

BUDGET BOOK

2021-2022

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

STRATFORD-ON-AVON DISTRICT COUNCIL

REVENUE BUDGET FOR 2021/22

NET EXPENDITURE SUMMARY

	Actual 2019/20	Original Budget 2020/21	Revised Budget 2020/21	Estimate 2021/22	Cost per Band D Property
	£	£	£	£	£
SERVICE EXPENDITURE					
Direct Service Expenditure	14,760,011	20,821,251	16,782,229	17,371,080	305.08
NET SERVICE EXPENDITURE	£14,760,011	£20,821,251	£16,782,229	£17,371,080	£305.08
Appropriation to/-from General Revenue account balance	-932,411	-3,393,135	645,887	-853,464	-14.99
BUDGET REQUIREMENT	£13,827,600	£17,428,116	£17,428,116	£16,517,616	£290.09
FINANCING					
Contribution from NNDR Pool	-1,359,092	-3,700,000	-3,700,000	-3,000,000	-52.67
Specific Grants	-299,115	-299,115	-299,115	-792,000	-13.91
New Homes Bonus	-4,478,173	-5,328,012	-5,328,012	-4,290,060	-75.35
Collection Fund adjustment transfer	76,931	56,791	56,791	54,804	0.96
Stratford-on-Avon District Council precept requirement on the collection fund	£7,768,150	£8,157,780	£8,157,780	£8,490,360	£149.12

SERVICE NET EXPENDITURE SUMMARY

Budget Officer and Services	Page	Actual 2019/20	Original Budget 2020/21	Revised Budget 2020/21	Estimate 2021/22	Cost per Band D Property
Appropriations	4	-1,457,961	1,250,000	1,250,000	0	0.00
Building Control	4	22,975	37,391	20,818	18,827	0.33
Consultation and Performance	4	82,430	96,706	98,489	93,255	1.64
Building Services	5	526,876	552,653	527,183	509,118	8.94
C.C.T.V.	5	312,746	283,120	295,998	304,279	5.34
Corp Mgt Exec Director (Paid Service)	5	461,970	489,146	529,274	489,329	8.59
Corp Mgt Exec Director (s151)	6	166,445	182,400	182,400	199,400	3.50
Civil Contingencies Funding	6	28,335	25,750	25,750	1,775,750	31.19
Community Leadership	6	76,879	126,179	51,029	70,509	1.24
Corp. And Democratic Core	7	414,075	372,380	372,380	367,284	6.45
Corporate Budget	7	964,889	4,973,985	790,487	848,060	14.89
Corporate Projects	7	145,530	113,898	141,130	125,420	2.20
Corporate Communications	8	17,370	22,860	22,860	22,860	0.40
Council Tax	8	298,095	282,582	311,526	459,318	8.07
Council Tax Reduction	8	50,000	0	0	0	0.00
Council Tax Reduction - Admin.	9	138,082	161,119	159,829	144,241	2.53
Crime Reduction	9	162,371	83,103	144,003	147,268	2.59
Elections	9	276,892	156,148	155,894	155,628	2.73
Environmental Health	10	464,115	523,166	534,081	434,741	7.64
Environmental Initiatives	10	10,000	13,280	10,000	10,000	0.18
Front Office & Trans Team	10	1,059,227	1,169,688	1,106,071	1,157,845	20.34
Central Administration	11	578,813	604,736	617,544	600,853	10.55
Housing	11	1,217,151	1,182,849	1,174,639	1,112,447	19.54
Housing Ben. Admin	11	108,660	193,888	163,599	105,712	1.86
Housing Benefits	12	496,124	186,000	186,000	181,920	3.20
HR and Training	12	225,131	227,958	231,190	231,761	4.07
Information Technology	12	1,372,585	1,376,200	1,409,989	1,498,831	26.32
Investment Interest	13	-361,615	-278,500	-278,500	-178,500	-3.14
Legal Services	13	324,580	368,407	376,285	352,313	6.19
Leisure Centres	13	-104,115	-14,472	-14,850	654,173	11.49
Licensing	14	-85,266	-88,459	-75,066	-15,520	-0.27
Local Economy/Tourism	14	287,607	303,975	233,367	214,055	3.76
Local Land Charges	14	-883	-77,369	-75,088	-85,010	-1.49

