

**Stratford on Avon District Council  
Medium Term Financial Plan 2017/18 to 2021/22**

	<b>2016/17 Original Estimate £</b>	<b>2016/17 Current Estimate £</b>	<b>2017/18 Base Budget £</b>	<b>2018/19 Base Budget £</b>	<b>2019/20 Base Budget £</b>	<b>2020/21 Base Budget £</b>	<b>2021/22 Base Budget £</b>
Executive Director (Head of Paid Service)	1,742,022	1,861,949	1,288,192	1,260,982	1,204,032	1,217,362	1,230,742
Executive Director (s151 Officer)	3,015,250	3,128,868	3,321,860	3,646,120	3,929,240	4,098,110	4,270,550
Head of Governance and Democracy	1,329,880	1,266,852	1,113,480	1,129,760	1,288,500	1,209,840	1,223,460
Head of Planning and Housing	1,558,150	1,536,996	1,628,360	1,589,810	1,524,770	1,545,680	1,566,590
Head of Technical & Community Services	4,398,274	4,463,296	4,239,742	4,378,701	4,348,666	4,461,285	4,654,840
Head of ICT & Revenues	1,249,145	1,397,760	1,241,900	1,444,110	1,447,010	1,428,260	1,459,650
Proposed Growth & Savings - App 6 pt 2			438,018	196,018	(108,482)	(255,806)	(155,806)
<b>Net Base Budget</b>	<b>13,292,721</b>	<b>13,655,721</b>	<b>13,271,552</b>	<b>13,645,501</b>	<b>13,633,736</b>	<b>13,704,731</b>	<b>14,250,026</b>
Financed By							
Revenue Support Grant	1,117,334	1,117,334	491,400	111,545	0	0	0
Business Rate Retention	2,749,000	2,749,000	2,833,000	2,861,330	2,576,940	2,602,710	2,628,740
Council Tax Freeze Grant	0	0	0	0	0	0	0
Rural Services Delivery Grant	297,269	297,269	240,031	184,639	240,031	0	0
Transition Grant	61,449	61,449	61,228	0	0	0	0
New Homes Bonus	3,040,928	3,040,928	3,328,934	2,539,756	2,436,867	2,000,000	2,000,000
Council Tax	6,756,360	6,756,360	7,119,780	7,334,570	7,556,160	7,784,150	8,019,220
Collection Fund Adjustment	51,215	51,215	15,582	0	0	0	0
<b>Total Council Resources</b>	<b>14,073,555</b>	<b>14,073,555</b>	<b>14,089,955</b>	<b>13,031,840</b>	<b>12,809,998</b>	<b>12,386,860</b>	<b>12,647,960</b>
<b>(Surplus)/Deficit</b>	<b>(780,834)</b>	<b>(417,834)</b>	<b>(818,403)</b>	<b>613,661</b>	<b>823,738</b>	<b>1,317,871</b>	<b>1,602,066</b>
<b>General Fund Reserve</b>							
Balance B/fwd	4,734,249	6,084,263	6,675,679	7,494,082	6,880,421	6,056,683	4,738,812
Surplus/(Deficit) for year	780,834	417,834	818,403	(613,661)	(823,738)	(1,317,871)	(1,602,066)
Forecast Underspend - 2016/17 Pd 6		288,500					
Transfer from earmarked Reserves	635,082	(114,918)		0	0	0	0
<b>Balance C/fwd</b>	<b>6,150,165</b>	<b>6,675,679</b>	<b>7,494,082</b>	<b>6,880,421</b>	<b>6,056,683</b>	<b>4,738,812</b>	<b>3,136,746</b>
<b>Taxbase</b>		<b>50,780.61</b>	<b>52,463.16</b>	<b>52,987.79</b>	<b>53,517.67</b>	<b>54,052.85</b>	<b>54,593.38</b>
<b>Band D Council Tax</b>		<b>£133.05</b>	<b>£135.71</b>	<b>£138.42</b>	<b>£141.19</b>	<b>£144.01</b>	<b>£146.89</b>

