

**Stratford on Avon District Council**  
**Medium Term Financial Plan 2015/16 to 2019/20**

|  | <b>2014/15<br/>Original<br/>Estimate<br/>£</b> | <b>2014/15<br/>Current<br/>Estimate<br/>£</b> | <b>2015/16<br/>Base<br/>Budget<br/>£</b> | <b>2016/17<br/>Base<br/>Budget<br/>£</b> | <b>2017/18<br/>Base<br/>Budget<br/>£</b> | <b>2018/19<br/>Base<br/>Budget<br/>£</b> | <b>2019/20<br/>Base<br/>Budget<br/>£</b> |
|--|--|---|--|--|--|--|--|
| Chief Executive                        | 907,047  | 1,252,020                                     | 1,006,722                                | 1,020,142                                | 1,034,322                                | 1,049,272                                | 1,064,742                                |
| Assistant Chief Executive              | 1,941,901                                      | 1,826,164                                     | 1,333,231                                | 1,378,030                                | 1,494,770                                | 1,703,320                                | 1,958,550                                |
| Head of Ent. Housing & Revenue         | 1,595,855                                      | 1,638,882                                     | 1,601,865                                | 1,602,015                                | 1,628,995                                | 1,657,575                                | 1,688,105                                |
| Head of Legal & Dem.Services           | 1,084,370                                      | 1,096,720                                     | 1,042,840                                | 1,032,670                                | 985,190                                  | 995,390                                  | 1,004,710                                |
| Head of Customer Access                | 2,607,810                                      | 2,509,460                                     | 2,566,620                                | 2,598,790                                | 2,632,710                                | 2,668,520                                | 2,705,730                                |
| Head of Environment & Planning         | 810,410  | 810,410                                       | 654,600                                  | 683,350                                  | 713,700                                  | 745,670                                  | 779,390                                  |
| Head of Technical Services             | 3,509,253                                      | 3,635,390                                     | 3,924,852                                | 4,085,654                                | 4,103,354                                | 4,121,104                                | 4,145,914                                |
| Proposed Growth & Savings - Appendix 3 | 0  | 0   | 545,100                                  | 529,900                                  | 376,700                                  | 349,500                                  | 346,300                                  |
| <b>Net Base Budget</b>                 | <b>12,456,646</b>                              | <b>12,769,046</b>                             | <b>12,675,830</b>                        | <b>12,930,551</b>                        | <b>12,969,741</b>                        | <b>13,290,351</b>                        | <b>13,693,441</b>                        |
| Financed By                            |  |   |  |  |  |  |  |
| Revenue Support Grant                  | 2,575,412                                      | 2,575,412                                     | 1,893,722                                | 1,257,637                                | 750,000                                  | 250,000                                  | 0  |
| Baseline Funding                       | 2,200,153                                      | 2,200,153                                     | 2,242,194                                | 2,287,038                                | 2,332,779                                | 2,379,435                                | 2,427,024                                |
| Council Tax Freeze Grant               | 67,723   | 67,723  | 69,954                                   | 0  | 0  | 0  | 0  |
| Other Specific Grant                   | 7,386  | 7,386   | 0  | 0  | 0  | 0  | 0  |
| New Homes Bonus                        | 1,604,207                                      | 1,604,207                                     | 2,247,410                                | 2,697,410                                | 2,929,672                                | 3,000,415                                | 2,965,568                                |
| Council Tax                            | 6,248,419                                      | 6,248,419                                     | 6,331,663                                | 6,458,296                                | 6,587,462                                | 6,719,211                                | 6,853,596                                |
| Retained Business Rates                | 200,000  | 200,000                                       | 200,000                                  | 200,000                                  | 200,000                                  | 200,000                                  | 200,000                                  |
| Collection Fund Adjustment             | 36,292   | 36,292  | 5,272                                    | 0  | 0  | 0  | 0  |
| <b>Total Council Resources</b>         | <b>12,939,592</b>                              | <b>12,939,592</b>                             | <b>12,990,215</b>                        | <b>12,900,381</b>                        | <b>12,799,913</b>                        | <b>12,549,061</b>                        | <b>12,446,188</b>                        |
| <b>(Surplus)/Deficit</b>               | <b>(482,946)</b>                               | <b>(170,546)</b>                              | <b>(314,385)</b>                         | <b>30,170</b>                            | <b>169,828</b>                           | <b>741,290</b>                           | <b>1,247,253</b>                         |
| <b>General Fund Reserve</b>            |  |   |  |  |  |  |  |
| Balance B/fwd                          | 3,922,756                                      | 4,363,049                                     | 4,252,995                                | 4,547,380                                | 4,517,210                                | 4,347,382                                | 3,606,093                                |
| Surplus/(Deficit) for year             | 482,946  | 170,546                                       | 314,385                                  | (30,170)                                 | (169,828)                                | (741,290)                                | (1,247,253)                              |
| Creation of Planning Appeal Reserve    | (400,000)                                      | (400,000)                                     | 0  | 0  | 0  | 0  | 0  |
| Creation of CWLEP Earmarked Reserve    | 0  | 0   | (20,000)                                 | 0  | 0  | 0  | 0  |
| New Homes Bonus Grants Scheme          | 0  | 119,400                                       | 0  | 0  | 0  | 0  | 0  |
| <b>Balance C/fwd</b>                   | <b>4,005,702</b>                               | <b>4,252,995</b>                              | <b>4,547,380</b>                         | <b>4,517,210</b>                         | <b>4,347,382</b>                         | <b>3,606,093</b>                         | <b>2,358,840</b>                         |

