

# **BUDGET BOOK**

## **2018-2019**

Stratford-on-Avon District Council  
Elizabeth House  
Church Street  
Stratford-upon-Avon  
Warwickshire  
CV37 6HX

**STRATFORD-ON-AVON DISTRICT COUNCIL**

**REVENUE BUDGET FOR 2018/19**

**NET EXPENDITURE SUMMARY**

	<b>Actual 2017/18</b>	<b>Original Budget 2017/18</b>	<b>Revised Budget 2017/18</b>	<b>Estimate 2018/19</b>	<b>Cost per Band D Property</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>SERVICE EXPENDITURE</b>					
Direct Service Expenditure	12,471,897	13,271,552	13,563,552	14,448,755	265.24
<b>NET SERVICE EXPENDITURE</b>	<b>£12,471,897</b>	<b>£13,271,552</b>	<b>£13,563,552</b>	<b>£14,448,755</b>	<b>£265.24</b>
Appropriation to/-from General Revenue account balance	2,417,062	818,403	526,403	1,292,238	23.72
<b>BUDGET REQUIREMENT</b>	<b>£14,888,959</b>	<b>£14,089,955</b>	<b>£14,089,955</b>	<b>£15,740,993</b>	<b>£288.96</b>
<b>FINANCING</b>					
Contribution from NNDR Pool	-4,483,281	-2,833,000	-2,833,000	-4,031,747	-74.02
Revenue Support Grant	-491,400	-491,400	-491,400	-111,545	-2.05
Specific Grants	-301,259	-301,259	-301,259	-299,115	-5.49
New Homes Bonus	-3,328,934	-3,328,934	-3,328,934	-3,799,289	-69.74
Retained Business Rates	873,878	0	0	0	0.00
Collection Fund adjustment transfer	-38,183	-15,582	-15,582	-32,107	-0.59
<b>Stratford-on-Avon District Council precept requirement on the collection fund</b>	<b>£7,119,780</b>	<b>£7,119,780</b>	<b>£7,119,780</b>	<b>£7,467,190</b>	<b>£137.07</b>

## SERVICE NET EXPENDITURE SUMMARY

<b>Budget Officer and Services</b>	<b>Page</b>	<b>Actual 2017/18</b>	<b>Original Budget 2017/18</b>	<b>Revised Budget 2017/18</b>	<b>Estimate 2018/19</b>	<b>Cost per Band D Property</b>
Avenue Farm Depot	4	-38,635	-38,200	-37,400	-37,160	-0.68
Building Control	4	-28,808	-29,680	-23,990	-19,510	-0.36
Consultation and Performance	4	0	0	0	140,620	2.58
Building Services	5	556,101	551,250	579,660	475,020	8.72
C.C.T.V.	5	225,100	247,560	249,750	262,780	4.82
Corp Mgt Exec Director DW	5	362,049	397,392	514,792	448,702	8.24
Corp Mgt Exec Director DB	6	241,432	253,620	256,320	148,400	2.72
Civil Contingencies Funding	6	2,353	5,750	5,750	15,750	0.29
Community Leadership	6	31,454	75,610	75,210	122,800	2.25
Corp. And Democratic Core	6	316,059	334,330	334,440	338,910	6.22
Corporate Budget	7	162,015	253,100	331,060	381,950	7.01
Corporate Communications	7	17,024	22,860	28,860	22,860	0.42
Council Tax	7	195,419	220,650	217,840	226,870	4.16
Council Tax Reduction	7	130,000	130,000	130,000	90,000	1.65
Council Tax Reduction - Admin.	8	88,444	128,370	104,390	137,860	2.53
Crime Reduction	8	109,531	92,202	94,462	94,662	1.74
Elections	8	111,641	141,210	124,560	154,790	2.84
Environmental Health	9	380,503	428,310	438,300	457,940	8.41
Environmental Initiatives	9	15,960	13,280	13,280	13,280	0.24
Front Office & Trans Team	9	961,870	998,890	1,016,290	1,032,630	18.97
Central Administration	9	531,082	478,360	557,500	582,500	10.69
Housing	10	1,250,888	825,954	877,974	1,101,450	20.22
Housing Ben. Admin	10	78,365	-13,530	1,120	57,440	1.05
Housing Benefits	10	-221,406	-110,000	-110,000	-110,000	-2.02
HR and Training	11	213,381	193,460	219,060	202,060	3.72
Information Technology	11	1,101,184	1,050,910	1,072,660	1,316,850	24.17
Investment Interest	11	-242,587	-100,748	-104,748	-166,200	-3.05
Investment Properties	12	-595,584	-449,100	-448,090	-412,620	-7.57
Legal Services	12	267,066	340,500	344,825	331,300	6.08
Leisure Centres	12	-38,108	-1,070	1,060	-81,111	-1.49
Licensing	13	-108,479	-144,170	-140,620	-113,510	-2.08
Local Economy/Tourism	13	355,336	420,630	382,770	446,570	8.2
Local Land Charges	13	-75,790	-99,630	-99,180	-101,150	-1.86

<b>Budget Officer and Services</b>	<b>Page</b>	<b>Actual 2017/18</b>	<b>Original Budget 2017/18</b>	<b>Revised Budget 2017/18</b>	<b>Estimate 2018/19</b>	<b>Cost per Band D Property</b>
Members Services	14	205,192	171,980	193,555	204,080	3.75
Misc Expenditure or Income	14	-27,257	0	0	0	0
Miscellaneous Properties	14	56,619	40,260	53,090	103,520	1.9
Monitoring Officer	14	95,975	87,120	109,420	130,620	2.4
National Non-Domestic Rate	15	-31,114	-164,500	-141,410	-126,950	-2.33
Non Distributed Costs	15	398,306	623,060	461,160	643,060	11.8
Off-Street Parking	15	-1,394,178	-1,193,380	-1,112,500	-1,168,680	-21.45
Parks Playfields & Open Spaces	16	505,117	506,952	501,142	529,652	9.72
Policy	16	428,238	572,600	617,800	528,500	9.7
Public Conveniences	16	182,362	208,470	209,190	217,730	4
Recreational Amenities	17	-370,722	-302,970	-302,970	-315,950	-5.8
Refuse Collection	17	3,034,903	2,744,160	2,820,019	3,000,710	55.08
Regulatory Services	17	388,997	436,310	410,990	86,400	1.59
Residual Costs	18	16,743	207,950	-49,559	405,790	7.45
Resources	18	588,470	589,840	599,940	604,690	11.1
SDC Infrastructure	18	69,206	81,380	81,570	81,670	1.5
Shopmobility	18	28,473	36,520	36,720	37,020	0.68
Social Inclusion	19	313,654	400,890	414,160	293,600	5.39
Sports Development	19	122,881	100,170	119,010	106,100	1.95
Street Cleansing & Furniture	19	1,505,170	1,506,670	1,534,320	1,524,460	27.98
<b>NET EXPENDITURE</b>		<b>12,471,897</b>	<b>13,271,552</b>	<b>13,563,552</b>	<b>14,448,755</b>	<b>265.24</b>

1020	Avenue Farm Depot	Actual 2017/18	Original Budget 2017/18	Current Budget 2017/18	Estimate 2018/19
	Employees	26,283	25,100	25,900	26,240
	Premises Related Expenditure	2,993	5,520	5,520	5,150
	Transport Related Expenditure	1,462	980	980	1,110
	Supplies and Services	360	260	260	200
	Third Party Payments	150	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>31,248</b>	<b>31,860</b>	<b>32,660</b>	<b>32,700</b>
	Rent Income	-69,883	-70,060	-70,060	-69,860
	<b>INCOME</b>	<b>-69,883</b>	<b>-70,060</b>	<b>-70,060</b>	<b>-69,860</b>
	<b>NET COST OF SERVICE</b>	<b>-38,635</b>	<b>-38,200</b>	<b>-37,400</b>	<b>-37,160</b>

The depot is currently leased to various firms including the Council's waste management contractor. It also provides storage facilities for the Council.

