumptions in relation to Council Tax increase.
 - 1.2 The current position presented to the Executive for approval shows a balanced position in relation to the budget for 2007/08, and includes an assumed increase of 3.5% in Council tax with a proposed band D figure of **£118.98**.
 - 1.3 In line with the Budget timetable that was agreed by the Executive at its meeting on 5 July 2006, the proposed budget was referred to the
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Assembly of Overview and Scrutiny Committees for consultation on 24 January 2007.

- 1.4 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 26 February 2007.

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 2006/07 to 2011/12. These proposals are inclusive of the recommendations of the Executive on 8 January 2007, and the addition of £8,000 in 2007/08 for the sale of redundant IT equipment.

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.

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 Assembly of OSC members made the following comments in relation to the proposed capital programme:

- *It is suggested that the Reserve Item in relation to the Stratford-upon-Avon Waterfront Masterplan could now be removed due to the World Class Stratford project;*
- *Concern was raised that there were no plans within the Capital Programme to invest in projects that would support the work of the Environmental Sustainability Panel.*
- *Consideration should be given to making the estate roads, which were transferred to SWHA up to adoptable standard so that the Council is relieved of the on-going liability.*

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% increase in Council Tax, these assumptions have now been amended to include a 3.5% increase.

2.3.2 Attached to this report are the necessary appendices which identify the movements in the proposed 2007/08 budget:

APPENDIX D – This shows the summary position on the revenue budget for 2007/08 and the next four years to 2011/12. 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 2006/07 and beyond are as follows:

- Impact of Local Government Financial Settlement;
- Reducing the assumptions in relation to land fill credits;
- Issues surrounding the Grounds Maintenance Contract;
- Increases in cost for energy, especially gas prices;
- Impact of the restructuring of the Customer Services;

2.3.4 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.

2.3.5 The budget also includes the assumption that the interest rate achievable on the Council's investments will be 5% for 2007/08. The Cash Management Working Group at their meeting on 24 January 2007 agreed that this rate for inclusion within the budget could be increased to 5.25%. This increase has allowed a further £50,000 of assumed investment income to be included within the budget (see Appendix D).

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

- **Table 1** – reduction in growth of £10,000 in relation to Environmental Health;
- **Table 2** – removal of the disinvestment from the Warwickshire Investment Partnership;
- **Table 4** – Reduction in the Growth Bid for the implementation of the Health Act 2006 by £15,097;

2.3.6 Included within the budget process for 2007/08 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 four 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 40 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 E, are the summary results of this consultation exercise.

2.3.8 The Assembly considered the Executive's proposals at their meeting on 24 January 2007. The OSC Assembly although generally supportive of the draft budget proposals raised the following concerns:

- *That the proposed funding of £20,000 for additional support for the OSC function has not been supported by the Executive;*
- *It was also explained that the consultation in with the Business rate payers will be undertaken after the budget has been recommended from the Executive to Council.*

2.3.9 Since the budget papers were prepared and presented to the Assembly on 24 January 2007 and the Executive on 8 January 2007, 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.

2.3.10 In addition the position in relation to the Collection Fund has now been calculated and this has resulted in additional costs to fund the deficit of £15,048.

2.3.11 As stated in paragraph 1.2, Appendix D shows a balanced position in relation to the budget for 2007/08. This includes the assumption that Council Tax for a band D property will be increased by 3.5% to **£118.98** for 2007/08.

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 2007/08 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 31/03/07, is still to be determined. However, this is estimated to be around £1.6m, the medium term revenue budget allows for this level of reserves to be reinstated over the five years, and this is reflected in the Medium term Forecast.

3.1.3 Attached at Appendix F 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 second 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.
- 3.2.3 The Council has continued to implement the Risk Management Strategy and any risk areas will be managed during 2007/08 by regular targeted monitoring and review at Senior Management Team, and will be reported to the Executive as part of the budget monitoring process.
- 3.2.4 The budget for 2007/08 shows that there is a balanced position assuming a 3.5% increase in Council Tax. However, for the following four years of the forecast, although there are planned contributions to the Council's reserves there is the requirement for the Council to identify additional disinvestments and efficiencies in order to restrict increases in Council Tax to an acceptable level.
- 3.2.5 To this end it is intended that during 2007/08, starting as soon as possible, a further detailed review of the Council's budgets is undertaken in order to deliver this requirement.
- 3.2.6 One further area of risk relates to future government settlements. The five-year revenue forecast assumes a 3% year on year increase in government support. However, the government will be releasing the Comprehensive Spending Review 2007, which will impact upon these assumptions. As soon as the information is available on this a report will be presented to the Executive detailing the implications.
- 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 2007/08 of **£118.98**.
- 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 2007/08.

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 2007/08.

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 sustainably.
- 6.3 The original forecast agreed in February last year relating to 2007/08 included around £250k of savings/disinvestments, including a predicted 3% increase in Council Tax.
- 6.4 It was important that steps were taken early in the identification of items to support this position, and through the Base Budget Review.
- 6.5 The government have again placed a great emphasis on the need for Council's to limit their tax increases in 2007/08. 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%.
- 6.6 Consultation meetings and the feedback from the Residents have also encouraged the Council to limit the level of tax increase.
- 6.7 The result of these factors is that in order to maintain its reputation, the Council should limit its level of tax increase in 2007/08 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.
- 6.8 Ideally, the Council should be putting funds into reserves to build them back up to the desired level of at least £2m. The current forecast allows for a contribution of £259k to reserves during the coming year, with a longer term plan to return to a general fund reserve level of £2m.
- 6.9 The Council has reduced the risk of setting a budget in 2006/07 with a level of savings to be identified, previously this figure was £60k, and the Council has also reduced the level of vacancy factor contained within this year's estimate. This has been reduced to 1.8% (from 3.3% in 2004/05, and 2.7% in 2005/06 and 2.1% in 2006/07).
- 6.10 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.

6.11 In relation to the schedule of disinvestments and efficiencies an individual assessment of risk has been made, this is shown on Appendix D – Table 2.

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: 3 July 2006
4 September 2006
8 January 2007

Report to OSC Assembly: 24 January 2007

BUDGET PROJECTION	2007/08	2008/09	2009/10	2010/11	2011/12
	£	£	£	£	£
Base Budget	11,992,135	12,666,573	13,202,685	13,600,086	14,053,408
Previously agreed budget changes	545,300	556,563	420,070	456,922	568,300
Initial Projection:-	12,537,435	13,223,136	13,622,755	14,057,008	14,621,708
Disinvestments/Efficiencies to be identified from 2006/2007	250,892	337,487	14,840	102,778	
CHANGES SINCE INITIAL PROJECTION:-					
Staff Changes:-					
Pay	210,750				
Pay Reimbursements & Other Associated Cash	(58,330)				
Staff Charges to Capital	31,100				
Car Leasing	(6,100)				
Revenues - Resources	(20,500)				
Reprofile abatement savings	(40,400)	116,520	40,400		
Department Changes:-					
Monitoring Officer	Table 1	(20,000)			
Head of Customer Services	Table 1	7,095			
Head of Revenues and Housing	Table 1	(133,032)	(3,000)		
Head of Change and Performance	Table 1	29,115	(2,280)		
Head of Member Services	Table 1	67,810	(3,000)		
Head of Environment	Table 1	108,850			
Head of Planning Services	Table 1	30,000			
Head of Community Services	Table 1	(30,384)			
Head of Resources	Table 1	(58,018)			
Other Issues:-					
NNDR Charges		(1,400)			
Insurance Premiums		(27,850)			
Property Rents		(73,720)			
On-Street Parking		(47,940)			
Implementation of Local Development Framework		61,000	119,000	(120,000)	(60,000)
Planning Delivery Grant		176,330	(176,330)		
Disinvestments/Efficiencies	Table 2	(254,500)	50,000		
Revenue Implications of Capital	Table 3	9,781	3,111		
New Growth Items	Table 4	114,400	30,000	(74,500)	(12,000)
Disinvestments/Efficiencies to be identified			16,000	7,000	
Fees and Charges Income		(96,900)			
Department of Health re Smoking		(48,911)	48,911		
Increased investment income - Cash					
Management Working Group		(50,000)	50,000		
Disinvestments/Efficiencies to be identified			(530,750)	149,991	(34,378)
		£12,666,573	£13,202,685	£13,600,086	£14,053,408
				£14,475,011	
Contribution to/(from) Reserves		200,000	44,000	44,000	
Contribution to/(from) Reserves		(3,761)			
Contribution to/(from) Reserves - Grounds Maint.		26,000			
Contribution to/(from) Reserves - Restructure		37,000			
Local Authority Business Growth Incentive		(80,000)			
External Finance - RSG/NNDR		(6,771,868)	(6,975,024)	(7,184,275)	(7,399,803)
Collection Fund (-Surplus)/Deficit		15,048			
Council Tax Income: (@ 3.5% for 2007/08 then 3% y-o-y)		(6,088,992)	(6,271,661)	(6,459,811)	(6,653,605)
(Surplus) / Deficit		0	(0)	0	(0)
Reserves Statement (inc. Risk Management Reserve)					
Balance brought forward 1 April		1,653	1,912	1,956	2,000
Contribution to/(from) Reserves		259	44	44	0
Balance carried forward 31 March		1,912	1,956	2,000	2,000

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

Explanation of Budget Items

Staff Changes – £116,520

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 reduction in the vacancy factor from 2.17% to 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. The Staff Changes section also takes account of the restructuring within Customer Services.

Departmental Changes – £1,436

There are various changes within the individual departments, which amount to an overall change of £11,436. Explanations for these items are provided within Table 2.

NNDR Charges – (£1,400)

This item relates to higher National Non Domestic Rate charges for the Council's property.

Insurance Premiums – (£27,850)

This increase relates to the Council's reduction in insurance premiums, through the decision to increase the excesses on certain policies.

Property Rents – (£73,720)

This area shows an increase in the value of the property rents that the Council receives, including areas such as Winton House and Elizabeth House.

On-Street Parking – (£47,940)

The on-street parking budget results in a nil impact upon the Council's bottom line budget, the credit of (£47,940), relates to corresponding costs within the Staff Changes area.

Implementation of the Local Development Framework - £61,000

This issue was discussed at the meeting of the Executive on 30 October 2006, where an estimate of the cost of implementing the Local Development Framework was discussed.

Planning Delivery Grant - £176,330

The Base Estimate for 2007/08 originally contained £276,330 of support through the Planning Delivery Grant. The first tranche of the 2007/08 grants have now been released from the DCLG and it is now estimated that the Council will only receive c.£100,000 next year. The original base estimates originally assumed that PDG would cease in 2008/09.

Disinvestments/Efficiencies – (£254,500)

These items were mainly identified as part of the Base Budget Review process and workshops of members of the Executive, Shadow Executive and senior officers. Further explanation of the specific schemes is provided in the Annex to Table 2.

Revenue Implications of Capital – £9,781

This line deals with the Revenue Implications of the proposed Capital programme shown at Appendix B. Table 3 provides the detail of the particular revenue implications. If the proposals are amended this will impact upon this figure.

Growth Items – £114,400

The Service and Financial Planning process have considered bids for additional growth items. Shown at Table 4 are the details of the Growth Items which have been included within the Medium Term Financial Plan.

Fees and Charges – (£96,900)

Fees and Charges are considered elsewhere on the agenda, the additional income that the proposed increases will generate is represented here. If the proposals are amended this will impact upon this figure.

Department of Health – (£48,911)

This income relates to a grant that will be received by the Council to assist with the implementation of the Health Act 2006 for smoke free premises and vehicles.

