



Cranbrook Town Council

Business Plan 2019-2024

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Foreword by the Town Council's Chairman

Cranbrook is now six years old since first occupations but remains a work in progress with development in the town continuing until far beyond the scope of this plan. The Town Councillors and staff are working hard to ensure that public facilities are provided in the town.

As a completely new development we know that these much-needed facilities will come from funding raised by the sale of new homes. With that in mind we are working very closely with the developers and planning authority to ensure that development comes forward at both the right pace and at the right quality and that infrastructure and facilities are delivered at the appropriate time and place. There are many things which we would all like to see in the Town but we all need to accept that not everything will happen immediately.

The Town Council is working within a number of uncertainties not least the outcome of the Cranbrook Masterplan preferred options document. On top of that we know that Cranbrook, as it expands, will encroach into the current land areas of surrounding parishes. We have an expectation that East Devon District Council will carry out a further governance review of the parish boundaries to ensure that the entire extent of the development of Cranbrook sits within the governance of the Town Council. We need to ensure that council tax receipts which are needed for the Town Council to manage the town facilities are available to the Town Council.

Your Town Councillors have produced this Five-Year Plan in order to inform you what you might expect from the Town Council during that period. It also provides you with some up-to-date information about how the Town Council operates which you might find informative.

We hope that the contents of this document will give you the confidence to believe that your town is being managed in an efficient, forward-thinking, and effective way.

Cllr Kevin Blakey
Chairman
Cranbrook Town Council

1. Introduction

What is the purpose of this document?

This Plan is our blueprint for how Cranbrook Town Council will work in a co-ordinated way in the best interests of all who live and work in our town. It sets out our vision, objectives and priorities.

It is our 'action plan' for the next five years.

This Plan will drive and determine the direction and content of our strategies and our resources, particularly through the budget process. The detailed content of the Plan will be strongly influenced by other work and will need to be regularly reviewed and updated accordingly. Internal pressure will largely arise from plans to improve service quality and the availability of resources. External pressure will arise particularly from our partnership work with the Consortium, Developers, Exeter and East Devon Growth Point, local planning authority East Devon District Council, County Council and changes in legislation.

Later in the Plan we have identified:

- The key priorities associated with Cranbrook Town Council's vision and long-term outcomes
- The priorities and actions of the Council over the next five years

Why do we need a plan?

The Plan helps ensure that the Council can take a planned and consistent approach to the design and delivery of services, how we prioritise and allocate resources and how we achieve value for money.

How do we ensure community involvement?

The Council recognises both national and local priorities especially those within the East Devon Local Plan and the Cranbrook Masterplan in addition to the National Planning Policy Framework and other local government legislation. The meetings of the Council are open to members of the public and we encourage attendance and provide the opportunity for the public to speak at our meetings. We have both a website and social media presence which recognises that the favoured method of communication within Cranbrook is social media. We also make use of more traditional channels of communication including noticeboards and we work closely with the local press.

This new Plan sets out for elected councillors, staff, and the community we serve our mission, purpose and priorities for the next five years.

2. Cranbrook

Cranbrook lies to the north-east of Exeter, approximately 2km to the east of the M5 motorway and north of the A30. The northern extent of Cranbrook is formed by the West of England Railway Line which serves Cranbrook railway station providing direct services to Exeter St Davids and London Waterloo. Exeter Airport lies to the immediate south-west.

Development is on former agricultural land and around an existing flood plain. The locality has a small number of existing rural dwellings and one small hamlet which will be within the town once it is complete.

Cranbrook commenced development in 2011 with first home occupations in 2012. Since its commencement three phases of development have been completed, a fourth in the process of development with further phases in the process of reserved matters planning. Once complete this will take the town to 3500 homes. Further expansion areas are planned, taking the town to around 8000 homes by the end of the East Devon District Council Local Plan period (2031).

To the west, between Cranbrook and the M5, further employment development is taking place at Skypark (warehouse, distribution and office space), Science Park (High Tech industry and Met Office) and Hayes Farm (the existing Lidl distribution centre and other large warehouse and distribution facilities which ultimately will become Exeter Logistics Park). These will provide extensive local employment opportunities to supplement those within the town.

Education is provided by two existing schools with primary education for up to 420 pupils at St. Martin's Primary School and all through facilities at Cranbrook Education Campus. Further schools are planned within the expansions areas.

