

# **BUDGET BOOK**

## **2019-2020**

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

**STRATFORD-ON-AVON DISTRICT COUNCIL**

**REVENUE BUDGET FOR 2019/20**

**NET EXPENDITURE SUMMARY**

	<b>Actual 2018/19</b>	<b>Original Budget 2018/19</b>	<b>Revised Budget 2018/19</b>	<b>Estimate 2019/20</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	14,029,561	14,448,755	15,813,250	17,641,671	315.94
<b>NET SERVICE EXPENDITURE</b>	<b>£14,029,561</b>	<b>£14,448,755</b>	<b>£15,813,250</b>	<b>£17,641,671</b>	<b>£315.94</b>
Appropriation to/-from General Revenue account balance	4,034,439	1,292,238	-72,257	4,364	0.08
<b>BUDGET REQUIREMENT</b>	<b>£18,064,001</b>	<b>£15,740,993</b>	<b>£15,740,993</b>	<b>£17,646,035</b>	<b>£316.02</b>
<b>FINANCING</b>					
Contribution from NNDR Pool	-6,464,247	-4,031,747	-4,031,747	-5,172,060	-92.62
Revenue Support Grant	-111,545	-111,545	-111,545	0	0.00
Specific Grants	-299,115	-299,115	-299,115	-299,115	-5.36
New Homes Bonus	-3,799,289	-3,799,289	-3,799,289	-4,478,173	-80.20
Collection Fund adjustment transfer	77,385	-32,107	-32,107	71,463	1.28
<b>Stratford-on-Avon District Council precept requirement on the collection fund</b>	<b>£7,467,190</b>	<b>£7,467,190</b>	<b>£7,467,190</b>	<b>£7,768,150</b>	<b>£139.12</b>

## SERVICE NET EXPENDITURE SUMMARY

<b>Budget Officer and Services</b>	<b>Page</b>	<b>Actual 2018/19</b>	<b>Original Budget 2018/19</b>	<b>Revised Budget 2018/19</b>	<b>Estimate 2019/20</b>	<b>Cost per Band D Property</b>
Appropriations	4	25,000	0	1,265,000	746,400	13.37
Avenue Farm Depot	4	-36,840	-37,160	-36,660	-25,130	-0.45
Building Control	4	-10,751	-19,510	-10,010	32,680	0.59
Consultation and Performance	4	65,181	140,620	103,420	92,840	1.66
Building Services	5	594,998	475,020	523,540	524,430	9.39
C.C.T.V.	5	276,775	262,780	308,155	273,440	4.9
Corp Mgt Exec Director (Paid Service)	5	521,208	448,702	504,732	649,200	11.63
Corp Mgt Exec Director (s151)	6	169,657	148,400	138,400	145,400	2.6
Civil Contingencies Funding	6	5,548	15,750	15,750	25,750	0.46
Community Leadership	6	112,395	122,800	127,322	77,120	1.38
Corp. And Democratic Core	6	289,989	338,910	338,910	333,580	5.97
Corporate Budget	7	238,140	381,950	314,750	219,540	3.93
Corporate Communications	7	17,627	22,860	22,860	22,860	0.41
Council Tax	7	272,623	226,870	265,280	260,765	4.67
Council Tax Reduction	7	90,000	90,000	90,000	50,000	0.9
Council Tax Reduction - Admin.	8	130,768	137,860	124,970	148,570	2.66
Crime Reduction	8	127,292	94,662	141,887	147,832	2.65
Elections	8	101,557	154,790	151,290	297,990	5.34
Environmental Health	9	422,015	457,940	467,540	497,840	8.92
Environmental Initiatives	9	13,727	13,280	13,280	13,280	0.24
Front Office & Trans Team	9	987,064	1,032,630	1,068,930	1,145,780	20.52
Central Administration	9	572,136	582,500	593,600	628,120	11.25
Housing	10	1,399,478	1,101,450	1,174,060	1,287,267	23.05
Housing Ben. Admin	10	72,191	57,440	52,870	169,010	3.03
Housing Benefits	10	24,222	-110,000	-110,000	-110,000	-1.97
HR and Training	11	205,436	202,060	213,960	216,520	3.88
Information Technology	11	1,318,532	1,316,850	1,334,950	1,378,290	24.68
Investment Interest	11	-350,518	-166,200	-181,200	-180,521	-3.23
Investment Properties	12	-434,323	-412,620	-387,330	-419,120	-7.51
Legal Services	12	302,262	331,300	338,200	372,260	6.67
Leisure Centres	12	-80,574	-81,111	-75,931	-116,536	-2.09
Licensing	13	-117,096	-113,510	-110,510	-111,460	-2
Local Economy/Tourism	13	437,126	446,570	404,410	397,120	7.11
Local Land Charges	13	-36,619	-101,150	-100,550	-97,800	-1.75

<b>Budget Officer and Services</b>	<b>Page</b>	<b>Actual 2018/19</b>	<b>Original Budget 2018/19</b>	<b>Revised Budget 2018/19</b>	<b>Estimate 2019/20</b>	<b>Cost per Band D Property</b>
Members Services	14	221,747	204,080	229,480	240,180	4.3
Misc Expenditure or Income	14	2,204	0	0	0	0
Miscellaneous Properties	14	98,723	103,520	104,330	1,170,490	20.96
Monitoring Officer	14	105,921	130,620	131,520	113,970	2.04
National Non-Domestic Rate	15	-75,534	-126,950	-109,400	-107,860	-1.93
Non Distributed Costs	15	560,321	643,060	623,060	762,060	13.65
Off-Street Parking	15	-1,510,121	-1,168,680	-1,165,230	-1,034,810	-18.53
Parks Playfields & Open Spaces	16	493,779	529,652	546,262	535,552	9.59
Policy	16	536,792	528,500	581,433	615,450	11.02
Public Conveniences	16	177,022	217,730	217,320	215,560	3.86
Recreational Amenities	17	-346,553	-315,950	-365,950	-323,140	-5.79
Refuse Collection	17	3,020,524	3,000,710	3,108,340	3,164,390	56.67
Regulatory Services	17	410,380	86,400	120,200	313,282	5.61
Residual Costs	18	-8,919	405,790	14,300	142,000	2.54
Resources	18	583,653	604,690	612,890	657,230	11.77
SDC Infrastructure	18	68,676	81,670	81,670	76,370	1.37
Shopmobility	18	30,253	37,020	38,220	39,020	0.7
Social Inclusion	19	264,568	293,600	278,690	283,110	5.07
Sports Development	19	128,636	106,100	107,640	114,720	2.05
Street Cleansing & Furniture	19	1,541,262	1,524,460	1,572,600	1,570,780	28.13
<b>NET EXPENDITURE</b>		<b>14,029,561</b>	<b>14,448,755</b>	<b>15,813,250</b>	<b>17,641,671</b>	<b>315.94</b>

1010	Appropriations	Actual 2018/19	Original Budget 2018/19	Current Budget 2018/19	Estimate 2019/20
	Capital Financing Costs	25,000	0	1,265,000	746,400
	<b>GROSS COST OF SERVICE</b>	<b>25,000</b>	<b>0</b>	<b>1,265,000</b>	<b>746,400</b>
	<b>NET COST OF SERVICE</b>	<b>25,000</b>	<b>0</b>	<b>1,265,000</b>	<b>746,400</b>

The appropriations account records the revenue funding of capital expenditure.