Budget Officer and Services	Page	Actual 2019/20	Original Budget 2020/21	Revised Budget 2020/21	Estimate 2021/22	Cost per Band D Property
Members Services	15	227,006	233,562	227,940	213,617	3.75
Misc Expenditure or Income	15	-585	0	0	0	0.00
Monitoring Officer	15	138,878	143,482	146,845	150,457	2.64
National Non-Domestic Rate	16	-57,699	-97,258	-86,873	-77,489	-1.36
Off-Street Parking	16	-1,274,340	-1,559,035	-1,589,075	-2,106,378	-37.00
Parks Playfields & Open Spaces	16	547,195	554,504	568,172	527,150	9.26
Policy	17	650,700	624,351	654,131	687,908	12.08
Property	17	-430,635	-446,625	-438,365	-619,249	-10.88
Refuse Collection	17	3,647,219	3,278,353	3,326,237	3,215,701	56.48
Planning and Enforcement	18	286,309	354,519	387,815	541,031	9.50
Resources	18	626,417	750,009	767,584	728,608	12.80
Shopmobility	18	33,632	41,610	48,339	42,205	0.74
Social Inclusion	19	269,343	324,165	325,005	316,718	5.56
Sports Development	19	248,170	113,009	118,954	98,365	1.73
Street Cleansing & Furniture	19	1,568,290	1,605,838	1,647,209	1,646,269	28.91
NET EXPENDITURE		14,760,011	20,821,251	16,782,229	17,371,080	305.08

1010	Appropriations	Actual 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Capital Financing Costs	-1,457,961	1,250,000	1,250,000	0
	GROSS COST OF SERVICE	-1,457,961	1,250,000	1,250,000	0
	NET COST OF SERVICE	-1,457,961	1,250,000	1,250,000	0

The appropriations account records the revenue funding of capital expenditure.

1030	Building Control	Actual 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	428,481	487,525	431,929	448,388
	Transport Related Expenditure	27,944	28,486	28,486	10,036
	Supplies and Services	21,144	16,320	16,320	24,320
	Third Party Payments	8,608	24,000	24,000	16,000
	Transfer Payments	-120	0	0	0
	GROSS COST OF SERVICE	486,057	556,331	500,735	498,744
	Fees and Charges	-463,082	-518,940	-479,917	-479,917
	INCOME	-463,082	-518,940	-479,917	-479,917
	NET COST OF SERVICE	22,975	37,391	20,818	18,827

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 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	86,214	85,851	87,634	88,892
	Transport Related Expenditure	3,843	3,900	3,900	3,904
	Supplies and Services	6,393	10,955	10,955	5,459
	Third Party Payments	6,050	16,000	16,000	11,000
	GROSS COST OF SERVICE	102,500	116,706	118,489	109,255
	Fees and Charges	-20,070	-20,000	-20,000	-16,000
	INCOME	-20,070	-20,000	-20,000	-16,000
	NET COST OF SERVICE	82,430	96,706	98,489	93,255

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 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	188,726	197,248	191,856	195,446
	Premises Related Expenditure	453,939	476,043	455,940	450,851
	Transport Related Expenditure	4,770	4,528	4,528	4,765
	Supplies and Services	30,328	22,474	22,474	22,271
	Third Party Payments	13,126	8,390	8,415	4,445
	GROSS COST OF SERVICE	690,888	708,683	683,213	677,778
	Rent Income	-164,012	-156,030	-156,030	-168,660
	INCOME	-164,012	-156,030	-156,030	-168,660
	NET COST OF SERVICE	526,876	552,653	527,183	509,118

