Stratford-upon-Avon Town Council

Management Accounts, 01 April 2026 to 31 March 2027

	B	C	D	E	F	G	I	J
1	**Description**	**QTR 1**	**QTR 2**	**QTR 3**	**QTR 4**	**YTD Total**	**Actual Budget**	**% of Annual**
2		**Apr - June 26**	**July -Sept 26**	**Oct - Dec 26**	**Jan - Mar 27**	**2026-27**	**2026-27**	**Budget used**
3	**Income Summary**							
4	Precept	411,706	-	-	-	411,706	823,412	50.0%
5	Market income	90,457	-	-	-	90,457	184,532	49.0%
6	Town Hall Commercial income	11,377	-	-	-	11,377	55,000	20.7%
7	Cemetery & Open Spaces income	34,099	-	-	-	34,099	122,575	27.8%
8	Bank Interest	771	-	-	-	771	2,000	38.5%
9	Interest & Dividends on Investments	5,001	-	-	-	5,001	16,000	31.3%
10	Misc income i.e sale of assets	-	-	-	-	0	2,000	0.0%
11	CIL Receipts	-	-	-	-	0	-	-
12	Shakespeare's Birthday Celebrations income	27,550	-	-	-	27,550	-	-
13	TCSP Income	-	-	-	-	0	-	-
14	**TOTAL INCOME:**	**580,961**	**-**	**-**	**-**	**580,961**	**1,205,519**	48.2%
15								
16	**Expenditure Summary**							
17	Market Expenditure	54,274	-	-	-	54,274	138,719	39.1%
18	Town Hall Commercial Expenditure	8,989	-	-	-	8,989	43,883	20.5%
19	Cemetery & Open Spaces	79,144	-	-	-	79,144	285,317	27.7%
20	Storage Costs	11,397	-	-	-	11,397	23,800	47.9%
21	Town Hall Operational & Admin	140,427	-	-	-	140,427	508,350	27.6%
22	Civic	7,561	-	-	-	7,561	78,700	9.6%
23	Initiatives & Town Projects	9,638	-	-	-	9,638	126,750	7.6%
24	CIL Expenditure	-	-	-	-	0	-	-
25	TCSP Expenditure	-	-	-	-	0	-	-
26	Shakespeare's Birthday Celebrations Expenditure	45,883	-	-	-	45,883	-	-
27	**TOTAL EXPENDITURE:**	**303,039**	**-**	**-**	**-**	**303,039**	**1,205,519**	25.1%
28	**NET Surplus / (Deficit)**	**277,922**	**0**	**0**	**0**	**277,922**	**0**	
29								
30	Deferred Income	13,733	-	-	-	13,733		
31								

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1	**Description**	**QTR 1**	**QTR 2**	**QTR 3**	**QTR 4**	**YTD Total**	**Actual Budget**	**% of Annual**
2		**Apr - June 26**	**July -Sept 26**	**Oct - Dec 26**	**Jan - Mar 27**	**2026-27**	**2026-27**	**Budget used**
38	**DETAILED REPORTS BY DEPARTMENT**							
39								
40	**Market**							
41	Market Income	90,457	-	-	-	90,457	184,532	49.0%
42	**Total Market Income:**	**90,457**	**-**	**-**	**-**	**90,457**	**184,532**	
43								
44	Market Professional fees	54,274	-	-	-	54,274	110,719	49.0%
45	Market - Christmas Festival	-	-	-	-	0	28,000	0.0%
46	**Total MarketExpenditure:**	**54,274**	**-**	**-**	**-**	**54,274**	**138,719**	**39.1%**
47	**Total Market NET Surplus / (Deficit):**	**36,183**	**0**	**0**	**0**	**36,183**	**45,813**	
48								
49	**Town Hall Commercial**							
50	Room Bookings income	9,362	-	-	-	9,362	40,000	23.4%
51	Wedding Ceremonies income	1,844	-	-	-	1,844	13,000	14.2%
52	Wedding Receptions income	-	-	-	-	0	2,000	0.0%
53	Sundry income	104	-	-	-	104	0	#DIV/0!
54	Event Security income	68	-	-	-	68	0	#DIV/0!
55	**Total Town Hall Commercial Income:**	**11,377**	**-**	**-**	**-**	**11,377**	**55,000**	**20.7%**
56								
57	Staff Costs	6,799	-	-	-	6,799	34,683	19.6%
58	Event Security Expenditure	-	-	-	-	0	1,800	0.0%
59	Cleaning Expenditure	-	-	-	-	0	900	0.0%
60	Operating Equipment	182	-	-	-	182	1,000	18.2%
61	Equipment & Furniture Purchases	1,833	-	-	-	1,833	0	#DIV/0!
62	Licence Fees	75	-	-	-	75	2,500	3.0%
63	Marketing Expenditure	100	-	-	-	100	3,000	3.3%
64	**Total Town Hall Commercial Expenditure**	**8,989**	**-**	**-**	**-**	**8,989**	**43,883**	**20.5%**
65	**Town Hall Commercial NET Surplus / (Deficit):**	**2,388**	**0**	**0**	**0**	**2,388**	**11,117**	**0**