## Stratford on Avon District Council

### Proposed Budgets by Service Area

| Service                  | Cost Group                     | Original<br>Budget<br>2014/15<br>£ | Current<br>Budget<br>2014/15<br>£ | Draft<br>Budget<br>2015/16<br>£ |
|--------------------------|--------------------------------|------------------------------------|-----------------------------------|---------------------------------|
| <b>Chief Executive</b>   |                                |                                    |                                   |                                 |
| Policy                   | Employees Expenses             | 361,510                            | 361,510                           | 383,220                         |
|                          | Transport Related Expenses     | 8,100                              | 8,100                             | 6,500                           |
|                          | Supplies And Services Expenses | 18,760                             | 18,760                            | 19,760                          |
|                          | Third Party Payments           | 55,980                             | 368,980                           | 55,980                          |
|                          | Government Grant Income        | -35,700                            | -35,700                           | -40,000                         |
|                          | <b>Service Total</b>           | <b>408,650</b>                     | <b>721,650</b>                    | <b>425,460</b>                  |
| Corp Mgt Chief Executive | Employees Expenses             | 371,800                            | 371,800                           | 466,300                         |
|                          | Transport Related Expenses     | 16,100                             | 16,100                            | 16,100                          |
|                          | Supplies And Services Expenses | 87,977                             | 69,950                            | 114,742                         |
|                          | Third Party Payments           | 14,660                             | 64,660                            | 64,860                          |
|                          | Fees & Charges Income          | -15,000                            | -15,000                           | -103,600                        |
|                          | <b>Service Total</b>           | <b>475,537</b>                     | <b>507,510</b>                    | <b>558,402</b>                  |
| Corporate Communications | Supplies And Services Expenses | 22,860                             | 22,860                            | 22,860                          |
|                          | <b>Service Total</b>           | <b>22,860</b>                      | <b>22,860</b>                     | <b>22,860</b>                   |
|                          | <b>Chief Executive's Total</b> | <b>907,047</b>                     | <b>1,252,020</b>                  | <b>1,006,722</b>                |

## Stratford on Avon District Council

### Proposed Budgets by Service Area

| Service                          | Cost Group                     | Original Budget<br>2014/15<br>£ | Current Budget<br>2014/15<br>£ | Draft Budget<br>2015/16<br>£ |
|----------------------------------|--------------------------------|---------------------------------|--------------------------------|------------------------------|
| <b>Assistant Chief Executive</b> |                                |                                 |                                |                              |
| Appropriations                   | Capital Charges                | 287,361                         | 287,361                        | 87,361                       |
|                                  | Recharges To Other Accounts    | 11,200                          | 11,200                         | 11,800                       |
|                                  | <b>Service Total</b>           | <b>298,561</b>                  | <b>298,561</b>                 | <b>99,161</b>                |
| Investment Interest              | Capital Charges                | 1,200                           | 1,200                          | 1,200                        |
|                                  | Interest Income                | -304,450                        | -284,650                       | -285,320                     |
|                                  | <b>Service Total</b>           | <b>-303,250</b>                 | <b>-283,450</b>                | <b>-284,120</b>              |
| Mortgages                        | Premises Related Expenses      | 50                              | 50                             | 0                            |
|                                  | Transfer Payments              | 500                             | 500                            | 0                            |
|                                  | Interest Income                | -200                            | -200                           | 0                            |
|                                  | Recharges To Other Accounts    | -500                            | -500                           | 0                            |
|                                  | <b>Service Total</b>           | <b>-150</b>                     | <b>-150</b>                    | <b>0</b>                     |
| Non Distributed Costs            | Employees Expenses             | 564,060                         | 564,060                        | 581,060                      |
|                                  | <b>Service Total</b>           | <b>564,060</b>                  | <b>564,060</b>                 | <b>581,060</b>               |
| Corporate Budget                 | Employees Expenses             | 0                               | 2,300                          | 0                            |
|                                  | Supplies And Services Expenses | 92,300                          | 69,400                         | -187,000                     |
|                                  | <b>Service Total</b>           | <b>92,300</b>                   | <b>71,700</b>                  | <b>-187,000</b>              |
| Residual Costs                   | Employees Expenses             | 125,590                         | 149,090                        | 1,300                        |
|                                  | Third Party Payments           | 139,000                         | 10,563                         | 139,000                      |
|                                  | <b>Service Total</b>           | <b>264,590</b>                  | <b>159,653</b>                 | <b>140,300</b>               |
| Resources                        | Employees Expenses             | 394,570                         | 394,570                        | 406,480                      |
|                                  | Transport Related Expenses     | 11,100                          | 11,100                         | 11,100                       |
|                                  | Supplies And Services Expenses | 83,390                          | 68,390                         | 69,850                       |
|                                  | Third Party Payments           | 54,220                          | 54,220                         | 49,220                       |
|                                  | Transfer Payments              | 125,000                         | 125,000                        | 125,000                      |
|                                  | Fees & Charges Income          | -2,300                          | -2,300                         | -2,300                       |
|                                  | <b>Service Total</b>           | <b>665,980</b>                  | <b>650,980</b>                 | <b>659,350</b>               |
| Corp Mgt ACE                     | Supplies And Services Expenses | 1,000                           | 1,000                          | 1,000                        |
|                                  | Third Party Payments           | 165,660                         | 165,660                        | 132,400                      |
|                                  | <b>Service Total</b>           | <b>166,660</b>                  | <b>166,660</b>                 | <b>133,400</b>               |
| HR and Training                  | Employees Expenses             | 183,450                         | 188,450                        | 181,380                      |
|                                  | Transport Related Expenses     | 1,080                           | 1,080                          | 1,080                        |
|                                  | Supplies And Services Expenses | 8,620                           | 8,620                          | 8,620                        |
|                                  | <b>Service Total</b>           | <b>193,150</b>                  | <b>198,150</b>                 | <b>191,080</b>               |
|                                  | <b>Head of Service Total</b>   | <b>1,941,901</b>                | <b>1,826,164</b>               | <b>1,333,231</b>             |