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 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	195,917	214,069	234,189	227,955
	Premises Related Expenditure	42,822	43,600	38,100	52,000
	Transport Related Expenditure	1,217	1,252	1,252	1,391
	Supplies and Services	140,789	72,699	78,199	71,433
	Third Party Payments	10,226	0	0	0
	GROSS COST OF SERVICE	390,970	331,620	351,740	352,779
	Other Grants Reimbs & Conts	-77,865	-48,500	-55,742	-48,500
	Fees and Charges	-360	0	0	0
	INCOME	-78,225	-48,500	-55,742	-48,500
	NET COST OF SERVICE	312,746	283,120	295,998	304,279

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

1060	Corporate Management HofPS	Actual 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	224,468	376,266	368,750	383,925
	Premises Related Expenditure	712	0	0	0
	Transport Related Expenditure	2,111	9,900	9,194	4,966
	Supplies and Services	119,723	101,420	104,720	98,878
	Third Party Payments	147,456	1,560	46,610	1,560
	GROSS COST OF SERVICE	494,470	489,146	529,274	489,329
	Fees and Charges	-32,500	0	0	0
	INCOME	-32,500	0	0	0
	NET COST OF SERVICE	461,970	489,146	529,274	489,329

This service contains the costs of the Chief Executive and Head of Paid Service.

		Actual 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
1070	Corporate Management s151				
	Supplies and Services	0	1,000	1,000	1,000
	Third Party Payments	170,805	181,400	181,400	198,400
	GROSS COST OF SERVICE	170,805	182,400	182,400	199,400
	Other Grants Reimbs & Conts	-4,360	0	0	0
	INCOME	-4,360	0	0	0
	NET COST OF SERVICE	166,445	182,400	182,400	199,400

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

		Actual 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
1080	Civil Contingencies Funding				
	Employees	0	0	18,074	0
	Supplies and Services	5,794	0	81,250	0
	Third Party Payments	25,000	25,750	25,750	1,775,750
	GROSS COST OF SERVICE	30,794	25,750	125,074	1,775,750
	Government Grant Income	-1,594	0	-99,324	0
	Recharges to Other Accounts	-865	0	0	0
	INCOME	-2,459	0	-99,324	0
	NET COST OF SERVICE	28,335	25,750	25,750	1,775,750

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.

		Actual 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
1090	Community Leadership				
	Premises Related Expenditure	0	300	190	0
	Supplies and Services	70,617	115,079	47,039	70,509
	Third Party Payments	10,757	10,800	3,800	0
	GROSS COST OF SERVICE	81,374	126,179	51,029	70,509
	Other Grants Reimbs & Conts	-4,495	0	0	0
	INCOME	-4,495	0	0	0
	NET COST OF SERVICE	76,879	126,179	51,029	70,509

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 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	14,343	2,500	2,500	2,500
	Premises Related Expenditure	0	2,350	2,350	0
	Transport Related Expenditure	17,607	13,300	13,300	6,400
	Supplies and Services	340,818	356,730	356,730	354,884
	Third Party Payments	41,581	0	0	3,500
	GROSS COST OF SERVICE	414,348	374,880	374,880	367,284
	Fees and Charges	-273	-2,500	-2,500	0
	INCOME	-273	-2,500	-2,500	0
	NET COST OF SERVICE	414,075	372,380	372,380	367,284

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 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	932,789	4,763,725	677,492	692,000
	Premises Related Expenditure	93	0	14,890	0
	Transport Related Expenditure	3,590	0	0	0
	Supplies and Services	2,481	0	0	0
	Third Party Payments	35,124	210,260	98,105	156,060
	GROSS COST OF SERVICE	974,077	4,973,985	790,487	848,060
	Government Grant Income	-6,682	0	0	0
	Fees and Charges	-2,506	0	0	0
	INCOME	-9,188	0	0	0
	NET COST OF SERVICE	964,889	4,973,985	790,487	848,060

This service contains the costs for past service, pension costs and pension strain in respect of recently retired employees and the budget to cover inflation on employee costs and contracted services.