The Younghayes Centre, a multi-purpose building in Phase 1 currently houses the Exeter and East Devon Growth Point team, the Town Council, Action East Devon, a library, a small medical practice, a small meeting room and a sports hall which is predominantly used for meetings and social space. The building is adjacent to a small parade of neighbourhood shops.

With the exception of the Cranberry Farm public house, which provides a vibrant social environment for residents of the town and beyond, the Town Centre remains to be developed and this is a particular focus for the Town Council.

3. Overview of the Town Council

The Council was created by a Governance Review in 2015 and is made up of 12 Councillors who are elected every four years. The first Town Council was elected through planned elections in May 2015 and are scheduled to be held again in May 2019.

The Chairman and Vice-Chairman are elected by the Councillors at the annual meeting of the Town Council in May each year.

There are three committees: Amenities, Finance & Personnel and Planning.

A Local Action Group (LAG) has been formed where Town Council and partners meet to respond to issues affecting the community. The LAG reports to and co-ordinates with the East and Mid-Devon Community Safety Partnership and is primarily concerned with community safety and crime reduction.

There are three standing working groups – Asset Delivery; Town Events and Safety. Other working groups are formed to deal with specific issues as they emerge.

The full Council meets monthly. The Amenities Committee and the Finance and Personnel Committee meet approximately every six weeks. The Planning Committee is called as required to meet the 21-day timescale for commenting on planning applications and other planning matters.

Full Council meetings and committee meetings are held in the Younghayes Centre and are open to the public. Agendas for full Council and all committee meetings make provision for members of the public to speak, make representations, ask questions or give evidence in respect of the business on the agenda.

On 1 January 2019 the town had an electorate of approximately 3,500 and around 1,950 households. The current growth rate is between 150 and 200 new homes per annum but this is expected to rise over the next five years.

The Town Clerk and other Council employees work from the Town Council office located in the Younghayes Centre.

The Council has adopted the General Power of Competence, a legal power which enables the Council to undertake a wider range of activities to serve the community.

The Town Council is non-political and non-religious in nature, and serves all members of the community, regardless of their age, race, sex, national origin, religion, disability or sexual orientation.

4. Management Structure

The administration of the Town Council is carried out by a qualified Town Clerk who has been appointed by the Council and employed on a full-time basis. The Town Clerk is required to carry out all the functions required by law as the Town Council's Proper Officer and Responsible Financial Officer (RFO).

From April 2019 onwards, two members of staff provide administrative support to the Town Clerk and the Council and have responsibility for specific activities, including providing administrative support to the Amenities and Planning Committees, website, asset register, risk assessment, allotments, management of the Younghayes Centre (including the bookings for the main hall and the meeting room), regular play park inspections and social media and are often the first point of contact for the community.

One of those appointments will be a Deputy Clerk. As the town grows and with it the Town Council's adoption, ownership and responsibilities of additional assets, this appointment is essential to efficiently manage the Council's affairs and responsibilities.

The provision of youth services is seen as a key function in this emerging Town. The Section 106 agreement provides for basic youth provision represented by the presence of a youth bus for two hours on two evenings a week. This is provided by SPACE and commissioned by Devon County Council. To supplement this the Town Council has commissioned Youth Genesis to provide youth club and outreach services on two further evenings a week. The youth club operates a membership scheme and has good attendance but the Town Council is conscious that there are a number of youths who are not engaged hence the outreach service which is proving to be effective. The Town Council is seeking to extend the service provided by Youth Genesis as funds permit.

Town Centre development will require the engagement of a town centre manager but for the purposes of this plan it is assumed that this will be in partnership with East Devon District Council and that any costs will be met from town centre income. These anticipated costs do not, therefore, figure in the financial plan set out at the end of this document as appendix A.

With responsibility for managing the town's extensive areas of open space, the Town Council intends to appoint a Country Park Ranger to bring forward both expertise and education in country park management. Previously a ranger was employed by East Devon District Council from funds provided from development. When East Devon District Council decided not to continue with that employment the Town Council sought to have the S106 funds transferred to it to enable the role to continue. As soon as East Devon District Council makes the necessary legal arrangements for the funds to be transferred, the Town Council will advertise the post and appoint a country park ranger for Cranbrook.