# Stratford on Avon District Council

## Proposed Budgets by Service Area

| Service                                 | Cost Group                     | Original Budget<br>2014/15<br>£ | Current Budget<br>2014/15<br>£ | Draft Budget<br>2015/16<br>£ |
|---|--------------------------------|---------------------------------|--------------------------------|------------------------------|
| <b>Head of Ent. Housing and Revenue</b> |                                |                                 |                                |                              |
| Council Tax Reduction - Admin.          | Employees Expenses             | 200,500                         | 200,500                        | 205,100                      |
|   | Transport Related Expenses     | 4,060                           | 4,060                          | 3,810                        |
|   | Supplies And Services Expenses | 7,730                           | 7,730                          | 7,730                        |
|   | Third Party Payments           | 23,620                          | 23,620                         | 23,620                       |
|   | Government Grant Income        | -115,081                        | -115,081                       | -106,460                     |
|   | <b>Service Total</b>           | <b>120,829</b>                  | <b>120,829</b>                 | <b>133,800</b>               |
| Housing Benefits                        | Transfer Payments              | 26,175,960                      | 26,341,960                     | 26,175,960                   |
|   | Government Grant Income        | -26,285,960                     | -26,451,960                    | -26,285,960                  |
|   | <b>Service Total</b>           | <b>-110,000</b>                 | <b>-110,000</b>                | <b>-110,000</b>              |
| Housing Ben. Admin                      | Employees Expenses             | 239,900                         | 239,900                        | 246,200                      |
|   | Transport Related Expenses     | 4,110                           | 4,110                          | 3,870                        |
|   | Supplies And Services Expenses | 4,960                           | 13,260                         | 4,960                        |
|   | Third Party Payments           | 56,240                          | 41,240                         | 56,240                       |
|   | Government Grant Income        | -414,124                        | -422,424                       | -387,195                     |
|   | <b>Service Total</b>           | <b>-108,914</b>                 | <b>-123,914</b>                | <b>-75,925</b>               |
| National Non-Domestic Rate              | Employees Expenses             | 17,700                          | 17,700                         | 18,200                       |
|   | Transport Related Expenses     | 1,040                           | 1,040                          | 1,040                        |
|   | Supplies And Services Expenses | 8,750                           | 10,000                         | 8,750                        |
|   | Third Party Payments           | 7,490                           | 7,490                          | 7,490                        |
|   | Transfer Payments              | 68,900                          | 68,900                         | 68,900                       |
|   | Government Grant Income        | -215,000                        | -215,000                       | -215,000                     |
|   | Other Grants & Contributions   | 0                               | -1,250                         | 0                            |
|   | Fees & Charges Income          | -54,200                         | -54,200                        | -54,200                      |
|   | <b>Service Total</b>           | <b>-165,320</b>                 | <b>-165,320</b>                | <b>-164,820</b>              |
| NNDR Discretionary Relief               | Transfer Payments              | 50,000                          | 50,000                         | 50,000                       |
|   | <b>Service Total</b>           | <b>50,000</b>                   | <b>50,000</b>                  | <b>50,000</b>                |
| Council Tax                             | Employees Expenses             | 361,220                         | 361,220                        | 370,240                      |
|   | Transport Related Expenses     | 9,090                           | 9,090                          | 7,880                        |
|   | Supplies And Services Expenses | 27,230                          | 36,480                         | 36,130                       |
|   | Third Party Payments           | 29,580                          | 21,580                         | 21,580                       |
|   | Other Grants & Contributions   | 0                               | -1,250                         | 0                            |
|   | Fees & Charges Income          | -257,700                        | -257,700                       | -257,700                     |
|   | <b>Service Total</b>           | <b>169,420</b>                  | <b>169,420</b>                 | <b>178,130</b>               |
| Council Tax Reduction                   | Supplies And Services Expenses | 230,000                         | 230,000                        | 200,000                      |
|   | Transfer Payments              | 15,700                          | 15,700                         | 0                            |
|   | <b>Service Total</b>           | <b>245,700</b>                  | <b>245,700</b>                 | <b>200,000</b>               |
| Social Inclusion                        | Employees Expenses             | 42,800                          | 42,800                         | 40,700                       |
|   | Transport Related Expenses     | 1,710                           | 1,710                          | 1,710                        |
|   | Supplies And Services Expenses | 143,720                         | 156,320                        | 133,720                      |
|   | Third Party Payments           | 3,130                           | 13,130                         | 3,130                        |
|   | Other Grants & Contributions   | 0                               | -20,000                        | 0                            |
|   | <b>Service Total</b>           | <b>191,360</b>                  | <b>193,960</b>                 | <b>179,260</b>               |
| Community Leadership                    | Employees Expenses             | 189,600                         | 224,600                        | 196,000                      |
|   | Premises Related Expenses      | 300                             | 300                            | 300                          |
|   | Transport Related Expenses     | 6,970                           | 9,916                          | 5,100                        |
|   | Supplies And Services Expenses | 165,650                         | 176,077                        | 161,860                      |
|   | Third Party Payments           | 44,200                          | 29,200                         | 44,200                       |
|   | Other Grants & Contributions   | -60,000                         | -60,000                        | -61,970                      |
|   | Fees & Charges Income          | -11,990                         | -11,990                        | -11,990                      |
|   | <b>Service Total</b>           | <b>334,730</b>                  | <b>368,103</b>                 | <b>333,500</b>               |