1135	Corporate Projects	Actual 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	104,701	113,298	140,530	125,420
	Transport Related Expenditure	73	600	600	0
	Supplies and Services	20,100	0	0	0
	Third Party Payments	40,657	0	0	0
	GROSS COST OF SERVICE	165,530	113,898	141,130	125,420
	Other Grants Reimbs & Conts	-20,000	0	0	0
	INCOME	-20,000	0	0	0
	NET COST OF SERVICE	145,530	113,898	141,130	125,420

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

1140	Corporate Communications	Actual 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Supplies and Services	21,191	22,860	22,860	22,860
	Third Party Payments	1,848	0	0	0
	GROSS COST OF SERVICE	23,039	22,860	22,860	22,860
	Fees and Charges	-5,669	0	0	0
	INCOME	-5,669	0	0	0
	NET COST OF SERVICE	17,370	22,860	22,860	22,860

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 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	486,025	432,381	494,425	474,050
	Premises Related Expenditure	180	0	0	0
	Transport Related Expenditure	4,727	7,706	7,706	2,518
	Supplies and Services	41,019	35,895	35,895	42,250
	Third Party Payments	76,231	64,300	46,800	69,500
	Transfer Payments	1,176	0	0	0
	GROSS COST OF SERVICE	609,358	540,282	584,826	588,318
	Government Grant Income	0	0	-15,600	0
	Other Grants Reimbs & Conts	-30,000	0	0	0
	Fees and Charges	-281,263	-257,700	-257,700	-129,000
	INCOME	-311,263	-257,700	-273,300	-129,000
	NET COST OF SERVICE	298,095	282,582	311,526	459,318

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 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Supplies and Services	50,000	0	0	0
	GROSS COST OF SERVICE	50,000	0	0	0
	NET COST OF SERVICE	50,000	0	0	0

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.

1170	Council Tax Reduction - Admin	Actual 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	233,392	235,142	249,852	235,078
	Transport Related Expenditure	5,533	4,977	4,977	4,163
	Supplies and Services	-353	0	0	0
	Third Party Payments	0	16,000	0	0
	GROSS COST OF SERVICE	238,572	256,119	254,829	239,241
	Government Grant Income	-100,490	-95,000	-95,000	-95,000
	INCOME	-100,490	-95,000	-95,000	-95,000
	NET COST OF SERVICE	138,082	161,119	159,829	144,241

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.

1180	Crime Reduction	Actual 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	185,133	121,466	147,254	128,590
	Premises Related Expenditure	7,285	0	0	0
	Transport Related Expenditure	7,463	8,435	8,435	5,076
	Supplies and Services	29,830	13,202	17,952	13,602
	Third Party Payments	11,009	0	52,000	0
	GROSS COST OF SERVICE	240,720	143,103	225,641	147,268
	Other Grants Reimbs & Conts	-81,418	-60,000	-63,138	0
	Customer & Client Receipts	-1,186	0	0	0
	Fees and Charges	4,256	0	0	0
	Recharges to Other Accounts	0	0	-18,500	0
	INCOME	-78,348	-60,000	-81,638	0
	NET COST OF SERVICE	162,371	83,103	144,003	147,268

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.

1190	Elections	Actual 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	180,889	62,798	62,644	64,228
	Premises Related Expenditure	16,362	0	0	0
	Transport Related Expenditure	5,237	4,000	4,000	0
	Supplies and Services	139,582	50,570	54,470	56,620
	Third Party Payments	26,459	40,780	36,780	36,780
	GROSS COST OF SERVICE	368,530	158,148	157,894	157,628
	Government Grant Income	-61,100	0	0	0
	Customer & Client Receipts	-3,110	-2,000	-2,000	-2,000
	Fees and Charges	-27,428	0	0	0
	INCOME	-91,638	-2,000	-2,000	-2,000
	NET COST OF SERVICE	276,892	156,148	155,894	155,628