1020	Avenue Farm Depot	Actual 2018/19	Original Budget 2018/19	Current Budget 2018/19	Estimate 2019/20
	Employees	26,991	26,240	26,740	35,970
	Premises Related Expenditure	2,614	5,150	4,150	4,220
	Transport Related Expenditure	1,638	1,110	1,110	1,180
	Supplies and Services	444	200	200	180
	Third Party Payments	1,050	0	1,000	1,000
	<b>GROSS COST OF SERVICE</b>	<b>32,737</b>	<b>32,700</b>	<b>33,200</b>	<b>42,550</b>
	Rent Income	-69,577	-69,860	-69,860	-67,680
	<b>INCOME</b>	<b>-69,577</b>	<b>-69,860</b>	<b>-69,860</b>	<b>-67,680</b>
	<b>NET COST OF SERVICE</b>	<b>-36,840</b>	<b>-37,160</b>	<b>-36,660</b>	<b>-25,130</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 2018/19	Original Budget 2018/19	Current Budget 2018/19	Estimate 2019/20
	Employees	419,500	446,550	456,050	475,680
	Transport Related Expenditure	28,162	35,620	35,620	35,620
	Supplies and Services	15,962	16,320	16,320	16,320
	Third Party Payments	2,847	24,000	24,000	24,000
	Transfer Payments	-2,268	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>464,203</b>	<b>522,490</b>	<b>531,990</b>	<b>551,620</b>
	Fees and Charges	-474,953	-542,000	-542,000	-518,940
	<b>INCOME</b>	<b>-474,953</b>	<b>-542,000</b>	<b>-542,000</b>	<b>-518,940</b>
	<b>NET COST OF SERVICE</b>	<b>-10,751</b>	<b>-19,510</b>	<b>-10,010</b>	<b>32,680</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 2018/19	Original Budget 2018/19	Current Budget 2018/19	Estimate 2019/20
	Employees	84,182	123,750	86,550	88,560
	Premises Related Expenditure	160	0	0	0
	Transport Related Expenditure	4,013	4,110	4,110	4,040
	Supplies and Services	8,122	12,320	12,320	10,860
	Third Party Payments	11,900	19,440	19,440	19,380
	<b>GROSS COST OF SERVICE</b>	<b>108,376</b>	<b>159,620</b>	<b>122,420</b>	<b>122,840</b>
	Fees and Charges	-43,196	-19,000	-19,000	-30,000
	<b>INCOME</b>	<b>-43,196</b>	<b>-19,000</b>	<b>-19,000</b>	<b>-30,000</b>
	<b>NET COST OF SERVICE</b>	<b>65,181</b>	<b>140,620</b>	<b>103,420</b>	<b>92,840</b>

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

<b>1040</b>	<b>Building Services</b>	<b>Actual 2018/19</b>	<b>Original Budget 2018/19</b>	<b>Current Budget 2018/19</b>	<b>Estimate 2019/20</b>
	Employees	178,889	154,400	177,780	189,430
	Premises Related Expenditure	483,587	494,240	469,330	459,500
	Transport Related Expenditure	4,649	7,670	7,670	7,870
	Supplies and Services	32,852	24,850	24,850	23,570
	Third Party Payments	9,108	8,300	8,350	8,350
	<b>GROSS COST OF SERVICE</b>	<b>709,085</b>	<b>689,460</b>	<b>687,980</b>	<b>688,720</b>
	Other Grants Reimbs & Conts	-1,356	0	0	0
	Fees and Charges	0	-20,480	-20,480	-20,480
	Rent Income	-112,731	-193,960	-143,960	-143,810
	<b>INCOME</b>	<b>-114,087</b>	<b>-214,440</b>	<b>-164,440</b>	<b>-164,290</b>
	<b>NET COST OF SERVICE</b>	<b>594,998</b>	<b>475,020</b>	<b>523,540</b>	<b>524,430</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.

<b>1050</b>	<b>C.C.T.V.</b>	<b>Actual 2018/19</b>	<b>Original Budget 2018/19</b>	<b>Current Budget 2018/19</b>	<b>Estimate 2019/20</b>
	Employees	184,685	193,400	197,375	204,040
	Premises Related Expenditure	30,258	43,600	17,900	43,600
	Transport Related Expenditure	1,195	1,780	1,780	1,830
	Supplies and Services	105,965	72,500	98,500	72,470
	Third Party Payments	14,497	0	43,100	0
	<b>GROSS COST OF SERVICE</b>	<b>336,600</b>	<b>311,280</b>	<b>358,655</b>	<b>321,940</b>
	Other Grants Reimbs & Conts	-59,335	-48,500	-50,500	-48,500
	Fees and Charges	-490	0	0	0
	<b>INCOME</b>	<b>-59,825</b>	<b>-48,500</b>	<b>-50,500</b>	<b>-48,500</b>
	<b>NET COST OF SERVICE</b>	<b>276,775</b>	<b>262,780</b>	<b>308,155</b>	<b>273,440</b>

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

<b>1060</b>	<b>Corp Mgt Exec Director (Paid Service)</b>	<b>Actual 2018/19</b>	<b>Original Budget 2018/19</b>	<b>Current Budget 2018/19</b>	<b>Estimate 2019/20</b>
	Employees	318,476	286,450	290,150	292,650
	Premises Related Expenditure	95	0	0	0
	Transport Related Expenditure	4,667	11,070	11,070	7,040
	Supplies and Services	91,241	148,122	166,452	346,450
	Third Party Payments	159,934	3,060	37,060	3,060
	<b>GROSS COST OF SERVICE</b>	<b>574,413</b>	<b>448,702</b>	<b>504,732</b>	<b>649,200</b>
	Fees and Charges	-53,205	0	0	0
	<b>INCOME</b>	<b>-53,205</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>521,208</b>	<b>448,702</b>	<b>504,732</b>	<b>649,200</b>