## Stratford on Avon District Council Proposed Budgets by Service Area

### Executive Director Head of Paid Service

		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Community Leadership</b>	Employees	177,100	87,180	7,900
	Premises Related Expenditure	300	300	300
	Supplies and Services	216,780	89,660	85,720
	Third Party Payments	0	42,120	39,450
	Transport Related Expenditure	5,500	5,820	4,680
	Fees and Charges	-11,990	-11,990	-11,990
	Other Grants Reimbs & Conts	-61,970	-61,970	-64,150
<b>TOTAL</b>		<b>325,720</b>	<b>151,120</b>	<b>61,910</b>
		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Corp Mgt Exec Director DW</b>	Employees	416,950	404,950	250,150
	Supplies and Services	199,242	103,182	103,192
	Third Party Payments	2,000	131,060	3,060
	Transport Related Expenditure	11,860	15,760	10,990
	Fees and Charges	-88,200	-88,200	0
<b>TOTAL</b>		<b>541,852</b>	<b>566,752</b>	<b>367,392</b>
		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Corporate Communications</b>	Supplies and Services	22,860	22,860	22,860
<b>TOTAL</b>		<b>22,860</b>	<b>22,860</b>	<b>22,860</b>
		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Local Economy/Tourism</b>	Employees	7,900	89,200	165,900
	Premises Related Expenditure	710	33,490	16,610
	Supplies and Services	284,020	248,680	162,780
	Third Party Payments	45,000	108,340	136,340
	Transport Related Expenditure	360	0	0
	Fees and Charges	-16,420	-16,000	-16,000
	Government Grant Income	-30,000	-30,000	0
Rent Income	-13,250	-13,670	-45,000	
<b>TOTAL</b>		<b>278,320</b>	<b>420,040</b>	<b>420,630</b>

## Stratford on Avon District Council Proposed Budgets by Service Area

Policy	Original Budget 2016/17	Current Budget 2016/17	Original Budget 2017/18
Employees	390,050	448,550	375,450
Supplies and Services	21,720	19,650	19,760
Third Party Payments	153,720	256,090	55,980
Transport Related Expenditure	7,780	7,587	6,510
Government Grant Income	0	-42,700	-42,300
<b>TOTAL</b>	<b>573,270</b>	<b>689,177</b>	<b>415,400</b>
<b>Exec Director Head of Paid Service Total</b>	<b>1,742,022</b>	<b>1,849,949</b>	<b>1,288,192</b>

## Stratford on Avon District Council Proposed Budgets by Service Area

### Executive Director s151 Officer

		Original Budget 2016/17	Current Budget 2016/17	Original Budget 2017/18
<b>Appropriations</b>	Recharges to Other Accounts	12,500	12,500	0
<b>TOTAL</b>		<b>12,500</b>	<b>12,500</b>	<b>0</b>
		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Corp Mgt Exec Director DB</b>	Employees	64,550	108,750	97,150
	Supplies and Services	23,800	13,560	13,660
	Third Party Payments	167,400	181,840	169,840
	Transport Related Expenditure	3,940	3,940	3,970
	Fees and Charges	-31,000	-31,000	-31,000
	Other Grants Reimbs & Conts	0	-10,000	0
<b>TOTAL</b>		<b>228,690</b>	<b>267,090</b>	<b>253,620</b>
		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Corporate Budget</b>	Employees	0	169,200	104,300
	Supplies and Services	-77,400	-77,400	-2,500
	Transport Related Expenditure	0	1,300	1,300
<b>TOTAL</b>		<b>-77,400</b>	<b>93,100</b>	<b>103,100</b>
		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Front Office &amp; Trans Team</b>	Employees	1,213,620	1,213,620	1,290,480
	Supplies and Services	157,090	153,590	153,590
	Third Party Payments	23,500	27,000	27,000
	Transport Related Expenditure	5,800	5,800	6,180
<b>TOTAL</b>		<b>1,400,010</b>	<b>1,400,010</b>	<b>1,477,250</b>
		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>HR and Training</b>	Employees	178,940	180,440	186,740
	Supplies and Services	7,700	6,040	5,480
	Third Party Payments	0	160	160
	Transport Related Expenditure	1,080	1,080	1,080
<b>TOTAL</b>		<b>187,720</b>	<b>187,720</b>	<b>193,460</b>