1030	Building Control	Actual 2017/18	Original Budget 2017/18	Current Budget 2017/18	Estimate 2018/19
	Employees	399,440	436,380	445,770	446,550
	Transport Related Expenditure	25,545	35,620	35,620	35,620
	Supplies and Services	25,932	16,320	12,620	16,320
	Third Party Payments	9,534	24,000	24,000	24,000
	Transfer Payments	3,688	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>464,137</b>	<b>512,320</b>	<b>518,010</b>	<b>522,490</b>
	Fees and Charges	-492,946	-542,000	-542,000	-542,000
	<b>INCOME</b>	<b>-492,946</b>	<b>-542,000</b>	<b>-542,000</b>	<b>-542,000</b>
	<b>NET COST OF SERVICE</b>	<b>-28,808</b>	<b>-29,680</b>	<b>-23,990</b>	<b>-19,510</b>

The core business of the Building Control service is processing Building Regulation applications. The Building Regulations are national standards covering areas such as safety and health in and around buildings, access to and sustainability of buildings.

1035	Consultation and Performance	Actual 2017/18	Original Budget 2017/18	Current Budget 2017/18	Estimate 2018/19
	Employees	0	0	0	123,750
	Transport Related Expenditure	0	0	0	4,110
	Supplies and Services	0	0	0	12,320
	Third Party Payments	0	0	0	19,440
	<b>GROSS COST OF SERVICE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>159,620</b>
	Fees and Charges	0	0	0	-19,000
	<b>INCOME</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>-19,000</b>
	<b>NET COST OF SERVICE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>140,620</b>

Tasks undertaken by this service include SDC Community Engagement Plan, market research to the community, and corporate performance management and improvement.

1040	Building Services	Actual 2017/18	Original Budget 2017/18	Current Budget 2017/18	Estimate 2018/19
	Employees	149,934	156,380	160,790	154,400
	Premises Related Expenditure	465,344	464,120	464,120	494,240
	Transport Related Expenditure	5,252	7,750	7,750	7,670
	Supplies and Services	33,534	20,660	44,660	24,850
	Third Party Payments	15,516	8,250	8,250	8,300
	Transfer Payments	2,500	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>672,080</b>	<b>657,160</b>	<b>685,570</b>	<b>689,460</b>
	Other Grants Reimbs & Conts	-2,506	0	0	0
	Fees and Charges	-3,221	0	0	-20,480
	Rent Income	-110,253	-105,910	-105,910	-193,960
	<b>INCOME</b>	<b>-115,980</b>	<b>-105,910</b>	<b>-105,910</b>	<b>-214,440</b>
	<b>NET COST OF SERVICE</b>	<b>556,101</b>	<b>551,250</b>	<b>579,660</b>	<b>475,020</b>

Building Services provide a facility management service to Elizabeth House and the Grange, Southam. The core service includes access, security, maintenance including the management of contractors and practical customer support to all staff, visitors and Councillors.

1050	C.C.T.V.	Actual 2017/18	Original Budget 2017/18	Current Budget 2017/18	Estimate 2018/19
	Employees	181,654	182,540	185,980	193,400
	Premises Related Expenditure	60,658	6,600	36,600	43,600
	Transport Related Expenditure	1,075	1,760	1,760	1,780
	Supplies and Services	75,131	105,160	73,910	72,500
	Third Party Payments	4,810	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>323,328</b>	<b>296,060</b>	<b>298,250</b>	<b>311,280</b>
	Other Grants Reimbs & Conts	-98,228	-48,500	-48,500	-48,500
	<b>INCOME</b>	<b>-98,228</b>	<b>-48,500</b>	<b>-48,500</b>	<b>-48,500</b>
	<b>NET COST OF SERVICE</b>	<b>225,100</b>	<b>247,560</b>	<b>249,750</b>	<b>262,780</b>

To promote confidence by developing a safe and secure environment for the benefit of those employed, visiting and using the area.

1060	Corp Mgt Exec Director DW	Actual 2017/18	Original Budget 2017/18	Current Budget 2017/18	Estimate 2018/19
	Employees	260,237	280,150	287,550	286,450
	Premises Related Expenditure	421	0	0	0
	Transport Related Expenditure	5,802	10,990	10,990	11,070
	Supplies and Services	89,250	103,192	103,192	148,122
	Third Party Payments	9,936	3,060	113,060	3,060
	<b>GROSS COST OF SERVICE</b>	<b>365,646</b>	<b>397,392</b>	<b>514,792</b>	<b>448,702</b>
	Fees and Charges	-3,608	0	0	0
	Rent Income	11	0	0	0
	<b>INCOME</b>	<b>-3,598</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>362,049</b>	<b>397,392</b>	<b>514,792</b>	<b>448,702</b>

This service contains the costs of the Executive Director Head of Paid Service.

1070	Corp Mgt Exec Director DB	Actual 2017/18	Original Budget 2017/18	Current Budget 2017/18	Estimate 2018/19
	Employees	85,029	97,150	99,850	0
	Transport Related Expenditure	3,466	3,970	3,970	0
	Supplies and Services	7,600	13,660	13,660	1,000
	Third Party Payments	206,851	169,840	169,840	147,400
	<b>GROSS COST OF SERVICE</b>	<b>302,946</b>	<b>284,620</b>	<b>287,320</b>	<b>148,400</b>
	Fees and Charges	-56,176	-31,000	-31,000	0
	Rent Income	-5,338	0	0	0
	<b>INCOME</b>	<b>-61,514</b>	<b>-31,000</b>	<b>-31,000</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>241,432</b>	<b>253,620</b>	<b>256,320</b>	<b>148,400</b>

This service contains the costs associated with the statutory and non-statutory functions carried out by the Executive Director and Section 151 officer. These include the Statement of Accounts, Bank Charges, Brokerage Expenses and External Audit.

1080	Civil Contingencies Funding	Actual 2017/18	Original	Current	Estimate
	Supplies and Services	2,353	0	0	0
	Third Party Payments	0	5,750	5,750	15,750
	<b>GROSS COST OF SERVICE</b>	<b>2,353</b>	<b>5,750</b>	<b>5,750</b>	<b>15,750</b>
	<b>NET COST OF SERVICE</b>	<b>2,353</b>	<b>5,750</b>	<b>5,750</b>	<b>15,750</b>

This service contains the costs relating to Councils responsibilities within the Civil Contingencies Act 2004. This includes the responsibility of local authorities to assess risk, plan and exercise for emergencies, as well as undertaking Business Continuity Management.

1090	Community Leadership	Actual 2017/18	Original Budget 2017/18	Current Budget 2017/18	Estimate 2018/19
	Employees	3,046	7,900	8,000	0
	Premises Related Expenditure	0	300	300	300
	Transport Related Expenditure	1,632	4,680	4,680	3,430
	Supplies and Services	59,557	99,420	89,920	159,320
	Third Party Payments	60,780	39,450	48,450	41,050
	<b>GROSS COST OF SERVICE</b>	<b>125,015</b>	<b>151,750</b>	<b>151,350</b>	<b>204,100</b>
	Other Grants Reimbs & Conts	-125	-64,150	0	0
	Fees and Charges	-93,436	-11,990	-76,140	-81,300
	<b>INCOME</b>	<b>-93,561</b>	<b>-76,140</b>	<b>-76,140</b>	<b>-81,300</b>
	<b>NET COST OF SERVICE</b>	<b>31,454</b>	<b>75,610</b>	<b>75,210</b>	<b>122,800</b>

Responsible for supporting the delivery of the District Council's Business & Enterprise Strategy and the Destination Tourism Strategy and facilitating the Rural Cinema Scheme.