There are a number of functions which fall to the Town Council which are subject to the Section 106 agreement between developers and East Devon District Council. These include management of the urban drainage system, establishment of play parks in conjunction with the Consortium and allotments. The Town Council has requested that the appropriate deed of variation be brought forward to ensure that the Town Council has the funds which go with these responsibilities.

(NOTE: A Section 106 agreement is a legal agreement between a local planning authority and developers which outlines the amount and extent of contributions, e.g. assets, facilities and amenities, which the developers are obliged to deliver).

5. Corporate Vision

We see Cranbrook Town Council as a modern organisation which strives to be open to all, transparent and responsive. We pride ourselves in working with and for people in order to help create a place where everyone feels part of a strong, prosperous and vibrant community. We want Cranbrook to be a safe, clean, healthy and green environment where everyone is proud to live and bring up their families.

The Council aspires to be a leader in the development in the town and is working hard together with partner organisations to drive future development, including an inviting and attractive town centre, to propose suggestions for improvement to existing and future infrastructure, and to resolve outstanding issues affecting the town.

The Council initiated and holds regular monthly meetings with key delivery partners to identify and resolve delivery issues. These meetings have been very effective in finding practical solutions to resolve issues as they arise quite simply by bringing all the key players round the table.

In April 2018 the Town Council adopted responsibility for management of the delivered areas of country park, two play parks and other areas of public open space including verges. The Town Council also took on responsibility for litter picking and litter bin emptying. Towards the end of October 2018, with the adoption of the first roads in the town, certain statutory responsibilities for litter were taken over by the District Council and that authority now has responsibility for the litter and bins in the adopted areas. In addition East Devon District Council has agreed to extend its litter bin clearance role to include the litter bins along the unadopted but open areas of the Main Local Route (MLR).

The Town Council will continue to adopt and manage more assets including:

- Multi-purpose town hall (see below);
- Spaces for the arts and sculptures;
- Skate park;
- Further areas of Country Park and the Ecology Park;
- Further play areas and Trim Trail;
- Sports provision; and
- Allotments.

The Council is also looking to provide many services, including the maintenance of community areas and open spaces, hosting community events, community competitions and opportunities for young people.

The Council is working together with partner organisations in the delivery of

- excellent public transport;
- 21st century telecommunications;
- top class sport and leisure facilities;
- road policing and speed control;
- Cranbrook as a destination, e.g. the shopping location outside Exeter;
- cycle routes and facilities;
- hire bikes;
- car-sharing;
- enterprise, business development and support; and
- improvements to the Country Park.

In taking this work forward, the Town Council is conscious of the financial pressures and limitations which it faces and is prepared to campaign for the facilities which a town the eventual size and scale of Cranbrook requires. But there will be some difficult choices to make along the way.

The Town is well served by a half-hourly bus service to Exeter which is funded by s106 payments. At busy times there have been some issues with lack of capacity especially being able to accommodate parents with children in pushchairs and prams. The Section 106 funding will cease in spring 2019 and the Town Council is in discussion with Devon County Council and Stagecoach to improve the service as it moves to being more commercially driven. Possibilities include a more frequent service between Cranbrook and Exeter and improved integration with the train service.

Delivery of the town centre is crucial to the economic and social well-being of the town and the Town Council will work with the developers and Local Planning Authority to bring forward a vibrant and modern space. The key question in the 21st century is what a modern town centre looks like. With Exeter just nine minutes away by train and with good local connections, the town centre in Cranbrook needs to have that unique selling point to attract both townsfolk and neighbours.

The Town Council is looking to commission a multi-purpose town hall in the centre of Cranbrook in partnership with other agencies. The vision is that this building will incorporate the Town Council offices and Council Chamber, a library, a café-bar, a catering kitchen, toilets, small business units, flexible meetings spaces and exhibition space. The Council hopes that the Town Hall will be at the heart of the community of Cranbrook as the hub for community and social activities, and will benefit residents, tradespeople and visitors alike.

The Town Hall will be built alongside a new town square which will afford opportunities for outdoor events, celebrations and a market.

The Town Council is also engaged in discussions about the delivery of other town centre facilities including a Health and Wellbeing Hub and leisure centre. In addition the Town Council feels that a skate park is an essential element of any modern town. The funds are available for this to be brought forward and the Town Council is waiting for the Planning Authority to make a decision on the location.