Investment Income – (£50,000)

This increased investment income takes account of the decision of the Cash Management Working Group on 24 January 2007 to increase the assumed investment income rate from 5% to 5.25%

2007/08 Budget Growth/(Savings) Analysis

Table 1

Service	Service Name	Reason for Growth/(Savings)	Budget Changes £
Monitoring Officer & Internal Audit:-			
r640	Monitoring Officer & Internal Audit (Support Service):-		
640b	Fraud - General Fund	Subsidy received from DWP	(20,000)
Total			(20,000)
Head of Customer Services:-			
y605	Customer Services (Support Service):-		
645a	Public Offices	Increase in gas and electricity charges	15,095
605b	Human Resources	Reduction in staff temporary parking fees - fees now being incorporated within Heads of Service budgets	(7,800)
615a	Customer Services	Reductions in materials expenses and increase in staff temporary car parking fees	(200)
Total			7,095
Head of Revenues & Housing:-			
r340	Council Tax Benefits - Admin	Increase in consultants fees and travel expenses	5,700
r345	Housing Benefits	Discretionary housing subsidy received from DWP	(13,000)
r350	Housing Benefits - Admin	Increase in consultants fees, training and travel expenses	10,048
r370	National Non-Domestic Rate	Increase in office expenses, external print work and other miscellaneous expenses	800
r395	Council Tax	Increase in consultants fees and computer software expenses	2,220
r400	Council Tax Benefits	Increase in subsidy received	(5,100)
w210	Housing	Reduction in Bed and Breakfast costs as per Executive of 23 October 2006 (Minute 504)	(45,000)
w210	Housing	Residual budget to cover short notice B&B costs should they arise	10,000
y115	Youth Strategy	Increase due to training and travel expenses	1,600
y310	Single Regeneration Budget	PIE Project funding ceased	(100,300)
Total			(133,032)
Head of Change & Performance:-			
r609	Change & Performance (Support Service):-		
609c	Consultation	Increase in survey work - surveys to be done are Warwick DCs Citizens Panel, Stratford Citizens Panel, Rugby Citizens Panel, BVSS Tracker Survey, Corporate Strategy Consultation and other smaller surveys	27,926
609b	E-gov/GIS	Increase in mobile phone charges and ordnance survey charge	1,189
Total			29,115

2007/08 Budget Growth/(Savings) Analysis

Table 1

Service	Service Name	Reason for Growth/(Savings)	Budget Changes £
Head of Member Services:-			
r610	Member Services (Support Service)	Increase in professional subscriptions (£3k), purchase of legal books and publications (£10k), office expenses (£2k) legal costs (£2k), lease costs on printing equipment (£25k) and fees for Copyright Licensing Act (£3k)	45,160
y150	Elections	Increase in hire of halls and stationery expenses and server licence (£12k) for Personal Identifiers Record and Signature Image in respect of postal votes	22,650
Total			67,810
Head of Environment:-			
v065	Miscellaneous Refuse Collection	Increase in contractor payments due to inflation rate and reduction in recycling credits	131,350
v070	Parks, Playing Fields & Open Spaces	Increase in contractor payments	3,600
v075	Public Conveniences	Increase in metered water charges	7,000
v090	Requisition of Sewers	Reduction in contributions expenses to sewerage schemes	(4,300)
v100	Street Cleansing	Reduction in mobile phone charges	(500)
w205	Environmental Health	Reduction in fees and charges received for pest control and increase in travel expenses for Public Health protection	20,000
w215	Licencing	Increase in income for Premises & HMO licences and increase in travel expenses	(48,300)
Total			108,850
Head of Planning Services:-			
v525	SDC Infrastructure (inc. Car Parks)	Increase in maintenance of car parks lifts	3,500
w225	Planning Policy	Reduction in income from planning document sales	4,500
w235	Regulatory Services	Reduction in photocopying fees received	22,000
Total			30,000

2007/08 Budget Growth/(Savings) Analysis

Table 1

Service	Service Name	Reason for Growth/(Savings)	Budget Changes £
Head of Community Services:-			
v039	Community Leisure Service	Increase in essential lump sums, books and publications in respect of Sports Development	2,085
v055	Leisure Centres	Reduction in contractor charges in respect of leisure centre contracts	(99,650)
v080	Public Safety/Security	Increase in telephone rentals and calls expenses in line with actual costs, linked to the Corporate Strategy Priority and increase in CCTV Operator's overtime costs	23,200
v275	Community Leadership	Increase in essential lump sums and subscription expenses	3,600
v295	Economic Development/Tourism	Reduction mileage expenses	(2,900)
v520	Street Furniture	Income from litter and dog bin sales	(3,000)
v530	Off-Street Parking	Increase in various items but mainly Shopmobility overtime costs, other hired services and office expenses	10,650
y110	Crime Reduction	Increase in materials expenses and Community Safety work	3,600
y111	Health Education	Increase in travel expenses and subscription fees	2,031
y119	Civil Contingencies Funding	Contributions expenses and external printing fees	30,000
Total			(30,384)
Head of Resources:-			
r155	Appropriations from FARR	Finance Lease Interest - budget not required	(100)
r355/r390	Investment Interest/Asset Management Revenue Accounts	Increase in in-house investment interest, interest earned and payable on bank account and reduction in interest from car	(1,500)
r360	Miscellaneous Expenditure/Income	Impact of early retirement decision	20,000
r365	Mortgages	Reduction in interest received	3,400
r385	Concessionary Fares	Reduction in contribution to bus operators	(97,018)
r620	Resources (Support Service)	Increase in valuer's fees	19,790
v285	Corporate Estates	Reduction in ground rent received from Stratford Football Club	2,300
v290	Avenue Farm Depot	Running expenses in respect of Progress House (corresponding income is included within Property Rents)	13,410
y161	Corporate & Democratic Core	Reduction in external fund managers fees and increase in printing fees for the Statement of Accounts	(18,300)
Total			(58,018)
GRAND TOTAL			1,436

Table 2

Stratford on Avon District Council
SCHEDULE OF DISINVESTMENTS/EFFICIENCIES

	Risk Analysis	2007/08 £
Customer Services		
Revenues and Housing		
Reduce Bed and Breakfast Budget	High	(40,000)
Change and Performance		
Non renewal of liquid office maintenance	Med	(19,000)
Non renewal of PROTOS	Low	(4,000)
Alternative Broadband Solution	Med	(3,000)
Swap Main Trunk (telecommunications)	Low	(2,200)
Early Achievement of Planned e-government savings	Med	(50,000)
Member Services		
Environment		
Planning Services		
Introduce Charge for pre-application advice	Low	(10,000)
Community Services		
Economic Development - Saving to be identified	High	(26,300)
Reduction in 3-year grant budget	Med/High	(4,000)
Remove Business Link payment	Med/High	(3,100)
Remove Business Support Initiative	Med/High	(7,600)
Remove South Warwickshire Business Partnership Grant	Med/High	(12,000)
Remove Rural Tourism Initiative Budget	Med/High	(10,900)
Resources		
Potential for higher investment rates	Med	(50,000)
Reduction in Maternity Pot	Med	(12,400)

**Stratford on Avon District Council
Schedule of Disinvestment/Efficiencies**

Revenues and Housing – (£40,000)

The Executive considered the Implementation of the Housing Strategy at their meeting on 23 October 2006. As part of the recommendations (minute 504) it was agreed that the budget of £85,000 for Bed and Breakfast Accommodation would be used to fund this programme (£45,000), with the balance of £40,000 being used to assist the overall Council budget.

Change and Performance - (£78,200)

These items were identified as part of the Service and Financial Planning process, as follows.

- ◆ Non renewal of Liquid office maintenance (£19,000) and Non renewal of PROTOS (£4,000), were suggested as the knowledge required to support these systems now existed in-house. This could therefore result in a reduction of the fees that the Council are charged in relation to these products;
- ◆ Alternative Broadband (£3,000) Solution follows a review of alternative providers for Members Broadband. Although the speed of the connection would remain the same there would be a monthly limit on downloads, however, the allowance is believed to be sufficient;
- ◆ Swap Main Trunk (£2,200) – no change in service however relates to the procurement of telecommunications
- ◆ E-government savings achieved early (£50,000), the currently approved medium term financial plan includes c.£280k of efficiency gains due to the investment in e-government. These were due to be delivered in 2008/09 and 2009/10, it is now believed that a proportion of these gains can be achieved in 2007/08.

Planning Services – (£10,000)

This item was identified as part of the Service and Financial Planning process, as follows.

- ◆ (£10,000) relates to the introduction of a charge for pre-application advice for major applications. This charge would not be made in relation to the smaller planning applications. The principle has been adopted in a number of other local authorities.

Community Services – (£63,900)

The base budget review exercise identified a number of areas in relation to the Economic Development area which are suggested to disinvest entirely, these issues include:

- ◆ Removal of the contribution to Business Link – (£3,100);
- ◆ Removal of the contribution to the Business Support Initiative (£7,600);
- ◆ Removal of the grant to the South Warwickshire Business Partnership (£12,000);
- ◆ Removal of the budgets in relation to the Rural Tourism Initiative (£10,900).
- ◆ Economic Development - £26,300, this relates to completely disinvesting from the current service

The other area in relation to this service area is the current balance of (£4,000) in relation to the 3-year grants budget.

Resources – (£62,400)

These items were identified as part of the Service and Financial Planning process, as follows.

- ◆ (£50,000) – for increased investment income following the increases in the Base Rate during 2006/07;
- ◆ (£12,400) – reduction in the maternity pot which is used to support smaller services during maternity cover, but has not been fully utilised.

Table 3

Revenue Implications of New Proposed Capital Schemes	2007/08	2008/09	2009/10	2010/11	2011/12
	£	£	£	£	£
1) SDC Membership of Warwickshire Direct P'ship.					
<i>Capital Expenditure</i>	28,000	28,000	0	0	0
<u>Revenue consequences</u>					
Lost Interest @ 4.75% on Capital	665	2,660	2,660	2,660	2,660
Total Revenue Impact	665	2,660	2,660	2,660	2,660
2) Member Services					
<i>Capital Expenditure</i>	5,000	0	0	0	0
<u>Revenue consequences</u>					
Lost Interest @ 4.75% on Capital	119	238	238	238	238
Total Revenue Impact	119	238	238	238	238
3) Member Services Committee Admin. System					
<i>Capital Expenditure</i>	20,000	0	0	0	0
<u>Revenue consequences</u>					
Lost Interest @ 4.75% on Capital	475	950	950	950	950
Total Revenue Impact	475	950	950	950	950
4) Revs. & Hsg. Choice Based Lettings					
<i>Capital Expenditure</i>	22,000	0	0	0	0
<u>Revenue consequences</u>					
Lost Interest @ 4.75% on Capital	523	1,045	1,045	1,045	1,045
Other Running Costs	8,000	8,000	8,000	8,000	8,000
Total Revenue Impact	8,523	9,045	9,045	9,045	9,045
5) World Class Stratford					
<i>Capital Expenditure</i>	0	0	0	0	0
<u>Revenue consequences</u>					
Lost Interest @ 4.75% on Capital	0	0	0	0	0
Total Revenue Impact	0	0	0	0	0
6) CCTV Control					
<i>Capital Expenditure</i>	250,000	0	0	0	0
<u>Revenue consequences</u>					
Lost Interest @ 4.75% on Capital	5,938	11,875	11,875	11,875	11,875
Income	-5,938	-11,875	-11,875	-11,875	-11,875
Total Revenue Impact	0	0	0	0	0
Overall Revenue Impact	9,781	12,893	12,893	12,893	12,893
Year-on-year change	9,781	3,111	0	0	0

Table 4

**Stratford on Avon District Council
Potential Growth Items 2007/08**

GROWTH ITEMS WHICH ARE SUPPORTED BY EXECUTIVE

BID Ref	Service	Description	2007/08	2008/09	2009/10	2010/11	MT View	COMMENTS	On BBS under code
IA1	Internal Audit	Financing of the IT Audit Plan for the duration of the contract	£14,500	£14,500	£0	£0	HIGH	Funding for two years	2607/0595
MO1	Monitoring Officer	Additional funding to reflect the Standards Board for England's approach to refer the majority of complaints for misconduct to local councils	£15,200	£15,200	£15,200	£15,200	HIGH	Recurring growth item	2483/0435
IA2	Internal Audit	New 0.5 post to enable more pro-active counter fraud & corruption work and meet the operational audit plan	£12,700	£12,700	£12,700	£12,700	MEDIUM	Recurring growth item	2606,2607/00 22,0027,0028
ES3	Env Services	Contaminated Land Inspection Strategy – Investigation Programme	£12,000	£12,000	£12,000	£0	MEDIUM	3 year funding required	3014/0595
ES5b	Env Services	Grounds Maintenance Work currently outside the contract	£30,000	£30,000	£30,000	£30,000	MEDIUM	Recurring growth item - bid reduced by PH to £30k per annum from £39,766	3720/0525
ES6	Env Services	Door to door promotion of the Council's current recycling service	£15,000	£0	£0	£0	LOW	one-off growth item - bid reduced to £15k by PH from £25k	3101/0484
ES2	Env Services	Implications of Health Act 2006, re smoke free premises and vehicles	£15,000	£0	£0	£0	MEDIUM	one-off growth item	3077/0497
ES1	Env Services	Private Sector Stock Condition Survey	£0	£60,000	£0	£0	MEDIUM	one-off growth item	2191/0595
Value of growth bids supported by the Executive			£114,400	£144,400	£69,900	£57,900			

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STRATFORD-ON-AVON DISTRICT COUNCIL

	Actual 2005/2006 £	Estimate 2006/2007 £	Latest 2006/2007 £	Estimate 2007/2008 £
<u>General Fund Revenue Account</u>				
Chief Executive	114,454	193,100	760,300	448,215
Strategic Director - A	5,816,917	7,311,545	7,014,485	4,953,817
Strategic Director - B	5,994,724	4,487,490	4,588,400	7,184,541
District Council Net Expenditure	11,926,095	11,992,135	12,363,185	12,586,573
Appropriation to/(from) General Revenue A/C balance	(622,248)	283,313	(87,737)	259,239
Budget Requirement	£11,303,847	£12,275,448	£12,275,448	£12,845,812
Collection Fund transfer	42,124	87,143	87,143	15,048
Town/Parish Precept Expenditure	11,345,971	12,362,591	12,362,591	12,860,860
Amount to be met by Government Grant/ Council Taxpayers:	£13,224,537	£14,512,039	£14,512,039	£15,165,318
Financing:				
Demand on Collection Fund -				
Stratford-on-Avon District Council	5,567,405	5,838,414	5,838,414	6,088,992
Town/Parish Councils	1,878,566	2,149,448	2,149,448	2,304,458
	7,445,971	7,987,862	7,987,862	8,393,450
Revenue Support Grant	2,451,033	1,055,625	1,055,625	973,145
Contribution from NNDR Pool	3,327,533	5,468,552	5,468,552	5,798,723
	5,778,566	6,524,177	6,524,177	6,771,868
Total	£13,224,537	£14,512,039	£14,512,039	£15,165,318
<u>General Fund Revenue Balance</u>				
Brought Forward 1 April	2,392,761	1,484,072	1,802,683	1,714,946
Building Control	32,170	0	0	0
Change in Balance	(622,248)	283,313	(87,737)	259,239
Carried Forward 31 March	£1,802,683	£1,767,385	£1,714,946	£1,974,185
Formula Spending Share	£14,947,346	£0	£0	£0
Council Tax Base	50,249.35	50,799.74	50,799.74	51,176.60
<u>Collection Fund Precepts/Demands</u>				
Warwickshire County Council	47,711,803	50,610,662	50,610,662	53,490,454
Warwickshire Police Authority	6,659,129	7,058,864	7,058,864	7,466,565
	54,370,932	57,669,526	57,669,526	60,957,019
Stratford-on-Avon D.C.	5,567,405	5,838,414	5,838,414	6,088,992
Town / Parish Councils	1,878,566	2,149,448	2,149,448	2,304,458
	£61,816,903	£65,657,388	£65,657,388	£69,350,469
<u>Council Tax (Band D)</u>				
	£	£	£	£
Warwickshire County Council	949.50	996.28	996.28	1,045.21
Warwickshire Police Authority	132.52	138.95	138.95	145.90
	1,082.02	1,135.23	1,135.23	1,191.11
Stratford-on-Avon D.C.	110.79	114.93	114.93	118.98
Town / Parish Councils (Average)	37.39	42.31	42.31	45.03
Average Charge Payable before Reliefs & Benefits	£1,230.20	£1,292.47	£1,292.47	£1,355.12