1120	Corp. And Democratic Core	Actual 2017/18	Original Budget 2017/18	Current Budget 2017/18	Estimate 2018/19
	Employees	9,890	9,040	17,050	13,000
	Premises Related Expenditure	290	2,350	2,350	2,350
	Transport Related Expenditure	14,805	25,240	25,240	20,890
	Supplies and Services	279,462	291,700	283,800	296,670
	Third Party Payments	13,858	6,000	6,000	6,000
	<b>GROSS COST OF SERVICE</b>	<b>318,304</b>	<b>334,330</b>	<b>334,440</b>	<b>338,910</b>
	Fees and Charges	-2,245	0	0	0
	<b>INCOME</b>	<b>-2,245</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>316,059</b>	<b>334,330</b>	<b>334,440</b>	<b>338,910</b>

Corporate and Democratic Core covers the mechanics of running the organisation. From this budget Elected Members are allocated their allowances and the cost of the civic function of the Council is met as are the subscriptions to various organisations such as the Local Government Association.

1130	Corporate Budget	Actual 2017/18	Original Budget 2017/18	Current Budget 2017/18	Estimate 2018/19
	Employees	158,254	177,100	181,100	192,700
	Transport Related Expenditure	3,177	1,300	1,300	1,300
	Supplies and Services	584	-2,500	-2,500	-5,400
	Third Party Payments	0	77,200	151,160	193,350
	<b>GROSS COST OF SERVICE</b>	<b>162,015</b>	<b>253,100</b>	<b>331,060</b>	<b>381,950</b>
	<b>NET COST OF SERVICE</b>	<b>162,015</b>	<b>253,100</b>	<b>331,060</b>	<b>381,950</b>

This service contains expenditure in respect of any change transformation within the Council.

1140	Corporate Communications	Actual 2017/18	Original Budget 2017/18	Current Budget 2017/18	Estimate 2018/19
	Supplies and Services	12,075	22,860	28,860	22,860
	Third Party Payments	10,250	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>22,325</b>	<b>22,860</b>	<b>28,860</b>	<b>22,860</b>
	Fees and Charges	-5,301	0	0	0
	<b>INCOME</b>	<b>-5,301</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>17,024</b>	<b>22,860</b>	<b>28,860</b>	<b>22,860</b>

Corporate Communications is responsible for getting information out about the District Council and the services it provides to residents, businesses and visitors to the District, the media and to our staff internally.

1150	Council Tax	Actual 2017/18	Original Budget 2017/18	Current Budget 2017/18	Estimate 2018/19
	Employees	403,016	384,040	397,660	389,150
	Transport Related Expenditure	7,015	6,700	4,500	7,810
	Supplies and Services	35,384	40,130	38,880	40,130
	Third Party Payments	48,607	47,480	42,000	47,480
	Transfer Payments	328	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>494,350</b>	<b>478,350</b>	<b>483,040</b>	<b>484,570</b>
	Other Grants Reimbs & Conts	-7,500	0	-7,500	0
	Fees and Charges	-291,431	-257,700	-257,700	-257,700
	<b>INCOME</b>	<b>-298,931</b>	<b>-257,700</b>	<b>-265,200</b>	<b>-257,700</b>
	<b>NET COST OF SERVICE</b>	<b>195,419</b>	<b>220,650</b>	<b>217,840</b>	<b>226,870</b>

Stratford-on-Avon District Council is required to set and collect Council Tax on behalf of precepting authorities within the district. This includes Warwickshire County Council, Police, Parish, and the District itself.

1160	Council Tax Reduction	Actual 2017/18	Original Budget 2017/18	Current Budget 2017/18	Estimate 2018/19
	Supplies and Services	130,000	130,000	130,000	90,000
	<b>GROSS COST OF SERVICE</b>	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>	<b>90,000</b>
	<b>NET COST OF SERVICE</b>	<b>130,000</b>	<b>130,000</b>	<b>130,000</b>	<b>90,000</b>

This service shows the level of Local Council Tax Reduction Scheme payments expected to be paid to those entitled to be paid to those entitled and the amount of Government Grant Income which meets this expenditure.



<b>1170</b>	<b>Council Tax Reduction - Admin.</b>	<b>Actual 2017/18</b>	<b>Original Budget 2017/18</b>	<b>Current Budget 2017/18</b>	<b>Estimate 2018/19</b>
	Employees	223,979	210,270	225,870	218,520
	Transport Related Expenditure	3,266	2,810	2,810	4,050
	Supplies and Services	206	3,730	270	3,730
	Third Party Payments	0	18,020	0	18,020
	<b>GROSS COST OF SERVICE</b>	<b>227,450</b>	<b>234,830</b>	<b>228,950</b>	<b>244,320</b>
	Government Grant Income	-139,007	-106,460	-124,560	-106,460
	<b>INCOME</b>	<b>-139,007</b>	<b>-106,460</b>	<b>-124,560</b>	<b>-106,460</b>
	<b>NET COST OF SERVICE</b>	<b>88,444</b>	<b>128,370</b>	<b>104,390</b>	<b>137,860</b>

This service contains the cost of processing Local Council Tax Reduction Scheme payments and overpayments. Most of the costs are met by the Government Grant Income received for this service.

<b>1180</b>	<b>Crime Reduction</b>	<b>Actual 2017/18</b>	<b>Original Budget 2017/18</b>	<b>Current Budget 2017/18</b>	<b>Estimate 2018/19</b>
	Employees	116,414	76,970	79,230	79,250
	Premises Related Expenditure	267	0	0	0
	Transport Related Expenditure	8,180	3,440	3,440	3,620
	Supplies and Services	28,607	11,792	19,792	11,792
	Third Party Payments	25,731	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>179,199</b>	<b>92,202</b>	<b>102,462</b>	<b>94,662</b>
	Other Grants Reimbs & Conts	-57,259	0	-8,000	0
	Customer & Client Receipts	-1,638	0	0	0
	Fees and Charges	-10,771	0	0	0
	<b>INCOME</b>	<b>-69,668</b>	<b>0</b>	<b>-8,000</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>109,531</b>	<b>92,202</b>	<b>94,462</b>	<b>94,662</b>

There is a statutory duty on the Council to work in partnership with other Responsible Authorities to meet the priorities and targets agreed by the Crime & Disorder Partnership. There is a duty on the Council to take account of crime, disorder and anti-social behaviour in all aspects of service delivery.

<b>1190</b>	<b>Elections</b>	<b>Actual 2017/18</b>	<b>Original Budget 2017/18</b>	<b>Current Budget 2017/18</b>	<b>Estimate 2018/19</b>
	Employees	58,145	65,840	67,440	54,840
	Premises Related Expenditure	350	0	0	0
	Transport Related Expenditure	3,544	2,000	2,000	2,000
	Supplies and Services	64,428	59,590	56,340	59,170
	Third Party Payments	7,353	15,780	13,780	40,780
	<b>GROSS COST OF SERVICE</b>	<b>133,820</b>	<b>143,210</b>	<b>139,560</b>	<b>156,790</b>
	Government Grant Income	-13,000	0	-13,000	0
	Customer & Client Receipts	-1,950	-2,000	-2,000	-2,000
	Fees and Charges	-7,229	0	0	0
	<b>INCOME</b>	<b>-22,179</b>	<b>-2,000</b>	<b>-15,000</b>	<b>-2,000</b>
	<b>NET COST OF SERVICE</b>	<b>111,641</b>	<b>141,210</b>	<b>124,560</b>	<b>154,790</b>

The Elections budget covers the cost of providing the Electoral Service of the Council. This includes the compilation of the Electoral Roll (primarily used for the running of elections but also used by credit checking agencies for loans, mortgages etc.) and running of elections (from Parish to Parliamentary).