	B	C	D	E	F	G	I	J
1	**Description**	**QTR 1**	**QTR 2**	**QTR 3**	**QTR 4**	**YTD Total**	**Actual Budget**	**% of Annual**
2		**Apr - June 26**	**July -Sept 26**	**Oct - Dec 26**	**Jan - Mar 27**	**2026-27**	**2026-27**	**Budget used**
66								
67	**Cemetery & Open Spaces**							
68	Cemetery Plot Purchases - Burials	10,880	-	-	-	10,880	55,000	19.8%
69	Cemetery Plot Purchases - Ashes	500	-	-	-	500	6,000	8.3%
70	Cemetery Interments - Burials	13,695	-	-	-	13,695	20,000	68.5%
71	Cemetery Interments - Ashes	1,620	-	-	-	1,620	4,000	40.5%
72	Cemetery Memorial Fees	1,400	-	-	-	1,400	8,500	16.5%
73	Cemetery Sundry Income	810	-	-	-	810	1,500	54.0%
74	Tranquility Garden - Plot fees	2,480	-	-	-	2,480	12,000	20.7%
75	Tranqulity Garden - Interment fees	240	-	-	-	240	500	48.0%
76	Tranquility Garden - Memorial Fees	2,125	-	-	-	2,125	3,500	60.7%
77	Allotment Income	-	-	-	-	0	175	0.0%
78	Mast Income	-	-	-	-	0	10,000	0.0%
79	Avon Mooring Income	349	-	-	-	349	1,400	24.9%
80	**Total Cemetery & Open Spaces Income**	**34,099**	**-**	**-**	**-**	**34,099**	**122,575**	**27.8%**
81								
82	Staff Costs	43,168	-	-	-	43,168	155,632	27.7%
83	Professional Fees & advertising	320	-	-	-	320	2,575	12.4%
84	Business & Water Rates	5,415	-	-	-	5,415	6,000	90.2%
85	Heating & Lighting	2,266	-	-	-	2,266	5,200	43.6%
86	Telecoms	126	-	-	-	126	500	25.3%
87	CCTV	179	-	-	-	179	700	25.5%
88	Travel & Subsistence	337	-	-	-	337	1,000	33.7%
89	Recruitment / Training	-	-	-	-	0	1,000	0.0%
90	Health & Safety	38	-	-	-	38	1,000	3.8%
91	Vehicle Costs inc. replacement contingency	4,235	-	-	-	4,235	22,000	19.3%