## Stratford on Avon District Council Proposed Budgets by Service Area

		Original Budget 2016/17	Current Budget 2016/17	Original Budget 2017/18
<b>Investment Interest</b>	Capital Financing Costs	1,200	1,200	1,200
	Interest Income	-168,780	-168,780	-127,620
<b>TOTAL</b>		<b>-167,580</b>	<b>-167,580</b>	<b>-126,420</b>
		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Non Distributed Costs</b>	Employees	569,060	569,060	588,060
	Third Party Payments	0	0	35,000
<b>TOTAL</b>		<b>569,060</b>	<b>569,060</b>	<b>623,060</b>
		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Residual Costs</b>	Employees	101,380	101,380	101,460
	Third Party Payments	139,000	113,618	106,490
<b>TOTAL</b>		<b>240,380</b>	<b>214,998</b>	<b>207,950</b>
		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Resources</b>	Employees	420,590	329,490	359,400
	Supplies and Services	73,370	73,370	81,760
	Third Party Payments	31,000	143,500	143,500
	Transfer Payments	90,000	0	0
	Transport Related Expenditure	9,210	7,910	7,480
	Fees and Charges	-2,300	-2,300	-2,300
<b>TOTAL</b>		<b>621,870</b>	<b>551,970</b>	<b>589,840</b>
<b>Executive Director s151 Officer Total</b>		<b>3,015,250</b>	<b>3,128,868</b>	<b>3,321,860</b>

## Stratford on Avon District Council Proposed Budgets by Service Area

### Head of Governance and Democracy

		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>C.C.T.V.</b>	Employees	171,470	185,370	182,540
	Premises Related Expenditure	6,600	6,600	6,600
	Supplies and Services	74,970	104,970	105,160
	Third Party Payments	30,000	0	0
	Transport Related Expenditure	700	1,660	1,760
	Other Grants Reimbs & Conts	-48,500	-48,500	-48,500
<b>TOTAL</b>		<b>235,240</b>	<b>250,100</b>	<b>247,560</b>
		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Cons. &amp; Performance Manager</b>	Employees	89,600	0	0
	Supplies and Services	1,820	0	0
	Third Party Payments	2,380	0	0
	Transport Related Expenditure	3,910	0	0
<b>TOTAL</b>		<b>97,710</b>	<b>0</b>	<b>0</b>
		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Corp. And Democratic Core</b>	Employees	82,700	59,300	9,040
	Premises Related Expenditure	2,350	2,350	2,350
	Supplies and Services	357,600	351,600	291,700
	Third Party Payments	0	6,000	6,000
	Transport Related Expenditure	27,640	26,412	25,240
<b>TOTAL</b>		<b>470,290</b>	<b>445,662</b>	<b>334,330</b>
		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Crime Reduction</b>	Employees	33,600	75,100	76,970
	Supplies and Services	8,160	8,160	8,160
	Transport Related Expenditure	380	3,330	3,440
<b>TOTAL</b>		<b>42,140</b>	<b>86,590</b>	<b>88,570</b>