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 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	470,104	507,205	517,720	430,120
	Premises Related Expenditure	322	0	0	0
	Transport Related Expenditure	35,213	38,034	38,434	26,415
	Supplies and Services	51,072	49,707	49,707	49,986
	Third Party Payments	18,488	23,450	23,450	23,450
	GROSS COST OF SERVICE	575,198	618,396	629,311	529,971
	Customer & Client Receipts	-303	0	0	0
	Fees and Charges	-110,780	-95,230	-95,230	-95,230
	INCOME	-111,083	-95,230	-95,230	-95,230
	NET COST OF SERVICE	464,115	523,166	534,081	434,741

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 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Third Party Payments	10,000	13,280	10,000	10,000
	GROSS COST OF SERVICE	10,000	13,280	10,000	10,000
	NET COST OF SERVICE	10,000	13,280	10,000	10,000

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 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	879,162	978,953	915,336	954,495
	Transport Related Expenditure	3,912	3,945	3,945	3,960
	Supplies and Services	162,786	164,790	164,790	177,390
	Third Party Payments	13,368	22,000	22,000	22,000
	GROSS COST OF SERVICE	1,059,227	1,169,688	1,106,071	1,157,845
	NET COST OF SERVICE	1,059,227	1,169,688	1,106,071	1,157,845

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

1225	Central Administration	Actual 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	598,098	612,304	625,041	608,939
	Premises Related Expenditure	93	500	500	500
	Transport Related Expenditure	899	932	1,003	414
	Supplies and Services	26,934	16,000	15,250	16,000
	Third Party Payments	1,500	0	750	0
	GROSS COST OF SERVICE	627,522	629,736	642,544	625,853
	Other Grants Reimbs & Conts	-48,709	-25,000	-25,000	-25,000
	INCOME	-48,709	-25,000	-25,000	-25,000
	NET COST OF SERVICE	578,813	604,736	617,544	600,853

This service contains the administration functions of the council.

1240	Housing	Actual 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	869,865	783,514	838,892	769,489
	Premises Related Expenditure	218,432	498	222,398	2,792
	Transport Related Expenditure	22,535	21,212	21,024	17,245
	Third Party Payments	251,779	222,590	280,710	281,470
	Transfer Payments	7,827	0	0	0
	GROSS COST OF SERVICE	2,153,536	1,318,364	1,984,074	1,245,896
	Government Grant Income	-275,695	-23,486	-23,486	0
	Customer & Client Receipts	-58,776	-68,500	-68,500	-72,500
	Fees and Charges	-29,989	-43,529	-43,529	-43,529
	Rent Income	-218,291	0	-226,820	-17,420
	Recharges to Other Accounts	-340,853	0	-447,100	0
	INCOME	-936,385	-135,515	-809,435	-133,449
	NET COST OF SERVICE	1,217,151	1,182,849	1,174,639	1,112,447

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 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	233,822	283,951	269,862	269,829
	Transport Related Expenditure	6,038	5,227	5,227	4,213
	Supplies and Services	54,539	8,600	27,700	33,600
	Third Party Payments	113,290	96,110	111,110	34,070
	GROSS COST OF SERVICE	407,690	393,888	413,899	341,712
	Government Grant Income	-231,828	-200,000	-200,000	-236,000
	Fees and Charges	-417	0	0	0
	INCOME	-299,030	-200,000	-250,300	-236,000
	NET COST OF SERVICE	108,660	193,888	163,599	105,712

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 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Transfer Payments	20,656,261	13,217,000	13,262,461	22,069,438
	GROSS COST OF SERVICE	20,656,261	13,217,000	13,262,461	22,069,438
	Government Grant Income	-20,160,137	-13,031,000	-13,076,461	-21,887,518
	INCOME	-20,160,137	-13,031,000	-13,076,461	-21,887,518
	NET COST OF SERVICE	496,124	186,000	186,000	181,920