1200	Environmental Health	Actual 2017/18	Original	Current	Estimate
	Employees	412,454	427,720	439,210	442,980
	Premises Related Expenditure	7,247	0	0	0
	Transport Related Expenditure	27,972	33,540	33,540	33,550
	Supplies and Services	27,739	54,750	53,250	54,110
	Third Party Payments	4,982	26,130	26,130	26,130
	<b>GROSS COST OF SERVICE</b>	<b>480,394</b>	<b>542,140</b>	<b>552,130</b>	<b>556,770</b>
	Other Grants Reimbs & Conts	-67	0	0	0
	Customer & Client Receipts	-1,832	-3,000	-3,000	-3,000
	Fees and Charges	-98,258	-110,830	-110,830	-95,830
	Rent Income	265	0	0	0
	<b>INCOME</b>	<b>-99,891</b>	<b>-113,830</b>	<b>-113,830</b>	<b>-98,830</b>
	<b>NET COST OF SERVICE</b>	<b>380,503</b>	<b>428,310</b>	<b>438,300</b>	<b>457,940</b>

This service is responsible for the delivery of public health designed to protect or improve the environment of those who live in, work in or visit Stratford and its district. Including carrying out food and safety inspections, preventing the spread of infectious disease, and controlling noise and pollution.

1210	Environmental Initiatives	Actual 2017/18	Original	Current	Estimate
	Third Party Payments	15,960	13,280	13,280	13,280
	<b>GROSS COST OF SERVICE</b>	<b>15,960</b>	<b>13,280</b>	<b>13,280</b>	<b>13,280</b>
	<b>NET COST OF SERVICE</b>	<b>15,960</b>	<b>13,280</b>	<b>13,280</b>	<b>13,280</b>

This service contains the costs of advising people on energy efficiency measures and in part to help alleviate fuel poverty. This includes commissioning 'Act on Energy' to give information, guidance and advice on energy for the public.

1220	Front Office & Trans Team	Actual 2017/18	Original Budget 2017/18	Current Budget 2017/18	Estimate 2018/19
	Employees	788,849	812,470	834,870	841,120
	Transport Related Expenditure	4,162	5,830	5,830	5,920
	Supplies and Services	157,264	153,590	148,590	158,590
	Third Party Payments	12,152	27,000	27,000	27,000
	<b>GROSS COST OF SERVICE</b>	<b>962,427</b>	<b>998,890</b>	<b>1,016,290</b>	<b>1,032,630</b>
	Fees and Charges	-557	0	0	0
	<b>INCOME</b>	<b>-557</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>961,870</b>	<b>998,890</b>	<b>1,016,290</b>	<b>1,032,630</b>

This service contains the administration functions of the council including reception and the contact centre.

1225	Central Administration	Actual 2017/18	Original Budget 2017/18	Current Budget 2017/18	Estimate 2018/19
	Employees	517,299	478,010	552,150	577,140
	Premises Related Expenditure	310	0	0	0
	Transport Related Expenditure	764	350	350	360
	Supplies and Services	14,754	0	5,000	5,000
	Third Party Payments	-27	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>533,101</b>	<b>478,360</b>	<b>557,500</b>	<b>582,500</b>
	Fees and Charges	-2,019	0	0	0
	<b>INCOME</b>	<b>-2,019</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>531,082</b>	<b>478,360</b>	<b>557,500</b>	<b>582,500</b>

This service contains the administration functions of the council.

<b>1240</b>	<b>Housing</b>	<b>Actual 2017/18</b>	<b>Original Budget 2017/18</b>	<b>Current Budget 2017/18</b>	<b>Estimate 2018/19</b>
	Employees	665,947	603,634	617,154	692,132
	Premises Related Expenditure	13	0	0	0
	Transport Related Expenditure	23,262	18,280	18,280	18,400
	Supplies and Services	720,507	169,850	278,550	350,150
	Third Party Payments	94,825	89,790	120,290	89,790
	Transfer Payments	1,822	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>1,506,376</b>	<b>881,554</b>	<b>1,034,274</b>	<b>1,150,472</b>
	Government Grant Income	-23,537	0	-22,700	-18,022
	Other Grants Reimbs & Conts	7,500	-10,000	-10,000	-10,000
	Customer & Client Receipts	-48,003	-18,500	-18,500	-18,500
	Fees and Charges	-81,914	-2,500	7,500	-2,500
	Recharges to Other Accounts	-109,534	-24,600	-112,600	0
	<b>INCOME</b>	<b>-255,488</b>	<b>-55,600</b>	<b>-156,300</b>	<b>-49,022</b>
	<b>NET COST OF SERVICE</b>	<b>1,250,888</b>	<b>825,954</b>	<b>877,974</b>	<b>1,101,450</b>

Housing engage in helping people and communities to enhance their health, well-being and wider opportunities. This work is done through the inspection and improvement of private rented housing, providing access for those with disabilities, the prevention of homelessness and provision of housing options.

<b>1250</b>	<b>Housing Ben. Admin</b>	<b>Actual 2017/18</b>	<b>Original Budget 2017/18</b>	<b>Current Budget 2017/18</b>	<b>Estimate 2018/19</b>
	Employees	355,409	252,920	340,770	275,270
	Premises Related Expenditure	152	0	0	0
	Transport Related Expenditure	3,418	2,860	2,860	4,100
	Supplies and Services	65,851	4,960	64,760	4,960
	Third Party Payments	99,413	46,110	79,010	46,110
	<b>GROSS COST OF SERVICE</b>	<b>524,244</b>	<b>306,850</b>	<b>487,400</b>	<b>330,440</b>
	Government Grant Income	-273,623	-320,380	-320,380	-273,000
	Other Grants Reimbs & Conts	-172,256	0	-165,900	0
	<b>INCOME</b>	<b>-445,879</b>	<b>-320,380</b>	<b>-486,280</b>	<b>-273,000</b>
	<b>NET COST OF SERVICE</b>	<b>78,365</b>	<b>-13,530</b>	<b>1,120</b>	<b>57,440</b>

This service contains the cost of processing housing benefits payments and overpayments. Part of the cost of the service is met by the Government Grant Income received for the service.

<b>1260</b>	<b>Housing Benefits</b>	<b>Actual 2017/18</b>	<b>Original</b>	<b>Current</b>	<b>Estimate</b>
	Transfer Payments	23,107,662	26,225,960	26,225,960	26,225,960
	<b>GROSS COST OF SERVICE</b>	<b>23,107,662</b>	<b>26,225,960</b>	<b>26,225,960</b>	<b>26,225,960</b>
	Government Grant Income	-23,329,068	-26,335,960	-26,335,960	-26,335,960
	<b>INCOME</b>	<b>-23,329,068</b>	<b>-26,335,960</b>	<b>-26,335,960</b>	<b>-26,335,960</b>
	<b>NET COST OF SERVICE</b>	<b>-221,406</b>	<b>-110,000</b>	<b>-110,000</b>	<b>-110,000</b>

This service shows the levels of Housing Benefit expected to be paid on behalf of tenants in private rented accommodation or housing association properties within the district. Government Grant is received towards the basic benefits.