## Stratford on Avon District Council Proposed Budgets by Service Area

		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Elections</b>	Employees	79,740	79,740	65,840
	Supplies and Services	75,370	67,990	59,590
	Third Party Payments	0	26,780	15,780
	Transport Related Expenditure	2,000	2,000	2,000
	Customer & Client Receipts	-2,000	-2,000	-2,000
	Government Grant Income	0	-19,400	0
	<b>TOTAL</b>	<b>155,110</b>	<b>155,110</b>	<b>141,210</b>
		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Licensing</b>	Employees	161,200	161,200	153,600
	Supplies and Services	12,880	9,880	6,880
	Third Party Payments	2,800	5,800	5,800
	Transport Related Expenditure	1,700	1,700	1,350
	Fees and Charges	-318,790	-318,790	-315,790
<b>TOTAL</b>	<b>-140,210</b>	<b>-140,210</b>	<b>-148,160</b>	
		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Local Land Charges</b>	Employees	27,250	27,250	27,800
	Supplies and Services	4,630	4,630	5,220
	Third Party Payments	40,000	40,000	40,000
	Fees and Charges	-172,650	-172,650	-172,650
<b>TOTAL</b>	<b>-100,770</b>	<b>-100,770</b>	<b>-99,630</b>	
		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Members Services</b>	Employees	401,400	477,400	428,300
	Supplies and Services	38,100	38,690	35,690
	Third Party Payments	217,600	156,010	68,680
	Transport Related Expenditure	4,780	4,780	4,810
	Fees and Charges	-176,330	-176,330	-75,000
	Government Grant Income	0	-3,000	0
<b>TOTAL</b>	<b>485,550</b>	<b>497,550</b>	<b>462,480</b>	

## Stratford on Avon District Council Proposed Budgets by Service Area

		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Monitoring Officer</b>	Employees	84,100	84,100	86,400
	Supplies and Services	720	720	720
<b>TOTAL</b>		<b>84,820</b>	<b>84,820</b>	<b>87,120</b>
<b>Head of Governance Democracy Total</b>		<b>1,329,880</b>	<b>1,278,852</b>	<b>1,113,480</b>



## Stratford on Avon District Council Proposed Budgets by Service Area

### Head of Planning and Housing

		Original Budget 2016/17	Current Budget 2016/17	Original Budget 2017/18
<b>Civil Contingencies Funding</b>	Supplies and Services	5,750	0	0
	Third Party Payments	0	5,750	5,750
<b>TOTAL</b>		<b>5,750</b>	<b>5,750</b>	<b>5,750</b>
		Original Budget 2016/17	Current Budget 2016/17	Original Budget 2017/18
<b>Environmental Initiatives</b>	Supplies and Services	13,280	0	0
	Third Party Payments	0	13,280	13,280
<b>TOTAL</b>		<b>13,280</b>	<b>13,280</b>	<b>13,280</b>
		Original Budget 2016/17	Current Budget 2016/17	Original Budget 2017/18
<b>Housing</b>	Employees	536,320	537,620	548,810
	Supplies and Services	87,510	285,760	81,050
	Third Party Payments	58,040	89,790	89,790
	Transport Related Expenditure	20,680	19,410	18,280
	Customer & Client Receipts	-18,500	-18,500	-18,500
	Fees and Charges	-2,500	-15,500	-2,500
	Other Grants Reimbs & Conts	-10,000	-10,000	-10,000
	Recharges to Other Accounts	-24,600	-254,600	-24,600
<b>TOTAL</b>		<b>646,950</b>	<b>633,980</b>	<b>682,330</b>
		Original Budget 2016/17	Current Budget 2016/17	Original Budget 2017/18
<b>Regulatory Services</b>	Employees	1,417,550	1,641,410	1,424,720
	Supplies and Services	26,770	24,570	24,570
	Third Party Payments	100,600	102,800	102,800
	Transport Related Expenditure	45,340	45,340	42,120
	Fees and Charges	-1,068,100	-1,291,960	-1,068,100
<b>TOTAL</b>		<b>522,160</b>	<b>522,160</b>	<b>526,110</b>

## Stratford on Avon District Council Proposed Budgets by Service Area

	<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Social Inclusion</b>			
Employees	87,000	79,200	127,180
Supplies and Services	278,580	260,580	248,080
Third Party Payments	2,630	31,630	23,130
Transport Related Expenditure	1,800	1,416	2,500
Other Grants Reimbs & Conts	0	-11,000	0
<b>TOTAL</b>	<b>370,010</b>	<b>361,826</b>	<b>400,890</b>
<b>Head of Planning and Housing Total</b>	<b>1,558,150</b>	<b>1,536,996</b>	<b>1,628,360</b>