SUMMARY

	Actual 2005/2006 £	Estimate 2006/2007 £	Latest 2006/2007 £	Estimate 2007/2008 £
Chief Executive				
Corp and Democratic Core (Part)	114,454	193,100	760,300	448,215
NET EXPENDITURE	£114,454	£193,100	£760,300	£448,215

Monitoring Officer

Corp and Democratic Core (Part)	0	0	0	15,200
NET EXPENDITURE	0	0	0	£15,200

Strategic Directorate - a

Corp and Democratic Core (Part)	1,508,977	1,529,800	1,592,557	1,654,533
Council Tax	1,209,442	1,186,763	828,002	874,146
Council Tax Benefits	(155,851)	15,610	29,100	24,000
Council Tax Benefits - Admin.	372,990	434,430	66,237	71,587
Council Tax Reduction Scheme	0	0	0	0
Elections	148,446	208,600	331,800	366,050
Environmental Initiatives	69,811	157,700	187,052	191,742
Grants	13,000	13,400	13,400	33,600
Housing	2,526,596	3,601,420	3,577,436	1,509,606
Housing Ben. Admin	80,769	104,562	294,601	336,663
Housing Benefits	(264,914)	(186,640)	(139,000)	(152,000)
National Non-Domestic Rate	97,875	106,800	4,800	(11,310)
NNDR Discretionary Relief	39,494	26,500	40,000	40,000
Single Regeneration Budget	170,284	112,600	188,500	0
NET EXPENDITURE	£5,816,917	£7,311,545	£7,014,485	£4,938,617

SUMMARY

	Actual 2005/2006 £	Estimate 2006/2007 £	Latest 2006/2007 £	Estimate 2007/2008 £
Strategic Directorate - b				
Appropriations from FARR	(3,967,242)	(6,194,311)	(6,192,779)	(5,690,112)
Asset Management Revenue Acctnt	(1,958,495)	(1,676,000)	(1,676,000)	(1,400,181)
Avenue Farm Depot	(89,237)	(79,059)	(116,240)	(68,910)
Building Control	205,404	341,780	340,922	417,492
Corp and Democratic Core (Part)	634,901	546,700	296,640	262,700
Civil Contingencies Funding	30,550	0	35,800	38,280
Community Leadership	715,030	1,915,650	2,024,668	766,020
Community Leisure Service	1,150,844	309,070	212,613	254,959
Concessionary Fares	196,280	540,000	481,887	418,994
Corporate Estates	37,622	53,700	55,956	77,173
Crime Reduction	30,082	56,800	158,365	164,022
Domestic Refuse Collection	1,939,031	1,959,900	1,951,910	2,008,445
Economic Development/Tourism	469,198	503,430	412,142	299,446
Environmental Health	1,406,984	1,487,235	1,356,555	1,442,825
FRS 17 Net Liability on CRA	425,000	(557,000)	(557,000)	(557,000)
Health Promotion	55,540	59,900	68,230	73,421
Indicative Savings	0	(263,904)	(16,004)	(291,904)
Industrial Trading Estates	142,986	139,231	146,996	82,401
Investment Interest	(1,495,552)	(1,339,141)	(1,339,141)	(1,273,501)
Land Drainage	133,491	170,570	177,652	144,592
Leaseholder Services	(2,210)	(1,850)	(1,850)	(1,460)
Leisure Centres	733,709	826,175	872,182	855,605
Licensing	(32,562)	20,300	102,370	29,500
Local Land Charges	(106,975)	(189,800)	(135,650)	(146,960)
Miscellaneous Refuse Collectn.	1,543,326	1,435,000	1,462,765	1,559,590
Misc. Expenditure \ Income	(391)	7,400	7,400	15,300
Mortgages	(8,236)	(11,100)	(11,100)	(7,640)
Non Distributed Costs	(425,586)	374,400	374,400	376,400
Off-Street Parking	(411,000)	(441,920)	(453,552)	(431,813)
On Street Parking	1,762	11,400	11,400	11,400
Parks Playfields & Open Spaces	860,768	788,353	809,533	873,888
Planning Policy	777,845	805,070	555,780	642,387
Public Conveniences	424,867	463,114	469,998	465,570
Public Safety \ Security	396,826	400,623	509,063	439,693
Recreational Amenities	10,730	82,354	113,264	2,843,563
Regulatory Services	1,125,703	1,022,120	1,163,000	1,513,191
Requisition Of Sewers	5,284	35,200	32,050	27,190
S.136 Contribution To Parishes	154,188	0	0	0
SDC Estate Roads	84,386	88,700	89,690	128,580
Sewage Collection	5,396	5,100	8,015	8,200
Southam Community Centre	3,900	3,900	3,900	3,900
Street Cleansing	746,703	736,300	735,870	752,935
Street Furniture	43,873	52,100	46,700	56,360
NET EXPENDITURE	£5,994,724	£4,487,490	£4,588,400	£7,184,541
TOTAL EXPENDITURE	£11,926,094	£11,992,135	£12,363,185	£12,586,573

SUBJECTIVE ANALYSIS

	Actual 2005/2006 £	Estimate 2006/2007 £	Latest 2006/2007 £	Estimate 2007/2008 £	Ref
Chief Executive					
Employees Expenses	221,111	233,700	281,000	214,300	01
Transport Related Expenses	8,841	7,900	7,900	5,615	03
Supplies And Services Expenses	96,509	45,800	48,300	47,600	04
Third Party Payments	88,664	21,200	251,600	4,800	05
Transfer Payments	7,067	6,100	6,100	5,000	06
Central Support Services	285,726	288,400	175,400	180,900	07
Other Grants & Contributions	(198,000)	0	0	0	11
Fees & Charges Income	(575)	(10,000)	(10,000)	(10,000)	13
Recharges To Other Accounts	(394,888)	(400,000)	0	0	16
NET EXPENDITURE	£114,454	£193,100	£760,300	£448,215	

Monitoring Officer

Supplies And Services Expenses	0	0	0	15,200	04
NET EXPENDITURE	0	0	0	£15,200	

Strategic Directorate - a

Employees Expenses	1,487,272	1,718,500	1,716,000	1,814,070	01
Premises Related Expenses	5,626	5,500	5,500	12,000	02
Transport Related Expenses	97,007	88,920	93,130	101,800	03
Supplies And Services Expenses	713,548	836,500	918,711	748,013	04
Third Party Payments	432,388	476,420	427,085	347,730	05
Transfer Payments	20,334,527	18,403,700	21,505,093	21,626,186	06
Central Support Services	3,027,484	3,092,992	2,659,289	2,783,793	07
Capital Charges	1,436,142	2,400,000	2,400,000	358,000	08
Government Grant Income	(21,524,726)	(19,486,887)	(22,480,509)	(22,681,627)	10
Other Grants & Contributions	(51,043)	0	0	0	11
Sales Income	(2,043)	(3,000)	(3,000)	(3,000)	12
Fees & Charges Income	(89,336)	(164,100)	(160,814)	(148,748)	13
Recharges To Other Accounts	(49,929)	(57,000)	(66,000)	(19,600)	16
NET EXPENDITURE	£5,816,918	£7,311,545	£7,014,485	£4,938,617	

SUBJECTIVE ANALYSIS

	Actual 2005/2006 £	Estimate 2006/2007 £	Latest 2006/2007 £	Estimate 2007/2008 £	Ref
Strategic Directorate - b					
Employees Expenses	5,163,228	5,245,000	5,186,717	5,603,985	01
Premises Related Expenses	798,330	856,800	806,179	842,010	02
Transport Related Expenses	307,620	280,980	298,828	319,545	03
Supplies And Services Expenses	1,423,506	1,509,396	1,717,257	1,300,897	04
Third Party Payments	6,381,993	6,305,430	6,372,401	6,779,966	05
Transfer Payments	783,419	(92,950)	(85,337)	(69,337)	06
Central Support Services	3,272,408	3,356,950	3,330,142	3,512,700	07
Capital Charges	(21,688)	(563,763)	(562,231)	1,337,904	08
Government Grant Income	(134,291)	(326,330)	(328,330)	(200,911)	10
Other Grants & Contributions	(1,212,688)	(347,700)	(346,600)	(1,140,710)	11
Sales Income	(55,386)	(86,800)	(86,800)	(71,800)	12
Fees & Charges Income	(5,478,624)	(5,941,920)	(5,937,787)	(5,576,274)	13
Rent Income	(895,477)	(895,250)	(963,686)	(961,540)	14
Interest Income	(1,504,407)	(1,349,141)	(1,349,141)	(1,281,501)	15
Recharges To Other Accounts	(2,833,219)	(3,463,212)	(3,463,212)	(3,210,393)	16
NET EXPENDITURE	<u>£5,994,724</u>	<u>£4,487,490</u>	<u>£4,588,400</u>	<u>£7,184,541</u>	
EMPLOYEES					
Salaries	6,452,311	7,023,600	7,004,396	7,426,556	
Other	419,299	173,600	179,321	205,799	
TOTAL	<u>£6,871,610</u>	<u>£7,197,200</u>	<u>£7,183,717</u>	<u>£7,632,355</u>	

CHIEF EXECUTIVE

	Actual 2005/2006 £	Estimate 2006/2007 £	Latest 2006/2007 £	Estimate 2007/2008 £	Ref
Chief Executive					
Corp. And Democratic Core (Part)					
Employees Expenses	221,111	233,700	281,000	214,300	01
Transport Related Expenses	8,841	7,900	7,900	5,615	03
Supplies And Services Expenses	96,509	45,800	48,300	47,600	04
Third Party Payments	88,664	21,200	251,600	4,800	05
Transfer Payments	7,067	6,100	6,100	5,000	06
Central Support Services	285,726	288,400	175,400	180,900	07
Gross Expenditure	707,917	603,100	770,300	458,215	
Other Grants & Contributions	(198,000)	0	0	0	11
Fees & Charges Income	(575)	(10,000)	(10,000)	(10,000)	13
Recharges To Other Accounts	(394,888)	(400,000)	0	0	16
Gross Income	(593,463)	(410,000)	(10,000)	(10,000)	
NET COST OF SERVICE	114,454	193,100	760,300	448,215	

MONITORING OFFICER

	Actual	Estimate	Latest	Estimate	
	2005/2006	2006/2007	2006/2007	2007/2008	Ref
	£	£	£	£	
Monitoring Officer					
Corp. And Democratic Core (Part)					
Supplies And Services Expenses	0	0	0	15,200	04
Gross Expenditure	<u>0</u>	<u>0</u>	<u>0</u>	<u>15,200</u>	
NET COST OF SERVICE	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>15,200</u></u>	

Strategic Directorate - a

	Actual 2005/2006 £	Estimate 2006/2007 £	Latest 2006/2007 £	Estimate 2007/2008 £	Ref
Head of Member Services					
Corp. And Democratic Core (Part)					
Employees Expenses	71,380	61,800	58,150	82,690	01
Premises Related Expenses	1,755	1,400	1,400	2,200	02
Transport Related Expenses	42,034	46,100	46,520	48,320	03
Supplies And Services Expenses	357,115	402,600	393,100	403,450	04
Third Party Payments	4,237	0	0	0	05
Transfer Payments	982	1,000	1,000	1,000	06
Central Support Services	1,033,602	1,016,900	1,092,387	1,116,873	07
Gross Expenditure	1,511,105	1,529,800	1,592,557	1,654,533	
Other Grants & Contributions	(43)	0	0	0	11
Fees & Charges Income	(2,085)	0	0	0	13
Gross Income	(2,128)	0	0	0	
NET COST OF SERVICE	1,508,977	1,529,800	1,592,557	1,654,533	

Elections

Employees Expenses	17,211	63,100	58,800	59,050	01
Premises Related Expenses	778	100	100	5,700	02
Transport Related Expenses	56	400	400	400	03
Supplies And Services Expenses	33,347	49,000	54,398	60,300	04
Third Party Payments	6,740	14,600	18,900	24,800	05
Transfer Payments	0	100	100	1,100	06
Central Support Services	99,623	100,300	223,500	233,700	07
Gross Expenditure	157,755	227,600	356,198	385,050	
Sales Income	(2,043)	(3,000)	(3,000)	(3,000)	12
Fees & Charges Income	(7,266)	(16,000)	(21,398)	(16,000)	13
Gross Income	(9,309)	(19,000)	(24,398)	(19,000)	
NET COST OF SERVICE	148,446	208,600	331,800	366,050	