<b>1270</b>	<b>HR and Training</b>	<b>Actual 2017/18</b>	<b>Original Budget 2017/18</b>	<b>Current Budget 2017/18</b>	<b>Estimate 2018/19</b>
	Employees	215,091	186,740	212,340	195,340
	Premises Related Expenditure	155	0	0	0
	Transport Related Expenditure	474	1,080	1,080	1,080
	Supplies and Services	6,233	5,480	5,480	5,480
	Third Party Payments	616	160	160	160
	<b>GROSS COST OF SERVICE</b>	<b>222,568</b>	<b>193,460</b>	<b>219,060</b>	<b>202,060</b>
	Fees and Charges	-9,187	0	0	0
	<b>INCOME</b>	<b>-9,187</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>213,381</b>	<b>193,460</b>	<b>219,060</b>	<b>202,060</b>

Human Resources aim to recruit, develop and retain staff in a way that enables maximum flexibility for the Council to deliver real outcomes to our customers. Supporting staff and managers to ensure the future is planned, managed within legal frameworks, and within the principles of applying equality and diversity.

<b>1280</b>	<b>Information Technology</b>	<b>Actual 2017/18</b>	<b>Original Budget 2017/18</b>	<b>Current Budget 2017/18</b>	<b>Estimate 2018/19</b>
	Employees	972,246	974,410	999,210	995,480
	Transport Related Expenditure	8,898	11,420	11,420	9,770
	Supplies and Services	359,742	309,080	306,030	355,600
	Third Party Payments	5,061	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>1,345,948</b>	<b>1,294,910</b>	<b>1,316,660</b>	<b>1,360,850</b>
	Other Grants Reimbs & Conts	-200,000	-200,000	-200,000	0
	Fees and Charges	-44,764	-44,000	-44,000	-44,000
	<b>INCOME</b>	<b>-244,764</b>	<b>-244,000</b>	<b>-244,000</b>	<b>-44,000</b>
	<b>NET COST OF SERVICE</b>	<b>1,101,184</b>	<b>1,050,910</b>	<b>1,072,660</b>	<b>1,316,850</b>

This service aims to provide a continuously improving ICT service that meets the business needs of each of the councils' at the lowest achievable cost and is easily extendable to other organisations/bodies.

<b>1290</b>	<b>Investment Interest</b>	<b>Actual 2017/18</b>	<b>Original Budget 2017/18</b>	<b>Current Budget 2017/18</b>	<b>Estimate 2018/19</b>
	Capital Financing Costs	3,235	1,200	1,200	1,200
	<b>GROSS COST OF SERVICE</b>	<b>3,235</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>
	Interest Income	-245,822	-101,948	-105,948	-167,400
	<b>INCOME</b>	<b>-245,822</b>	<b>-101,948</b>	<b>-105,948</b>	<b>-167,400</b>
	<b>NET COST OF SERVICE</b>	<b>-242,587</b>	<b>-100,748</b>	<b>-104,748</b>	<b>-166,200</b>

This service shows the anticipated cost of borrowing and interest receipts from both in-house investments and externally managed funds.

<b>1300</b>	<b>Investment Properties</b>	<b>Actual 2017/18</b>	<b>Original Budget 2017/18</b>	<b>Current Budget 2017/18</b>	<b>Estimate 2018/19</b>
	Employees	46,675	43,210	44,220	44,850
	Premises Related Expenditure	40,298	57,350	57,350	57,340
	Transport Related Expenditure	3,626	3,480	3,480	3,560
	Supplies and Services	498	270	270	300
	Third Party Payments	6,272	16,300	16,300	16,410
	Transfer Payments	1,900	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>99,269</b>	<b>120,610</b>	<b>121,620</b>	<b>122,460</b>
	Fees and Charges	-62,787	-54,600	-54,600	-61,220
	Rent Income	-632,066	-515,110	-515,110	-473,860
	<b>INCOME</b>	<b>-694,853</b>	<b>-569,710</b>	<b>-569,710</b>	<b>-535,080</b>
	<b>NET COST OF SERVICE</b>	<b>-595,584</b>	<b>-449,100</b>	<b>-448,090</b>	<b>-412,620</b>

The income and expenditure of this service relates to land and property held to promote business development or extension of employment opportunity. Industrial Trading Estates are situated at Masons Road and Timothy's Bridge Road in Stratford-upon-Avon.

<b>1305</b>	<b>Legal Services</b>	<b>Actual 2017/18</b>	<b>Original Budget 2017/18</b>	<b>Current Budget 2017/18</b>	<b>Estimate 2018/19</b>
	Employees	345,438	314,000	332,200	368,800
	Transport Related Expenditure	4,355	3,880	3,880	3,950
	Supplies and Services	23,392	28,940	26,065	28,940
	Third Party Payments	12,775	68,680	57,680	4,610
	<b>GROSS COST OF SERVICE</b>	<b>385,960</b>	<b>415,500</b>	<b>419,825</b>	<b>406,300</b>
	Fees and Charges	-118,895	-75,000	-75,000	-75,000
	<b>INCOME</b>	<b>-118,895</b>	<b>-75,000</b>	<b>-75,000</b>	<b>-75,000</b>
	<b>NET COST OF SERVICE</b>	<b>267,066</b>	<b>340,500</b>	<b>344,825</b>	<b>331,300</b>

This service provides the legal advice for the Council and services.

<b>1310</b>	<b>Leisure Centres</b>	<b>Actual 2017/18</b>	<b>Original</b>	<b>Current</b>	<b>Estimate</b>
	Employees	61,688	84,420	86,550	56,590
	Premises Related Expenditure	93,137	107,740	107,740	101,100
	Transport Related Expenditure	3,894	4,810	4,810	4,810
	Supplies and Services	4,555	5,330	5,330	4,750
	Third Party Payments	788	0	0	0
	Transfer Payments	1,200	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>165,263</b>	<b>202,300</b>	<b>204,430</b>	<b>167,250</b>
	Fees and Charges	-203,371	-203,370	-203,370	-248,361
	<b>INCOME</b>	<b>-203,371</b>	<b>-203,370</b>	<b>-203,370</b>	<b>-248,361</b>
	<b>NET COST OF SERVICE</b>	<b>-38,108</b>	<b>-1,070</b>	<b>1,060</b>	<b>-81,111</b>

Stratford-on-Avon District Council monitor the management arrangements of four leisure centres to ensure that a high quality standard of service provision is provided. These leisure centres are owned by the Authority and managed on our behalf by a leisure management company called Everyone Active.

1320	Licensing	Actual 2017/18	Original Budget 2017/18	Current Budget 2017/18	Estimate 2018/19
	Employees	169,802	157,590	161,890	188,300
	Transport Related Expenditure	1,376	1,350	1,350	1,300
	Supplies and Services	7,298	6,880	6,130	6,880
	Third Party Payments	20,414	5,800	5,800	5,800
	Transfer Payments	767	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>199,657</b>	<b>171,620</b>	<b>175,170</b>	<b>202,280</b>
	Fees and Charges	-308,136	-315,790	-315,790	-315,790
	<b>INCOME</b>	<b>-308,136</b>	<b>-315,790</b>	<b>-315,790</b>	<b>-315,790</b>
	<b>NET COST OF SERVICE</b>	<b>-108,479</b>	<b>-144,170</b>	<b>-140,620</b>	<b>-113,510</b>

This service is responsible for administering and enforcing all of the statutory Licences' and Registrations which falls to the Council. The general purpose of this duty is to safeguard the public by regulating activities.