## Stratford on Avon District Council Proposed Budgets by Service Area

### Head of Technical and Community

		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Avenue Farm Depot</b>	Employees	8,150	8,150	25,100
	Premises Related Expenditure	7,080	5,530	5,520
	Supplies and Services	240	240	260
	Transport Related Expenditure	370	370	980
	Fees and Charges	-660	0	0
	Rent Income	-67,360	-68,020	-70,060
	<b>TOTAL</b>	<b>-52,180</b>	<b>-53,730</b>	<b>-38,200</b>
		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Building Control</b>	Employees	425,960	425,960	436,380
	Supplies and Services	40,320	16,320	16,320
	Third Party Payments	0	24,000	24,000
	Transport Related Expenditure	35,620	35,620	35,620
	Fees and Charges	-542,000	-542,000	-542,000
	<b>TOTAL</b>	<b>-40,100</b>	<b>-40,100</b>	<b>-29,680</b>
		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Building Services</b>	Employees	145,240	145,240	156,380
	Premises Related Expenditure	376,210	444,660	464,120
	Supplies and Services	30,030	19,810	20,660
	Third Party Payments	88,310	12,530	8,250
	Transport Related Expenditure	7,530	7,530	7,750
	Rent Income	-214,190	-153,770	-105,910
	<b>TOTAL</b>	<b>433,130</b>	<b>476,000</b>	<b>551,250</b>
		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Environmental Health</b>	Employees	472,510	472,510	477,720
	Supplies and Services	66,030	54,630	54,750
	Third Party Payments	14,730	26,130	26,130
	Transport Related Expenditure	34,390	34,390	33,540
	Customer & Client Receipts	-3,000	-3,000	-3,000
	Fees and Charges	-110,830	-110,830	-110,830
	<b>TOTAL</b>	<b>473,830</b>	<b>473,830</b>	<b>478,310</b>

## Stratford on Avon District Council Proposed Budgets by Service Area

		Original Budget 2016/17	Current Budget 2016/17	Original Budget 2017/18
<b>Investment Properties</b>	Employees	18,560	18,560	43,210
	Premises Related Expenditure	49,710	57,900	57,350
	Supplies and Services	3,910	210	270
	Third Party Payments	16,650	16,300	16,300
	Transport Related Expenditure	2,730	2,730	3,480
	Fees and Charges	-45,400	-38,190	-54,600
	Rent Income	-502,160	-505,770	-515,110
<b>TOTAL</b>		<b>-456,000</b>	<b>-448,260</b>	<b>-449,100</b>
		Original Budget 2016/17	Current Budget 2016/17	Original Budget 2017/18
<b>Leisure Centres</b>	Employees	68,200	68,200	84,420
	Premises Related Expenditure	105,630	105,630	107,740
	Supplies and Services	6,800	6,800	5,330
	Transport Related Expenditure	4,070	4,070	4,810
	Fees and Charges	-132,836	-132,836	-203,370
<b>TOTAL</b>		<b>51,864</b>	<b>51,864</b>	<b>-1,070</b>
		Original Budget 2016/17	Current Budget 2016/17	Original Budget 2017/18
<b>Miscellaneous Properties</b>	Employees	55,200	55,200	39,010
	Premises Related Expenditure	10,140	10,140	9,600
	Supplies and Services	750	750	750
	Third Party Payments	7,000	24,500	7,000
	Transport Related Expenditure	6,550	6,550	5,750
	Fees and Charges	-6,600	-6,600	-6,600
	Rent Income	-12,710	-12,710	-15,250
<b>TOTAL</b>		<b>60,330</b>	<b>77,830</b>	<b>40,260</b>
		Original Budget 2016/17	Current Budget 2016/17	Original Budget 2017/18
<b>Off-Street Parking</b>	Employees	158,600	157,350	163,850
	Premises Related Expenditure	513,420	522,600	479,030
	Supplies and Services	160,590	140,330	138,890
	Third Party Payments	225,800	259,660	261,490
	Transport Related Expenditure	5,730	5,730	6,210
	Fees and Charges	-2,129,500	-2,147,500	-2,187,500
	Rent Income	-62,670	-62,300	-55,350
<b>TOTAL</b>		<b>-1,128,030</b>	<b>-1,124,130</b>	<b>-1,193,380</b>