Strategic Directorate - a

	Actual 2005/2006 £	Estimate 2006/2007 £	Latest 2006/2007 £	Estimate 2007/2008 £	Ref
Head of Revenues & Housing					
Council Tax					
Employees Expenses	359,597	418,700	305,900	321,600	01
Transport Related Expenses	8,123	6,500	6,550	6,190	03
Supplies And Services Expenses	52,795	57,100	54,600	50,000	04
Third Party Payments	30,836	32,700	21,900	23,420	05
Transfer Payments	9,838	10,750	8,650	8,650	06
Central Support Services	823,077	865,900	550,702	584,586	07
Capital Charges	794	0	0	0	08
Gross Expenditure	1,285,061	1,391,650	948,302	994,446	
Government Grant Income	(16,947)	(84,587)	0	0	10
Fees & Charges Income	(58,672)	(120,300)	(120,300)	(120,300)	13
Gross Income	(75,619)	(204,887)	(120,300)	(120,300)	
NET COST OF SERVICE	1,209,442	1,186,763	828,002	874,146	
Council Tax Benefits					
Supplies And Services Expenses	1,535	0	0	0	04
Transfer Payments	5,061,545	5,280,100	5,514,100	5,509,000	06
Gross Expenditure	5,063,080	5,280,100	5,514,100	5,509,000	
Government Grant Income	(5,218,931)	(5,264,490)	(5,485,000)	(5,485,000)	10
Gross Income	(5,218,931)	(5,264,490)	(5,485,000)	(5,485,000)	
NET COST OF SERVICE	(155,851)	15,610	29,100	24,000	
Council Tax Benefits - Admin.					
Employees Expenses	140,040	169,000	251,600	251,300	01
Transport Related Expenses	4,846	2,700	3,680	5,180	03
Supplies And Services Expenses	10,365	16,000	14,945	17,945	04
Third Party Payments	13,224	35,820	12,819	14,719	05
Transfer Payments	3,949	4,300	6,633	6,633	06
Central Support Services	428,651	446,600	157,800	157,050	07
Gross Expenditure	601,076	674,420	447,477	452,827	
Government Grant Income	(228,086)	(239,990)	(381,172)	(381,172)	10
Fees & Charges Income	0	0	(68)	(68)	13
Gross Income	(228,086)	(239,990)	(381,240)	(381,240)	
NET COST OF SERVICE	372,990	434,430	66,237	71,587	
Council Tax Reduction Scheme					
Transfer Payments	(3,006)	0	0	0	06
Gross Expenditure	(3,006)	0	0	0	
Government Grant Income	3,006	0	0	0	10
Gross Income	3,006	0	0	0	
NET COST OF SERVICE	0	0	0	0	

Strategic Directorate - a

	Actual 2005/2006 £	Estimate 2006/2007 £	Latest 2006/2007 £	Estimate 2007/2008 £	Ref
Head of Revenues & Housing Continued					
Environmental Initiatives					
Employees Expenses	1,235	0	8,700	28,200	01
Transport Related Expenses	0	0	600	690	03
Supplies And Services Expenses	53,098	143,300	164,374	148,374	04
Third Party Payments	22,785	100	568	568	05
Transfer Payments	0	0	255	255	06
Central Support Services	14,736	14,300	12,600	13,700	07
Gross Expenditure	91,853	157,700	187,097	191,787	
Other Grants & Contributions	(22,000)	0	0	0	11
Fees & Charges Income	(43)	0	(45)	(45)	13
Gross Income	(22,043)	0	(45)	(45)	
NET COST OF SERVICE	69,811	157,700	187,052	191,742	
Grants					
Employees Expenses	0	0	0	18,200	01
Supplies And Services Expenses	12,965	13,400	13,400	15,400	04
Third Party Payments	35	0	0	0	05
Gross Expenditure	13,000	13,400	13,400	33,600	
NET COST OF SERVICE	13,000	13,400	13,400	33,600	
Housing					
Employees Expenses	582,389	633,400	650,300	660,000	01
Premises Related Expenses	2,755	4,000	4,000	4,100	02
Transport Related Expenses	32,235	27,720	29,050	32,470	03
Supplies And Services Expenses	23,340	17,100	20,257	25,807	04
Third Party Payments	296,569	314,000	315,399	199,499	05
Transfer Payments	14,751	16,500	17,265	17,265	06
Central Support Services	257,826	271,400	224,000	238,300	07
Capital Charges	1,410,348	2,390,000	2,390,000	358,000	08
Gross Expenditure	2,620,213	3,674,120	3,650,271	1,535,441	
Other Grants & Contributions	(29,000)	0	0	0	11
Fees & Charges Income	(14,688)	(15,700)	(6,835)	(6,235)	13
Recharges To Other Accounts	(49,929)	(57,000)	(66,000)	(19,600)	16
Gross Income	(93,617)	(72,700)	(72,835)	(25,835)	
NET COST OF SERVICE	2,526,596	3,601,420	3,577,436	1,509,606	
Housing Ben. Admin					
Employees Expenses	194,092	243,400	255,000	257,230	01
Premises Related Expenses	338	0	0	0	02
Transport Related Expenses	7,727	3,800	4,680	6,460	03
Supplies And Services Expenses	20,958	32,400	19,837	20,937	04
Third Party Payments	48,325	71,400	49,699	77,324	05
Transfer Payments	5,553	6,250	6,783	6,783	06
Central Support Services	200,629	206,892	280,300	316,284	07
Gross Expenditure	477,622	564,142	616,299	685,018	
Government Grant Income	(396,853)	(459,580)	(321,630)	(348,355)	10
Fees & Charges Income	0	0	(68)	0	13
Gross Income	(396,853)	(459,580)	(321,698)	(348,355)	
NET COST OF SERVICE	80,769	104,562	294,601	336,663	

Strategic Directorate - a

	Actual 2005/2006 £	Estimate 2006/2007 £	Latest 2006/2007 £	Estimate 2007/2008 £	Ref
Head of Revenues & Housing Continued					
Housing Benefits					
Transport Related Expenses	44	0	0	0	03
Supplies And Services Expenses	114	0	0	0	04
Transfer Payments	15,197,937	13,054,500	15,906,607	16,032,000	06
Gross Expenditure	15,198,094	13,054,500	15,906,607	16,032,000	
Government Grant Income	(15,463,009)	(13,241,140)	(16,045,607)	(16,184,000)	10
Gross Income	(15,463,009)	(13,241,140)	(16,045,607)	(16,184,000)	
NET COST OF SERVICE	(264,914)	(186,640)	(139,000)	(152,000)	
National Non-Domestic Rate					
Employees Expenses	121,328	129,100	127,550	135,800	01
Transport Related Expenses	1,942	1,700	1,650	2,090	03
Supplies And Services Expenses	5,005	5,300	5,300	5,800	04
Third Party Payments	9,637	7,800	7,800	7,400	05
Transfer Payments	3,484	3,700	3,700	3,500	06
Central Support Services	166,967	168,400	118,000	123,300	07
Gross Expenditure	308,363	316,000	264,000	277,890	
Government Grant Income	(203,906)	(197,100)	(247,100)	(283,100)	10
Fees & Charges Income	(6,583)	(12,100)	(12,100)	(6,100)	13
Gross Income	(210,489)	(209,200)	(259,200)	(289,200)	
NET COST OF SERVICE	97,875	106,800	4,800	(11,310)	
NNDR Discretionary Relief					
Transfer Payments	39,494	26,500	40,000	40,000	06
Gross Expenditure	39,494	26,500	40,000	40,000	
NET COST OF SERVICE	39,494	26,500	40,000	40,000	
Single Regeneration Budget					
Supplies And Services Expenses	142,911	100,300	178,500	0	04
Central Support Services	2,373	2,300	0	0	07
Capital Charges	25,000	10,000	10,000	0	08
Gross Expenditure	170,284	112,600	188,500	0	
NET COST OF SERVICE	170,284	112,600	188,500	0	

Strategic Directorate - b

	Actual 2005/2006 £	Estimate 2006/2007 £	Latest 2006/2007 £	Estimate 2007/2008 £	Ref
Head of Community Services					
Civil Contingencies Funding					
Employees Expenses	0	0	5,000	1,700	01
Transport Related Expenses	0	0	0	110	03
Supplies And Services Expenses	30,550	0	25,000	29,500	04
Central Support Services	0	0	5,800	6,970	07
Gross Expenditure	30,550	0	35,800	38,280	
NET COST OF SERVICE	30,550	0	35,800	38,280	
Community Leadership					
Employees Expenses	157,918	156,300	158,400	191,480	01
Premises Related Expenses	1,000	0	600	0	02
Transport Related Expenses	10,235	7,200	8,450	11,340	03
Supplies And Services Expenses	367,388	286,100	337,268	288,750	04
Third Party Payments	232,143	12,600	11,600	10,000	05
Transfer Payments	5,041	4,450	4,450	4,450	06
Central Support Services	32,445	36,000	90,900	97,000	07
Capital Charges	192,933	1,450,000	1,450,000	200,000	08
Gross Expenditure	999,103	1,952,650	2,061,668	803,020	
Other Grants & Contributions	(263,954)	(25,000)	(25,000)	(25,000)	11
Fees & Charges Income	(20,118)	(12,000)	(12,000)	(12,000)	13
Gross Income	(284,073)	(37,000)	(37,000)	(37,000)	
NET COST OF SERVICE	715,030	1,915,650	2,024,668	766,020	
Community Leisure Service					
Employees Expenses	199,091	160,300	177,190	195,150	01
Premises Related Expenses	3,257	3,700	4,000	4,100	02
Transport Related Expenses	32,618	13,700	13,513	17,790	03
Supplies And Services Expenses	26,866	19,970	14,185	20,686	04
Third Party Payments	9,674	1,500	1,500	3,655	05
Transfer Payments	1,361	1,700	2,295	2,295	06
Central Support Services	213,048	221,570	112,200	127,170	07
Capital Charges	818,611	0	0	0	08
Gross Expenditure	1,304,526	422,440	324,883	370,846	
Other Grants & Contributions	(12,595)	(13,900)	(12,800)	(21,900)	11
Fees & Charges Income	(141,087)	(99,470)	(99,470)	(93,987)	13
Gross Income	(153,682)	(113,370)	(112,270)	(115,887)	
NET COST OF SERVICE	1,150,844	309,070	212,613	254,959	
Crime Reduction					
Employees Expenses	0	0	85,400	94,300	01
Transport Related Expenses	0	0	6,205	5,665	03
Supplies And Services Expenses	21,915	48,900	46,910	41,942	04
Third Party Payments	0	0	0	2,215	05
Transfer Payments	0	0	850	850	06
Central Support Services	8,167	7,900	19,000	19,200	07
Gross Expenditure	30,082	56,800	158,365	164,172	
Fees & Charges Income	0	0	0	(150)	13
Gross Income	0	0	0	(150)	
NET COST OF SERVICE	30,082	56,800	158,365	164,022	

Strategic Directorate - b

	Actual 2005/2006 £	Estimate 2006/2007 £	Latest 2006/2007 £	Estimate 2007/2008 £	Ref
Head of Community Services Continued					
Economic Development/Tourism					
Employees Expenses	54,891	65,100	53,000	16,370	01
Premises Related Expenses	2,764	5,900	5,900	470	02
Transport Related Expenses	3,306	8,100	6,830	4,200	03
Supplies And Services Expenses	300,944	307,380	300,200	293,359	04
Third Party Payments	9,345	11,100	13,050	4,055	05
Transfer Payments	1,241	1,550	1,762	1,762	06
Central Support Services	98,104	105,200	32,300	33,900	07
Capital Charges	58,000	58,000	58,000	19,800	08
Gross Expenditure	528,594	562,330	471,042	373,916	
Sales Income	0	(500)	(500)	0	12
Fees & Charges Income	(1,397)	(400)	(400)	(16,470)	13
Rent Income	(58,000)	(58,000)	(58,000)	(58,000)	14
Gross Income	(59,397)	(58,900)	(58,900)	(74,470)	
NET COST OF SERVICE	469,198	503,430	412,142	299,446	
Health Promotion					
Employees Expenses	38,431	37,900	40,000	41,456	01
Transport Related Expenses	2,614	1,100	1,230	2,690	03
Supplies And Services Expenses	2,653	9,500	8,100	8,675	04
Third Party Payments	526	0	0	0	05
Transfer Payments	1,173	1,000	1,000	1,000	06
Central Support Services	11,177	11,800	17,900	19,600	07
Gross Expenditure	56,575	61,300	68,230	73,421	
Fees & Charges Income	(1,035)	(1,400)	0	0	13
Gross Income	(1,035)	(1,400)	0	0	
NET COST OF SERVICE	55,540	59,900	68,230	73,421	
Leisure Centres					
Employees Expenses	90,469	73,500	85,300	87,950	01
Premises Related Expenses	114,228	114,800	115,037	125,750	02
Transport Related Expenses	7,197	2,300	2,570	5,980	03
Supplies And Services Expenses	17,638	11,100	9,300	7,260	04
Third Party Payments	151,066	186,520	190,320	109,560	05
Transfer Payments	2,333	1,900	1,900	1,900	06
Central Support Services	21,187	22,100	53,800	57,000	07
Capital Charges	511,795	594,405	594,405	671,045	08
Gross Expenditure	915,912	1,006,625	1,052,632	1,066,445	
Other Grants & Contributions	(40,426)	(36,700)	(36,700)	(40,700)	11
Fees & Charges Income	(141,777)	(143,750)	(143,750)	(170,140)	13
Gross Income	(182,203)	(180,450)	(180,450)	(210,840)	
NET COST OF SERVICE	733,709	826,175	872,182	855,605	