1330	Local Economy/Tourism	Actual 2017/18	Original	Current	Estimate
	Employees	198,645	165,900	170,900	167,600
	Premises Related Expenditure	47,066	16,610	35,610	37,250
	Transport Related Expenditure	252	0	0	0
	Supplies and Services	180,604	162,780	183,780	182,240
	Third Party Payments	41,595	136,340	53,480	120,480
	<b>GROSS COST OF SERVICE</b>	<b>468,161</b>	<b>481,630</b>	<b>443,770</b>	<b>507,570</b>
	Other Grants Reimbs & Conts	-300	0	0	0
	Customer & Client Receipts	-12,882	0	0	0
	Fees and Charges	-13,784	-16,000	-16,000	-16,000
	Rent Income	-76,373	-45,000	-45,000	-45,000
	Recharges to Other Accounts	-9,485	0	0	0
	<b>INCOME</b>	<b>-112,825</b>	<b>-61,000</b>	<b>-61,000</b>	<b>-61,000</b>
	<b>NET COST OF SERVICE</b>	<b>355,336</b>	<b>420,630</b>	<b>382,770</b>	<b>446,570</b>

The service contains costs which support the local economy, this includes Shakespeares England Ltd and Stratford Visitor Information Centre.

1340	Local Land Charges	Actual 2017/18	Original Budget 2017/18	Current Budget 2017/18	Estimate 2018/19
	Employees	77,472	27,800	28,500	28,550
	Supplies and Services	2,739	5,220	4,970	2,950
	Third Party Payments	80,536	40,000	48,500	40,000
	<b>GROSS COST OF SERVICE</b>	<b>160,748</b>	<b>73,020</b>	<b>81,970</b>	<b>71,500</b>
	Government Grant Income	-8,500	0	-8,500	0
	Fees and Charges	-228,038	-172,650	-172,650	-172,650
	<b>INCOME</b>	<b>-236,538</b>	<b>-172,650</b>	<b>-181,150</b>	<b>-172,650</b>
	<b>NET COST OF SERVICE</b>	<b>-75,790</b>	<b>-99,630</b>	<b>-99,180</b>	<b>-101,150</b>

This service maintains the statutory register for land searches and provides the Councils Search service.

			<b>Original Budget 2017/18</b>	<b>Current Budget 2017/18</b>	<b>Estimate 2018/19</b>
<b>1350</b>	<b>Members Services</b>	<b>Actual 2017/18</b>			
	Employees	193,223	164,300	182,500	196,400
	Premises Related Expenditure	30	0	0	0
	Transport Related Expenditure	1,479	930	930	930
	Supplies and Services	10,461	6,750	10,125	6,750
	<b>GROSS COST OF SERVICE</b>	<b>205,192</b>	<b>171,980</b>	<b>193,555</b>	<b>204,080</b>
	<b>NET COST OF SERVICE</b>	<b>205,192</b>	<b>171,980</b>	<b>193,555</b>	<b>204,080</b>

Member Services is primarily a support service to the workings of the Council. The Service is broken down into Democratic Services, covering committees, members, and electoral services.

			<b>Original Budget 2017/18</b>	<b>Current Budget 2017/18</b>	<b>Estimate 2018/19</b>
<b>1355</b>	<b>Misc Expenditure or Income</b>	<b>Actual 2017/18</b>			
	Customer & Client Receipts	-27,257	0	0	0
	<b>INCOME</b>	<b>-27,257</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>-27,257</b>	<b>0</b>	<b>0</b>	<b>0</b>

This service contains the costs of expenditure or income that do not fall within other specific services.

			<b>Original Budget 2017/18</b>	<b>Current Budget 2017/18</b>	<b>Estimate 2018/19</b>
<b>1360</b>	<b>Miscellaneous Properties</b>	<b>Actual 2017/18</b>			
	Employees	54,707	39,010	51,840	51,890
	Premises Related Expenditure	17,524	9,600	9,600	9,500
	Transport Related Expenditure	5,868	5,750	5,750	6,230
	Supplies and Services	2,051	750	750	50,750
	Third Party Payments	13,366	7,000	7,000	7,000
	<b>GROSS COST OF SERVICE</b>	<b>93,516</b>	<b>62,110</b>	<b>74,940</b>	<b>125,370</b>
	Customer & Client Receipts	-7,500	0	0	0
	Fees and Charges	-5,025	-6,600	-6,600	-6,600
	Rent Income	-24,372	-15,250	-15,250	-15,250
	<b>INCOME</b>	<b>-36,897</b>	<b>-21,850</b>	<b>-21,850</b>	<b>-21,850</b>
	<b>NET COST OF SERVICE</b>	<b>56,619</b>	<b>40,260</b>	<b>53,090</b>	<b>103,520</b>

This service covers the costs associated with maintaining of various council properties across the district.

			<b>Original Budget 2017/18</b>	<b>Current Budget 2017/18</b>	<b>Estimate 2018/19</b>
<b>1370</b>	<b>Monitoring Officer</b>	<b>Actual 2017/18</b>			
	Employees	97,441	86,400	108,700	128,600
	Transport Related Expenditure	1,622	0	0	1,300
	Supplies and Services	748	720	720	720
	Third Party Payments	663	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>100,473</b>	<b>87,120</b>	<b>109,420</b>	<b>130,620</b>
	Other Grants Reimbs & Conts	-4,499	0	0	0
	<b>INCOME</b>	<b>-4,499</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>95,975</b>	<b>87,120</b>	<b>109,420</b>	<b>130,620</b>

This service contains the costs of the monitoring officer whose duty it is to ensure the lawfulness and fairness of Council decision making and promoting and maintaining high standards of conduct by following the Code of Conduct and the Council's other rules and procedures.

<b>1390</b>	<b>National Non-Domestic Rate</b>	<b>Actual 2017/18</b>	<b>Original Budget 2017/18</b>	<b>Current Budget 2017/18</b>	<b>Estimate 2018/19</b>
	Employees	14,976	15,780	16,190	16,190
	Transport Related Expenditure	682	3,780	3,780	920
	Supplies and Services	20,982	8,750	20,750	8,750
	Third Party Payments	187,672	76,390	99,070	116,390
	<b>GROSS COST OF SERVICE</b>	<b>224,312</b>	<b>104,700</b>	<b>139,790</b>	<b>142,250</b>
	Government Grant Income	-214,845	-215,000	-215,000	-215,000
	Other Grants Reimbs & Conts	-12,000	0	-12,000	0
	Fees and Charges	-28,581	-54,200	-54,200	-54,200
	<b>INCOME</b>	<b>-255,426</b>	<b>-269,200</b>	<b>-281,200</b>	<b>-269,200</b>
	<b>NET COST OF SERVICE</b>	<b>-31,114</b>	<b>-164,500</b>	<b>-141,410</b>	<b>-126,950</b>

This service contains the costs of collection of Non-Domestic (also known as Business Rates). The budget includes employee expenses, stationery, postage, printing etc. and all other costs to provide this service to the public.

<b>1410</b>	<b>Non Distributed Costs</b>	<b>Actual 2017/18</b>	<b>Original Budget 2017/18</b>	<b>Current Budget 2017/18</b>	<b>Estimate 2018/19</b>
	Employees	372,919	588,060	426,160	608,060
	Supplies and Services	887	0	0	0
	Third Party Payments	24,500	35,000	35,000	35,000
	<b>GROSS COST OF SERVICE</b>	<b>398,306</b>	<b>623,060</b>	<b>461,160</b>	<b>643,060</b>
	<b>NET COST OF SERVICE</b>	<b>398,306</b>	<b>623,060</b>	<b>461,160</b>	<b>643,060</b>

This service contains the costs for past service, pension costs and pension strain in respect of recently retired employees.

