

**Stratford on Avon District Council**  
**Medium Term Financial Strategy 2022/23 to 2026/27**

	<b>2021/22 Original Estimate £'000</b>	<b>2021/22 Current Estimate £'000</b>	<b>2022/23 Base Budget £'000</b>	<b>2023/24 Base Budget £'000</b>	<b>2024/25 Base Budget £'000</b>	<b>2025/26 Base Budget £'000</b>	<b>2026/27 Base Budget £'000</b>
Chief Executive	583	580	602	607	617	627	637
Deputy Chief Executive	125	137	0	0	0	0	0
Director of Climate Change	0	0	0	59	60	61	63
Head of Assets	(110)	107	37	55	68	82	96
Head of Community Protection	871	858	900	922	943	965	987
Head of Culture Tourism Leisure	91	65	107	109	112	115	118
Head of Development	2,851	2,646	2,610	1,997	1,566	1,150	1,216
Head of Economy and Place	842	832	823	837	850	864	877
Head of Environment and Operations	4,035	3,939	2,877	3,135	3,469	3,341	3,504
Head of Financial Services	1,598	1,798	1,521	1,501	1,558	1,635	1,658
Head of Housing	1,479	1,490	1,549	1,598	1,496	1,516	1,535
Head of ICT	1,339	1,250	1,491	1,510	1,530	1,550	1,570
Head of Law and Governance	1,239	1,231	1,230	1,384	1,260	1,268	1,276
Head of People and Communications	255	286	379	362	365	368	371
Head of Revenues and Customer Services	2,174	2,218	2,354	2,396	2,439	2,483	2,527
<b>Previously Agreed Savings</b>			<b>(120)</b>	<b>(846)</b>	<b>(1,196)</b>	<b>(1,446)</b>	<b>(1,446)</b>
<b>Growth Proposals</b>			<b>2,343</b>	<b>1,616</b>	<b>777</b>	<b>167</b>	<b>167</b>
<b>Favourable estimated outturn position</b>		<b>(330)</b>					
<b>Net Base Budget</b>	<b>17,372</b>	<b>17,107</b>	<b>18,703</b>	<b>17,242</b>	<b>15,914</b>	<b>14,746</b>	<b>15,156</b>
Financed By							
Spending Review Outcome	0	0	0	1,400	1,400	1,400	1,400
Business Rate Retention	3,000	3,672	4,586	2,147	2,650	2,710	2,779
Rural Services Delivery Grant	314	314	314	0	0	0	0
Use of Earmarked Reserves	720	720	318	0	0	0	0
Lower Tier Services Grant	478	478	425	0	0	0	0
New Homes Bonus	4,290	4,290	3,803	0	0	0	0
Council Tax	8,490	8,490	9,105	9,541	9,989	10,447	10,918
Collection Fund Carried Deficit	0	0	(70)	(70)	0	0	0
Collection Fund Adjustment	(55)	(55)	338	0	0	0	0
<b>Total Council Resources</b>	<b>17,237</b>	<b>17,909</b>	<b>18,819</b>	<b>13,018</b>	<b>14,039</b>	<b>14,557</b>	<b>15,097</b>
<b>(Surplus)/Deficit</b>	<b>135</b>	<b>(802)</b>	<b>(116)</b>	<b>4,224</b>	<b>1,875</b>	<b>189</b>	<b>59</b>
<b>General Fund Reserve</b>							
Balance B/fwd	7,217	7,217	9,382	8,898	4,674	2,799	2,610
Surplus/(Deficit) for year	(135)	802	116	(4,224)	(1,875)	(189)	(59)
Contribution (to)/from earmarked reserves	0	1,363	(600)	0	0	0	0
<b>Balance C/fwd</b>	<b>7,082</b>	<b>9,382</b>	<b>8,898</b>	<b>4,674</b>	<b>2,799</b>	<b>2,610</b>	<b>2,551</b>
<b>Taxbase</b>		<b>56,936.42</b>	<b>59,076.01</b>	<b>59,962.15</b>	<b>60,861.58</b>	<b>61,774.50</b>	<b>62,701.12</b>
<b>Band D Council Tax</b>		<b>£149.12</b>	<b>£154.12</b>	<b>£159.12</b>	<b>£164.12</b>	<b>£169.12</b>	<b>£174.12</b>

<b>Schedule of Proposed Growth/(Savings)</b>	<b>2022/23 Base Budget £'000</b>	<b>2023/24 Base Budget £'000</b>	<b>2024/25 Base Budget £'000</b>	<b>2025/26 Base Budget £'000</b>	<b>2026/27 Base Budget £'000</b>
<b>Previously highlighted savings</b>					
Visitor Information Centre - closure	0	(88)	(88)	(88)	(88)
Shopmobility - Close scheme or transfer to charity/trust/BID/Town	0	(42)	(42)	(42)	(42)
Cease operations at Venture House	0	(41)	(41)	(41)	(41)
Shared Services with WDC: Work commissioned from Deloittes	(120)	(675)	(1,025)	(1,275)	(1,275)
<b>Total Previously Agreed Savings</b>	<b>(120)</b>	<b>(846)</b>	<b>(1,196)</b>	<b>(1,446)</b>	<b>(1,446)</b>
<b>Director of Climate Change</b>					
Climate Change funding	500	500	0	0	0
<b>Total Head of Finance</b>	<b>500</b>	<b>500</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Head of Finance (Section 151 Officer)</b>					
Cost of implementation of Joint Working	600	600	600	0	0
<b>Total Head of Finance</b>	<b>600</b>	<b>600</b>	<b>600</b>	<b>0</b>	<b>0</b>
<b>Head of Revenues and Customer Services</b>					
RG1 - Council Tax Staffing	17	17	17	17	17
RG2 - Civica on demand	137	0	0	0	0
<b>Total Head of Revenues and Customer Services</b>	<b>154</b>	<b>17</b>	<b>17</b>	<b>17</b>	<b>17</b>
<b>Head of Housing</b>					
RG3 - Disabled Facilities Grant Delivery	38	0	0	0	0
RG4 - Housing Sustainability & Engagement Officer	20	20	20	20	20
<b>Total Head of Housing</b>	<b>58</b>	<b>20</b>	<b>20</b>	<b>20</b>	<b>20</b>
<b>Head of Place and Economy</b>					
RG5 - Shakespeare's England	100	100	0	0	0
RG6 - Commonwealth Games funding	10	0	0	0	0
<b>Total Head of Place and Economy</b>	<b>110</b>	<b>100</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Head of Environmental and Operational Services</b>					
RG7 - Ash Dieback	50	30	10	0	0
Recycling - Transitional Arrangements	871	349	130	130	130
<b>Total Head of Environmental and Operational Services</b>	<b>921</b>	<b>379</b>	<b>140</b>	<b>130</b>	<b>130</b>
<b>Total Proposed Growth to Budget</b>	<b>2,343</b>	<b>1,616</b>	<b>777</b>	<b>167</b>	<b>167</b>