6. Financial Information

The budgeted annual expenditure for the Council for 2019-20 is £474,068.00. This is funded from the Council's activities and the Cranbrook element of the council tax known as the precept, which for 2019-20 is £409,648.00.

The precept is collected through the council tax system on our behalf by East Devon District Council as the rating authority.

The Town Council's five-year business plan will set out projected details of its future spending in order that residents can receive an indication of what the precept will be in the future.

The average council tax Band D for 2019-20 is £256.03 which is contributed directly to the Town Council. This represents a 0% increase on the preceding year with increased revenue being provided solely by the increase in the tax base, i.e. the number of occupied properties in Cranbrook. The aim over the five-year period of the plan is to maintain council tax at the same level with annual increases in precept to meet increasing service demands being delivered from annual increases in housing numbers only. It is therefore crucial to this that the local planning authority East Devon District Council maintains a constant throughput of housing supply over the delivery period of its Local Plan.

The Council will adopt a balanced approach to capital expenditure in respect of the procurement of new assets and the maintenance of its existing assets. The first priority should, however, be developing and maintaining existing assets.

The Council will seek to maximise capital receipts from the sale of any assets which are deemed surplus to requirements in the future. No targets for capital receipts have been set at this point. Additional income may also be generated, where appropriate, through renting, leasing etc. of the Town Council's assets.

The Council has adopted a risk-based policy and approach to its levels of reserves which will be reviewed annually or more frequently if necessary. Reserves should reflect around 50% of operating revenue but the Town Council, recognising the desire to maintain council tax as low as possible, will gradually build reserves over the period of the plan from any budgeted underspends. Reserves will only be held above the minimum level for specific, earmarked purposes.

Councillors have taken the decision not to claim an allowance for their duties.

7. Council's Functions

There are three key drivers which will influence the functions of the Town Council over the short and medium term:

The first key driver is the decision taken towards the end of the 2017-18 administrative year to work with the Developer Consortium to adopt delivered areas of open space. This was effective from 1 April 2018.

The second key driver is the decision taken by Council in December 2017 to work with East Devon District Council to adopt responsibility for ownership and management of the Younghayes Centre as soon as possible. Following extensive negotiations this has now been achieved.

The third key driver is the current attitude of higher tier councils (mainly driven by constraints on their funding and the reduction and the expected eventual cessation of the central government grant) to be reluctant to adopt anything other than their statutory responsibilities.

As the town grows we can therefore expect Devon County Council to gradually adopt the highways and street lighting and East Devon District Council to continue to collect kerbside waste and recycling and to street clean and empty litter bins on the main local routes. Beyond these statutory responsibilities any discretionary functions which fall to a local authority will ultimately fall to the Town Council.

From April 2018 the Town Council adopted ownership and responsibility for managing those parts of the Country Park (including drainage) which have been laid out together with the two play parks which had been delivered at that date and a number of additional areas of public open space.

As the town grows and other areas of open space and recreation come forward, these will pass to the Town Council once they have been completed satisfactorily and undergone a 12 months maintenance period – effectively a guarantee period during which they remain within the responsibility of the Developer Consortium. This process provides the Town Council with comfort that assets are properly delivered and within a timescale which allows the Council to budget accordingly.

Over the next five years the Council expects to adopt further facilities including additional areas of Country Park, an Ecology Park, six more play parks (including a trim trail and multi-use games area (MUGA)), a skate park, sports facilities and associated drainage facilities. This is an ambitious programme linked to an ambitious housing delivery timescale which could eventually see between 350 and 500 homes delivered in Cranbrook per year.

The decision to adopt the Younghayes Centre was driven by two important factors – the need to ensure that it remains available as a community resource within the town and the opportunity to develop its use both as a community asset and a source of income to support the delivery of local services.

The development and management of key assets such as open space, play parks and the Younghayes Centre will form a large part of the Town Council's functions over the short and medium term but in addition the town is a key partner in the delivery of housing and other development as well as a statutory consultee on the many planning applications which will come forward over the next few years.

The nature of the development of Cranbrook – essentially a private development funded from house sales – dictates that the future delivery of infrastructure and assets stem from the various legal agreements associated with planning applications. To this end the Town Council will work closely with the Consortium and other key partners to ensure that facilities are provided in accordance within the framework of those legal agreements.

In addition, the Town Council through its Asset Delivery Working Party will work with developers and partners to monitor delivery and ensure that any identified defects are corrected.