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

1070	Corp Mgt Exec Director (s151)	Actual 2018/19	Original Budget 2018/19	Current Budget 2018/19	Estimate 2019/20
	Supplies and Services	0	1,000	1,000	1,000
	Third Party Payments	169,766	147,400	137,400	144,400
	<b>GROSS COST OF SERVICE</b>	<b>169,766</b>	<b>148,400</b>	<b>138,400</b>	<b>145,400</b>
	Fees and Charges	-109	0	0	0
	<b>INCOME</b>	<b>-109</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>169,657</b>	<b>148,400</b>	<b>138,400</b>	<b>145,400</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 2018/19	Original Budget 2018/19	Current Budget 2018/19	Estimate 2019/20
	Supplies and Services	5,548	0	0	0
	Third Party Payments	0	15,750	15,750	25,750
	<b>GROSS COST OF SERVICE</b>	<b>5,548</b>	<b>15,750</b>	<b>15,750</b>	<b>25,750</b>
	<b>NET COST OF SERVICE</b>	<b>5,548</b>	<b>15,750</b>	<b>15,750</b>	<b>25,750</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 2018/19	Original Budget 2018/19	Current Budget 2018/19	Estimate 2019/20
	Employees	1,818	0	0	0
	Premises Related Expenditure	0	300	300	300
	Transport Related Expenditure	14	3,430	370	3,430
	Supplies and Services	100,688	159,320	116,040	116,520
	Third Party Payments	131,646	41,050	130,662	41,050
	<b>GROSS COST OF SERVICE</b>	<b>234,166</b>	<b>204,100</b>	<b>247,372</b>	<b>161,300</b>
	Other Grants Reimbs & Conts	-19,021	0	-18,750	0
	Fees and Charges	-102,750	-81,300	-101,300	-84,180
	<b>INCOME</b>	<b>-121,771</b>	<b>-81,300</b>	<b>-120,050</b>	<b>-84,180</b>
	<b>NET COST OF SERVICE</b>	<b>112,395</b>	<b>122,800</b>	<b>127,322</b>	<b>77,120</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 2018/19	Original Budget 2018/19	Current Budget 2018/19	Estimate 2019/20
	Employees	5,705	13,000	13,000	13,130
	Premises Related Expenditure	0	2,350	2,350	2,350
	Transport Related Expenditure	12,487	20,890	20,890	18,850
	Supplies and Services	271,056	296,670	296,670	293,250
	Third Party Payments	4,025	6,000	6,000	6,000
	<b>GROSS COST OF SERVICE</b>	<b>293,273</b>	<b>338,910</b>	<b>338,910</b>	<b>333,580</b>
	Fees and Charges	-3,284	0	0	0
	<b>INCOME</b>	<b>-3,284</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>289,989</b>	<b>338,910</b>	<b>338,910</b>	<b>333,580</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.

<b>1130</b>	<b>Corporate Budget</b>	<b>Actual 2018/19</b>	<b>Original Budget 2018/19</b>	<b>Current Budget 2018/19</b>	<b>Estimate 2019/20</b>
	Employees	146,520	192,700	207,200	219,500
	Premises Related Expenditure	46,278	0	46,900	0
	Transport Related Expenditure	2,646	1,300	1,300	2,300
	Supplies and Services	20,166	-5,400	29,600	-2,260
	Third Party Payments	22,530	193,350	29,750	0
	<b>GROSS COST OF SERVICE</b>	<b>238,140</b>	<b>381,950</b>	<b>314,750</b>	<b>219,540</b>
	<b>NET COST OF SERVICE</b>	<b>238,140</b>	<b>381,950</b>	<b>314,750</b>	<b>219,540</b>

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

<b>1140</b>	<b>Corporate Communications</b>	<b>Actual 2018/19</b>	<b>Original Budget 2018/19</b>	<b>Current Budget 2018/19</b>	<b>Estimate 2019/20</b>
	Supplies and Services	19,768	22,860	22,860	22,860
	Third Party Payments	4,750	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>24,518</b>	<b>22,860</b>	<b>22,860</b>	<b>22,860</b>
	Government Grant Income	-1,495	0	0	0
	Fees and Charges	-5,396	0	0	0
	<b>INCOME</b>	<b>-6,891</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>17,627</b>	<b>22,860</b>	<b>22,860</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.

<b>1150</b>	<b>Council Tax</b>	<b>Actual 2018/19</b>	<b>Original Budget 2018/19</b>	<b>Current Budget 2018/19</b>	<b>Estimate 2019/20</b>
	Employees	457,720	389,150	448,490	414,580
	Transport Related Expenditure	7,924	7,810	8,630	8,690
	Supplies and Services	34,483	40,130	33,560	30,895
	Third Party Payments	51,766	47,480	56,800	64,300
	Transfer Payments	856	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>552,749</b>	<b>484,570</b>	<b>547,480</b>	<b>518,465</b>
	Government Grant Income	-4,500	0	-4,500	0
	Other Grants Reimbs & Conts	-20,000	0	-20,000	0
	Fees and Charges	-255,627	-257,700	-257,700	-257,700
	<b>INCOME</b>	<b>-280,127</b>	<b>-257,700</b>	<b>-282,200</b>	<b>-257,700</b>
	<b>NET COST OF SERVICE</b>	<b>272,623</b>	<b>226,870</b>	<b>265,280</b>	<b>260,765</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.

<b>1160</b>	<b>Council Tax Reduction</b>	<b>Actual 2018/19</b>	<b>Original Budget 2018/19</b>	<b>Current Budget 2018/19</b>	<b>Estimate 2019/20</b>
	Supplies and Services	90,000	90,000	90,000	50,000
	<b>GROSS COST OF SERVICE</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>50,000</b>
	<b>NET COST OF SERVICE</b>	<b>90,000</b>	<b>90,000</b>	<b>90,000</b>	<b>50,000</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 2018/19</b>	<b>Original Budget 2018/19</b>	<b>Current Budget 2018/19</b>	<b>Estimate 2019/20</b>
	Employees	226,114	218,520	228,200	235,760
	Transport Related Expenditure	4,321	4,050	3,230	3,270
	Supplies and Services	407	3,730	0	0
	Third Party Payments	0	18,020	0	16,000
	<b>GROSS COST OF SERVICE</b>	<b>230,842</b>	<b>244,320</b>	<b>231,430</b>	<b>255,030</b>
	Government Grant Income	-100,074	-106,460	-106,460	-106,460
	<b>INCOME</b>	<b>-100,074</b>	<b>-106,460</b>	<b>-106,460</b>	<b>-106,460</b>
	<b>NET COST OF SERVICE</b>	<b>130,768</b>	<b>137,860</b>	<b>124,970</b>	<b>148,570</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 2018/19</b>	<b>Original Budget 2018/19</b>	<b>Current Budget 2018/19</b>	<b>Estimate 2019/20</b>
	Employees	145,741	79,250	127,475	131,250
	Premises Related Expenditure	1,635	0	0	0
	Transport Related Expenditure	6,731	3,620	3,620	4,380
	Supplies and Services	26,410	11,792	13,292	12,202
	Third Party Payments	18,294	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>198,812</b>	<b>94,662</b>	<b>144,387</b>	<b>147,832</b>
	Other Grants Reimbs & Conts	-66,661	0	-2,500	0
	Customer & Client Receipts	-4,859	0	0	0
	<b>INCOME</b>	<b>-71,520</b>	<b>0</b>	<b>-2,500</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>127,292</b>	<b>94,662</b>	<b>141,887</b>	<b>147,832</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 2018/19</b>	<b>Original Budget 2018/19</b>	<b>Current Budget 2018/19</b>	<b>Estimate 2019/20</b>
	Employees	61,033	54,840	55,540	127,940
	Premises Related Expenditure	25	0	0	14,000
	Transport Related Expenditure	3,652	2,000	2,000	4,450
	Supplies and Services	63,398	59,170	65,970	106,320
	Third Party Payments	32,572	40,780	40,780	65,280
	<b>GROSS COST OF SERVICE</b>	<b>160,681</b>	<b>156,790</b>	<b>164,290</b>	<b>317,990</b>
	Government Grant Income	-56,436	0	-11,000	0
	Customer & Client Receipts	-1,479	-2,000	-2,000	-2,000
	Fees and Charges	-1,209	0	0	-18,000
	<b>INCOME</b>	<b>-59,124</b>	<b>-2,000</b>	<b>-13,000</b>	<b>-20,000</b>
	<b>NET COST OF SERVICE</b>	<b>101,557</b>	<b>154,790</b>	<b>151,290</b>	<b>297,990</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).