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 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	222,899	219,738	222,970	223,806
	Premises Related Expenditure	212	0	0	0
	Transport Related Expenditure	1,371	1,080	1,080	815
	Supplies and Services	7,592	6,980	6,980	6,980
	Third Party Payments	0	160	160	160
	GROSS COST OF SERVICE	232,073	227,958	231,190	231,761
	Government Grant Income	-5,000	0	0	0
	Fees and Charges	-1,942	0	0	0
	INCOME	-6,942	0	0	0
	NET COST OF SERVICE	225,131	227,958	231,190	231,761

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 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	1,000,947	1,040,023	1,077,812	1,057,063
	Premises Related Expenditure	1,145	0	0	1,500
	Transport Related Expenditure	8,268	8,283	8,283	5,173
	Supplies and Services	380,354	394,194	394,194	501,395
	Third Party Payments	22,305	9,000	9,000	9,000
	GROSS COST OF SERVICE	1,413,020	1,451,500	1,489,289	1,574,131
	Government Grant Income	-7,131	0	-4,000	0
	Other Grants Reimbs & Conds	0	-65,300	-65,300	-65,300
	Fees and Charges	-33,304	-10,000	-10,000	-10,000
	INCOME	-40,435	-75,300	-79,300	-75,300
	NET COST OF SERVICE	1,372,585	1,376,200	1,409,989	1,498,831

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 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Capital Financing Costs	816	1,000	1,000	1,000
	GROSS COST OF SERVICE	816	1,000	1,000	1,000
	Interest Income	-362,430	-279,500	-279,500	-179,500
	INCOME	-362,430	-279,500	-279,500	-179,500
	NET COST OF SERVICE	-361,615	-278,500	-278,500	-178,500

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

1305	Legal Services	Actual 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	358,547	382,298	390,176	409,785
	Transport Related Expenditure	4,590	4,159	4,159	3,978
	Supplies and Services	24,617	22,340	22,340	22,740
	Third Party Payments	10,260	4,610	4,610	5,810
	GROSS COST OF SERVICE	398,014	413,407	421,285	442,313
	Fees and Charges	-73,434	-45,000	-45,000	-90,000
	INCOME	-73,434	-45,000	-45,000	-90,000
	NET COST OF SERVICE	324,580	368,407	376,285	352,313

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

1310	Leisure Centres	Actual 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	66,141	69,334	77,836	74,780
	Premises Related Expenditure	112,202	110,557	102,377	101,749
	Transport Related Expenditure	2,338	2,648	2,648	2,185
	Supplies and Services	8,234	3,696	2,996	3,211
	Third Party Payments	15,492	15,000	15,000	472,248
	Transfer Payments	10,692	0	0	0
	GROSS COST OF SERVICE	215,098	201,235	200,857	654,173
	Fees and Charges	-319,213	-215,707	-215,707	0
	INCOME	-319,213	-215,707	-215,707	0
	NET COST OF SERVICE	-104,115	-14,472	-14,850	654,173

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 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	193,582	205,001	217,994	201,605
	Premises Related Expenditure	160	0	0	0
	Transport Related Expenditure	5,552	2,650	3,050	1,805
	Supplies and Services	8,416	8,880	8,880	9,400
	Third Party Payments	12,826	5,800	5,800	5,780
	Transfer Payments	-5,593	0	0	0
	GROSS COST OF SERVICE	214,943	222,331	235,724	218,590
	Fees and Charges	-300,209	-310,790	-310,790	-234,110
	INCOME	-300,209	-310,790	-310,790	-234,110
	NET COST OF SERVICE	-85,266	-88,459	-75,066	-15,520

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 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	219,013	224,696	154,788	135,906
	Premises Related Expenditure	76,074	71,470	75,470	72,642
	Transport Related Expenditure	816	950	250	0
	Supplies and Services	227,955	199,509	195,509	199,487
	Third Party Payments	8,165	10,420	10,420	9,020
	GROSS COST OF SERVICE	532,024	507,045	436,437	417,055
	Other Grants Reimbs & Conts	-180	0	0	0
	Customer & Client Receipts	-148,871	-127,000	-127,000	-127,000
	Fees and Charges	-6,060	0	0	0
	Rent Income	-89,305	-76,070	-76,070	-76,000
	INCOME	-244,417	-203,070	-203,070	-203,000
	NET COST OF SERVICE	287,607	303,975	233,367	214,055