## Stratford on Avon District Council Proposed Budgets by Service Area

		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Parks Playfields &amp; Open Space</b>	Employees	47,100	47,100	59,160
	Premises Related Expenditure	36,600	36,600	36,600
	Supplies and Services	39,830	30,738	28,798
	Third Party Payments	501,110	490,314	490,314
	Transport Related Expenditure	750	750	750
	Other Grants Reimbs & Conts	-106,380	-103,790	-105,370
	Recharges to Other Accounts	-3,300	-3,300	-3,300
<b>TOTAL</b>		<b>515,710</b>	<b>498,412</b>	<b>506,952</b>
		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Public Conveniences</b>	Employees	26,180	26,180	28,480
	Premises Related Expenditure	82,830	205,020	200,740
	Supplies and Services	16,520	5,720	5,730
	Third Party Payments	146,080	10,800	10,800
	Transport Related Expenditure	9,810	9,810	9,920
	Customer & Client Receipts	-200	-200	-200
	Fees and Charges	-47,000	-47,000	-47,000
<b>TOTAL</b>		<b>234,220</b>	<b>210,330</b>	<b>208,470</b>
		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Recreational Amenities</b>	Employees	16,300	16,300	0
	Premises Related Expenditure	15,790	15,790	15,870
	Supplies and Services	5,010	5,010	3,490
	Transport Related Expenditure	770	770	100
	Fees and Charges	-10,270	-10,000	-10,000
	Rent Income	-148,260	-154,520	-312,430
<b>TOTAL</b>		<b>-120,660</b>	<b>-126,650</b>	<b>-302,970</b>

## Stratford on Avon District Council Proposed Budgets by Service Area

		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Refuse Collection</b>	Employees	82,700	82,700	84,030
	Supplies and Services	5,310	5,310	5,300
	Third Party Payments	3,403,300	3,458,500	3,474,550
	Transport Related Expenditure	2,830	2,830	2,830
	Customer & Client Receipts	0	-55,000	-55,000
	Fees and Charges	-95,360	-39,380	-39,380
	Other Grants Reimbs & Conts	-726,060	-728,170	-728,170
	<b>TOTAL</b>	<b>2,672,720</b>	<b>2,726,790</b>	<b>2,744,160</b>
		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>SDC Infrastructure</b>	Employees	26,080	26,080	4,810
	Premises Related Expenditure	43,950	13,950	43,950
	Supplies and Services	660	100	100
	Third Party Payments	31,660	62,220	32,220
	Transport Related Expenditure	1,290	1,290	300
<b>TOTAL</b>	<b>103,640</b>	<b>103,640</b>	<b>81,380</b>	
		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Shopmobility</b>	Employees	33,070	33,070	31,690
	Premises Related Expenditure	1,710	1,710	1,710
	Supplies and Services	3,120	3,120	3,120
<b>TOTAL</b>	<b>37,900</b>	<b>37,900</b>	<b>36,520</b>	
		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Sports Development</b>	Employees	167,270	167,270	92,680
	Premises Related Expenditure	4,100	4,100	4,100
	Supplies and Services	20,930	14,970	13,480
	Third Party Payments	0	5,960	5,960
	Transport Related Expenditure	12,000	12,000	2,000
	Fees and Charges	-102,430	-102,430	-17,950
	Other Grants Reimbs & Conts	-100	-100	-100
<b>TOTAL</b>	<b>101,770</b>	<b>101,770</b>	<b>100,170</b>	