# Stratford on Avon District Council

## Proposed Budgets by Service Area

| Service   | Cost Group                     | Original Budget<br>2014/15<br>£ | Current Budget<br>2014/15<br>£ | Draft Budget<br>2015/16<br>£ |
|---|--------------------------------|---------------------------------|--------------------------------|------------------------------|
| <b>Head of Ent. Housing and Revenue (Cont.)</b> |                                |                                 |                                |                              |
| Local Economy/Tourism                           | Employees Expenses             | 7,400                           | 7,400                          | 7,200                        |
|   | Transport Related Expenses     | 420                             | 420                            | 420                          |
|   | Supplies And Services Expenses | 85,900                          | 130,900                        | 135,900                      |
|   | Third Party Payments           | 123,080                         | 78,080                         | 73,080                       |
|   | Government Grant Income        | -30,000                         | -30,000                        | -30,000                      |
|   | Fees & Charges Income          | -16,000                         | -16,000                        | -16,000                      |
|   | <b>Service Total</b>           | <b>170,800</b>                  | <b>170,800</b>                 | <b>170,600</b>               |
| Housing   | Employees Expenses             | 504,840                         | 504,840                        | 523,780                      |
|   | Premises Related Expenses      | 1,100                           | 1,100                          | 1,100                        |
|   | Transport Related Expenses     | 19,520                          | 16,574                         | 20,960                       |
|   | Supplies And Services Expenses | 25,560                          | 50,560                         | 25,550                       |
|   | Third Party Payments           | 145,290                         | 185,290                        | 145,290                      |
|   | Other Grants & Contributions   | -10,000                         | -10,000                        | -10,000                      |
|   | Sales Income                   | -18,500                         | -18,500                        | -18,500                      |
|   | Fees & Charges Income          | -4,100                          | -4,100                         | -4,100                       |
|   | Recharges To Other Accounts    | -24,600                         | -64,600                        | -24,600                      |
| <b>Service Total</b>                            | <b>639,110</b>                 | <b>661,164</b>                  | <b>659,480</b>                 |                              |
| Grants  | Employees Expenses             | 17,700                          | 17,700                         | 18,000                       |
|   | Transport Related Expenses     | 100                             | 100                            | 100                          |
|   | Supplies And Services Expenses | 9,260                           | 9,260                          | 9,260                        |
|   | <b>Service Total</b>           | <b>27,060</b>                   | <b>27,060</b>                  | <b>27,360</b>                |
| Environmental Initiatives                       | Employees Expenses             | 17,800                          | 17,800                         | 18,200                       |
|   | Supplies And Services Expenses | 2,280                           | 2,280                          | 2,280                        |
|   | Third Party Payments           | 11,000                          | 11,000                         | 0                            |
|   | <b>Service Total</b>           | <b>31,080</b>                   | <b>31,080</b>                  | <b>20,480</b>                |
| <b>Head of Service Total</b>                    |                                | <b>1,595,855</b>                | <b>1,638,882</b>               | <b>1,601,865</b>             |

# Stratford on Avon District Council

## Proposed Budgets by Service Area

| Service                             | Cost Group                     | Original<br>Budget<br>2014/15<br>£ | Current<br>Budget<br>2014/15<br>£ | Draft<br>Budget<br>2015/16<br>£ |
|-------------------------------------|--------------------------------|------------------------------------|-----------------------------------|---------------------------------|
| <b>Head of Legal and Democratic</b> |                                |                                    |                                   |                                 |
| Members Services                    | Employees Expenses             | 388,200                            | 388,200                           | 398,800                         |
|                                     | Transport Related Expenses     | 4,810                              | 4,810                             | 4,910                           |
|                                     | Supplies And Services Expenses | 41,690                             | 41,690                            | 41,690                          |
|                                     | Third Party Payments           | 29,610                             | 29,610                            | 29,610                          |
|                                     | Fees & Charges Income          | -25,000                            | -25,000                           | -25,000                         |
|                                     | <b>Service Total</b>           | <b>439,310</b>                     | <b>439,310</b>                    | <b>450,010</b>                  |
| Monitoring Officer                  | Employees Expenses             | 75,200                             | 75,200                            | 78,300                          |
|                                     | Supplies And Services Expenses | 720                                | 720                               | 720                             |
|                                     | <b>Service Total</b>           | <b>75,920</b>                      | <b>75,920</b>                     | <b>79,020</b>                   |
| Local Land Charges                  | Employees Expenses             | 4,850                              | 17,200                            | 4,900                           |
|                                     | Supplies And Services Expenses | 3,740                              | 3,740                             | 3,800                           |
|                                     | Transfer Payments              | 40,000                             | 40,000                            | 40,000                          |
|                                     | Fees & Charges Income          | -172,650                           | -172,650                          | -172,650                        |
|                                     | <b>Service Total</b>           | <b>-124,060</b>                    | <b>-111,710</b>                   | <b>-123,950</b>                 |
| Elections                           | Employees Expenses             | 110,740                            | 110,740                           | 82,640                          |
|                                     | Premises Related Expenses      | 6,000                              | 6,000                             | 3,000                           |
|                                     | Transport Related Expenses     | 250                                | 250                               | 125                             |
|                                     | Supplies And Services Expenses | 145,700                            | 145,700                           | 85,245                          |
|                                     | Third Party Payments           | 19,280                             | 19,280                            | 15,820                          |
|                                     | Government Grant Income        | -37,000                            | -37,000                           | 0                               |
|                                     | Sales Income                   | -2,000                             | -2,000                            | -2,000                          |
|                                     | Fees & Charges Income          | -4,000                             | -4,000                            | -2,000                          |
|                                     | <b>Service Total</b>           | <b>238,970</b>                     | <b>238,970</b>                    | <b>182,830</b>                  |
| Corp. And Democratic Core           | Employees Expenses             | 72,600                             | 72,600                            | 73,300                          |
|                                     | Premises Related Expenses      | 2,350                              | 2,350                             | 2,350                           |
|                                     | Transport Related Expenses     | 27,680                             | 27,680                            | 27,680                          |
|                                     | Supplies And Services Expenses | 351,600                            | 351,600                           | 351,600                         |
|                                     | <b>Service Total</b>           | <b>454,230</b>                     | <b>454,230</b>                    | <b>454,930</b>                  |
|                                     | <b>Head of Service Total</b>   | <b>1,084,370</b>                   | <b>1,096,720</b>                  | <b>1,042,840</b>                |