<b>1200</b>	<b>Environmental Health</b>	<b>Actual 2018/19</b>	<b>Original Budget 2018/19</b>	<b>Current Budget 2018/19</b>	<b>Estimate 2019/20</b>
	Employees	462,137	442,980	452,580	482,700
	Premises Related Expenditure	937	0	0	0
	Transport Related Expenditure	33,706	33,550	33,550	40,310
	Supplies and Services	42,330	54,110	53,510	49,610
	Third Party Payments	8,313	26,130	26,130	23,450
	<b>GROSS COST OF SERVICE</b>	<b>547,424</b>	<b>556,770</b>	<b>565,770</b>	<b>596,070</b>
	Customer & Client Receipts	-1,505	-3,000	-3,000	-3,000
	Fees and Charges	-118,465	-95,830	-95,230	-95,230
	Recharges to Other Accounts	-5,439	0	0	0
	<b>INCOME</b>	<b>-125,409</b>	<b>-98,830</b>	<b>-98,230</b>	<b>-98,230</b>
	<b>NET COST OF SERVICE</b>	<b>422,015</b>	<b>457,940</b>	<b>467,540</b>	<b>497,840</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.

<b>1210</b>	<b>Environmental Initiatives</b>	<b>Actual 2018/19</b>	<b>Original Budget 2018/19</b>	<b>Current Budget 2018/19</b>	<b>Estimate 2019/20</b>
	Supplies and Services	477	0	0	0
	Third Party Payments	13,250	13,280	13,280	13,280
	<b>GROSS COST OF SERVICE</b>	<b>13,727</b>	<b>13,280</b>	<b>13,280</b>	<b>13,280</b>
	<b>NET COST OF SERVICE</b>	<b>13,727</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.

<b>1220</b>	<b>Front Office &amp; Trans Team</b>	<b>Actual 2018/19</b>	<b>Original Budget 2018/19</b>	<b>Current Budget 2018/19</b>	<b>Estimate 2019/20</b>
	Employees	813,617	841,120	877,420	954,270
	Premises Related Expenditure	78	0	0	0
	Transport Related Expenditure	3,729	5,920	5,920	5,920
	Supplies and Services	156,825	158,590	158,590	163,590
	Third Party Payments	12,884	27,000	27,000	22,000
	<b>GROSS COST OF SERVICE</b>	<b>987,133</b>	<b>1,032,630</b>	<b>1,068,930</b>	<b>1,145,780</b>
	Government Grant Income	-400	0	0	0
	Fees and Charges	331	0	0	0
	<b>INCOME</b>	<b>-69</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>987,064</b>	<b>1,032,630</b>	<b>1,068,930</b>	<b>1,145,780</b>

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

<b>1225</b>	<b>Central Administration</b>	<b>Actual 2018/19</b>	<b>Original Budget 2018/19</b>	<b>Current Budget 2018/19</b>	<b>Estimate 2019/20</b>
	Employees	571,022	577,140	588,240	611,210
	Premises Related Expenditure	0	0	0	500
	Transport Related Expenditure	917	360	360	410
	Supplies and Services	11,515	5,000	5,000	16,000
	Third Party Payments	3,540	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>586,995</b>	<b>582,500</b>	<b>593,600</b>	<b>628,120</b>
	Other Grants Reimbs & Conts	-9,359	0	0	0
	Fees and Charges	-5,500	0	0	0
	<b>INCOME</b>	<b>-14,859</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>572,136</b>	<b>582,500</b>	<b>593,600</b>	<b>628,120</b>

This service contains the administration functions of the council.

1240	Housing	Actual 2018/19	Original Budget 2018/19	Current Budget 2018/19	Estimate 2019/20
	Employees	785,001	692,132	752,742	857,054
	Premises Related Expenditure	5,788	0	0	80
	Transport Related Expenditure	22,080	18,400	18,400	18,230
	Supplies and Services	853,943	350,150	671,950	332,650
	Third Party Payments	327,664	89,790	257,590	157,790
	Transfer Payments	68,057	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>2,062,532</b>	<b>1,150,472</b>	<b>1,700,682</b>	<b>1,365,804</b>
	Government Grant Income	-108,611	-18,022	-77,322	-16,508
	Other Grants Reimbs & Conts	-26,000	-10,000	-10,000	0
	Customer & Client Receipts	-42,000	-18,500	-18,500	-18,500
	Fees and Charges	-14,275	-2,500	-2,500	-43,529
	Rent Income	-161,559	0	-148,800	0
	Recharges to Other Accounts	-310,608	0	-269,500	0
	<b>INCOME</b>	<b>-663,053</b>	<b>-49,022</b>	<b>-526,622</b>	<b>-78,537</b>
	<b>NET COST OF SERVICE</b>	<b>1,399,478</b>	<b>1,101,450</b>	<b>1,174,060</b>	<b>1,287,267</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.

1250	Housing Ben. Admin	Actual 2018/19	Original Budget 2018/19	Current Budget 2018/19	Estimate 2019/20
	Employees	280,492	275,270	290,200	309,960
	Premises Related Expenditure	155	0	0	0
	Transport Related Expenditure	4,548	4,100	4,100	4,340
	Supplies and Services	63,875	4,960	64,960	8,600
	Third Party Payments	120,226	46,110	111,110	96,110
	<b>GROSS COST OF SERVICE</b>	<b>469,296</b>	<b>330,440</b>	<b>470,370</b>	<b>419,010</b>
	Government Grant Income	-253,567	-273,000	-273,000	-250,000
	Other Grants Reimbs & Conts	-144,524	0	-144,500	0
	Fees and Charges	986	0	0	0
	<b>INCOME</b>	<b>-397,105</b>	<b>-273,000</b>	<b>-417,500</b>	<b>-250,000</b>
	<b>NET COST OF SERVICE</b>	<b>72,191</b>	<b>57,440</b>	<b>52,870</b>	<b>169,010</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.