Stratford-upon-Avon Town Council

Management Accounts, 01 April 2026 to 31 March 2027

	B	C	D	E	F	G	I	J
1	**Description**	**QTR 1**	**QTR 2**	**QTR 3**	**QTR 4**	**YTD Total**	**Actual Budget**	**% of Annual**
2		**Apr - June 26**	**July -Sept 26**	**Oct - Dec 26**	**Jan - Mar 27**	**2026-27**	**2026-27**	**Budget used**
92	Cemetery - Equipment Costs	18,270	-	-	-	18,270	31,000	58.9%
93	Cemetery - Grounds Maintenance	2,346	-	-	-	2,346	8,500	27.6%
94	Cemetery - Special Repairs & Maintenance	-	-	-	-	0	15,000	0.0%
95	Cemetery - Grave Excavation Costs	1,800	-	-	-	1,800	5,700	31.6%
96	Cemetery - Sundry Seating & Trees	-	-	-	-	0	500	0.0%
97	Cemetery - Land Extension	-	-	-	-	0	15,000	0.0%
98	Tree Pruning (Bench Maint?)						2,000	0.0%
99	Open Spaces - Tree Maintenance						10,000	0.0%
100	Tranquility Garden - Memorial expenditure	165	-	-	-	165		#DIV/0!
101	Tranquility Garden - Repairs & Maintenance	-	-	-	-	0	1,000	0.0%
102	Garden of Remembrance - Repairs & Maintenance	-	-	-	-	0	1,000	0.0%
103	Holy Trinity Churchyard - Repairs & Maintenance	304	-	-	-	304	0	#DIV/0!
104	Allotments - Lease	-	-	-	-	0	10	0.0%
105	Allotments - Maintenance & Repairs	-	-	-	-	0	0	-
106	Avon Mooring Expenditure	173	-	-	-	173	0	-
107	Memorials - Special Repairs & Maintenance	-	-	-	-	0	0	-
108	**Total Cemetery & Open Spaces Expenditure**	**79,144**	**-**	**-**	**-**	**79,144**	**285,317**	**27.7%**
109								
110	**Cemetery & Open Spaces NET Surplus / (Deficit):**	**(-45,045)**	**0**	**0**	**0**	**(-45,045)**	**(-162,742)**	
111								
112	**Storage Costs**							
113	Unit Rent	5,171	-	-	-	5,171	16,000	32.3%
114	General Expenses / Maintenance	-	-	-	-	0	0	#DIV/0!
115	Rates	6,025	-	-	-	6,025	6,000	100.4%
116	Insurance	-	-	-	-	0	300	0.0%
117	Service Charge	200	-	-	-	200	1,500	13.3%
118	**Total Storage Costs**	**11,397**	**-**	**-**	**-**	**11,397**	**23,800**	**47.9%**
119								

	B	C	D	E	F	G	I	J
1	**Description**	**QTR 1**	**QTR 2**	**QTR 3**	**QTR 4**	**YTD Total**	**Actual Budget**	**% of Annual**
2		**Apr - June 26**	**July -Sept 26**	**Oct - Dec 26**	**Jan - Mar 27**	**2026-27**	**2026-27**	**Budget used**
120	**Town Hall - Operational & Admin Expenditure**							
121	NET Surplus/(Deficit)							
122	Staff Costs	66,527	-	-	-	66,527	312,160	21.3%
123	Legacy costs	-	-	-	-	0	7,800	0.0%
124	Staff Costs Bureau Fees	1,445	-	-	-	1,445	3,500	41.3%
125	Business & Water Rates	24,245	-	-	-	24,245	30,000	80.8%
126	Heating & Lighting	1,589	-	-	-	1,589	12,000	13.2%
127	Combined Liability Insurance	18,927	-	-	-	18,927	20,000	94.6%
128	Cleaning	1,138	-	-	-	1,138	6,000	19.0%
129	General Repairs & Maintenance	8,805	-	-	-	8,805	14,000	62.9%
130	Alarm & CCTV Systems	410	-	-	-	410	1,500	27.3%
131	Lift Costs	-	-	-	-	0	3,000	0.0%
132	Special Repairs, Maintenance & Projects inc. Quinque	1,235	-	-	-	1,235	19,500	6.3%
133	H&S inc. uniform	-	-	-	-	0	300	0.0%
134	Printing & Stationery	786	-	-	-	786	2,500	31.4%
135	Equipment Rental	234	-	-	-	234	1,800	13.0%
136	Office Equipment & Furniure	-	-	-	-	0	0	#DIV/0!
137	Publication Subscriptions	15	-	-	-	15	100	15.0%
138	Postage	202	-	-	-	202	400	50.4%
139	Telephony	738	-	-	-	738	2,500	29.5%
140	IT Costs	2,459	-	-	-	2,459	13,500	18.2%
141	Staff Training	-	-	-	-	0	4,245	0.0%
142	Staff Travel & associated costs	7	-	-	-	7	100	6.8%
143	Borough Records	-	-	-	-	0	0	#DIV/0!
144	Planning Consultation Fees	1,095	-	-	-	1,095	9,000	12.2%
145	Recruitment	324	-	-	-	324	2,500	13.0%
146	Professional fees	2,546	-	-	-	2,546	5,750	44.3%
147	Professional fees H&S	404	-	-	-	404	2,200	18.4%

