Stratford-upon-Avon Town Council

Management Accounts, 01 April 2026 to 31 March 2027

	B	C	D	G	I	J
1	**Description**	**QTR 1**	**QTR 2**	**YTD Total**	**Actual Budget**	**% of Annual**
2		**Apr - June 26**	**July -Sept 26**	**2026-27**	**2026-27**	**Budget used**
3	**Income Summary**					
4	Precept	411,706	411,706	823,412	823,412	100.0%
5	Market income	90,457	186,113	276,570	184,532	149.9%
6	Town Hall Commercial income	11,377	12,075	23,452	55,000	42.6%
7	Cemetery & Open Spaces income	34,099	34,478	68,576	122,575	55.9%
8	Bank Interest	771	734	1,505	2,000	75.2%
9	Interest & Dividends on Investments	5,001	8,226	13,227	16,000	82.7%
10	Misc income i.e sale of assets	-	-	0	2,000	0.0%
11	CIL Receipts	-	12,358	12,358	-	-
12	Shakespeare's Birthday Celebrations income	27,550	27,550	55,100	-	-
13	TCSP Income	-	-	0	-	-
14	**TOTAL INCOME:**	**580,961**	**693,239**	**1,274,200**	**1,205,519**	105.7%
15						
16	**Expenditure Summary**					
17	Market Expenditure	54,274	-	54,274	138,719	39.1%
18	Town Hall Commercial Expenditure	8,989	13,007	21,996	43,883	50.1%
19	Cemetery & Open Spaces	79,144	48,369	127,513	285,317	44.7%
20	Storage Costs	11,397	4,191	15,587	23,800	65.5%
21	Town Hall Operational & Admin	140,427	88,849	229,275	508,350	45.1%
22	Civic	7,561	3,223	10,785	78,700	13.7%
23	Initiatives & Town Projects	9,638	60,196	69,834	126,750	55.1%
24	CIL Expenditure	-	5,811	5,811	-	-
25	TCSP Expenditure	-	-	0	-	-
26	Shakespeare's Birthday Celebrations Expenditure	45,883	53,230	99,113	-	-
27	**TOTAL EXPENDITURE:**	**303,039**	**276,876**	**579,916**	**1,205,519**	48.1%
28	**NET Surplus / (Deficit)**	**277,922**	**416,363**	**694,284**	**0**	
29						
30	Deferred Income	13,733	5,369	19,102		
31						

Stratford-upon-Avon Town Council

Management Accounts, 01 April 2026 to 31 March 2027

	B	C	D	G	I	J
1	**Description**	**QTR 1**	**QTR 2**	**YTD Total**	**Actual Budget**	**% of Annual**
2		**Apr - June 26**	**July -Sept 26**	**2026-27**	**2026-27**	**Budget used**
32	**Reserves Summary**					
33	General Reserve	321,342	321,342			
34	Designated Reserves	217,155	217,155			
35	Restricted Reserves	441,311	441,311			
36	**Total Reserves:**	**979,809**	**979,809**			
37						

	B	C	D	G	I	J
1	**Description**	**QTR 1**	**QTR 2**	**YTD Total**	**Actual Budget**	**% of Annual**
2		**Apr - June 26**	**July -Sept 26**	**2026-27**	**2026-27**	**Budget used**
38	**DETAILED REPORTS BY DEPARTMENT**					
39						
40	**Market**					
41	Market Income	90,457	186,113	276,570	184,532	149.9%
42	**Total Market Income:**	**90,457**	**186,113**	**276,570**	**184,532**	
43						
44	Market Professional fees	54,274	-	54,274	110,719	49.0%
45	Market - Christmas Festival	-	101	101	28,000	0.4%
46	**Total MarketExpenditure:**	**54,274**	**-**	**54,375**	**138,719**	**39.2%**
47	**Total Market NET Surplus / (Deficit):**	**36,183**	**186,113**	**222,195**	**45,813**	
48						
49	**Town Hall Commercial**					
50	Room Bookings income	9,362	7,359	16,721	40,000	41.8%
51	Wedding Ceremonies income	1,844	4,469	6,312	13,000	48.6%
52	Wedding Receptions income	-	-	0	2,000	0.0%
53	Sundry income	104	104	208	0	#DIV/0!
54	Event Security income	68	143	210	0	#DIV/0!
55		**11,377**	**12,075**	**23,452**	**55,000**	**42.6%**
56	***Note that booking fees are held in Deferred Income until the event has taken place***					
57						
58	Staff Costs	6,799	9,992	16,791	34,683	48.4%
59	Event Security Expenditure	-	-	0	1,800	0.0%
60	Cleaning Expenditure	-	-	0	900	0.0%
61	Operating Equipment	182	153	336	1,000	33.6%
62	Equipment & Furniture Purchases	1,833	1,950	3,784	0	#DIV/0!
63	Licence Fees	75	811	886	2,500	35.4%
64	Marketing Expenditure	100	100	200	3,000	6.7%
65	**Total Town Hall Commercial Expenditure**	**8,989**	**13,007**	**21,996**	**43,883**	**50.1%**
66	**Town Hall Commercial NET Surplus / (Deficit):**	**2,388**	**(-932)**	**1,456**	**11,117**	**(-0)**