1260	Housing Benefits	Actual 2018/19	Original Budget 2018/19	Current Budget 2018/19	Estimate 2019/20
	Transfer Payments	21,318,155	26,225,960	26,225,960	26,225,960
	<b>GROSS COST OF SERVICE</b>	<b>21,318,155</b>	<b>26,225,960</b>	<b>26,225,960</b>	<b>26,225,960</b>
	Government Grant Income	-21,293,933	-26,335,960	-26,335,960	-26,335,960
	<b>INCOME</b>	<b>-21,293,933</b>	<b>-26,335,960</b>	<b>-26,335,960</b>	<b>-26,335,960</b>
	<b>NET COST OF SERVICE</b>	<b>24,222</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.

1270	HR and Training	Actual 2018/19	Original Budget 2018/19	Current Budget 2018/19	Estimate 2019/20
	Employees	213,992	195,340	214,990	208,300
	Premises Related Expenditure	642	0	0	0
	Transport Related Expenditure	1,966	1,080	1,080	1,080
	Supplies and Services	11,534	5,480	5,480	6,980
	Third Party Payments	0	160	160	160
	<b>GROSS COST OF SERVICE</b>	<b>228,134</b>	<b>202,060</b>	<b>221,710</b>	<b>216,520</b>
	Government Grant Income	-1,140	0	0	0
	Other Grants Reimbs & Conts	-9,700	0	-7,000	0
	Fees and Charges	-11,858	0	-750	0
	<b>INCOME</b>	<b>-22,698</b>	<b>0</b>	<b>-7,750</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>205,436</b>	<b>202,060</b>	<b>213,960</b>	<b>216,520</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.

1280	Information Technology	Actual 2018/19	Original Budget 2018/19	Current Budget 2018/19	Estimate 2019/20
	Employees	1,021,245	995,480	1,013,580	1,027,710
	Premises Related Expenditure	862	0	0	0
	Transport Related Expenditure	8,454	9,770	9,770	10,000
	Supplies and Services	381,736	355,600	388,100	384,580
	Third Party Payments	12,319	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>1,424,616</b>	<b>1,360,850</b>	<b>1,411,450</b>	<b>1,422,290</b>
	Other Grants Reimbs & Conts	-59,754	0	-32,500	0
	Fees and Charges	-46,331	-44,000	-44,000	-44,000
	<b>INCOME</b>	<b>-106,085</b>	<b>-44,000</b>	<b>-76,500</b>	<b>-44,000</b>
	<b>NET COST OF SERVICE</b>	<b>1,318,532</b>	<b>1,316,850</b>	<b>1,334,950</b>	<b>1,378,290</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.

1290	Investment Interest	Actual 2018/19	Original Budget 2018/19	Current Budget 2018/19	Estimate 2019/20
	Capital Financing Costs	862	1,200	1,200	1,200
	<b>GROSS COST OF SERVICE</b>	<b>862</b>	<b>1,200</b>	<b>1,200</b>	<b>1,200</b>
	Interest Income	-351,379	-167,400	-182,400	-181,721
	<b>INCOME</b>	<b>-351,379</b>	<b>-167,400</b>	<b>-182,400</b>	<b>-181,721</b>
	<b>NET COST OF SERVICE</b>	<b>-350,518</b>	<b>-166,200</b>	<b>-181,200</b>	<b>-180,521</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 2018/19</b>	<b>Original Budget 2018/19</b>	<b>Current Budget 2018/19</b>	<b>Estimate 2019/20</b>
	Employees	45,731	44,850	45,720	51,030
	Premises Related Expenditure	55,479	57,340	66,650	66,040
	Transport Related Expenditure	4,192	3,560	3,560	3,920
	Supplies and Services	826	300	300	210
	Third Party Payments	16,112	16,410	16,520	16,520
	Transfer Payments	-1,900	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>120,439</b>	<b>122,460</b>	<b>132,750</b>	<b>137,720</b>
	Fees and Charges	-68,878	-61,220	-61,220	-68,480
	Rent Income	-485,885	-473,860	-458,860	-488,360
	<b>INCOME</b>	<b>-554,763</b>	<b>-535,080</b>	<b>-520,080</b>	<b>-556,840</b>
	<b>NET COST OF SERVICE</b>	<b>-434,323</b>	<b>-412,620</b>	<b>-387,330</b>	<b>-419,120</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 2018/19</b>	<b>Original Budget 2018/19</b>	<b>Current Budget 2018/19</b>	<b>Estimate 2019/20</b>
	Employees	363,743	368,800	376,400	379,700
	Premises Related Expenditure	155	0	0	0
	Transport Related Expenditure	4,250	3,950	3,950	4,010
	Supplies and Services	18,597	28,940	28,940	28,940
	Third Party Payments	3,386	4,610	3,910	4,610
	<b>GROSS COST OF SERVICE</b>	<b>390,131</b>	<b>406,300</b>	<b>413,200</b>	<b>417,260</b>
	Fees and Charges	-87,869	-75,000	-75,000	-45,000
	<b>INCOME</b>	<b>-87,869</b>	<b>-75,000</b>	<b>-75,000</b>	<b>-45,000</b>
	<b>NET COST OF SERVICE</b>	<b>302,262</b>	<b>331,300</b>	<b>338,200</b>	<b>372,260</b>