	B	C	D	E	F	G	I	J
1	**Description**	**QTR 1**	**QTR 2**	**QTR 3**	**QTR 4**	**YTD Total**	**Actual Budget**	**% of Annual**
2		**Apr - June 26**	**July -Sept 26**	**Oct - Dec 26**	**Jan - Mar 27**	**2026-27**	**2026-27**	**Budget used**
148	HR Advice						4,045	0.0%
149	Audit Fees	903	-	-	-	903	5,000	18.1%
150	Advertising	-	-	-	-	0	250	0.0%
151	Website & Social Media	749	-	-	-	749	1,250	60.0%
152	Professional Subscriptions	3,541	-	-	-	3,541	4,000	88.5%
153	Meeting Expenses	-	-	-	-	0	250	0.0%
154	Bank Fees	96	-	-	-	96	700	13.8%
155	Investment Management Expenses	-	-	-	-	0	0	#DIV/0!
156	Rother Street Clock Tower	57	-	-	-	57	500	11.4%
157	Street Furniture Op & Maint Costs	891	-	-	-	891	1,500	59.4%
158	Election Fees	-	-	-	-	0	15,000	0.0%
159	Neighbourhood Plan Monitoring & Review	280	-	-	-	280	0	#DIV/0!
160	Strat BID	777	-	-	-	777	1,500	51.8%
161	**Total Town Hall Administration Expenditure**	**140,427**	**-**	**-**	**-**	**140,427**	**508,350**	**27.6%**
162								
163	**Civic Expenditure**							
164	Mayors Allowance	1,457	-	-	-	1,457	5,000	29.1%
165	Mayors Travel	594	-	-	-	594	4,500	13.2%
166	Mayors Civic Insignia	911	-	-	-	911	2,000	45.5%
167	Mayors Receptions - Formal	3,320	-	-	-	3,320	8,000	41.5%
168	Mayors Receptions - Informal	-	-	-	-	0	500	0.0%
169	SBC Contribution	-	-	-	-	0	25,000	0.0%
170	One off Events	-	-	-	-	0	4,500	0.0%
171	Honoraria	921	-	-	-	921	4,500	20.5%
172	Event Security inc. HVM	-	-	-	-	0	20,000	0.0%
173	Printing & Stationery	55	-	-	-	55	500	11.0%
174	Floral Decorations	25	-	-	-	25	400	6.3%
175	Civic services/ Gifts	32	-	-	-	32	300	10.6%
176	Civic Robes	248	-	-	-	248	500	49.6%

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2		**Apr - June 26**	**July -Sept 26**	**Oct - Dec 26**	**Jan - Mar 27**	**2026-27**	**2026-27**	**Budget used**
177	National Mourning Protocol	-	-	-	-	0	1,500	0.0%
178	Heritage Open Days (HODS)	-	-	-	-	0	0	#DIV/0!
179	DE / VE Day	-	-	-	-	0	1,500	0.0%
180	**Total Civic Expenditure**	**7,561**	**-**	**-**	**-**	**7,561**	**78,700**	**9.6%**
181	NET Surplus/(Deficit)							
182								
183	**Initiatives & Projects**							
184	Initiatives & Projects - Under £20k	-	-	-	-	0	15,000	0.0%
185	Initiatives & Projects - Over £20k	-	-	-	-	0	55,000	0.0%
186	Newsletters & Quality Status	-	-	-	-	0		#DIV/0!
187	Town Projects	-	-	-	-	0	7,500	0.0%
188	STC Contribition to Christmas Lights Switch-on	-	-	-	-	0	5,000	0.0%
189	STC Contribution to Town CCTV Partnership	8,468	-	-	-	8,468	35,000	24.2%
190	STC Contribution to TCSP	683	-	-	-	683	750	91.1%
191	Climate Change Initiative	487	-	-	-	487	8,500	5.7%
192	**Total Initiatives & Projects Expenditure**	**9,638**	**-**	**-**	**-**	**9,638**	**126,750**	**7.6%**
193	NET Surplus / Deficit							
194								
195								
196	*Indicates this budget line is linked to a year-end reserve transfer*							
197	*Indicates this nominal code was previously grouped and has been split*							
198	*Indicates this line's department loction has been corrected*							
199								