	B	C	D	G	I	J
1	**Description**	**QTR 1**	**QTR 2**	**YTD Total**	**Actual Budget**	**% of Annual**
2		**Apr - June 26**	**July -Sept 26**	**2026-27**	**2026-27**	**Budget used**
67						
68	**Cemetery & Open Spaces**					
69	Cemetery Plot Purchases - Burials	10,880	3,150	14,030	55,000	25.5%
70	Cemetery Plot Purchases - Ashes	500	500	1,000	6,000	16.7%
71	Cemetery Interments - Burials	13,695	14,070	27,765	20,000	138.8%
72	Cemetery Interments - Ashes	1,620	1,440	3,060	4,000	76.5%
73	Cemetery Memorial Fees	1,400	5,020	6,420	8,500	75.5%
74	Cemetery Sundry Income	810	1,400	2,210	1,500	147.3%
75	Tranquility Garden - Plot fees	2,480	6,453	8,933	12,000	74.4%
76	Tranqulity Garden - Interment fees	240	240	480	500	96.0%
77	Tranquility Garden - Memorial Fees	2,125	2,205	4,330	3,500	123.7%
78	Allotment Income	-	-	0	175	0.0%
79	Mast Income	-	-	0	10,000	0.0%
80	Avon Mooring Income	349	-	349	1,400	24.9%
81	**Total Cemetery & Open Spaces Income**	**34,099**	**34,478**	**68,576**	**122,575**	**55.9%**
82						
83	Staff Costs	43,168	40,963	84,131	155,632	54.1%
84	Professional Fees & advertising	320	-	320	2,575	12.4%
85	Business & Water Rates	5,415	-	5,415	6,000	90.2%
86	Heating & Lighting	2,266	- 1,999	267	5,200	5.1%
87	Telecoms	126	126	252	500	50.4%
88	CCTV	179	193	372	700	53.1%
89	Travel & Subsistence	337	293	629	1,000	62.9%
90	Recruitment / Training	-	-	0	1,000	0.0%
91	Health & Safety	38	-	38	1,000	3.8%
92	Vehicle Costs inc. replacement contingency	4,235	4,924	9,160	22,000	41.6%

	B	C	D	G	I	J
1	**Description**	**QTR 1**	**QTR 2**	**YTD Total**	**Actual Budget**	**% of Annual**
2		**Apr - June 26**	**July -Sept 26**	**2026-27**	**2026-27**	**Budget used**
93	Cemetery - Equipment Costs	18,270	141	18,411	31,000	59.4%
94	Cemetery - Grounds Maintenance	2,346	2,423	4,769	8,500	56.1%
95	Cemetery - Special Repairs & Maintenance	-	-	0	15,000	0.0%
96	Cemetery - Grave Excavation Costs	1,800	600	2,400	5,700	42.1%
97	Cemetery - Sundry Seating & Trees	-	-	0	500	0.0%
98	Cemetery - Land Extension	-	-	0	15,000	0.0%
99	Tree Pruning (Bench Maint?)				2,000	0.0%
100	Open Spaces - Tree Maintenance				10,000	0.0%
101	Tranquility Garden - Memorial expenditure	165	364	529		#DIV/0!
102	Tranquility Garden - Repairs & Maintenance	-	-	0	1,000	0.0%
103	Garden of Remembrance - Repairs & Maintenance	-	-	0	1,000	0.0%
104	Holy Trinity Churchyard - Repairs & Maintenance	304	342	647	0	#DIV/0!
105	Allotments - Lease	-	-	0	10	0.0%
106	Allotments - Maintenance & Repairs	-	-	0	0	-
107	Avon Mooring Expenditure	173	-	173	0	-
108	Memorials - Special Repairs & Maintenance	-	-	0	0	-
109	**Total Cemetery & Open Spaces Expenditure**	**79,144**	**48,369**	**127,513**	**285,317**	**44.7%**
110	**Cemetery & Open Spaces NET Surplus / (Deficit):**	**(-45,045)**	**(-13,892)**	**(-58,937)**	**(-162,742)**	
111						
112	**Storage Costs**					
113	Unit Rent	5,171	4,057	9,229	16,000	57.7%
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	133	333	1,500	22.2%
118	**Total Storage Costs**	**11,397**	**4,191**	**15,587**	**23,800**	**65.5%**
119	NET Surplus/(Deficit)					