## Stratford on Avon District Council Proposed Budgets by Service Area

		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Street Cleansing &amp; Furniture</b>	Employees	69,430	69,430	78,580
	Premises Related Expenditure	16,600	16,600	16,600
	Supplies and Services	20,130	15,130	15,170
	Third Party Payments	1,403,160	1,395,830	1,395,830
	Transport Related Expenditure	4,010	4,010	3,690
	Fees and Charges	-3,200	-3,200	-3,200
	<b>TOTAL</b>	<b>1,510,130</b>	<b>1,497,800</b>	<b>1,506,670</b>
<b>Head of Technical and Community Total</b>		<b>4,398,274</b>	<b>4,463,296</b>	<b>4,239,742</b>

## Stratford on Avon District Council Proposed Budgets by Service Area

### Head of Revenues and ICT

		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Council Tax</b>	Employees	369,960	403,560	384,040
	Supplies and Services	39,130	44,930	40,130
	Third Party Payments	44,480	47,480	47,480
	Transport Related Expenditure	7,900	7,697	6,700
	Fees and Charges	-257,700	-257,700	-257,700
	Government Grant Income	0	-32,800	0
	<b>TOTAL</b>		<b>203,770</b>	<b>213,167</b>
		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Council Tax Reduction</b>	Supplies and Services	170,000	170,000	130,000
<b>TOTAL</b>		<b>170,000</b>	<b>170,000</b>	<b>130,000</b>
		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Council Tax Reduction - Admin</b>	Employees	217,800	208,300	210,270
	Supplies and Services	7,730	3,730	3,730
	Third Party Payments	18,020	18,020	18,020
	Transport Related Expenditure	3,860	3,666	2,810
	Government Grant Income	-106,460	-106,460	-106,460
	<b>TOTAL</b>		<b>140,950</b>	<b>127,256</b>
		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Housing Ben. Admin</b>	Employees	262,830	378,130	252,920
	Supplies and Services	4,960	24,260	4,960
	Third Party Payments	46,110	42,210	46,110
	Transport Related Expenditure	3,920	3,726	2,860
	Government Grant Income	-387,195	-387,195	-320,380
	Other Grants Reimbs & Conts	0	-138,500	0
	<b>TOTAL</b>		<b>-69,375</b>	<b>-77,369</b>
		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Housing Benefits</b>	Transfer Payments	26,175,960	26,275,960	26,225,960
	Government Grant Income	-26,285,960	-26,385,960	-26,335,960
	<b>TOTAL</b>	<b>-110,000</b>	<b>-110,000</b>	<b>-110,000</b>



## Stratford on Avon District Council Proposed Budgets by Service Area

		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>Information Technology</b>	Employees	1,057,760	1,057,760	974,410
	Supplies and Services	306,950	471,950	309,080
	Third Party Payments	321,400	321,400	0
	Transport Related Expenditure	15,500	15,500	11,420
	Fees and Charges	-673,990	-673,990	-44,000
	Other Grants Reimbs & Conts	0	0	-200,000
	<b>TOTAL</b>	<b>1,027,620</b>	<b>1,192,620</b>	<b>1,050,910</b>
		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>National Non-Domestic Rate</b>	Employees	19,200	15,300	15,780
	Supplies and Services	8,750	8,750	8,750
	Third Party Payments	76,390	76,390	76,390
	Transport Related Expenditure	1,040	846	3,780
	Fees and Charges	-54,200	-54,200	-54,200
	Government Grant Income	-215,000	-215,000	-215,000
	<b>TOTAL</b>	<b>-163,820</b>	<b>-167,914</b>	<b>-164,500</b>
		<b>Original Budget 2016/17</b>	<b>Current Budget 2016/17</b>	<b>Original Budget 2017/18</b>
<b>NNDR Discretionary Relief</b>	Transfer Payments	50,000	50,000	0
<b>TOTAL</b>		<b>50,000</b>	<b>50,000</b>	<b>0</b>
<b>Head of Revenues and ICT Total</b>		<b>1,249,145</b>	<b>1,397,760</b>	<b>1,241,900</b>