# Stratford on Avon District Council

## Proposed Budgets by Service Area

| Service                        | Cost Group                     | Original<br>Budget<br>2014/15<br>£ | Current<br>Budget<br>2014/15<br>£ | Draft<br>Budget<br>2015/16<br>£ |
|--------------------------------|--------------------------------|------------------------------------|-----------------------------------|---------------------------------|
| <b>Head of Customer Access</b> |                                |                                    |                                   |                                 |
| Information Technology         | Employees Expenses             | 711,640                            | 688,140                           | 705,450                         |
|                                | Transport Related Expenses     | 14,190                             | 14,190                            | 13,510                          |
|                                | Supplies And Services Expenses | 306,780                            | 311,780                           | 307,250                         |
|                                | Third Party Payments           | 200                                | 200                               | 0                               |
|                                | Fees & Charges Income          | 0                                  | -62,500                           | -62,500                         |
|                                | <b>Service Total</b>           | <b>1,032,810</b>                   | <b>951,810</b>                    | <b>963,710</b>                  |
| Cons. & Performance Managemen  | Employees Expenses             | 126,300                            | 126,300                           | 126,400                         |
|                                | Transport Related Expenses     | 3,900                              | 3,900                             | 3,900                           |
|                                | Supplies And Services Expenses | 1,820                              | 1,820                             | 1,820                           |
|                                | Third Party Payments           | 2,380                              | 2,380                             | 2,380                           |
|                                | <b>Service Total</b>           | <b>134,400</b>                     | <b>134,400</b>                    | <b>134,500</b>                  |
| Crime Reduction                | Employees Expenses             | 35,000                             | 35,000                            | 33,900                          |
|                                | Transport Related Expenses     | 380                                | 380                               | 380                             |
|                                | Supplies And Services Expenses | 5,520                              | 5,520                             | 5,520                           |
|                                | Third Party Payments           | 2,640                              | 2,640                             | 2,640                           |
|                                | <b>Service Total</b>           | <b>43,540</b>                      | <b>43,540</b>                     | <b>42,440</b>                   |
| Corp Mgt ACE                   | Third Party Payments           | 50,000                             | 40,000                            | 35,000                          |
|                                | Fees & Charges Income          | -20,000                            | -20,000                           | -12,000                         |
|                                | <b>Service Total</b>           | <b>30,000</b>                      | <b>20,000</b>                     | <b>23,000</b>                   |
| Front Office & Trans Team      | Employees Expenses             | 1,242,120                          | 1,229,770                         | 1,245,870                       |
|                                | Transport Related Expenses     | 5,840                              | 5,840                             | 5,840                           |
|                                | Supplies And Services Expenses | 95,430                             | 100,430                           | 127,590                         |
|                                | Third Party Payments           | 23,670                             | 23,670                            | 23,670                          |
|                                | <b>Service Total</b>           | <b>1,367,060</b>                   | <b>1,359,710</b>                  | <b>1,402,970</b>                |
|                                | <b>Head of Service Total</b>   | <b>2,607,810</b>                   | <b>2,509,460</b>                  | <b>2,566,620</b>                |

# Stratford on Avon District Council

## Proposed Budgets by Service Area

| Service                                 | Cost Group                     | Original Budget<br>2014/15<br>£ | Current Budget<br>2014/15<br>£ | Draft Budget<br>2015/16<br>£ |
|---|--------------------------------|---------------------------------|--------------------------------|------------------------------|
| <b>Head of Environment and Planning</b> |                                |                                 |                                |                              |
| Environmental Health                    | Employees Expenses             | 487,160                         | 487,160                        | 499,590                      |
|   | Premises Related Expenses      | 46,350                          | 22,960                         | 23,050                       |
|   | Transport Related Expenses     | 37,790                          | 37,790                         | 34,910                       |
|   | Supplies And Services Expenses | 60,720                          | 60,720                         | 50,770                       |
|   | Third Party Payments           | 30,630                          | 30,630                         | 30,630                       |
|   | Sales Income                   | -13,000                         | -13,000                        | -3,000                       |
|   | Fees & Charges Income          | -191,020                        | -191,020                       | -191,020                     |
|   | Rent Income                    | -24,900                         | -1,510                         | -1,510                       |
|   | <b>Service Total</b>           | <b>433,730</b>                  | <b>433,730</b>                 | <b>443,420</b>               |
| Licensing                               | Employees Expenses             | 133,700                         | 133,700                        | 137,400                      |
|   | Transport Related Expenses     | 1,180                           | 1,180                          | 1,180                        |
|   | Supplies And Services Expenses | 4,680                           | 4,680                          | 4,680                        |
|   | Third Party Payments           | 8,500                           | 8,500                          | 8,500                        |
|   | Fees & Charges Income          | -326,790                        | -326,790                       | -326,790                     |
|   | <b>Service Total</b>           | <b>-178,730</b>                 | <b>-178,730</b>                | <b>-175,030</b>              |
| Regulatory Services                     | Employees Expenses             | 1,093,930                       | 1,093,930                      | 1,165,640                    |
|   | Transport Related Expenses     | 49,460                          | 49,460                         | 48,550                       |
|   | Supplies And Services Expenses | 24,570                          | 24,570                         | 24,570                       |
|   | Third Party Payments           | 342,800                         | 459,420                        | 102,800                      |
|   | Fees & Charges Income          | -961,100                        | -1,077,720                     | -961,100                     |
|   | <b>Service Total</b>           | <b>549,660</b>                  | <b>549,660</b>                 | <b>380,460</b>               |
| Civil Contingencies Funding             | Third Party Payments           | 5,750                           | 5,750                          | 5,750                        |
|   | <b>Service Total</b>           | <b>5,750</b>                    | <b>5,750</b>                   | <b>5,750</b>                 |
|   | <b>Head of Service Total</b>   | <b>810,410</b>                  | <b>810,410</b>                 | <b>654,600</b>               |