The Town Council will support the wider community by providing grant funding support for local groups with the longer-term aim of supporting their individual sustainability.

The town benefits from district heating which will bring forward considerable savings in carbon emissions and the Town Council will continue to work closely with E.ON to ensure that this service is delivered appropriately.

The town has access to high speed fibre broadband delivered through a range of providers. The Town Council will continue to work closely with all providers to ensure that this service is delivered to the community.

One of the key utility areas which needs further development is the delivery of an effective 3G and 4G mobile phone service. The Town Council has been working closely with the principal providers and has been instrumental in delivering key infrastructure to provide this service. The Town Council will continue in this regard.

The Town Council recognises how approachable all utilities have been in working closely and effectively with the Town Council – more so than might have been expected. The Town Council will build on this and continue to work with all utility companies and providers.

As one of the ten Healthy New Towns (HNT) in the UK, Cranbrook Town Council has been working with the Director of the HNT project and other key partners to deliver the HNT action plan. Health is a key factor in the development of the town and the announcement, in November 2017, that the joint Exeter and Cranbrook Sport England bid was successful heralds an exciting period in the future development of the town. Cranbrook will see Sport England investment of £315,000.00 over two years from 2019 including securing the HNT legacy, the development of community networks, provision of easy-access funding for community groups and a shared community development resource.

Community development was provided between spring 2013 until April 2018 from Section 106 funding provided to East Devon District Council who, in turn, had commissioned Action East Devon to deliver the service. During the five-year period two community development workers were appointed whose role was to support community activities and bring people together, support development of community infrastructure and support youth activities and social cohesion.

One of the key roles of the community development worker during the first five years was the establishment and support of local groups. This is a role which Action East Devon perform in the remainder of East Devon but did not perform in Cranbrook. Since the end of the Section 106 funding Action East Devon are now funded to perform that basic role in Cranbrook.

Approximately £38,000.00 of Section 106 funds for community development work remains unspent. The Town Council has been working with partners to try to establish further community development work in the town but with the realigned focus of health and activity, employability and skills and financial inclusion and money management. This may require the employment of at least two part-time workers to provide the breadth of skills required to meet these important needs of the town.

The functioning of the Town Council is quite unique in that it involves many roles which town councils do not traditionally perform. This stems from the point made above that the top-tier councils of Devon County Council and East Devon District Council have made a conscious decision not to undertake any roles in the town other than those which they are required to perform by statute. Some examples of this are:

- Taking forward and resolving with the Consortium and developers any generic development and infrastructure issues;
- Bringing together all key partners in round-table meetings to resolve issues;
- Arranging and supporting community engagement with E.ON;
- Promoting and supporting community engagement with broadband providers;
- Working with mobile phone providers to improve mobile signal in Cranbrook;
- Working with the Police and Crime Commissioner and Devon and Cornwall Police to improve policing in the town and resolve misunderstandings about speed and other traffic enforcement;
- Working with the two schools in Cranbrook to address highways safety concerns at school drop-off and pick-up times;
- Working with the Consortium to bring forward top-quality sports facilities including a pavilion. In this regard we are also working with sports teams;
- Successfully adopting public open space and managing a successful, EU-wide open tender to minimise costs;
- Providing litter picking and bin emptying services in public open space and reducing costs through a public procurement exercise.

8. Reviewing this plan

This plan will be an annual item on the agenda of the Town Council to ensure that it remains relevant and focused on the key areas of responsibility and objectives. Any changes will be rolled forward through the budget cycle for the forthcoming financial year.

9. Consultation

Our Plan will continue to be a main way of telling you what we are doing to meet the needs of the community.

Please tell us what you think about our Plan. We welcome your comments and would particularly appreciate your views on its content and format. If you require any further information which would help you understand what we are trying to achieve, please let us know.

We can also provide additional information on the issues raised in this document or put you in touch with the relevant person within the Town Council for more detailed information.

More information about the Town Council, including an electronic version of this document, is available on our website www.cranbrooktowncouncil.gov.uk.

Copies of this Plan are available at our Town Council offices.

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Appendix A – Forward Budgets

There are two major contributing factors which directly influence and inform the budgeting process: The rate of delivery of house building which determines the council tax base (the number of homes each year used in the calculation of the council tax) and the timing and process of delivery of open space assets.