Strategic Directorate - b

	Actual 2005/2006 £	Estimate 2006/2007 £	Latest 2006/2007 £	Estimate 2007/2008 £	Ref
Head of Community Services Continued					
Off-Street Parking					
Employees Expenses	217,303	224,300	239,000	250,160	01
Premises Related Expenses	410,281	415,900	405,030	435,910	02
Transport Related Expenses	7,699	6,520	8,795	9,080	03
Supplies And Services Expenses	104,091	104,990	89,220	107,330	04
Third Party Payments	112,345	170,450	163,650	173,805	05
Transfer Payments	4,786	5,700	5,913	5,913	06
Central Support Services	237,551	229,280	233,900	241,900	07
Capital Charges	582,240	579,840	579,840	576,389	08
Gross Expenditure	1,676,296	1,736,980	1,725,348	1,800,487	
Other Grants & Contributions	(19,594)	0	0	0	11
Fees & Charges Income	(2,022,459)	(2,129,700)	(2,129,700)	(2,184,000)	13
Rent Income	(38,243)	(42,400)	(42,400)	(41,500)	14
Recharges To Other Accounts	(7,000)	(6,800)	(6,800)	(6,800)	16
Gross Income	(2,087,297)	(2,178,900)	(2,178,900)	(2,232,300)	
NET COST OF SERVICE	(411,000)	(441,920)	(453,552)	(431,813)	
On Street Parking					
Employees Expenses	374,031	411,300	448,580	490,840	01
Premises Related Expenses	(3,493)	29,300	29,300	3,300	02
Transport Related Expenses	10,599	12,420	13,300	13,510	03
Supplies And Services Expenses	74,900	194,400	195,890	109,090	04
Third Party Payments	28,576	559,260	519,610	829,000	05
Transfer Payments	774,377	11,400	11,400	11,400	06
Central Support Services	68,349	90,320	90,320	93,370	07
Gross Expenditure	1,327,339	1,308,400	1,308,400	1,550,510	
Other Grants & Contributions	(560,979)	0	0	(744,610)	11
Fees & Charges Income	(764,597)	(1,297,000)	(1,297,000)	(794,500)	13
Gross Income	(1,325,577)	(1,297,000)	(1,297,000)	(1,539,110)	
NET COST OF SERVICE	1,762	11,400	11,400	11,400	
Public Safety \ Security					
Employees Expenses	145,827	151,400	174,092	185,940	01
Premises Related Expenses	1,807	1,200	1,965	1,200	02
Transport Related Expenses	1,399	300	1,200	1,070	03
Supplies And Services Expenses	78,626	43,300	59,470	77,000	04
Third Party Payments	38,713	62,800	69,413	43,300	05
Transfer Payments	3,169	3,600	3,600	3,600	06
Central Support Services	10,028	9,700	71,000	70,500	07
Capital Charges	131,840	140,823	140,823	63,083	08
Gross Expenditure	411,409	413,123	521,563	445,693	
Other Grants & Contributions	(14,554)	(9,500)	(9,500)	(6,000)	11
Fees & Charges Income	(30)	(3,000)	(3,000)	0	13
Gross Income	(14,583)	(12,500)	(12,500)	(6,000)	
NET COST OF SERVICE	396,826	400,623	509,063	439,693	

Strategic Directorate - b

	Actual 2005/2006 £	Estimate 2006/2007 £	Latest 2006/2007 £	Estimate 2007/2008 £	Ref
Head of Community Services Continued					
S.136 Contribution To Parishes					
Transport Related Expenses	10	0	0	0	03
Supplies And Services Expenses	80	0	0	0	04
Third Party Payments	154,097	0	0	0	05
Central Support Services	0	0	0	0	07
Gross Expenditure	154,188	0	0	0	
NET COST OF SERVICE	154,188	0	0	0	
Southam Community Centre					
Capital Charges	3,900	3,900	3,900	3,900	08
Gross Expenditure	3,900	3,900	3,900	3,900	
NET COST OF SERVICE	3,900	3,900	3,900	3,900	

Strategic Directorate - b

	Actual	Estimate	Latest	Estimate	
	2005/2006	2006/2007	2006/2007	2007/2008	Ref
	£	£	£	£	
Head of Environment					
Domestic Refuse Collection					
Employees Expenses	50,768	39,100	33,800	39,240	01
Transport Related Expenses	2,687	4,100	4,310	4,480	03
Supplies And Services Expenses	12,848	5,900	1,700	2,400	04
Third Party Payments	1,846,143	1,866,200	1,866,200	1,904,625	05
Transfer Payments	441	700	1,400	1,400	06
Central Support Services	74,435	82,000	82,600	101,100	07
Gross Expenditure	1,987,321	1,998,000	1,990,010	2,053,245	
Fees & Charges Income	(48,290)	(38,100)	(38,100)	(44,800)	13
Gross Income	(48,290)	(38,100)	(38,100)	(44,800)	
NET COST OF SERVICE	1,939,031	1,959,900	1,951,910	2,008,445	
Environmental Health					
Employees Expenses	855,506	891,900	825,590	904,320	01
Premises Related Expenses	45,249	27,900	27,900	28,640	02
Transport Related Expenses	69,308	69,320	64,920	72,750	03
Supplies And Services Expenses	71,600	89,000	85,730	102,020	04
Third Party Payments	28,370	30,300	30,300	42,800	05
Transfer Payments	24,782	23,300	24,000	24,000	06
Central Support Services	478,801	492,500	435,100	448,600	07
Capital Charges	35,210	33,915	33,915	33,506	08
Gross Expenditure	1,608,825	1,658,135	1,527,455	1,656,636	
Government Grant Income	0	0	0	(48,911)	10
Sales Income	(7,817)	(6,000)	(6,000)	(6,000)	12
Fees & Charges Income	(172,086)	(151,500)	(151,500)	(145,500)	13
Rent Income	(21,937)	(13,400)	(13,400)	(13,400)	14
Gross Income	(201,841)	(170,900)	(170,900)	(213,811)	
NET COST OF SERVICE	1,406,984	1,487,235	1,356,555	1,442,825	
Land Drainage					
Employees Expenses	80,823	69,500	78,309	82,539	01
Premises Related Expenses	30	0	0	0	02
Transport Related Expenses	6,129	5,200	8,120	7,230	03
Supplies And Services Expenses	14,109	13,170	1,023	1,123	04
Third Party Payments	11,890	13,000	13,000	13,100	05
Transfer Payments	0	0	200	200	06
Central Support Services	19,392	19,700	27,000	27,000	07
Capital Charges	1,117	50,000	50,000	14,000	08
Gross Expenditure	133,491	170,570	177,652	145,192	
Fees & Charges Income	0	0	0	(600)	13
Gross Income	0	0	0	(600)	
NET COST OF SERVICE	133,491	170,570	177,652	144,592	

Strategic Directorate - b

	Actual 2005/2006 £	Estimate 2006/2007 £	Latest 2006/2007 £	Estimate 2007/2008 £	Ref
Head of Environment Continued					
Licensing					
Employees Expenses	161,891	150,700	145,900	148,200	01
Premises Related Expenses	319	0	0	0	02
Transport Related Expenses	9,162	5,200	4,870	5,200	03
Supplies And Services Expenses	13,637	7,800	7,800	8,000	04
Third Party Payments	26,197	13,800	33,900	8,900	05
Transfer Payments	5,188	3,900	3,900	3,900	06
Central Support Services	49,875	50,400	117,500	122,400	07
Gross Expenditure	266,270	231,800	313,870	296,600	
Sales Income	(17)	0	0	0	12
Fees & Charges Income	(298,815)	(211,500)	(211,500)	(267,100)	13
Gross Income	(298,832)	(211,500)	(211,500)	(267,100)	
NET COST OF SERVICE	(32,562)	20,300	102,370	29,500	
Miscellaneous Refuse Collectn.					
Employees Expenses	30,908	26,200	24,950	25,240	01
Transport Related Expenses	986	4,000	3,915	4,000	03
Supplies And Services Expenses	9,905	5,800	2,900	18,150	04
Third Party Payments	1,771,048	1,681,700	1,706,700	1,802,000	05
Transfer Payments	460	500	500	500	06
Central Support Services	49,466	56,800	63,800	81,700	07
Gross Expenditure	1,862,773	1,775,000	1,802,765	1,931,590	
Government Grant Income	(37,647)	(50,000)	(50,000)	(52,000)	10
Other Grants & Contributions	(236,501)	(220,000)	(220,000)	(260,000)	11
Sales Income	(45,330)	(70,000)	(70,000)	(60,000)	12
Fees & Charges Income	30	0	0	0	13
Gross Income	(319,447)	(340,000)	(340,000)	(372,000)	
NET COST OF SERVICE	1,543,326	1,435,000	1,462,765	1,559,590	
Parks Playfields & Open Spaces					
Employees Expenses	76,983	74,100	84,700	105,740	01
Premises Related Expenses	61,854	77,700	43,700	45,000	02
Transport Related Expenses	6,318	4,600	6,500	4,560	03
Supplies And Services Expenses	22,887	18,520	16,400	15,700	04
Third Party Payments	613,145	542,200	586,500	617,975	05
Transfer Payments	1,520	1,800	1,800	1,800	06
Central Support Services	106,017	107,000	107,500	114,700	07
Capital Charges	73,909	54,933	54,933	60,693	08
Gross Expenditure	962,633	880,853	902,033	966,168	
Other Grants & Contributions	(48,711)	(42,600)	(42,600)	(42,500)	11
Fees & Charges Income	(47,271)	(45,000)	(45,000)	(45,000)	13
Rent Income	(1,635)	(1,600)	(1,600)	(1,480)	14
Recharges To Other Accounts	(4,248)	(3,300)	(3,300)	(3,300)	16
Gross Income	(101,865)	(92,500)	(92,500)	(92,280)	
NET COST OF SERVICE	860,768	788,353	809,533	873,888	

Strategic Directorate - b

	Actual 2005/2006 £	Estimate 2006/2007 £	Latest 2006/2007 £	Estimate 2007/2008 £	Ref
Head of Environment Continued					
Public Conveniences					
Employees Expenses	66,546	62,800	60,300	60,790	01
Premises Related Expenses	60,141	83,200	77,050	81,040	02
Transport Related Expenses	6,999	7,320	9,850	9,370	03
Supplies And Services Expenses	4,180	17,900	10,383	8,583	04
Third Party Payments	180,602	179,100	183,000	183,300	05
Transfer Payments	0	0	1,121	1,121	06
Central Support Services	13,343	13,900	29,400	29,400	07
Capital Charges	98,594	99,794	99,794	92,866	08
Gross Expenditure	430,404	464,014	470,898	466,470	
Sales Income	(281)	(700)	(700)	(700)	12
Fees & Charges Income	(5,256)	(200)	(200)	(200)	13
Gross Income	(5,537)	(900)	(900)	(900)	
NET COST OF SERVICE	424,867	463,114	469,998	465,570	
Requisition Of Sewers					
Employees Expenses	55	4,900	5,350	4,440	01
Transport Related Expenses	1	100	0	100	03
Supplies And Services Expenses	27	6,100	4,300	250	04
Central Support Services	2,076	2,100	400	400	07
Capital Charges	3,125	22,000	22,000	22,000	08
Gross Expenditure	5,284	35,200	32,050	27,190	
NET COST OF SERVICE	5,284	35,200	32,050	27,190	
Sewage Collection					
Employees Expenses	1,775	1,800	1,900	2,000	01
Transport Related Expenses	50	0	115	0	03
Third Party Payments	3,312	3,100	3,100	3,100	05
Transfer Payments	47	0	0	0	06
Central Support Services	212	200	2,900	3,100	07
Gross Expenditure	5,396	5,100	8,015	8,200	
NET COST OF SERVICE	5,396	5,100	8,015	8,200	
Street Cleansing					
Employees Expenses	69,038	61,600	73,000	80,740	01
Transport Related Expenses	6,347	7,200	8,870	7,470	03
Supplies And Services Expenses	8,926	6,200	2,600	2,800	04
Third Party Payments	630,468	623,500	624,000	633,725	05
Transfer Payments	1,107	1,400	2,100	2,100	06
Central Support Services	33,460	37,400	26,300	27,100	07
Gross Expenditure	749,346	737,300	736,870	753,935	
Other Grants & Contributions	(2,644)	0	0	0	11
Fees & Charges Income	0	(1,000)	(1,000)	(1,000)	13
Gross Income	(2,644)	(1,000)	(1,000)	(1,000)	
NET COST OF SERVICE	746,703	736,300	735,870	752,935	