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

1340	Local Land Charges	Actual 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	165,658	32,145	177,836	52,989
	Premises Related Expenditure	153	0	0	0
	Transport Related Expenditure	87	0	0	0
	Supplies and Services	8,309	3,136	3,136	7,651
	Third Party Payments	40,345	40,000	40,000	40,000
	GROSS COST OF SERVICE	214,550	75,281	220,972	100,640
	Other Grants Reimbs & Conts	-26,880	0	0	0
	Fees and Charges	-188,553	-152,650	-152,650	-185,650
	Recharges to Other Accounts	0	0	-143,410	0
	INCOME	-215,433	-152,650	-296,060	-185,650
	NET COST OF SERVICE	-883	-77,369	-75,088	-85,010

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

1350	Members Services	Actual 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	216,872	220,812	215,190	201,634
	Transport Related Expenditure	977	1,300	1,300	533
	Supplies and Services	9,407	11,450	11,450	11,450
	GROSS COST OF SERVICE	227,256	233,562	227,940	213,617
	Fees and Charges	-250	0	0	0
	INCOME	-250	0	0	0
	NET COST OF SERVICE	227,006	233,562	227,940	213,617

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.

1355	Misc Expenditure or Income	Actual 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Customer & Client Receipts	-585	0	0	0
	INCOME	-585	0	0	0
	NET COST OF SERVICE	-585	0	0	0

This service contains the unidentified receipts during the year.

1370	Monitoring Officer	Actual 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	154,657	162,173	165,536	166,218
	Transport Related Expenditure	1,493	1,639	1,639	1,589
	Supplies and Services	649	1,020	1,020	4,000
	Third Party Payments	2,715	0	0	0
	GROSS COST OF SERVICE	159,515	164,832	168,195	171,807
	Other Grants Reimbs & Conts	-20,395	-21,350	-21,350	-21,350
	Fees and Charges	-242	0	0	0
	INCOME	-20,637	-21,350	-21,350	-21,350
	NET COST OF SERVICE	138,878	143,482	146,845	150,457

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.

1390	National Non-Domestic Rate	Actual 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	17,728	18,487	18,872	18,904
	Transport Related Expenditure	1,521	1,475	1,475	1,007
	Supplies and Services	887	10,590	10,590	13,350
	Third Party Payments	197,122	126,390	136,390	124,250
	GROSS COST OF SERVICE	217,259	156,942	167,327	157,511
	Government Grant Income	-228,473	-215,000	-215,000	-215,000
	Other Grants Reimbs & Conts	-9,225	0	0	0
	Fees and Charges	-37,260	-39,200	-39,200	-20,000
	INCOME	-274,958	-254,200	-254,200	-235,000
	NET COST OF SERVICE	-57,699	-97,258	-86,873	-77,489

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.

1420	Off-Street Parking	Actual 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	222,184	246,438	222,643	233,413
	Premises Related Expenditure	690,201	682,815	672,585	703,934
	Transport Related Expenditure	4,230	5,414	5,414	5,504
	Supplies and Services	129,041	128,678	127,838	130,666
	Third Party Payments	333,917	354,490	359,315	316,635
	Transfer Payments	1,126	0	0	0
	GROSS COST OF SERVICE	1,380,698	1,417,835	1,387,795	1,390,152
	Fees and Charges	-2,593,643	-2,920,000	-2,920,000	-3,205,000
	Rent Income	-61,396	-56,870	-56,870	-291,530
	INCOME	-2,655,038	-2,976,870	-2,976,870	-3,496,530
	NET COST OF SERVICE	-1,274,340	-1,559,035	-1,589,075	-2,106,378

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.