The Town Council has established arrangements with the developers for a programme of open space delivery and a structure which provides the Town Council with sufficient notice to ensure that delivery and adoption follows the budget-setting process. This arrangement includes notification that a section of open space is to be laid out, its completion and the start of a one-year maintenance (guarantee) period at the end of which the land is adopted by the Town Council. This structure and timescale means that the Town Council is aware that a section of open space is to be delivered ahead of the autumn budget-setting process and that actual delivery will not be before the commencement of the subsequent financial year.

During the financial year 2019-20 the assets under Town Council management include the Younghayes Centre, Phases 1, 2 and 3 of the Country Park, play areas at St Martin's, Hayes Square and Northwood Acres and the Crannaford allotments. We are also expecting delivery of the sports pitches at Ingrams and are awaiting a planning application for a MUGA, all-weather pitch and a pavilion.

In 2020-21 we expect to take responsibility for the Ecology Park, at least two more play areas, a trim trail and the Southbrook allotments. In the subsequent three financial years we expect the delivery of further play areas, more sports facilities and areas of open space.

The Town Council will need to carefully plan its budgeting to meet this asset delivery and will seek to maintain pressure on the level of further development to ensure that it keeps pace with the financial demands placed on the town's community.

In addition to the programme of asset delivery the Town Council is seeking to deliver additional services but these are dependent upon additional funding streams. These services include community development through the employment of two part-time roles focussing on health and wellbeing and skills and employability. The Town Council has ca. £20,000.00 in the current budget to which we aim to add a further £38,000.00 from Section 106 funds and £50,000.00 Sport England funding to provide the service over an initial three-year period and achieve sustainability beyond that.

The Town Council is also awaiting the transfer of funds to maintain drainage and employ a Country Park Ranger. Both await the requisite legal agreements which are in preparation.

The Town Council will add these service costs and income to the budget once all of the legal matters have been finalised and funds secured.

The table below sets out the key elements of the budget over the next five years, but this information will need to be refined as the build rate and infrastructure delivery emerges. Full details are on the Council's website at www.cranbrooktowncouncil.gov.uk/finance/.

	2019-20	2020-21	2021-22	2022-23	2023-24
House Numbers	1,900	2,100	2,350	2,600	2,900
Tax Base	1,600	1,715	1,850	2,000	2,200
Precept £	£409,648.00	£439,091.45	£473,655.50	£512,060.00	£563,266.00
Band D	256.03	256.03	256.03	256.03	£256.03
Income	£	£	£	£	£
Precept	£409,648.00	£439,091.45	£473,655.50	£512,060.00	£563,266.00
Interest	£340.00	£100.00	£100.00	£100.00	£100.00
Younghayes	£59,500.00	£52,000.00	£54,000.00	£55,000.00	£55,000.00
Allotments	£1,680.00	£2,400.00	£3,360.00	£3,360.00	£3,360.00
Solar	£1,400.00	£1,400.00	£1,400.00	£1,400.00	£1,400.00
Other Income	£1,500.00	£1,500.00	£1,500.00	£1,500.00	£1,500.00
Total	474,068.00	£496,491.45	£534,015.50	£573,420.00	£624,626.00
Payments	£	£	£	£	
Staffing	£97,500	£100,000.00	£103,500.00	£107,000.00	£110,000.00
Pension and NI	£26,000.00	£27,500.00	£29,000.00	£32,000.00	£35,000.00
Open Space	£200,000.00	£225,000.00	£240,000.00	£250,000.00	£260,000.00
Younghayes Centre	£40,000.00	£41,000.00	£43,000.00	£47,000.00	£50,000.00
Grants	£8,900.00	£10,000.00	£10,000.00	£10,000.00	£10,000.00
Youth Service	12,500.00	£13,500.00	£15,000.00	£17,500.00	£19,000.00
Litter	£9,000.00	£9,000.00	£9,000.00	£9,000.00	£9,500.00
Gritting	5,000.00	£5,200.00	£5,350.00	£5,500.00	£5,700.00
Contingency	15,000.00	£15,000.00	£15,000.00	£15,000.00	£15,000.00
Other Costs	£60,168.00	£63,791.45	£64,165.50	£93,920.00	£110,426.00
Total	474,068.00	£496,491.45	£534,015.50	£573,420.00	£624,626.00