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

<b>1310</b>	<b>Leisure Centres</b>	<b>Actual 2018/19</b>	<b>Original Budget 2018/19</b>	<b>Current Budget 2018/19</b>	<b>Estimate 2019/20</b>
	Employees	58,471	56,590	57,770	67,920
	Premises Related Expenditure	101,791	101,100	105,100	101,440
	Transport Related Expenditure	3,710	4,810	4,810	5,040
	Supplies and Services	4,465	4,750	4,750	4,440
	Third Party Payments	2,561	0	0	10,000
	Transfer Payments	-1,200	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>169,798</b>	<b>167,250</b>	<b>172,430</b>	<b>188,840</b>
	Other Grants Reimbs & Conts	-2,010	0	0	0
	Fees and Charges	-248,361	-248,361	-248,361	-305,376
	<b>INCOME</b>	<b>-250,372</b>	<b>-248,361</b>	<b>-248,361</b>	<b>-305,376</b>
	<b>NET COST OF SERVICE</b>	<b>-80,574</b>	<b>-81,111</b>	<b>-75,931</b>	<b>-116,536</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 2018/19	Original Budget 2018/19	Current Budget 2018/19	Estimate 2019/20
	Employees	194,337	188,300	192,600	189,200
	Premises Related Expenditure	286	0	0	0
	Transport Related Expenditure	2,603	1,300	1,300	1,450
	Supplies and Services	10,240	6,880	6,880	8,880
	Third Party Payments	10,017	5,800	4,500	5,800
	Transfer Payments	4,825	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>222,307</b>	<b>202,280</b>	<b>205,280</b>	<b>205,330</b>
	Fees and Charges	-339,403	-315,790	-315,790	-316,790
	<b>INCOME</b>	<b>-339,403</b>	<b>-315,790</b>	<b>-315,790</b>	<b>-316,790</b>
	<b>NET COST OF SERVICE</b>	<b>-117,096</b>	<b>-113,510</b>	<b>-110,510</b>	<b>-111,460</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 2018/19	Original Budget 2018/19	Current Budget 2018/19	Estimate 2019/20
	Employees	325,970	167,600	302,900	254,800
	Premises Related Expenditure	73,329	37,250	71,760	77,440
	Transport Related Expenditure	925	0	3,060	0
	Supplies and Services	225,336	182,240	203,490	224,580
	Third Party Payments	36,209	120,480	42,200	24,300
	<b>GROSS COST OF SERVICE</b>	<b>661,769</b>	<b>507,570</b>	<b>623,410</b>	<b>581,120</b>
	Other Grants Reimbs & Conts	-615	0	0	0
	Customer & Client Receipts	-131,041	0	-127,000	-127,000
	Fees and Charges	-9,833	-16,000	-16,000	-16,000
	Rent Income	-83,154	-45,000	-76,000	-41,000
	<b>INCOME</b>	<b>-224,643</b>	<b>-61,000</b>	<b>-219,000</b>	<b>-184,000</b>
	<b>NET COST OF SERVICE</b>	<b>437,126</b>	<b>446,570</b>	<b>404,410</b>	<b>397,120</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 2018/19	Original Budget 2018/19	Current Budget 2018/19	Estimate 2019/20
	Employees	112,606	28,550	100,887	81,800
	Premises Related Expenditure	155	0	0	0
	Supplies and Services	1,302	2,950	2,950	3,050
	Third Party Payments	40,552	40,000	40,000	40,000
	<b>GROSS COST OF SERVICE</b>	<b>154,614</b>	<b>71,500</b>	<b>143,837</b>	<b>124,850</b>
	Government Grant Income	-5,037	0	-5,637	0
	Other Grants Reimbs & Conts	-12,100	0	-12,100	0
	Fees and Charges	-174,096	-172,650	-226,650	-222,650
	<b>INCOME</b>	<b>-191,233</b>	<b>-172,650</b>	<b>-244,387</b>	<b>-222,650</b>
	<b>NET COST OF SERVICE</b>	<b>-36,619</b>	<b>-101,150</b>	<b>-100,550</b>	<b>-97,800</b>

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

<b>1350</b>	<b>Members Services</b>	<b>Actual 2018/19</b>	<b>Original Budget 2018/19</b>	<b>Current Budget 2018/19</b>	<b>Estimate 2019/20</b>
	Employees	210,690	196,400	221,800	228,500
	Transport Related Expenditure	1,507	930	930	930
	Supplies and Services	9,810	6,750	6,750	10,750
	Third Party Payments	104	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>222,111</b>	<b>204,080</b>	<b>229,480</b>	<b>240,180</b>
	Customer & Client Receipts	-364	0	0	0
	<b>INCOME</b>	<b>-364</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>221,747</b>	<b>204,080</b>	<b>229,480</b>	<b>240,180</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>1355</b>	<b>Misc Expenditure or Income</b>	<b>Actual 2018/19</b>	<b>Original Budget 2018/19</b>	<b>Current Budget 2018/19</b>	<b>Estimate 2019/20</b>
	Customer & Client Receipts	2,204	0	0	0
	<b>INCOME</b>	<b>2,204</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>2,204</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>1360</b>	<b>Miscellaneous Properties</b>	<b>Actual 2018/19</b>	<b>Original Budget 2018/19</b>	<b>Current Budget 2018/19</b>	<b>Estimate 2019/20</b>
	Employees	65,355	51,890	52,700	49,790
	Premises Related Expenditure	29,434	9,500	9,500	10,370
	Transport Related Expenditure	6,049	6,230	6,230	6,050
	Supplies and Services	15,320	50,750	50,750	750
	Third Party Payments	38,188	7,000	7,000	1,132,000
	<b>GROSS COST OF SERVICE</b>	<b>154,346</b>	<b>125,370</b>	<b>126,180</b>	<b>1,198,960</b>
	Customer & Client Receipts	-7,000	0	0	0
	Fees and Charges	-29,738	-6,600	-6,600	-6,600
	Rent Income	-18,885	-15,250	-15,250	-21,870
	<b>INCOME</b>	<b>-55,623</b>	<b>-21,850</b>	<b>-21,850</b>	<b>-28,470</b>
	<b>NET COST OF SERVICE</b>	<b>98,723</b>	<b>103,520</b>	<b>104,330</b>	<b>1,170,490</b>