**Stratford on Avon District Council**  
**Medium Term Financial Plan 2017/18 to 2021/22**

Schedule of Proposed Growth/Savings	2017/18 Base Budget £	2018/19 Base Budget £	2019/20 Base Budget £	2020/21 Base Budget £	2021/22 Base Budget £
<b>Strategic Review Savings Delivered</b>					
Implementation of the Local Council Tax Reduction Scheme - Cabinet Report	(58,000)	(58,000)	(58,000)	(58,000)	(58,000)
<b>Strategic Review Savings Proposed</b>					
Environmental Health Restructuring	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Savings to be identified	0	(100,000)	(200,000)	(300,000)	(400,000)
<b>Total Strategic Review Savings</b>	<b>(50,000)</b>	<b>(150,000)</b>	<b>(250,000)</b>	<b>(350,000)</b>	<b>(450,000)</b>
<b>Executive Director (Head of Paid Service)</b>					
Shakespeare Birthday Celebrations - additional budget	13,700	13,700	13,700	13,700	13,700
Planning Policy Restructure (1 x 0.5fte)	7,200	7,200	7,200	7,200	7,200
Planning Policy - Policy Documents inc EIP - one off costs	150,000	0	0	0	0
Planning Policy - Next version of Core Strategy	0	0	0	0	200,000
<b>Total Executive Director (Head of Paid Service)</b>	<b>170,900</b>	<b>20,900</b>	<b>20,900</b>	<b>20,900</b>	<b>220,900</b>
<b>Executive Director (s151 Officer)</b>					
Web-content and Information post (1 x 1fte)	30,000	30,000			
Strategic Review - One off project fund	150,000	150,000			
<b>Total Executive Director (s151 Officer)</b>	<b>180,000</b>	<b>180,000</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Head of Governance and Democracy</b>					
CCTV Operators (2 Posts) - to be made permanant	0	0	0	0	0
Domestic Homicide Review - Shared Risk Funding Pool	3,632	3,632	3,632	3,632	3,632
Additional Licensing Officer Post (1 x 1 fte)	3,990	3,990	3,990	3,990	3,990
Additional Solicitor Post (1 x 1fte)	50,000	50,000	50,000	50,000	50,000
<b>Total Governance and Democracy</b>	<b>57,622</b>	<b>57,622</b>	<b>57,622</b>	<b>57,622</b>	<b>57,622</b>
<b>Head of Planning and Housing</b>					
Additional Permanant Planning Officers (9 x 1 fte)	(89,800)	(89,800)	(89,800)	(89,800)	(89,800)
Additional Housing Advice Post (1 x 0.6 fte)	24,500	24,500	0	0	0
Additional Housing Options Advisor (1 x 1fte)	30,324	30,324	30,324	0	0
Additional Bed and Breakfast costs - Option 5.1	88,800	88,800	88,800	88,800	88,800
Supported Temporary Accommodation (CAPTIAL BID £23,400)	18,872	18,872	18,872	1,872	1,872
<b>Total Planning and Housing Services</b>	<b>72,696</b>	<b>72,696</b>	<b>48,196</b>	<b>872</b>	<b>872</b>
<b>ICT &amp; Revenues</b>					
Replacement ICT Hardware (CAPITAL BID £50,000) - Option 1	4,000	4,000	4,000	4,000	4,000
PSN Compliance (CAPITAL BID £25,000)	2,000	7,000	7,000	7,000	7,000
ICT Licences (CAPITAL BID £10,000)	800	3,800	3,800	3,800	3,800
<b>Total ICT &amp; Revenues</b>	<b>6,800</b>	<b>14,800</b>	<b>14,800</b>	<b>14,800</b>	<b>14,800</b>
<b>Total Proposed Amendments to Budget</b>	<b>438,018</b>	<b>196,018</b>	<b>(108,482)</b>	<b>(255,806)</b>	<b>(155,806)</b>