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1	**Description**	**QTR 1**	**QTR 2**	**QTR 3**	**QTR 4**	**YTD Total**	**Actual Budget**	**% of Annual**
2		**Apr - June 26**	**July -Sept 26**	**Oct - Dec 26**	**Jan - Mar 27**	**2026-27**	**2026-27**	**Budget used**
200	**Reserve Balances & Partnerships**							
201								
202	*** Balances of reserves are updated during the year end process ***							
203								
204	**General Reserve**							
205	*Balance is updated during the year end process*							
206	**General Reserve**	**321,342.27**	-	-	-			
207								
208	**Designated Reserves**							
209								
210	Cemetery Land Provision	78,926	-	-	-			
211	Holy Trinity Churchyard	7,563	-	-	-			
212	Building Maintenance Reserve	15,664	-	-	-			
213	Allotment Reserve	6,038	-	-	-			
214	Tranquillity Garden Reserve	1,000	-	-	-			
215	Events Reserve	9,642	-	-	-			
216	Vehicle Replacement	20,801	-	-	-			
217	Climate Change	6,198	-	-	-			
218	Christmas Festival	4,104	-	-	-			
219	Election Expenses	45,522	-	-	-			
220	TH Commercial Management	4,197	-	-	-			
221	Garden of Remembrance	1,000	-	-	-			
222	Memorials	10,000	-	-	-			
223	National Mourning Protocol	1,500	-	-	-			
224	Cemetery Special Repairs & Maintenance	5,000	-	-	-			
225	**Total Designated Reserves:**	**217,155**	**-**	**-**	**-**			
226								

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2		**Apr - June 26**	**July -Sept 26**	**Oct - Dec 26**	**Jan - Mar 27**	**2026-27**	**2026-27**	**Budget used**
227	**Restricted Reserves & Partnerships**							
228								
229	**Community Infrastructure Levy (CIL)**							
230	CIL Receipts	-	-	-	-			
231	CIL Expenditure	-	-	-	-			
232	*Movement in/(out of) reserve at year end*							
233	**Current Reserve Balance**	**355,343**	**-**	**-**	**-**			
234								
235	**Town Centre Strategic Partnership (TCSP)**							
236	TCSP Income	-	-	-	-			
237	TCSP Expenditure	-	-	-	-			
238	*Movement in/(out of) reserve at year end*							
239	**Current Reserve Balance**	**6,597**	**-**	**-**	**-**			
240								
241	**Shakespeare's Statue Restoration Reserve**							
242	Shakespeare's Statue Restoration Expenditure	-	-	-	-			
243	*Movement in/(out of) reserve at year end*							
244	**Current Reserve Balance**	**8,547**	**-**	**-**	**-**			
245								
246	**Special Events, Bird Estates Pole & Dais Reserve**							
247	Special Events, Bird Estates Pole & Dais Reserve	-	-	-	-			
248	*Movement in/(out of) reserve at year end*							
249	**Current Reserve Balance**	**7,933**	**-**	**-**	**-**			
250								

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2		**Apr - June 26**	**July -Sept 26**	**Oct - Dec 26**	**Jan - Mar 27**	**2026-27**	**2026-27**	**Budget used**
251	**Shakespeare's Birthday Celebrations (SBC)**							
252	SBC General Income	20,000	-	-	-			
253	SBC Donations	200	-	-	-			
254	SBC Flag Income	4,350	-	-	-			
255	SBC Community Parade Income	3,000	-	-	-			
256	**Total SBC Income**	**27,550**	**-**	**-**	**-**			
257								
258	Community Grant Expenditure	5,888	-	-	-			
259	Shields Repair & Maintenance	-	-	-	-			
260	Standard Replacements	-	-	-	-			
261	Flag Poles	3,980	-	-	-			
262	Insurance (recharge from main policy)	-	-	-	-			
263	Health & Safety	4,905	-	-	-			
264	Event Security	3,850	-	-	-			
265	Traffic Management & Barriers	15,138	-	-	-			
266	Parade	10,159	-	-	-			
267	Staff costs	160	-	-	-			
268	Operational Expenses	28	-	-	-			
269	Refreshments	1,133	-	-	-			
270	Friends & Volunteers Reception	642	-	-	-			
271	**Total SBC Expenditure**	**45,883**	**-**	**-**	**-**			
272	*Movement in/(out of) reserve at year end*							
273	**Current Reserve Balance**	**62,892**	**-**	**-**	**-**			
274								
275	**Total Restricted Reserves**	**441,311**	**-**	**-**	**-**			