<b>1420</b>	<b>Off-Street Parking</b>	<b>Actual 2017/18</b>	<b>Original Budget 2017/18</b>	<b>Current Budget 2017/18</b>	<b>Estimate 2018/19</b>
	Employees	196,189	163,850	197,410	201,660
	Premises Related Expenditure	652,332	479,030	479,030	573,540
	Transport Related Expenditure	6,328	6,210	6,210	6,170
	Supplies and Services	89,295	138,890	151,890	138,220
	Third Party Payments	271,409	261,490	299,810	266,890
	Transfer Payments	800	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>1,216,353</b>	<b>1,049,470</b>	<b>1,134,350</b>	<b>1,186,480</b>
	Fees and Charges	-2,554,337	-2,187,500	-2,191,500	-2,300,000
	Rent Income	-56,195	-55,350	-55,350	-55,160
	<b>INCOME</b>	<b>-2,610,531</b>	<b>-2,242,850</b>	<b>-2,246,850</b>	<b>-2,355,160</b>
	<b>NET COST OF SERVICE</b>	<b>-1,394,178</b>	<b>-1,193,380</b>	<b>-1,112,500</b>	<b>-1,168,680</b>

Stratford-on-Avon District Council maintains a total of 21 car parks and 1 coach/lorry park across the district. 10 of these are operated on a fee to park basis and 2 are multi-storey car parks. The authorities car parks provide 3,199 car parking spaces for residents and visitors.



<b>1440</b>	<b>Parks Playfields &amp; Open Spaces</b>	<b>Actual 2017/18</b>	<b>Original Budget 2017/18</b>	<b>Current Budget 2017/18</b>	<b>Estimate 2018/19</b>
	Employees	58,243	59,160	43,310	86,060
	Premises Related Expenditure	-73	36,600	4,700	36,600
	Transport Related Expenditure	2,602	750	750	750
	Supplies and Services	48,185	28,798	35,298	30,868
	Third Party Payments	517,198	490,314	525,754	488,074
	Transfer Payments	5,506	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>631,661</b>	<b>615,622</b>	<b>609,812</b>	<b>642,352</b>
	Other Grants Reimbs & Conts	-126,089	-105,370	-105,370	-109,400
	Fees and Charges	-455	0	0	0
	Recharges to Other Accounts	0	-3,300	-3,300	-3,300
	<b>INCOME</b>	<b>-126,544</b>	<b>-108,670</b>	<b>-108,670</b>	<b>-112,700</b>
	<b>NET COST OF SERVICE</b>	<b>505,117</b>	<b>506,952</b>	<b>501,142</b>	<b>529,652</b>

A discretionary service providing; grass cutting, floral bedding, hedge cutting, hard surface and waste management on public open spaces, play/recreational areas.

<b>1450</b>	<b>Policy</b>	<b>Actual 2017/18</b>	<b>Original Budget 2017/18</b>	<b>Current Budget 2017/18</b>	<b>Estimate 2018/19</b>
	Employees	380,503	382,650	391,850	477,650
	Premises Related Expenditure	891	0	0	0
	Transport Related Expenditure	6,095	6,510	6,510	6,500
	Supplies and Services	29,245	19,760	19,760	19,760
	Third Party Payments	175,103	205,980	241,980	66,890
	<b>GROSS COST OF SERVICE</b>	<b>591,837</b>	<b>614,900</b>	<b>660,100</b>	<b>570,800</b>
	Government Grant Income	-163,259	-42,300	-42,300	-42,300
	Other Grants Reimbs & Conts	-50	0	0	0
	Customer & Client Receipts	-289	0	0	0
	<b>INCOME</b>	<b>-163,598</b>	<b>-42,300</b>	<b>-42,300</b>	<b>-42,300</b>
	<b>NET COST OF SERVICE</b>	<b>428,238</b>	<b>572,600</b>	<b>617,800</b>	<b>528,500</b>

This Team produces planning and housing policy to guide and shape the future development of the district.

<b>1460</b>	<b>Public Conveniences</b>	<b>Actual 2017/18</b>	<b>Original Budget 2017/18</b>	<b>Current Budget 2017/18</b>	<b>Estimate 2018/19</b>
	Employees	30,096	28,480	29,200	33,970
	Premises Related Expenditure	193,577	200,740	200,740	204,640
	Transport Related Expenditure	7,898	9,920	9,920	9,730
	Supplies and Services	-7,976	5,730	5,730	5,790
	Third Party Payments	-941	10,800	10,800	10,800
	<b>GROSS COST OF SERVICE</b>	<b>222,655</b>	<b>255,670</b>	<b>256,390</b>	<b>264,930</b>
	Customer & Client Receipts	-147	-200	-200	-200
	Fees and Charges	-40,145	-47,000	-47,000	-47,000
	<b>INCOME</b>	<b>-40,293</b>	<b>-47,200</b>	<b>-47,200</b>	<b>-47,200</b>
	<b>NET COST OF SERVICE</b>	<b>182,362</b>	<b>208,470</b>	<b>209,190</b>	<b>217,730</b>

A discretionary service responsible for maintenance and cleaning of the 12 Public Convenience facilities within the district.

1470	Recreational Amenities	Actual 2017/18	Original	Current	Estimate
	Premises Related Expenditure	17,020	15,870	15,870	15,800
	Transport Related Expenditure	47	100	100	0
	Supplies and Services	6,224	3,490	3,490	3,700
	Third Party Payments	4,860	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>28,150</b>	<b>19,460</b>	<b>19,460</b>	<b>19,500</b>
	Other Grants Reimbs & Conts	-380	0	0	0
	Fees and Charges	-22,343	-10,000	-10,000	-10,000
	Rent Income	-376,150	-312,430	-312,430	-325,450
	<b>INCOME</b>	<b>-398,873</b>	<b>-322,430</b>	<b>-322,430</b>	<b>-335,450</b>
	<b>NET COST OF SERVICE</b>	<b>-370,722</b>	<b>-302,970</b>	<b>-302,970</b>	<b>-315,950</b>

Recreational Amenities manages the District Council licence holders and controls the concessions for trading on the Recreation Ground and Bancroft.

1480	Refuse Collection	Actual 2017/18	Original	Current	Estimate
	Employees	71,767	84,030	63,090	70,870
	Transport Related Expenditure	3,381	2,830	2,830	2,830
	Supplies and Services	11,581	5,300	3,800	9,090
	Third Party Payments	3,868,745	3,474,550	3,572,849	3,953,880
	<b>GROSS COST OF SERVICE</b>	<b>3,955,474</b>	<b>3,566,710</b>	<b>3,642,569</b>	<b>4,036,670</b>
	Other Grants Reimbs & Conts	-692,540	-728,170	-728,170	-804,370
	Customer & Client Receipts	-129,942	-55,000	-55,000	-151,100
	Fees and Charges	-98,089	-39,380	-39,380	-80,490
	<b>INCOME</b>	<b>-920,571</b>	<b>-822,550</b>	<b>-822,550</b>	<b>-1,035,960</b>
	<b>NET COST OF SERVICE</b>	<b>3,034,903</b>	<b>2,744,160</b>	<b>2,820,019</b>	<b>3,000,710</b>

A statutory service providing the collection of domestic refuse, recycling, garden waste and food waste from all households in the district and arranging for the resulting material to be recycled or suitably disposed of. The service is carried out under contract by Biffa Waste UK Ltd.