# Stratford on Avon District Council

## Proposed Budgets by Service Area

| Service                           | Cost Group                     | Original Budget<br>2014/15<br>£ | Current Budget<br>2014/15<br>£ | Draft Budget<br>2015/16<br>£ |
|-----------------------------------|--------------------------------|---------------------------------|--------------------------------|------------------------------|
| <b>Head of Technical Services</b> |                                |                                 |                                |                              |
| Sports Development                | Employees Expenses             | 168,450                         | 168,450                        | 169,120                      |
|                                   | Premises Related Expenses      | 4,100                           | 4,100                          | 4,100                        |
|                                   | Transport Related Expenses     | 12,000                          | 12,000                         | 12,000                       |
|                                   | Supplies And Services Expenses | 12,970                          | 12,970                         | 12,970                       |
|                                   | Third Party Payments           | 6,960                           | 6,960                          | 6,960                        |
|                                   | Other Grants & Contributions   | -100                            | -100                           | -100                         |
|                                   | Fees & Charges Income          | -103,970                        | -103,970                       | -101,700                     |
|                                   | <b>Service Total</b>           | <b>100,410</b>                  | <b>100,410</b>                 | <b>103,350</b>               |
| Refuse Collection                 | Employees Expenses             | 89,600                          | 89,100                         | 92,000                       |
|                                   | Transport Related Expenses     | 2,830                           | 2,830                          | 2,830                        |
|                                   | Supplies And Services Expenses | 5,280                           | 5,280                          | 5,350                        |
|                                   | Third Party Payments           | 3,178,340                       | 3,287,407                      | 3,265,000                    |
|                                   | Other Grants & Contributions   | -667,070                        | -689,790                       | -689,790                     |
|                                   | Fees & Charges Income          | -93,100                         | -94,030                        | -94,030                      |
|                                   | <b>Service Total</b>           | <b>2,515,880</b>                | <b>2,600,797</b>               | <b>2,581,360</b>             |
| Leisure Centres                   | Employees Expenses             | 64,800                          | 64,800                         | 66,230                       |
|                                   | Premises Related Expenses      | 106,750                         | 101,610                        | 107,150                      |
|                                   | Transport Related Expenses     | 4,070                           | 4,070                          | 4,060                        |
|                                   | Supplies And Services Expenses | 4,880                           | 4,880                          | 6,440                        |
|                                   | Third Party Payments           | 0                               | 5,140                          | 0                            |
|                                   | Fees & Charges Income          | -100,087                        | -100,087                       | -101,738                     |
|                                   | <b>Service Total</b>           | <b>80,413</b>                   | <b>80,413</b>                  | <b>82,142</b>                |
| Parks Playfields & Open Spaces    | Employees Expenses             | 44,800                          | 44,100                         | 46,400                       |
|                                   | Premises Related Expenses      | 36,600                          | 41,600                         | 36,600                       |
|                                   | Transport Related Expenses     | 750                             | 750                            | 750                          |
|                                   | Supplies And Services Expenses | 20,700                          | 20,730                         | 20,730                       |
|                                   | Third Party Payments           | 500,620                         | 494,500                        | 508,000                      |
|                                   | Other Grants & Contributions   | -103,720                        | -103,870                       | -103,870                     |
|                                   | Recharges To Other Accounts    | -3,300                          | -3,300                         | -3,300                       |
|                                   | <b>Service Total</b>           | <b>496,450</b>                  | <b>494,510</b>                 | <b>505,310</b>               |
| Public Conveniences               | Employees Expenses             | 23,340                          | 23,340                         | 24,000                       |
|                                   | Premises Related Expenses      | 82,940                          | 82,280                         | 82,830                       |
|                                   | Transport Related Expenses     | 9,720                           | 9,720                          | 9,660                        |
|                                   | Supplies And Services Expenses | 4,290                           | 4,290                          | 4,150                        |
|                                   | Third Party Payments           | 148,090                         | 152,820                        | 154,820                      |
|                                   | Sales Income                   | -200                            | -200                           | -200                         |
|                                   | Fees & Charges Income          | -47,000                         | -45,000                        | -47,000                      |
|                                   | <b>Service Total</b>           | <b>221,180</b>                  | <b>227,250</b>                 | <b>228,260</b>               |
| C.C.T.V.                          | Employees Expenses             | 124,800                         | 124,800                        | 123,200                      |
|                                   | Premises Related Expenses      | 6,600                           | 6,600                          | 6,600                        |
|                                   | Transport Related Expenses     | 1,370                           | 1,370                          | 700                          |
|                                   | Supplies And Services Expenses | 67,470                          | 73,220                         | 73,360                       |
|                                   | Third Party Payments           | 34,570                          | 34,570                         | 34,570                       |
|                                   | Other Grants & Contributions   | -55,000                         | -55,000                        | -48,500                      |
|                                   | <b>Service Total</b>           | <b>179,810</b>                  | <b>185,560</b>                 | <b>189,930</b>               |
| Recreational Amenities            | Employees Expenses             | 15,480                          | 15,480                         | 15,920                       |
|                                   | Premises Related Expenses      | 15,670                          | 14,670                         | 15,690                       |
|                                   | Transport Related Expenses     | 750                             | 750                            | 690                          |
|                                   | Supplies And Services Expenses | 4,490                           | 4,490                          | 4,850                        |
|                                   | Fees & Charges Income          | -10,200                         | -10,200                        | -10,240                      |
|                                   | Rent Income                    | -170,570                        | -146,340                       | -148,260                     |
|                                   | <b>Service Total</b>           | <b>-144,380</b>                 | <b>-121,150</b>                | <b>-121,350</b>              |