Strategic Directorate - b

	Actual 2005/2006 £	Estimate 2006/2007 £	Latest 2006/2007 £	Estimate 2007/2008 £	Ref
Head of Environment Continued					
Street Furniture					
Employees Expenses	82	4,500	4,800	6,000	01
Premises Related Expenses	12,352	24,400	14,400	25,100	02
Transport Related Expenses	2	0	0	60	03
Supplies And Services Expenses	26,781	23,000	23,000	23,600	04
Third Party Payments	6,672	0	0	0	05
Transfer Payments	0	100	100	100	06
Central Support Services	182	100	4,400	4,500	07
Gross Expenditure	46,072	52,100	46,700	59,360	
Fees & Charges Income	(2,199)	0	0	(3,000)	13
Gross Income	(2,199)	0	0	(3,000)	
NET COST OF SERVICE	43,873	52,100	46,700	56,360	

Strategic Directorate - b

	Actual 2005/2006 £	Estimate 2006/2007 £	Latest 2006/2007 £	Estimate 2007/2008 £	Ref
Head of Planning Services					
Building Control					
Employees Expenses	455,290	519,700	497,640	562,090	01
Transport Related Expenses	34,567	35,400	35,510	36,700	03
Supplies And Services Expenses	27,591	21,200	21,200	22,400	04
Third Party Payments	15,892	11,400	11,400	11,700	05
Transfer Payments	44,022	13,550	13,550	13,550	06
Central Support Services	176,544	188,030	209,122	218,552	07
Capital Charges	1,652	0	0	0	08
Gross Expenditure	755,558	789,280	788,422	864,992	
Sales Income	0	(400)	(400)	(400)	12
Fees & Charges Income	(536,758)	(447,100)	(447,100)	(447,100)	13
Recharges To Other Accounts	(13,396)	0	0	0	16
Gross Income	(550,154)	(447,500)	(447,500)	(447,500)	
NET COST OF SERVICE	205,404	341,780	340,922	417,492	
Local Land Charges					
Employees Expenses	85,718	77,600	61,340	49,820	01
Transport Related Expenses	309	200	110	0	03
Supplies And Services Expenses	11,049	12,100	12,100	10,520	04
Third Party Payments	14,607	0	0	0	05
Transfer Payments	81,760	70,000	70,000	70,000	06
Central Support Services	64,492	67,900	138,400	140,300	07
Gross Expenditure	257,935	227,800	281,950	270,640	
Fees & Charges Income	(364,910)	(417,600)	(417,600)	(417,600)	13
Gross Income	(364,910)	(417,600)	(417,600)	(417,600)	
NET COST OF SERVICE	(106,975)	(189,800)	(135,650)	(146,960)	
Planning Policy					
Employees Expenses	348,166	394,500	332,900	327,830	01
Premises Related Expenses	66	0	0	0	02
Transport Related Expenses	19,788	20,300	19,040	18,900	03
Supplies And Services Expenses	15,996	15,940	18,440	12,080	04
Third Party Payments	24,370	29,600	16,200	84,400	05
Transfer Payments	11,624	10,100	10,800	10,800	06
Central Support Services	361,421	377,830	201,600	227,077	07
Gross Expenditure	781,431	848,270	598,980	681,087	
Government Grant Income	0	(31,000)	(31,000)	(31,000)	10
Sales Income	(1,941)	(9,200)	(9,200)	(4,700)	12
Fees & Charges Income	(1,644)	(3,000)	(3,000)	(3,000)	13
Gross Income	(3,585)	(43,200)	(43,200)	(38,700)	
NET COST OF SERVICE	777,845	805,070	555,780	642,387	

Strategic Directorate - b

	Actual 2005/2006 £	Estimate 2006/2007 £	Latest 2006/2007 £	Estimate 2007/2008 £	Ref
Head of Planning Services Continued					
Regulatory Services					
Employees Expenses	1,214,800	1,368,900	1,262,200	1,383,320	01
Premises Related Expenses	750	1,500	1,500	1,500	02
Transport Related Expenses	63,161	60,700	64,600	70,490	03
Supplies And Services Expenses	46,886	47,930	47,930	46,630	04
Third Party Payments	189,153	50,100	51,000	51,300	05
Transfer Payments	38,439	35,600	36,400	36,400	06
Central Support Services	533,104	552,920	794,100	824,951	07
Capital Charges	5,430	0	0	0	08
Gross Expenditure	2,091,723	2,117,650	2,257,730	2,414,591	
Government Grant Income	(96,644)	(245,330)	(247,330)	(69,000)	10
Fees & Charges Income	(869,376)	(850,200)	(847,400)	(832,400)	13
Gross Income	(966,020)	(1,095,530)	(1,094,730)	(901,400)	
NET COST OF SERVICE	1,125,703	1,022,120	1,163,000	1,513,191	

Strategic Directorate - b

	Actual 2005/2006 £	Estimate 2006/2007 £	Latest 2006/2007 £	Estimate 2007/2008 £	Ref
Head of Resources					
Appropriations from FARR					
Capital Charges	(4,318,547)	(6,194,311)	(6,192,779)	(5,690,112)	08
Gross Expenditure	(4,318,547)	(6,194,311)	(6,192,779)	(5,690,112)	
Recharges To Other Accounts	351,305	0	0	0	16
Gross Income	351,305	0	0	0	
NET COST OF SERVICE	(3,967,242)	(6,194,311)	(6,192,779)	(5,690,112)	
Asset Management Revenue Acctnt					
Capital Charges	1,138,987	1,777,112	1,777,112	1,784,112	08
Gross Expenditure	1,138,987	1,777,112	1,777,112	1,784,112	
Recharges To Other Accounts	(3,097,481)	(3,453,112)	(3,453,112)	(3,184,293)	16
Gross Income	(3,097,481)	(3,453,112)	(3,453,112)	(3,184,293)	
NET COST OF SERVICE	(1,958,495)	(1,676,000)	(1,676,000)	(1,400,181)	
Avenue Farm Depot					
Employees Expenses	735	400	3,540	7,420	01
Premises Related Expenses	9,107	9,500	9,500	22,520	02
Transport Related Expenses	24	0	115	180	03
Supplies And Services Expenses	1,022	400	200	520	04
Third Party Payments	3,338	0	0	5,900	05
Central Support Services	56	0	1,200	1,300	07
Capital Charges	71,141	71,041	71,041	81,160	08
Gross Expenditure	85,424	81,341	85,596	119,000	
Rent Income	(174,660)	(160,400)	(201,836)	(187,910)	14
Gross Income	(174,660)	(160,400)	(201,836)	(187,910)	
NET COST OF SERVICE	(89,237)	(79,059)	(116,240)	(68,910)	
Corp. And Democratic Core (Part)					
Employees Expenses	21,645	22,600	18,600	0	01
Transport Related Expenses	1,049	1,000	1,240	0	03
Supplies And Services Expenses	1,671	0	0	1,600	04
Third Party Payments	242,992	226,600	226,600	206,700	05
Transfer Payments	519	600	600	600	06
Central Support Services	367,026	335,900	89,600	93,800	07
Gross Expenditure	634,901	586,700	336,640	302,700	
Fees & Charges Income	0	(40,000)	(40,000)	(40,000)	13
Gross Income	0	(40,000)	(40,000)	(40,000)	
NET COST OF SERVICE	634,901	546,700	296,640	262,700	

Strategic Directorate - b

	Actual 2005/2006 £	Estimate 2006/2007 £	Latest 2006/2007 £	Estimate 2007/2008 £	Ref
Head of Resources Continued					
Concessionary Fares					
Employees Expenses	0	1,200	14,300	11,500	01
Transport Related Expenses	0	0	910	910	03
Supplies And Services Expenses	92,653	434,000	387,562	327,673	04
Third Party Payments	13,875	0	10,700	3,596	05
Transfer Payments	0	0	382	382	06
Central Support Services	102,598	104,800	68,100	75,000	07
Gross Expenditure	209,125	540,000	481,954	419,061	
Other Grants & Contributions	(12,730)	0	0	0	11
Fees & Charges Income	(115)	0	(67)	(67)	13
Gross Income	(12,845)	0	(67)	(67)	
NET COST OF SERVICE	196,280	540,000	481,887	418,994	
Corporate Estates					
Employees Expenses	50,151	52,100	49,686	65,530	01
Premises Related Expenses	3,149	7,200	15,200	8,010	02
Transport Related Expenses	2,599	3,300	1,965	2,650	03
Supplies And Services Expenses	10,897	12,800	2,095	2,495	04
Third Party Payments	13,617	100	10,100	200	05
Transfer Payments	0	0	210	210	06
Central Support Services	123,089	116,400	141,900	150,900	07
Capital Charges	209,035	275,400	275,400	304,688	08
Gross Expenditure	412,538	467,300	496,556	534,683	
Fees & Charges Income	(36,464)	(41,400)	(41,400)	(47,720)	13
Rent Income	(338,453)	(372,200)	(399,200)	(409,790)	14
Gross Income	(374,916)	(413,600)	(440,600)	(457,510)	
NET COST OF SERVICE	37,622	53,700	55,956	77,173	
FRS 17 Net Liability on CRA					
Transfer Payments	425,000	(557,000)	(557,000)	(557,000)	06
Gross Expenditure	425,000	(557,000)	(557,000)	(557,000)	
NET COST OF SERVICE	425,000	(557,000)	(557,000)	(557,000)	
Indicative Savings					
Supplies And Services Expenses	0	(263,904)	(16,004)	(291,904)	04
Gross Expenditure	0	(263,904)	(16,004)	(291,904)	
NET COST OF SERVICE	0	(263,904)	(16,004)	(291,904)	

Strategic Directorate - b

	Actual 2005/2006 £	Estimate 2006/2007 £	Latest 2006/2007 £	Estimate 2007/2008 £	Ref
Head of Resources Continued					
Industrial Trading Estates					
Employees Expenses	329	5,000	5,550	4,440	01
Premises Related Expenses	0	5,000	5,000	5,120	02
Transport Related Expenses	8	100	115	100	03
Supplies And Services Expenses	161	1,900	0	200	04
Third Party Payments	547	300	300	300	05
Central Support Services	1,794	1,800	10,900	9,700	07
Capital Charges	206,631	195,031	195,031	133,381	08
Gross Expenditure	209,470	209,131	216,896	153,241	
Fees & Charges Income	68	(3,900)	(3,900)	(4,240)	13
Rent Income	(66,552)	(66,000)	(66,000)	(66,600)	14
Gross Income	(66,484)	(69,900)	(69,900)	(70,840)	
NET COST OF SERVICE	142,986	139,231	146,996	82,401	
Investment Interest					
Capital Charges	774	0	0	0	08
Gross Expenditure	774	0	0	0	
Fees & Charges Income	0	0	0	0	13
Interest Income	(1,496,325)	(1,339,141)	(1,339,141)	(1,273,501)	15
Gross Income	(1,496,325)	(1,339,141)	(1,339,141)	(1,273,501)	
NET COST OF SERVICE	(1,495,552)	(1,339,141)	(1,339,141)	(1,273,501)	
Leaseholder Services					
Fees & Charges Income	(1,950)	(1,800)	(1,800)	(1,200)	13
Rent Income	(260)	(50)	(50)	(260)	14
Gross Income	(2,210)	(1,850)	(1,850)	(1,460)	
NET COST OF SERVICE	(2,210)	(1,850)	(1,850)	(1,460)	
Misc. Expenditure \ Income					
Employees Expenses	0	7,400	7,400	15,300	01
Gross Expenditure	0	7,400	7,400	15,300	
Fees & Charges Income	(391)	0	0	0	13
Gross Income	(391)	0	0	0	
NET COST OF SERVICE	(391)	7,400	7,400	15,300	
Mortgages					
Premises Related Expenses	374	300	300	360	02
Supplies And Services Expenses	165	0	0	0	04
Third Party Payments	2	0	0	0	05
Transfer Payments	62,399	0	0	16,000	06
Gross Expenditure	62,940	300	300	16,360	
Fees & Charges Income	(696)	(1,400)	(1,400)	0	13
Interest Income	(8,082)	(10,000)	(10,000)	(8,000)	15
Recharges To Other Accounts	(62,399)	0	0	(16,000)	16
Gross Income	(71,176)	(11,400)	(11,400)	(24,000)	
NET COST OF SERVICE	(8,236)	(11,100)	(11,100)	(7,640)	

Strategic Directorate - b

	Actual 2005/2006 £	Estimate 2006/2007 £	Latest 2006/2007 £	Estimate 2007/2008 £	Ref
Head of Resources Continued					
Non Distributed Costs					
Employees Expenses	282,414	103,400	103,400	105,400	01
Transfer Payments	(708,000)	271,000	271,000	271,000	06
Gross Expenditure	(425,586)	374,400	374,400	376,400	
NET COST OF SERVICE	(425,586)	374,400	374,400	376,400	
Recreational Amenities					
Employees Expenses	17,770	12,700	12,350	11,240	01
Premises Related Expenses	17,183	11,200	11,200	11,390	02
Transport Related Expenses	1,460	400	560	120	03
Supplies And Services Expenses	1,787	4,400	1,900	1,910	04
Third Party Payments	4,383	0	0	0	05
Transfer Payments	629	200	200	200	06
Central Support Services	11,321	11,800	45,400	38,410	07
Capital Charges	151,935	224,354	224,354	2,967,393	08
Gross Expenditure	206,467	265,054	295,964	3,030,663	
Fees & Charges Income	0	(1,500)	(1,500)	(4,500)	13
Rent Income	(195,737)	(181,200)	(181,200)	(182,600)	14
Gross Income	(195,737)	(182,700)	(182,700)	(187,100)	
NET COST OF SERVICE	10,730	82,354	113,264	2,843,563	
SDC Estate Roads					
Employees Expenses	13,874	12,300	13,250	45,500	01
Premises Related Expenses	57,913	38,100	38,597	42,600	02
Transport Related Expenses	990	900	1,100	2,840	03
Supplies And Services Expenses	3,076	3,600	455	555	04
Third Party Payments	4,882	30,200	30,258	30,755	05
Transfer Payments	0	0	230	230	06
Central Support Services	3,651	3,600	5,800	6,100	07
Gross Expenditure	84,386	88,700	89,690	128,580	
NET COST OF SERVICE	84,386	88,700	89,690	128,580	