1490	Regulatory Services	Actual 2017/18	Original Budget 2017/18	Current Budget 2017/18	Estimate 2018/19
	Employees	1,744,746	1,831,320	1,820,000	1,787,210
	Premises Related Expenditure	4,180	0	0	0
	Transport Related Expenditure	37,773	42,120	42,120	36,320
	Supplies and Services	41,441	24,570	24,570	24,570
	Third Party Payments	245,665	102,800	108,415	102,800
	Transfer Payments	2,000	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>2,075,805</b>	<b>2,000,810</b>	<b>1,995,105</b>	<b>1,950,900</b>
	Government Grant Income	-9,596	0	-9,615	0
	Fees and Charges	-1,677,082	-1,564,500	-1,574,500	-1,864,500
	Rent Income	-130	0	0	0
	<b>INCOME</b>	<b>-1,686,807</b>	<b>-1,564,500</b>	<b>-1,584,115</b>	<b>-1,864,500</b>
	<b>NET COST OF SERVICE</b>	<b>388,997</b>	<b>436,310</b>	<b>410,990</b>	<b>86,400</b>

The team is responsible for providing the statutory development management function of the Council. This includes the determination of planning applications for new developments or the regeneration of existing sites and enforcement action.

1500	Residual Costs	Actual 2017/18	Original Budget 2017/18	Current Budget 2017/18	Estimate 2018/19
	Employees	0	101,460	550	133,040
	Supplies and Services	30,000	0	0	0
	Third Party Payments	0	106,490	-50,109	272,750
	<b>GROSS COST OF SERVICE</b>	<b>30,000</b>	<b>207,950</b>	<b>-49,559</b>	<b>405,790</b>
	Fees and Charges	-13,257	0	0	0
	<b>INCOME</b>	<b>-13,257</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>16,743</b>	<b>207,950</b>	<b>-49,559</b>	<b>405,790</b>

This service contains the budget to cover inflation on employee costs and contracted services.

1510	Resources	Actual 2017/18	Original Budget 2017/18	Current Budget 2017/18	Estimate 2018/19
	Employees	352,507	359,400	369,500	388,910
	Transport Related Expenditure	7,646	7,480	7,480	7,720
	Supplies and Services	68,620	81,760	81,760	66,860
	Third Party Payments	182,832	143,500	143,500	143,500
	<b>GROSS COST OF SERVICE</b>	<b>611,605</b>	<b>592,140</b>	<b>602,240</b>	<b>606,990</b>
	Government Grant Income	-8,103	0	0	0
	Fees and Charges	-15,032	-2,300	-2,300	-2,300
	<b>INCOME</b>	<b>-23,135</b>	<b>-2,300</b>	<b>-2,300</b>	<b>-2,300</b>
	<b>NET COST OF SERVICE</b>	<b>588,470</b>	<b>589,840</b>	<b>599,940</b>	<b>604,690</b>

This service covers the accountancy function for the Council and financial support to managers. Exchequer services include debtor, creditor and income management and reconciliation services. The insurance function is also conducted within this service.

1520	SDC Infrastructure	Actual 2017/18	Original Budget 2017/18	Current Budget 2017/18	Estimate 2018/19
	Employees	4,954	4,810	5,000	4,970
	Premises Related Expenditure	12,554	43,950	43,950	43,950
	Transport Related Expenditure	150	300	300	430
	Supplies and Services	632	100	100	100
	Third Party Payments	59,294	32,220	32,220	32,220
	<b>GROSS COST OF SERVICE</b>	<b>77,584</b>	<b>81,380</b>	<b>81,570</b>	<b>81,670</b>
	Fees and Charges	-8,378	0	0	0
	<b>INCOME</b>	<b>-8,378</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>69,206</b>	<b>81,380</b>	<b>81,570</b>	<b>81,670</b>

This service contains the costs of maintaining the assets of the council by carrying out day-to-day operational and health and safety maintenance anywhere in the district. This includes car parks, estate roads, paths, drive and access ways, cycle ways, play areas and open spaces, bridges, and lighting etc.

1530	Shopmobility	Actual 2017/18	Original Budget 2017/18	Current Budget 2017/18	Estimate 2018/19
	Employees	24,706	31,690	31,890	32,210
	Premises Related Expenditure	2,928	1,710	1,710	1,710
	Supplies and Services	838	3,120	3,120	3,100
	<b>GROSS COST OF SERVICE</b>	<b>28,473</b>	<b>36,520</b>	<b>36,720</b>	<b>37,020</b>
	<b>NET COST OF SERVICE</b>	<b>28,473</b>	<b>36,520</b>	<b>36,720</b>	<b>37,020</b>

This service includes the costs the council covers in respect of the Shopmobility service.

1540	Social Inclusion	Actual 2017/18	Original Budget 2017/18	Current Budget 2017/18	Estimate 2018/19
	Employees	129,978	127,180	130,950	130,950
	Premises Related Expenditure	15	0	0	0
	Transport Related Expenditure	1,600	2,500	2,500	2,530
	Supplies and Services	102,156	248,080	257,580	136,990
	Third Party Payments	85,286	23,130	36,630	23,130
	<b>GROSS COST OF SERVICE</b>	<b>319,034</b>	<b>400,890</b>	<b>427,660</b>	<b>293,600</b>
	Other Grants Reimbs & Conts	-3,779	0	-13,500	0
	Fees and Charges	-1,601	0	0	0
	<b>INCOME</b>	<b>-5,380</b>	<b>0</b>	<b>-13,500</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>313,654</b>	<b>400,890</b>	<b>414,160</b>	<b>293,600</b>

The Social Inclusion Unit is responsible for supporting vulnerable communities by working with all residents/groups in the community, particularly vulnerable groups. The Unit seeks to raise the profile of the issues facing vulnerable residents within the Corporate framework.

1550	Sports Development	Actual 2017/18	Original Budget 2017/18	Current Budget 2017/18	Estimate 2018/19
	Employees	96,834	92,680	111,520	98,690
	Premises Related Expenditure	112	4,100	4,100	4,100
	Transport Related Expenditure	820	2,000	2,000	2,000
	Supplies and Services	6,750	13,480	13,480	13,400
	Third Party Payments	15,440	5,960	5,960	5,960
	<b>GROSS COST OF SERVICE</b>	<b>119,955</b>	<b>118,220</b>	<b>137,060</b>	<b>124,150</b>
	Other Grants Reimbs & Conts	13,726	-100	-100	-100
	Fees and Charges	-10,800	-17,950	-17,950	-17,950
	<b>INCOME</b>	<b>2,926</b>	<b>-18,050</b>	<b>-18,050</b>	<b>-18,050</b>
	<b>NET COST OF SERVICE</b>	<b>122,881</b>	<b>100,170</b>	<b>119,010</b>	<b>106,100</b>

The Sports Development Team aims to offer residents the opportunities to participate in sport and physical activity programmes. i.e 'Walk & Talk' health walks scheme and Hi 5 holiday activity program. To achieve our aims we work closely with external agencies, the voluntary, private and education sector.

1560	Street Cleansing & Furniture	Actual 2017/18	Original Budget 2017/18	Current Budget 2017/18	Estimate 2018/19
	Employees	63,427	78,580	63,290	53,070
	Premises Related Expenditure	15,826	16,600	16,600	16,600
	Transport Related Expenditure	1,448	3,690	3,690	3,640
	Supplies and Services	6,327	15,170	15,170	14,990
	Third Party Payments	1,426,347	1,395,830	1,438,770	1,439,360
	<b>GROSS COST OF SERVICE</b>	<b>1,513,375</b>	<b>1,509,870</b>	<b>1,537,520</b>	<b>1,527,660</b>
	Fees and Charges	-8,206	-3,200	-3,200	-3,200
	<b>INCOME</b>	<b>-8,206</b>	<b>-3,200</b>	<b>-3,200</b>	<b>-3,200</b>
	<b>NET COST OF SERVICE</b>	<b>1,505,170</b>	<b>1,506,670</b>	<b>1,534,320</b>	<b>1,524,460</b>

A statutory service providing litter picking, litter bin emptying, street name plates provision, street sweeping and the removal of abandoned vehicles, fly tipping, graffiti, hazardous waste and dead animals.