	B	C	D	G	I	J
1	**Description**	**QTR 1**	**QTR 2**	**YTD Total**	**Actual Budget**	**% of Annual**
2		**Apr - June 26**	**July -Sept 26**	**2026-27**	**2026-27**	**Budget used**
120						
121	**Town Hall - Operational & Admin Expenditure**					
122	Staff Costs	66,527	56,386	122,913	312,160	39.4%
123	Legacy costs	-	4,025	4,025	7,800	51.6%
124	Staff Costs Bureau Fees	1,445	650	2,095	3,500	59.9%
125	Business & Water Rates	24,245	-	24,245	30,000	80.8%
126	Heating & Lighting	1,589	1,448	3,037	12,000	25.3%
127	Combined Liability Insurance	18,927	-	18,927	20,000	94.6%
128	Cleaning	1,138	1,505	2,644	6,000	44.1%
129	General Repairs & Maintenance	8,805	7,139	15,944	14,000	113.9%
130	Alarm & CCTV Systems	410	177	587	1,500	39.1%
131	Lift Costs	-	897	897	3,000	29.9%
132	Special Repairs, Maintenance & Projects inc. Quinque	1,235	- 1,235	0	19,500	0.0%
133	H&S inc. uniform	-	-	0	300	0.0%
134	Printing & Stationery	786	1,254	2,040	2,500	81.6%
135	Equipment Rental	234	284	518	1,800	28.8%
136	Office Equipment & Furniure	-	1,725	1,725	0	#DIV/0!
137	Publication Subscriptions	15	17	32	100	32.1%
138	Postage	202	4	206	400	51.5%
139	Telephony	738	848	1,586	2,500	63.5%
140	IT Costs	2,459	2,941	5,401	13,500	40.0%
141	Staff Training	-	1,320	1,320	4,245	31.1%
142	Staff Travel & associated costs	7	19	26	100	25.7%
143	Borough Records	-	-	0	0	#DIV/0!
144	Planning Consultation Fees	1,095	1,445	2,540	9,000	28.2%
145	Recruitment	324	2,491	2,815	2,500	112.6%
146	Professional fees	2,546	1,475	4,021	5,750	69.9%
147	Professional fees H&S	404	1,296	1,700	2,200	77.3%

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2		**Apr - June 26**	**July -Sept 26**	**2026-27**	**2026-27**	**Budget used**
148	HR Advice				4,045	0.0%
149	Audit Fees	903	329	1,232	5,000	24.6%
150	Advertising	-	-	0	250	0.0%
151	Website & Social Media	749	29	779	1,250	62.3%
152	Professional Subscriptions	3,541	263	3,804	4,000	95.1%
153	Meeting Expenses	-	-	0	250	0.0%
154	Bank Fees	96	85	181	700	25.9%
155	Investment Management Expenses	-	379	379	0	#DIV/0!
156	Rother Street Clock Tower	57	367	424	500	84.9%
157	Street Furniture Op & Maint Costs	891	1,106	1,997	1,500	133.1%
158	Election Fees	-	-	0	15,000	0.0%
159	Neighbourhood Plan Monitoring & Review	280	180	460	0	#DIV/0!
160	Strat BID	777	-	777	1,500	51.8%
161	**Total Town Hall Administration Expenditure**	**140,427**	**88,849**	**229,275**	**508,350**	**45.1%**
162						
163	**Civic Expenditure**					
164	Mayors Allowance	1,457	40	1,497	5,000	29.9%
165	Mayors Travel	594	778	1,372	4,500	30.5%
166	Mayors Civic Insignia	911	300	1,211	2,000	60.5%
167	Mayors Receptions - Formal	3,320	-	3,320	8,000	41.5%
168	Mayors Receptions - Informal	-	186	186	500	37.2%
169	SBC Contribution	-	-	0	25,000	0.0%
170	One off Events	-	22	22	4,500	0.5%
171	Honoraria	921	1,679	2,600	4,500	57.8%
172	Event Security inc. HVM	-	100	100	20,000	0.5%
173	Printing & Stationery	55	22	77	500	15.4%
174	Floral Decorations	25	-	25	400	6.3%
175	Civic services/ Gifts	32	76	108	300	36.0%
176	Civic Robes	248	20	268	500	53.6%