SUPPORT SERVICES

	Actual 2005/2006 £	Estimate 2006/2007 £	Latest 2006/2007 £	Estimate 2007/2008 £
Chief Executive	13,933	13,000	0	0
Monitoring Officer	230,699	197,500	276,890	326,710
Strategic Directorate - a	8,496,208	9,345,412	9,616,931	9,872,143
Strategic Directorate - b	5,012,224	5,277,920	4,769,960	5,073,690
	<u>£13,753,064</u>	<u>£14,833,832</u>	<u>£14,663,781</u>	<u>£15,272,543</u>
Less Recharges to Other Accounts	(13,753,064)	(14,833,832)	(14,663,781)	(15,272,543)
	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>

SUPPORT SERVICES

	Actual 2005/2006 £	Estimate 2006/2007 £	Latest 2006/2007 £	Estimate 2007/2008 £	Ref
SUBJECTIVE ANALYSIS					
Employees Expenses	3,593,917	3,870,600	3,601,551	3,869,414	01
Premises Related Expenses	387,724	437,200	423,700	439,760	02
Transport Related Expenses	123,323	112,500	98,835	93,680	03
Supplies And Services Expenses	1,091,159	970,920	1,020,342	989,019	04
Third Party Payments	515,504	211,400	190,200	273,110	05
Transfer Payments	90,112	95,350	98,051	98,051	06
Central Support Services	2,019,914	2,119,900	2,115,500	2,097,900	07
Capital Charges	1,264,554	1,569,142	1,569,142	1,495,389	08
Gross Expenditure	<u>9,086,207</u>	<u>9,387,012</u>	<u>9,117,321</u>	<u>9,356,323</u>	
Government Grant Income	(20,400)	(15,000)	(15,000)	(20,000)	10
Other Grants & Contributions	(45,108)	(41,900)	0	0	11
Sales Income	(941)	(600)	(600)	(600)	12
Fees & Charges Income	(91,424)	(49,400)	(84,750)	(74,330)	13
Rent Income	(157,460)	(225,200)	(225,200)	(237,200)	14
Recharges To Other Accounts	(8,770,875)	(9,054,912)	(8,791,771)	(9,024,193)	16
Gross Income	<u>(9,086,207)</u>	<u>(9,387,012)</u>	<u>(9,117,321)</u>	<u>(9,356,323)</u>	
TOTAL	<u>(£0)</u>	<u>£0</u>	<u>£0</u>	<u>£0</u>	
EMPLOYEES					
Salaries	3,315,631	3,714,700	3,444,690	3,726,576	
Other	278,286	155,900	156,861	142,838	
TOTAL	<u>£3,593,917</u>	<u>£3,870,600</u>	<u>£3,601,551</u>	<u>£3,869,414</u>	

SUPPORT SERVICES

	Actual 2005/2006 £	Estimate 2006/2007 £	Latest 2006/2007 £	Estimate 2007/2008 £	Ref
Chief Executive					
Supplies And Services Expenses	447	0	0	0	04
Central Support Services	13,487	13,000	0	0	07
Gross Expenditure	13,933	13,000	0	0	
Recharges To Other Accounts	(13,933)	(13,000)	0	0	16
Gross Income	(13,933)	(13,000)	0	0	
NET COST OF SERVICE	0	0	0	0	

Monitoring Officer					
Employees Expenses	132,248	133,900	188,010	222,810	01
Transport Related Expenses	4,864	5,300	6,160	6,180	03
Supplies And Services Expenses	9,300	4,100	5,120	5,120	04
Third Party Payments	31,745	0	0	14,500	05
Transfer Payments	3,911	3,500	3,500	3,500	06
Central Support Services	48,449	50,700	74,100	74,600	07
Capital Charges	182	0	0	0	08
Gross Expenditure	230,699	197,500	276,890	326,710	
Government Grant Income	(20,400)	0	0	(20,000)	10
Recharges To Other Accounts	(210,299)	(197,500)	(276,890)	(306,710)	16
Gross Income	(230,699)	(197,500)	(276,890)	(326,710)	
NET COST OF SERVICE	0	0	0	0	

Strategic Directorate - a					
Employees Expenses	2,537,825	2,932,700	2,997,141	3,232,004	01
Premises Related Expenses	387,504	437,200	423,700	439,760	02
Transport Related Expenses	77,337	70,850	76,275	71,050	03
Supplies And Services Expenses	857,450	742,470	822,822	820,779	04
Third Party Payments	349,418	147,300	162,700	197,610	05
Transfer Payments	60,391	69,050	84,651	84,651	06
Central Support Services	1,403,531	1,471,600	1,774,500	1,753,200	07
Capital Charges	1,263,969	1,569,142	1,569,142	1,495,389	08
Gross Expenditure	6,937,426	7,440,312	7,910,931	8,094,443	
Government Grant Income	0	(15,000)	(15,000)	0	10
Other Grants & Contributions	(2,000)	0	0	0	11
Sales Income	(941)	(600)	(600)	(600)	12
Fees & Charges Income	(77,072)	(34,000)	(83,350)	(72,930)	13
Rent Income	(158,050)	(225,200)	(225,200)	(237,200)	14
Recharges To Other Accounts	(6,699,364)	(7,165,512)	(7,586,781)	(7,783,713)	16
Gross Income	(6,937,426)	(7,440,312)	(7,910,931)	(8,094,443)	
NET COST OF SERVICE	0	0	0	0	

SUPPORT SERVICES

	Actual 2005/2006 £	Estimate 2006/2007 £	Latest 2006/2007 £	Estimate 2007/2008 £	Ref
Strategic Directorate - b					
Employees Expenses	923,844	804,000	416,400	414,600	01
Premises Related Expenses	220	0	0	0	02
Transport Related Expenses	41,122	36,350	16,400	16,450	03
Supplies And Services Expenses	223,963	224,350	192,400	163,120	04
Third Party Payments	134,340	64,100	27,500	61,000	05
Transfer Payments	25,810	22,800	9,900	9,900	06
Central Support Services	554,447	584,600	266,900	270,100	07
Capital Charges	403	0	0	0	08
Gross Expenditure	1,904,149	1,736,200	929,500	935,170	
Other Grants & Contributions	(43,108)	(41,900)	0	0	11
Fees & Charges Income	(14,353)	(15,400)	(1,400)	(1,400)	13
Rent Income	590	0	0	0	14
Recharges To Other Accounts	(1,847,279)	(1,678,900)	(928,100)	(933,770)	16
Gross Income	(1,904,149)	(1,736,200)	(929,500)	(935,170)	
NET COST OF SERVICE	0	0	0	0	

**STRATFORD-ON-AVON DISTRICT COUNCIL
CAPITAL PROGRAMME
2006/07 Onwards**

Appendix A

	Original Estimate 2006/07	Latest Estimate 2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2006/07 - 2011/12
	£	£	£	£	£	£	£	£
GROSS EXPENDITURE								
Head of Revenues & Housing	2,560,000	3,783,700	572,000	1,550,000	1,384,000	550,000	550,000	8,389,700
Head of Change & Performance	717,700	1,322,600	574,000	402,000	250,000	250,000	250,000	3,048,600
Head of Planning Services	110,000	199,500	120,000	430,000	350,000	110,000	110,000	1,319,500
Head of Community Services	5,443,250	3,672,050	3,423,000	2,264,000	1,702,000	200,000	200,000	11,461,050
Head of Environment	100,000	100,000	414,000	50,000	50,000	50,000	50,000	714,000
Head of Member Services	0	0	25,000	0	0	0	0	25,000
Head of Customer Services	110,000	202,200	28,000	683,000	353,000	28,000	28,000	1,322,200
Head of Resources	1,073,000	1,926,400	473,000	473,000	473,000	473,000	473,000	4,291,400
TOTAL	10,113,950	11,206,450	5,629,000	5,852,000	4,562,000	1,661,000	1,661,000	30,571,450

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	Original Estimate 2006/07	Latest Estimate 2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2006/07 - 2011/12
	£	£	£	£	£	£	£	£
FINANCING								
Disabled facilities Grants	192,000	226,000	192,000	192,000	192,000	192,000	192,000	1,186,000
Right to Buy Receipts : Clawback	800,000	800,000	500,000	500,000	500,000	500,000	500,000	3,300,000
Bridgetown Development		1,300,000						1,300,000
Net increased Land Sales		505,000						505,000
Sale of land		1,450,000						1,450,000
Sale of PCs		0	8,000					8,000
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		20,600						20,600
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	320,000	240,000			600,000

**STRATFORD-ON-AVON DISTRICT COUNCIL
CAPITAL PROGRAMME
2006/07 Onwards**

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	Original Estimate 2006/07	Latest Estimate 2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2006/07 - 2011/12
	£	£	£	£	£	£	£	£
Section 106 Agreement - Bridgetown Artwork		8,300						8,300
Section 106 Agreement - Quinton Village Hall		15,400						15,400
WCC Contribution to The Tollhouse, Clopton Bridge		13,800						13,800
World Class Stratford (Bridgeway & Warwick Road) - Sale Proceeds			1,250,000					1,250,000
World Class Stratford (Bridgeway & Warwick Road) - AWM & Other contributions	3,080,000	693,000	2,254,000	784,000	1,472,000			5,203,000
Lottery Funding - Holy Well Southam		49,400						49,400
DEFRA Grant for Waste & Recycling	50,000	50,000						50,000
Bridgetown Sewerage contribution (Heron/Bryant)	19,000	21,900	19,000	19,000	19,000	19,000	19,000	116,900
Regional Housing Pot	0	374,000						374,000
DigitalChallenge	0	240,000						240,000
Total/Estimated Receipts	4,141,000	5,978,800	4,263,000	1,815,000	2,423,000	711,000	711,000	15,901,800
(Surplus) / Deficit on Year	5,972,950	5,227,650	1,366,000	4,037,000	2,139,000	950,000	950,000	14,669,650
Use of Capital Receipts:								
Accumulated Capital Receipts b/fwd	24,702,142	24,702,142	19,474,492	18,108,492	14,071,492	11,932,492	10,982,492	24,702,142
(Surplus) / Deficit on Year	5,972,950	5,227,650	1,366,000	4,037,000	2,139,000	950,000	950,000	14,669,650
Accumulated Capital Receipts c/fwd	18,729,192	19,474,492	18,108,492	14,071,492	11,932,492	10,982,492	10,032,492	10,032,492

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	Original Estimate 2006/07	Latest Estimate 2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2006/07 - 2011/12
	£	£	£	£	£	£	£	£
Head of Revenues & Housing								
Single Regeneration Budget (10% Capital)	10,000	50,000						50,000
Affordable Housing Investment Programme	2,000,000	3,122,400	0	1,000,000	834,000			4,956,400
Disabled Adaptations	80,000	77,400	80,000	80,000	80,000	80,000	80,000	477,400
Disabled Facilities Grants - Mandatory Rolling Programme	320,000	376,700	320,000	320,000	320,000	320,000	320,000	1,976,700
Minor Works Assistance & Home Repair Grants (Discretionary) Rolling Programme	150,000	148,400	150,000	150,000	150,000	150,000	150,000	898,400
Choice Based Lettings	0	0	22,000					22,000
Temporary Accommodation Unit - furnishings		8,800						8,800
Total Revenues & Housing	2,560,000	3,783,700	572,000	1,550,000	1,384,000	550,000	550,000	8,389,700

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CAPITAL PROGRAMME
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	Original Estimate 2006/07	Latest Estimate 2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2006/07 - 2011/12
	£	£	£	£	£	£	£	£
Head of Change Performance								
E-Government Action Plan	387,000	0	574,000	402,000	250,000	250,000	250,000	1,726,000
Land & Property System		0						0
Document Management System		4,000						4,000
Hardware Replacement		117,852						117,852
Website Development		0						0
BackScanning		0						0
E-Forms		0						0
Revenues System Developments		0						0
Financial Systems Development		0						0
Digital Printing		0						0
Misc E-Govt Development		51,956						51,956
BACS		0						0
Snowdrop		0						0
Warwickshire Online P'ship (WOLP)		35,132						35,132
Corporate Contact Centre		0						0
Integration		51,169						51,169
Remote Working		15,802						15,802
Register of Electors		0						0

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CAPITAL PROGRAMME
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	Original Estimate 2006/07	Latest Estimate 2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2006/07 - 2011/12
	£	£	£	£	£	£	£	£
Migration to MS Active Directory & Exchange		0						0
Business Continuity		13,609						13,609
Replacement Revenues System	330,700	411,209						411,209
Microsoft Enterprise Licensing	0	30,000						30,000
Capital Salaries - Replacement Revs. System		76,000						76,000
Digital Challenge	0	240,000						240,000
Capital Salaries - IT		275,871						275,871
<i>Total Change and Performance</i>	717,700	1,322,600	574,000	402,000	250,000	250,000	250,000	3,048,600