# Stratford on Avon District Council

## Proposed Budgets by Service Area

| Service                                   | Cost Group                     | Original Budget<br>2014/15<br>£ | Current Budget<br>2014/15<br>£ | Draft Budget<br>2015/16<br>£ |
|---|--------------------------------|---------------------------------|--------------------------------|------------------------------|
| <b>Head of Technical Services (Cont.)</b> |                                |                                 |                                |                              |
| Street Cleansing & Furniture              | Employees Expenses             | 65,910                          | 64,810                         | 68,650                       |
|   | Premises Related Expenses      | 16,600                          | 16,600                         | 16,600                       |
|   | Transport Related Expenses     | 3,990                           | 3,990                          | 3,990                        |
|   | Supplies And Services Expenses | 15,570                          | 15,570                         | 11,610                       |
|   | Third Party Payments           | 1,332,770                       | 1,365,220                      | 1,365,220                    |
|   | Fees & Charges Income          | -3,200                          | -3,200                         | -3,200                       |
|   | <b>Service Total</b>           | <b>1,431,640</b>                | <b>1,462,990</b>               | <b>1,462,870</b>             |
| Investment Properties                     | Employees Expenses             | 17,830                          | 17,830                         | 18,150                       |
|   | Premises Related Expenses      | 46,950                          | 43,770                         | 47,650                       |
|   | Transport Related Expenses     | 2,600                           | 2,600                          | 2,580                        |
|   | Supplies And Services Expenses | 190                             | 190                            | 360                          |
|   | Third Party Payments           | 18,840                          | 17,810                         | 20,140                       |
|   | Fees & Charges Income          | -42,980                         | -42,980                        | -44,110                      |
|   | Rent Income                    | -660,690                        | -654,360                       | -515,410                     |
| <b>Service Total</b>                      | <b>-617,260</b>                | <b>-615,140</b>                 | <b>-470,640</b>                |                              |
| Avenue Farm Depot                         | Employees Expenses             | 7,750                           | 7,750                          | 7,980                        |
|   | Premises Related Expenses      | 6,930                           | 6,900                          | 6,910                        |
|   | Transport Related Expenses     | 360                             | 360                            | 350                          |
|   | Supplies And Services Expenses | 210                             | 210                            | 220                          |
|   | Fees & Charges Income          | -710                            | -710                           | -710                         |
|   | Rent Income                    | -67,340                         | -67,340                        | -67,360                      |
|   | <b>Service Total</b>           | <b>-52,800</b>                  | <b>-52,830</b>                 | <b>-52,610</b>               |
| Miscellaneous Properties                  | Employees Expenses             | 51,750                          | 51,750                         | 53,110                       |
|   | Premises Related Expenses      | 8,510                           | 8,510                          | 8,570                        |
|   | Transport Related Expenses     | 5,900                           | 5,900                          | 5,840                        |
|   | Supplies And Services Expenses | 750                             | 750                            | 750                          |
|   | Third Party Payments           | 7,000                           | 6,320                          | 7,000                        |
|   | Fees & Charges Income          | -5,000                          | -5,000                         | -5,000                       |
|   | Rent Income                    | -12,520                         | -17,520                        | -12,710                      |
| <b>Service Total</b>                      | <b>56,390</b>                  | <b>50,710</b>                   | <b>57,560</b>                  |                              |
| On Street Parking                         | Employees Expenses             | 447,630                         | 447,630                        | 0                            |
|   | Premises Related Expenses      | 1,400                           | 1,400                          | 0                            |
|   | Transport Related Expenses     | 11,560                          | 11,560                         | 0                            |
|   | Supplies And Services Expenses | 85,610                          | 85,610                         | 0                            |
|   | Third Party Payments           | 813,840                         | 813,840                        | 0                            |
|   | Other Grants & Contributions   | -700,240                        | -700,240                       | 0                            |
|   | Fees & Charges Income          | -779,800                        | -779,800                       | 0                            |
| <b>Service Total</b>                      | <b>-120,000</b>                | <b>-120,000</b>                 | <b>0</b>                       |                              |
| SDC Infrastructure                        | Employees Expenses             | 23,240                          | 23,240                         | 23,900                       |
|   | Premises Related Expenses      | 45,950                          | 45,950                         | 43,950                       |
|   | Transport Related Expenses     | 1,200                           | 1,200                          | 1,140                        |
|   | Supplies And Services Expenses | 100                             | 100                            | 100                          |
|   | Third Party Payments           | 32,220                          | 32,220                         | 32,220                       |
| <b>Service Total</b>                      | <b>102,710</b>                 | <b>102,710</b>                  | <b>101,310</b>                 |                              |
| Off-Street Parking                        | Employees Expenses             | 240,300                         | 240,300                        | 185,400                      |
|   | Premises Related Expenses      | 505,620                         | 500,650                        | 510,560                      |
|   | Transport Related Expenses     | 6,910                           | 6,910                          | 5,680                        |
|   | Supplies And Services Expenses | 80,110                          | 85,680                         | 80,830                       |
|   | Third Party Payments           | 259,320                         | 263,850                        | 301,850                      |
|   | Fees & Charges Income          | -2,129,500                      | -2,129,500                     | -2,129,500                   |
|   | Rent Income                    | -60,860                         | -60,860                        | -62,670                      |
| <b>Service Total</b>                      | <b>-1,098,100</b>              | <b>-1,092,970</b>               | <b>-1,107,850</b>              |                              |