	B	C	D	G	I	J
1	**Description**	**QTR 1**	**QTR 2**	**YTD Total**	**Actual Budget**	**% of Annual**
2		**Apr - June 26**	**July -Sept 26**	**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**	**3,223**	**10,785**	**78,700**	**13.7%**
181	NET Surplus/(Deficit)					
182						
183	**Initiatives & Projects**					
184	Initiatives & Projects - Under £20k	-	12,656	12,656	15,000	84.4%
185	Initiatives & Projects - Over £20k	-	-	0	55,000	0.0%
186	Newsletters & Quality Status	-	-	0		#DIV/0!
187	Town Projects	-	5,250	5,250	7,500	70.0%
188	STC Contribition to Christmas Lights Switch-on	-	5,000	5,000	5,000	100.0%
189	STC Contribution to Town CCTV Partnership	8,468	33,873	42,341	35,000	121.0%
190	STC Contribution to TCSP	683	-	683	750	91.1%
191	Climate Change Initiative	487	3,417	3,904	8,500	45.9%
192	**Total Initiatives & Projects Expenditure**	**9,638**	**60,196**	**69,834**	**126,750**	**55.1%**
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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2		**Apr - June 26**	**July -Sept 26**	**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**	**321,342**			
207						
208	**Designated Reserves**					
209						
210	Cemetery Land Provision	78,926	78,926			
211	Holy Trinity Churchyard	7,563	7,563			
212	Building Maintenance Reserve	15,664	15,664			
213	Allotment Reserve	6,038	6,038			
214	Tranquillity Garden Reserve	1,000	1,000			
215	Events Reserve	9,642	9,642			
216	Vehicle Replacement	20,801	20,801			
217	Climate Change	6,198	6,198			
218	Christmas Festival	4,104	4,104			
219	Election Expenses	45,522	45,522			
220	TH Commercial Management	4,197	4,197			
221	Garden of Remembrance	1,000	1,000			
222	Memorials	10,000	10,000			
223	National Mourning Protocol	1,500	1,500			
224	Cemetery Special Repairs & Maintenance	5,000	5,000			
225	**Total Designated Reserves:**	**217,155**	**217,155**			
226						

	B	C	D	G	I	J
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2		**Apr - June 26**	**July -Sept 26**	**2026-27**	**2026-27**	**Budget used**
227	**Restricted Reserves & Partnerships**					
228						
229	**Community Infrastructure Levy (CIL)**					
230	CIL Receipts	-	12,358			
231	CIL Expenditure	-	5,811			
232	*Movement in/(out of) reserve at year end*					
233	**Current Reserve Balance**	**355,343**	**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**	**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**	**8,547**			
245						
246	**Special Events, Bird Estates Reserve**					
247	Special Events, Bird Estates Expenditure	-	-			
248	*Movement in/(out of) reserve at year end*					
249	**Current Reserve Balance**	**7,933**	**7,933**			
250						

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2		**Apr - June 26**	**July -Sept 26**	**2026-27**	**2026-27**	**Budget used**
251	**Shakespeare's Birthday Celebrations (SBC)**					
252	SBC General Income	20,000	20,000			
253	SBC Donations	200	200			
254	SBC Flag Income	4,350	4,350			
255	SBC Community Parade Income	3,000	3,000			
256	**Total SBC Income**	**27,550**	**27,550**			
257						
258	Community Grant Expenditure	5,888	5,888			
259	Shields Repair & Maintenance	-	-			
260	Standard Replacements	-	-			
261	Flag Poles	3,980	3,980			
262	Insurance (recharge from main policy)	-	-			
263	Health & Safety	4,905	4,997			
264	Event Security	3,850	3,850			
265	Traffic Management & Barriers	15,138	15,138			
266	Parade	10,159	10,159			
267	Staff costs	160	7,415			
268	Operational Expenses	28	28			
269	Refreshments	1,133	1,133			
270	Friends & Volunteers Reception	642	642			
271	**Total SBC Expenditure**	**45,883**	**53,230**			
272	*Movement in/(out of) reserve at year end*					
273	**Current Reserve Balance**	**62,892**	**62,892**			
274						
275	**Total Restricted Reserves**	**441,311**	**441,311**			