**STRATFORD-ON-AVON DISTRICT COUNCIL
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2006/07 Onwards**

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	Original Estimate 2006/07	Latest Estimate 2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2006/07 - 2011/12
	£	£	£	£	£	£	£	£
Head of Planning Services								
Bidford Cycleway (S.106)	0	17,000						17,000
Bridgetown Cyclepath (S.106)	0	20,600						20,600
Mason Road to B'ham Road Cycleway (S.106)			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	110,000	126,000	80,000	110,000	110,000	110,000	110,000	646,000
The Tollhouse, Clopton Bridge	0	13,800						13,800
Total Planning Services	110,000	199,500	120,000	430,000	350,000	110,000	110,000	1,319,500

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	Original Estimate 2006/07	Latest Estimate 2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2006/07 - 2011/12
	£	£	£	£	£	£	£	£
Head of Community Services								
Alcester, Development of Leisure Facilities	0	197,000						197,000
Area Community Committee Grants (Arden Area)	50,000	83,400	50,000	50,000	50,000	50,000	50,000	333,400
Area Community Committee Grants (Avon Area)	50,000	118,200	50,000	50,000	50,000	50,000	50,000	368,200
Area Community Committee Grants (Dassett Area)	50,000	123,300	50,000	50,000	50,000	50,000	50,000	373,300
Area Community Committee Grants (Stour Area)	50,000	114,500	50,000	50,000	50,000	50,000	50,000	364,500
Bridgetown Artwork on road traffic islands (S.106)		8,300						8,300
Broom Village Hall, Bidford on Avon		50,000						50,000
CCTV Equipment	100,000	182,700	25,000	30,000	30,000			267,700
CCTV Digital Monitoring Equipment	0	0	250,000					250,000
CCTV Equipment - WPA		12,100						12,100
Quinton Village Hall S.106	0	15,400						15,400
Quinton Village Hall	85,250	85,250						85,250
Shipston Swimming Pool, Leisure Development	53,000	86,300						86,300

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	Original Estimate 2006/07	Latest Estimate 2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2006/07 - 2011/12
	£	£	£	£	£	£	£	£
Southam Holy Well		59,400						59,400
Southam Pool & Leisure Centre, Development Scheme		34,700						34,700
Stratford-upon-Avon, Park & Ride Schemes		141,000						141,000
Wellesbourne, Community Hall (S.106)		29,900						29,900
Wellesbourne, Community Hall (SDC)	1,250,000	1,257,600	0	1,250,000				2,507,600
World Class Stratford-upon-Avon - Riverside Access	0	0 ??						0
World Class Stratford-upon-Avon	3,755,000	1,073,000	2,948,000	784,000	1,472,000			6,277,000
<i>Total Community Services</i>	5,443,250	3,672,050	3,423,000	2,264,000	1,702,000	200,000	200,000	11,461,050

**STRATFORD-ON-AVON DISTRICT COUNCIL
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	Original Estimate 2006/07	Latest Estimate 2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2006/07 - 2011/12
	£	£	£	£	£	£	£	£
Head of Environment								
Refurbishment of Pathlow Traveller Site	0	0	400,000					400,000
Land Drainage	50,000	50,000	14,000	50,000	50,000	50,000	50,000	264,000
DEFRA Recycling & Waste Grant	50,000	50,000						50,000
Total Environment	100,000	100,000	414,000	50,000	50,000	50,000	50,000	714,000
Head of Member Services								
Electoral Admin. Upgrade	0	0	5,000					5,000
Committee Admin System	0	0	20,000					20,000
Total Members	0	0	25,000	0	0	0	0	25,000
Head of Customer Services								
Stratford-on-Avon District Council Office Project - Modernisation	0	90,000						90,000
SDC Membership of Warwickshire Direct P'ship.	0	0	28,000	28,000	28,000	28,000	28,000	140,000
Southam Area Office Study	110,000	112,200	0	655,000	325,000			1,092,200
Total Customer Services	110,000	202,200	28,000	683,000	353,000	28,000	28,000	1,322,200

**STRATFORD-ON-AVON DISTRICT COUNCIL
CAPITAL PROGRAMME
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	Original Estimate 2006/07	Latest Estimate 2006/07	2007/08	2008/09	2009/10	2010/11	2011/12	2006/07 - 2011/12
	£	£	£	£	£	£	£	£
Head of Resources								
Planned Maintenance Programme								
Public Offices	46,000	46,000						
Leisure Centres	200,000	200,000						
Public Conveniences	40,000	40,000						
Vehicle Parking	52,000	52,000						
Play Areas	20,000	20,000						
Other Premises	4,000	4,000						
Recreational Facilities	8,000	8,000						
Miscellaneous Structures & Fees	81,000	81,000						
<i>Total Planned Maintenance Programme</i>	451,000	451,000	451,000	451,000	451,000	451,000	451,000	2,706,000
Bridgetown Land Development, Stratford upon Avon	0	15,500						15,500
Bridgetown Sewerage Scheme	22,000	24,800	22,000	22,000	22,000	22,000	22,000	134,800
Community Woodland, Bridgetown (SDC)		19,500						19,500
Stratford Football Club Grant	0	565,600						565,600
Stratford Football Club Loan		250,000						250,000
Strategic Property Acquisition	600,000	600,000						600,000
Total Resources	1,073,000	1,926,400	473,000	473,000	473,000	473,000	473,000	4,291,400

Council Tax 2007/08 (Parish Element)

Parish Council Name	Parish Precept 2006/2007	Percentage Increase/Decrease	Parish Precept 2007/2008	Council Tax Tax Base 2007/2008	Parish Council Element Band D 2007/2008
	£	%	£		£
Admington	700	14.29%	800	52.79	15.15
Alcester	140,000	19.29%	167,000	2322.02	71.92
Alderminster	5,150	26.21%	6,500	257.86	25.21
Arrow & Weethley	6,000	3.00%	6,180	105.87	58.37
Aston Cantlow	7,200	-9.72%	6,500	259.36	25.06
Atherstone-on-Stour	0		0	30.28	0.00
Avon Dassett	7,000	7.14%	7,500	103.58	72.41
Barcheston & Willington	0		0	58.47	0.00
Barton-on-the-Heath	800	-16.25%	670	50.00	13.40
Bearley	16,500	27.27%	21,000	301.99	69.54
Beaudesert & Henley-in-Arden	58,710	2.40%	60,117	1418.10	42.39
Bidford-on-Avon	134,000	4.48%	140,000	1969.36	71.09
Billesley	0		0	19.02	0.00
Binton	3,500	5.71%	3,700	144.62	25.58
Bishops Itchington	50,000	15.00%	57,500	790.62	72.73
Brailes	8,000	50.00%	12,000	506.03	23.71
Burmington	250	0.00%	250	64.94	3.85
Burton Dassett	16,625	1.77%	16,919	484.66	34.91
Butlers Marston	750	-33.33%	500	100.67	4.97
Chadshunt	0		0	25.90	0.00
Chapel Ascote	0		0	5.58	0.00
Charlecote		0.00%	1,788	87.55	20.42
Cherington & Stourton	5,000	-30.00%	3,500	223.47	15.66
Chesterton & Kingston	40	0.00%	40	63.71	0.63
Claverdon	12,750	9.80%	14,000	613.64	22.81
Clifford Chambers & Milcote	5,250	2.86%	5,400	232.86	23.19
Combroke	3,820	-3.14%	3,700	77.69	47.63
Compton Verney	0		0	62.95	0.00
Compton Wynyates	0		0	11.85	0.00
Coughton	1,600	6.25%	1,700	81.47	20.87
Dorsington	800	0.00%	800	72.91	10.97
Ettington	35,000	-14.29%	30,000	520.45	57.64
Exhall	3,600	0.64%	3,623	108.86	33.28
Farnborough	8,000	-25.00%	6,000	129.28	46.41
Fenny Compton	20,300	3.45%	21,000	324.10	64.80
Fulbrook	0		0	29.25	0.00
Gaydon	7,080	4.00%	7,363	177.89	41.39
Great Alne	14,500	-16.55%	12,100	273.80	44.19
Great Wolford	800	0.00%	800	100.89	7.93
Halford	7,640	-43.72%	4,300	156.27	27.52
Hampton Lucy	6,000	-5.00%	5,700	197.21	28.90
Harbury	46,976	21.84%	57,236	1083.81	52.81
Haselor	3,500	-14.29%	3,000	103.58	28.96
Hodnell & Wills Pastures	0		0	6.47	0.00
Honington	0		0	99.60	0.00
Idlicote	0		0	44.62	0.00
Ilmington	8,000	50.00%	12,000	379.58	31.61
Kineton	43,000	0.00%	43,000	921.44	46.67
Kinwarton	15,000	0.00%	15,000	432.66	34.67
Ladbroke	4,500	0.00%	4,500	131.87	34.12
Langley	1,200	0.00%	1,200	89.84	13.36
Lighthorne	9,000	0.00%	9,000	234.06	38.45
Lighthorne Heath	5,750	0.00%	5,750	239.64	23.99
Little Compton	4,449	8.38%	4,822	146.91	32.82
Little Wolford	0		0	57.57	0.00
Long Compton	4,000	0.00%	4,000	366.51	10.91
Long Itchington	40,400	5.94%	42,800	853.36	50.15
Loxley	5,300	13.21%	6,000	204.35	29.36
Luddington	5,000	-20.00%	4,000	199.48	20.05

Council Tax 2007/08 (Parish Element)

Parish Council Name	Parish Precept 2006/2007 £	Percentage Increase/ Decrease %	Parish Precept 2007/2008 £	Council Tax Tax Base 2007/2008	Parish Council Element Band D 2007/2008 £
Mappleborough Green	10,440	0.00%	10,440	324.10	32.21
Marston Sicca	8,000	0.00%	8,000	205.57	38.92
Moreton Morrell	19,000	0.00%	19,000	330.44	57.50
Morton Bagot, Oldberrow, & Sernal	0		0	110.51	0.00
Napton-on-the-Hill	21,000	4.76%	22,000	466.59	47.15
Newbold Pacey & Ashorne	4,300	4.65%	4,500	117.83	38.19
Old Stratford & Drayton	4,620	-2.60%	4,500	317.82	14.16
Oxhill	2,600	-73.08%	700	177.19	3.95
Pillerton Hersey	400	0.00%	400	91.72	4.36
Pillerton Priors	1,770	8.93%	1,928	149.79	12.87
Preston Bagot	0		0	65.84	0.00
Preston-on-Stour	3,200	0.00%	3,200	74.53	42.93
Priors Hardwick	1,500	0.00%	1,500	86.43	17.35
Priors Marston	14,000	3.57%	14,500	257.83	56.24
Quinton	15,000	0.00%	15,000	723.49	20.73
Radbourne	0		0	10.96	0.00
Radway	5,795	3.19%	5,980	126.56	47.25
Ratley & Upton	10,000	0.00%	10,000	157.07	63.67
Salford Priors	41,000	3.66%	42,500	546.90	77.71
Sambourne	7,500	4.00%	7,800	377.23	20.68
Shipston-on-Stour	202,528	5.17%	213,000	2079.77	102.42
Shotteswell	5,500	0.00%	5,500	120.22	45.75
Snitterfield	20,600	0.00%	20,600	567.09	36.33
Southam	140,623	14.82%	161,468	2294.94	70.36
Stockton	18,842	3.49%	19,500	476.69	40.91
Stoneton	0		0	3.59	0.00
Stratford-upon-Avon	416,044	6.00%	441,000	11780.06	37.44
Stretton-on-Fosse	3,800	0.00%	3,800	200.30	18.97
Studley	96,273	0.19%	96,453	2071.44	46.56
Sutton-under-Brailes	900	44.44%	1,300	51.39	25.29
Tanworth-in-Arden	46,000	0.00%	46,000	1582.19	29.07
Temple Grafton	3,400	2.94%	3,500	232.67	15.04
Tidmington	0		0	15.74	0.00
Tredington	14,000	0.00%	14,000	724.19	19.33
Tysoe	17,000	-17.65%	14,000	500.10	27.99
Ufton	4,500	5.00%	4,725	112.85	41.87
Ullenhall	4,000	12.50%	4,500	375.97	11.97
Upper & Lower Shuckburgh	0		0	31.08	0.00
Warmington & Arlescote	7,935	-6.79%	7,396	171.51	43.12
Watergall	0		0	3.19	0.00
Welford-on-Avon	17,200	14.88%	19,760	689.41	28.66
Wellesbourne	140,000	27.14%	178,000	2464.69	72.22
Weston on Avon	0		0	48.70	0.00
Whatcote	0		0	72.61	0.00
Whichford	4,800	-2.08%	4,700	170.02	27.64
Whitchurch	0		0	84.16	0.00
Wilmcote	9,500	9.47%	10,400	488.74	21.28
Wixford	4,500	11.11%	5,000	78.78	63.46
Wolverton	1,650	0.00%	1,650	124.00	13.31
Wootton Wawen	14,500	3.45%	15,000	585.10	25.64
Wormleighton	0		0	43.82	0.00
	£2,149,448		£2,304,458	51,176.60	

**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 Licence (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 insp
Pet Shop Licence	£90.00 + Vet fees	Same level of fee for animal related insp
Riding Establishment Licence	£90.00 + Vet fees	Same level of fee for animal related insp
Dog Breeding Establishment Licence	£90.00	Same level of fee for animal related insp
Game Dealer's Licence	£50.00	
Private Places of Entertainment	5.00	Limited by Statute
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