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

<b>1370</b>	<b>Monitoring Officer</b>	<b>Actual 2018/19</b>	<b>Original Budget 2018/19</b>	<b>Current Budget 2018/19</b>	<b>Estimate 2019/20</b>
	Employees	134,569	128,600	129,500	133,300
	Transport Related Expenditure	1,565	1,300	1,300	1,300
	Supplies and Services	425	720	720	720
	<b>GROSS COST OF SERVICE</b>	<b>136,560</b>	<b>130,620</b>	<b>131,520</b>	<b>135,320</b>
	Government Grant Income	-8,547	0	0	0
	Other Grants Reimbs & Conts	-16,860	0	0	-21,350
	Fees and Charges	-5,233	0	0	0
	<b>INCOME</b>	<b>-30,639</b>	<b>0</b>	<b>0</b>	<b>-21,350</b>
	<b>NET COST OF SERVICE</b>	<b>105,921</b>	<b>130,620</b>	<b>131,520</b>	<b>113,970</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 2018/19</b>	<b>Original Budget 2018/19</b>	<b>Current Budget 2018/19</b>	<b>Estimate 2019/20</b>
	Employees	17,426	16,190	17,740	18,450
	Transport Related Expenditure	1,055	920	920	910
	Supplies and Services	18,344	8,750	15,350	10,590
	Third Party Payments	148,901	116,390	135,790	116,390
	<b>GROSS COST OF SERVICE</b>	<b>185,726</b>	<b>142,250</b>	<b>169,800</b>	<b>146,340</b>
	Government Grant Income	-218,788	-215,000	-215,000	-215,000
	Other Grants Reimbs & Conts	-10,000	0	-10,000	0
	Fees and Charges	-32,472	-54,200	-54,200	-39,200
	<b>INCOME</b>	<b>-261,260</b>	<b>-269,200</b>	<b>-279,200</b>	<b>-254,200</b>
	<b>NET COST OF SERVICE</b>	<b>-75,534</b>	<b>-126,950</b>	<b>-109,400</b>	<b>-107,860</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 2018/19</b>	<b>Original Budget 2018/19</b>	<b>Current Budget 2018/19</b>	<b>Estimate 2019/20</b>
	Employees	532,502	608,060	588,060	727,060
	Third Party Payments	27,819	35,000	35,000	35,000
	<b>GROSS COST OF SERVICE</b>	<b>560,321</b>	<b>643,060</b>	<b>623,060</b>	<b>762,060</b>
	<b>NET COST OF SERVICE</b>	<b>560,321</b>	<b>643,060</b>	<b>623,060</b>	<b>762,060</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 2018/19</b>	<b>Original Budget 2018/19</b>	<b>Current Budget 2018/19</b>	<b>Estimate 2019/20</b>
	Employees	206,015	201,660	242,610	240,720
	Premises Related Expenditure	644,644	573,540	632,230	682,960
	Transport Related Expenditure	7,965	6,170	6,170	6,360
	Supplies and Services	164,587	138,220	128,220	143,260
	Third Party Payments	319,346	266,890	296,430	309,430
	Transfer Payments	-1,495	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>1,341,063</b>	<b>1,186,480</b>	<b>1,305,660</b>	<b>1,382,730</b>
	Customer & Client Receipts	-2,923	0	0	0
	Fees and Charges	-2,786,213	-2,300,000	-2,415,730	-2,361,400
	Rent Income	-62,048	-55,160	-55,160	-56,140
	<b>INCOME</b>	<b>-2,851,183</b>	<b>-2,355,160</b>	<b>-2,470,890</b>	<b>-2,417,540</b>
	<b>NET COST OF SERVICE</b>	<b>-1,510,121</b>	<b>-1,168,680</b>	<b>-1,165,230</b>	<b>-1,034,810</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 2018/19</b>	<b>Original Budget 2018/19</b>	<b>Current Budget 2018/19</b>	<b>Estimate 2019/20</b>
	Employees	55,142	86,060	87,750	73,080
	Premises Related Expenditure	103	36,600	4,000	4,000
	Transport Related Expenditure	1,318	750	750	750
	Supplies and Services	36,720	30,868	31,388	31,348
	Third Party Payments	529,603	488,074	540,614	547,914
	Transfer Payments	-5,506	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>617,381</b>	<b>642,352</b>	<b>664,502</b>	<b>657,092</b>
	Other Grants Reimbs & Conts	-119,652	-109,400	-118,240	-118,240
	Fees and Charges	-3,950	0	0	0
	Recharges to Other Accounts	0	-3,300	0	-3,300
	<b>INCOME</b>	<b>-123,602</b>	<b>-112,700</b>	<b>-118,240</b>	<b>-121,540</b>
	<b>NET COST OF SERVICE</b>	<b>493,779</b>	<b>529,652</b>	<b>546,262</b>	<b>535,552</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 2018/19</b>	<b>Original Budget 2018/19</b>	<b>Current Budget 2018/19</b>	<b>Estimate 2019/20</b>
	Employees	531,453	477,650	481,650	564,600
	Premises Related Expenditure	1,969	0	0	0
	Transport Related Expenditure	6,592	6,500	6,500	6,500
	Supplies and Services	36,047	19,760	48,760	19,760
	Third Party Payments	161,963	66,890	157,823	66,890
	<b>GROSS COST OF SERVICE</b>	<b>738,025</b>	<b>570,800</b>	<b>694,733</b>	<b>657,750</b>
	Government Grant Income	-176,420	-42,300	-113,300	-42,300
	Customer & Client Receipts	-168	0	0	0
	Fees and Charges	-24,644	0	0	0
	<b>INCOME</b>	<b>-201,233</b>	<b>-42,300</b>	<b>-113,300</b>	<b>-42,300</b>
	<b>NET COST OF SERVICE</b>	<b>536,792</b>	<b>528,500</b>	<b>581,433</b>	<b>615,450</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 2018/19</b>	<b>Original Budget 2018/19</b>	<b>Current Budget 2018/19</b>	<b>Estimate 2019/20</b>
	Employees	34,892	33,970	34,650	31,290
	Premises Related Expenditure	162,033	204,640	203,550	204,870
	Transport Related Expenditure	6,882	9,730	9,730	10,000
	Supplies and Services	11,355	5,790	5,790	5,800
	Third Party Payments	0	10,800	10,800	10,800
	<b>GROSS COST OF SERVICE</b>	<b>215,163</b>	<b>264,930</b>	<b>264,520</b>	<b>262,760</b>
	Customer & Client Receipts	-61	-200	-200	-200
	Fees and Charges	-38,080	-47,000	-47,000	-47,000
	<b>INCOME</b>	<b>-38,141</b>	<b>-47,200</b>	<b>-47,200</b>	<b>-47,200</b>
	<b>NET COST OF SERVICE</b>	<b>177,022</b>	<b>217,730</b>	<b>217,320</b>	<b>215,560</b>

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

1470	Recreational Amenities	Actual 2018/19	Original Budget 2018/19	Current Budget 2018/19	Estimate 2019/20
	Premises Related Expenditure	22,429	15,800	15,800	15,730
	Supplies and Services	5,694	3,700	3,700	5,430
	Third Party Payments	832	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>28,954</b>	<b>19,500</b>	<b>19,500</b>	<b>21,160</b>
	Fees and Charges	-15,214	-10,000	-10,000	-10,000
	Rent Income	-360,293	-325,450	-375,450	-334,300
	<b>INCOME</b>	<b>-375,508</b>	<b>-335,450</b>	<b>-385,450</b>	<b>-344,300</b>
	<b>NET COST OF SERVICE</b>	<b>-346,553</b>	<b>-315,950</b>	<b>-365,950</b>	<b>-323,140</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 2018/19	Original Budget 2018/19	Current Budget 2018/19	Estimate 2019/20
	Employees	73,293	70,870	72,260	74,080
	Transport Related Expenditure	2,950	2,830	2,830	2,830
	Supplies and Services	4,969	9,090	9,090	9,010
	Third Party Payments	4,112,598	3,953,880	4,121,250	4,121,250
	<b>GROSS COST OF SERVICE</b>	<b>4,193,811</b>	<b>4,036,670</b>	<b>4,205,430</b>	<b>4,207,170</b>
	Other Grants Reimbs & Conts	-914,175	-804,370	-862,990	-808,680
	Customer & Client Receipts	-175,146	-151,100	-151,100	-151,100
	Fees and Charges	-83,966	-80,490	-83,000	-83,000
	<b>INCOME</b>	<b>-1,173,287</b>	<b>-1,035,960</b>	<b>-1,097,090</b>	<b>-1,042,780</b>
	<b>NET COST OF SERVICE</b>	<b>3,020,524</b>	<b>3,000,710</b>	<b>3,108,340</b>	<b>3,164,390</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 2018/19	Original Budget 2018/19	Current Budget 2018/19	Estimate 2019/20
	Employees	1,863,625	1,787,210	1,821,010	1,967,392
	Premises Related Expenditure	10,253	0	0	0
	Transport Related Expenditure	40,680	36,320	36,320	36,420
	Supplies and Services	37,411	24,570	24,570	34,570
	Third Party Payments	259,670	102,800	107,257	102,800
	Transfer Payments	1,916	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>2,213,555</b>	<b>1,950,900</b>	<b>1,989,157</b>	<b>2,141,182</b>
	Government Grant Income	-51,780	0	-1,457	0
	Other Grants Reimbs & Conts	-200	0	0	0
	Fees and Charges	-1,751,195	-1,864,500	-1,867,500	-1,827,900
	<b>INCOME</b>	<b>-1,803,175</b>	<b>-1,864,500</b>	<b>-1,868,957</b>	<b>-1,827,900</b>
	<b>NET COST OF SERVICE</b>	<b>410,380</b>	<b>86,400</b>	<b>120,200</b>	<b>313,282</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 2018/19	Original Budget 2018/19	Current Budget 2018/19	Estimate 2019/20
	Employees	0	133,040	0	0
	Third Party Payments	0	272,750	14,300	142,000
	<b>GROSS COST OF SERVICE</b>	<b>0</b>	<b>405,790</b>	<b>14,300</b>	<b>142,000</b>
	Fees and Charges	-8,919	0	0	0
	<b>INCOME</b>	<b>-8,919</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>-8,919</b>	<b>405,790</b>	<b>14,300</b>	<b>142,000</b>