# Stratford on Avon District Council

## Proposed Budgets by Service Area

| Service                                   | Cost Group                           | Original<br>Budget<br>2014/15<br>£ | Current<br>Budget<br>2014/15<br>£ | Draft<br>Budget<br>2015/16<br>£ |
|---|--------------------------------------|------------------------------------|-----------------------------------|---------------------------------|
| <b>Head of Technical Services (Cont.)</b> |                                      |                                    |                                   |                                 |
| Building Control                          | Employees Expenses                   | 397,240                            | 397,240                           | 405,350                         |
|   | Transport Related Expenses           | 35,620                             | 35,620                            | 35,620                          |
|   | Supplies And Services Expenses       | 16,320                             | 16,320                            | 16,320                          |
|   | Third Party Payments                 | 24,000                             | 24,000                            | 24,000                          |
|   | Fees & Charges Income                | -542,000                           | -542,000                          | -542,000                        |
|   | <b>Service Total</b>                 | <b>-68,820</b>                     | <b>-68,820</b>                    | <b>-60,710</b>                  |
| Building Services                         | Employees Expenses                   | 134,530                            | 134,530                           | 140,620                         |
|   | Premises Related Expenses            | 358,370                            | 352,650                           | 369,780                         |
|   | Transport Related Expenses           | 7,470                              | 7,470                             | 7,420                           |
|   | Supplies And Services Expenses       | 18,740                             | 22,560                            | 20,920                          |
|   | Third Party Payments                 | 97,450                             | 93,870                            | 96,370                          |
|   | Rent Income                          | -190,830                           | -210,130                          | -209,190                        |
|   | <b>Service Total</b>                 | <b>425,730</b>                     | <b>400,950</b>                    | <b>425,920</b>                  |
| <b>Head of Service Total</b>              | <b>3,509,253</b>                     | <b>3,635,390</b>                   | <b>3,924,852</b>                  |                                 |
|   | <b>Service Total</b>                 | <b>12,456,646</b>                  | <b>12,769,046</b>                 | <b>12,150,730</b>               |
|   | <b>Proposed Growth &amp; Savings</b> | <b>0</b>                           | <b>0</b>                          | <b>545,100</b>                  |
|   | <b>Net Base Budget</b>               | <b>12,456,646</b>                  | <b>12,769,046</b>                 | <b>12,695,830</b>               |

| Schedule of Proposed Growth/Savings   | 2015/16<br>Base<br>Budget<br>£ | 2016/17<br>Base<br>Budget<br>£ | 2017/18<br>Base<br>Budget<br>£ | 2018/19<br>Base<br>Budget<br>£ | 2019/20<br>Base<br>Budget<br>£ |
|---|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| <b>Chief Executive</b>  |                                |                                |                                |                                |                                |
| Core Strategy Implementation Costs  | 60,000                         | 60,000                         | 0                              | 0                              | 0                              |
| Core Strategy - Development Plan Document Fund                                | 120,000                        | 80,000                         | 0                              | 0                              | 0                              |
| <b>Total Chief Executive</b>  | <b>180,000</b>                 | <b>140,000</b>                 | <b>0</b>                       | <b>0</b>                       | <b>0</b>                       |
| <b>Enterprise, Housing &amp; Revenue</b>                                      |                                |                                |                                |                                |                                |
| Act on Energy Grant   | 11,000                         | 11,000                         | 11,000                         | 11,000                         | 11,000                         |
| Council Tax enforcement costs   | 30,000                         | 30,000                         | 30,000                         | 30,000                         | 30,000                         |
| Empty Property Grants (£500,000 CAPITAL BID - Revenue Financing Costs)        | 8,000                          | 16,000                         | 16,000                         | 16,000                         | 16,000                         |
| Funding for Public Health Warwickshire  | 10,000                         | 10,000                         | 0                              | 0                              | 0                              |
| Troubled Families Bid   | 34,000                         | 34,000                         | 34,000                         | 0                              | 0                              |
| <b>Total Enterprise, Housing &amp; Revenue</b>                                | <b>93,000</b>                  | <b>101,000</b>                 | <b>91,000</b>                  | <b>57,000</b>                  | <b>57,000</b>                  |
| <b>Customer Access</b>  |                                |                                |                                |                                |                                |
| Shared Systems Harmonisation (£225,000 CAPITAL BID - Revenue Financing Costs) | 3,600                          | 7,200                          | 10,800                         | 14,400                         | 18,000                         |
| ICT Replacement Programme (£200,000 CAPITAL BID - Revenue Financing Costs)    | 3,200                          | 6,400                          | 9,600                          | 12,800                         | 16,000                         |
| Deletion of additional savings target   | 90,000                         | 90,000                         | 90,000                         | 90,000                         | 90,000                         |
| <b>Total Customer Access</b>  | <b>96,800</b>                  | <b>103,600</b>                 | <b>110,400</b>                 | <b>117,200</b>                 | <b>124,000</b>                 |
| <b>Environment &amp; Planning</b>   |                                |                                |                                |                                |                                |
| Increased resources for Licensing   | 23,300                         | 23,300                         | 23,300                         | 23,300                         | 23,300                         |
| Planning Service - Senior Planners  | 87,000                         | 87,000                         | 87,000                         | 87,000                         | 87,000                         |
| Pathlow Gypsy Site disposal   | 25,000                         | 25,000                         | 25,000                         | 25,000                         | 25,000                         |
| <b>Total Environment &amp; Planning</b>                                       | <b>135,300</b>                 | <b>135,300</b>                 | <b>135,300</b>                 | <b>135,300</b>                 | <b>135,300</b>                 |
| <b>Technical Services</b>   |                                |                                |                                |                                |                                |
| Greig Centre (£250,000 Capital, plus £30,000 revenue)                         | 40,000                         | 50,000                         | 40,000                         | 40,000                         | 30,000                         |
| <b>Total Technical Services</b>   | <b>40,000</b>                  | <b>50,000</b>                  | <b>40,000</b>                  | <b>40,000</b>                  | <b>30,000</b>                  |
| <b>Total Proposed Amendments to Budget</b>                                    | <b>545,100</b>                 | <b>529,900</b>                 | <b>376,700</b>                 | <b>349,500</b>                 | <b>346,300</b>                 |