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

1510	Resources	Actual 2018/19	Original Budget 2018/19	Current Budget 2018/19	Estimate 2019/20
	Employees	365,039	388,910	397,110	405,620
	Premises Related Expenditure	480	0	0	0
	Transport Related Expenditure	8,182	7,720	7,720	7,900
	Supplies and Services	87,817	66,860	66,860	72,510
	Third Party Payments	142,076	143,500	143,500	173,500
	<b>GROSS COST OF SERVICE</b>	<b>603,594</b>	<b>606,990</b>	<b>615,190</b>	<b>659,530</b>
	Government Grant Income	-8,103	0	0	0
	Other Grants Reimbs & Conts	-465	0	0	0
	Fees and Charges	-11,372	-2,300	-2,300	-2,300
	<b>INCOME</b>	<b>-19,941</b>	<b>-2,300</b>	<b>-2,300</b>	<b>-2,300</b>
	<b>NET COST OF SERVICE</b>	<b>583,653</b>	<b>604,690</b>	<b>612,890</b>	<b>657,230</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 2018/19	Original Budget 2018/19	Current Budget 2018/19	Estimate 2019/20
	Employees	5,102	4,970	4,970	0
	Premises Related Expenditure	43,776	43,950	43,950	43,950
	Transport Related Expenditure	80	430	430	100
	Supplies and Services	153	100	100	100
	Third Party Payments	19,565	32,220	32,220	32,220
	<b>GROSS COST OF SERVICE</b>	<b>68,676</b>	<b>81,670</b>	<b>81,670</b>	<b>76,370</b>
	<b>NET COST OF SERVICE</b>	<b>68,676</b>	<b>81,670</b>	<b>81,670</b>	<b>76,370</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 2018/19	Original Budget 2018/19	Current Budget 2018/19	Estimate 2019/20
	Employees	27,820	32,210	33,410	34,230
	Premises Related Expenditure	3,512	1,710	1,710	1,710
	Supplies and Services	1,210	3,100	3,100	3,080
	<b>GROSS COST OF SERVICE</b>	<b>32,542</b>	<b>37,020</b>	<b>38,220</b>	<b>39,020</b>
	Fees and Charges	-2,289	0	0	0
	<b>INCOME</b>	<b>-2,289</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>30,253</b>	<b>37,020</b>	<b>38,220</b>	<b>39,020</b>

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

1540	Social Inclusion	Actual 2018/19	Original Budget 2018/19	Current Budget 2018/19	Estimate 2019/20
	Employees	105,213	130,950	107,440	109,530
	Premises Related Expenditure	529	0	0	0
	Transport Related Expenditure	2,527	2,530	2,530	2,460
	Supplies and Services	148,682	136,990	154,990	147,990
	Third Party Payments	61,867	23,130	23,130	23,130
	<b>GROSS COST OF SERVICE</b>	<b>318,817</b>	<b>293,600</b>	<b>288,090</b>	<b>283,110</b>
	Other Grants Reimbs & Conts	-34,974	0	-9,400	0
	Fees and Charges	-19,276	0	0	0
	<b>INCOME</b>	<b>-54,249</b>	<b>0</b>	<b>-9,400</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>264,568</b>	<b>293,600</b>	<b>278,690</b>	<b>283,110</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 2018/19	Original Budget 2018/19	Current Budget 2018/19	Estimate 2019/20
	Employees	95,892	98,690	100,230	107,310
	Premises Related Expenditure	3,866	4,100	4,100	4,100
	Transport Related Expenditure	1,909	2,000	2,000	2,000
	Supplies and Services	7,066	13,400	13,400	9,610
	Third Party Payments	33,018	5,960	5,960	5,960
	<b>GROSS COST OF SERVICE</b>	<b>141,751</b>	<b>124,150</b>	<b>125,690</b>	<b>128,980</b>
	Other Grants Reimbs & Conts	0	-100	-100	-100
	Customer & Client Receipts	-771	0	0	0
	Fees and Charges	-12,344	-17,950	-17,950	-14,160
	<b>INCOME</b>	<b>-13,115</b>	<b>-18,050</b>	<b>-18,050</b>	<b>-14,260</b>
	<b>NET COST OF SERVICE</b>	<b>128,636</b>	<b>106,100</b>	<b>107,640</b>	<b>114,720</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 2018/19	Original Budget 2018/19	Current Budget 2018/19	Estimate 2019/20
	Employees	54,331	53,070	53,880	51,940
	Premises Related Expenditure	7,760	16,600	16,600	16,600
	Transport Related Expenditure	2,170	3,640	3,640	3,640
	Supplies and Services	13,253	14,990	14,990	15,110
	Third Party Payments	1,472,665	1,439,360	1,486,690	1,486,690
	<b>GROSS COST OF SERVICE</b>	<b>1,550,179</b>	<b>1,527,660</b>	<b>1,575,800</b>	<b>1,573,980</b>
	Fees and Charges	-8,917	-3,200	-3,200	-3,200
	<b>INCOME</b>	<b>-8,917</b>	<b>-3,200</b>	<b>-3,200</b>	<b>-3,200</b>
	<b>NET COST OF SERVICE</b>	<b>1,541,262</b>	<b>1,524,460</b>	<b>1,572,600</b>	<b>1,570,780</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.