1440	Parks Playfields & Open Spaces	Actual 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	74,392	79,073	84,016	81,806
	Premises Related Expenditure	240	4,000	4,000	4,000
	Transport Related Expenditure	2,198	1,331	1,331	1,797
	Supplies and Services	40,983	38,206	38,641	35,263
	Third Party Payments	573,247	557,214	567,339	528,139
	GROSS COST OF SERVICE	691,060	679,824	695,327	651,005
	Government Grant Income	-19,652	0	0	0
	Other Grants Reimbs & Conts	-124,213	-122,020	-123,855	-123,855
	Recharges to Other Accounts	0	-3,300	-3,300	0
	INCOME	-143,865	-125,320	-127,155	-123,855
	NET COST OF SERVICE	547,195	554,504	568,172	527,150

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

1450	Policy	Actual 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	520,277	572,939	602,019	599,885
	Premises Related Expenditure	200	0	0	0
	Transport Related Expenditure	7,947	7,062	7,762	4,523
	Supplies and Services	35,491	19,760	16,220	16,610
	Third Party Payments	174,134	66,890	70,430	109,190
	GROSS COST OF SERVICE	738,049	666,651	696,431	730,208
	Government Grant Income	-87,205	-42,300	-42,300	-42,300
	Customer & Client Receipts	-36	0	0	0
	Fees and Charges	-108	0	0	0
	INCOME	-87,349	-42,300	-42,300	-42,300
	NET COST OF SERVICE	650,700	624,351	654,131	687,908

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

1455	Property	Actual 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	213,665	206,315	195,622	196,818
	Premises Related Expenditure	264,568	352,649	377,092	408,430
	Transport Related Expenditure	19,770	16,325	16,325	17,034
	Supplies and Services	28,097	23,130	17,130	16,627
	Third Party Payments	319,520	126,560	145,420	51,960
	GROSS COST OF SERVICE	845,620	724,979	751,589	690,869
	Other Grants Reimbs & Conts	-1,413	0	0	0
	Customer & Client Receipts	-17,522	-200	-200	-200
	Fees and Charges	-261,439	-251,610	-260,960	-311,284
	Rent Income	-995,881	-919,794	-928,794	-998,634
	INCOME	-1,276,255	-1,171,604	-1,189,954	-1,310,118
	NET COST OF SERVICE	-430,635	-446,625	-438,365	-619,249

The income and expenditure of this service relates to land and property held to promote business development or extension of employment opportunity. This includes Industrial Trading Estates , Avenue Farm depot., public conveniences, licences, concessions and other properties across the district.

1480	Refuse Collection	Actual 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	80,455	74,229	80,140	80,186
	Transport Related Expenditure	4,034	3,384	3,384	2,912
	Supplies and Services	343,151	9,020	23,998	9,008
	Third Party Payments	4,337,115	4,609,770	4,663,200	4,968,080
	GROSS COST OF SERVICE	4,764,755	4,696,403	4,770,722	5,060,186
	Other Grants Reimbs & Conts	-838,707	-832,060	-856,400	-856,400
	Customer & Client Receipts	-198,230	-151,100	-151,100	-151,100
	Fees and Charges	-80,599	-434,890	-436,985	-836,985
	INCOME	-1,117,536	-1,418,050	-1,444,485	-1,844,485
	NET COST OF SERVICE	3,647,219	3,278,353	3,326,237	3,215,701

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	Planning and Enforcement	Actual 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	1,915,501	2,005,127	2,037,735	2,201,040
	Premises Related Expenditure	4,949	0	0	0
	Transport Related Expenditure	42,844	39,922	39,945	29,159
	Supplies and Services	102,901	54,570	55,235	55,932
	Third Party Payments	185,741	82,800	82,800	82,800
	Transfer Payments	5,016	0	0	0
	GROSS COST OF SERVICE	2,256,952	2,182,419	2,215,715	2,368,931
	Government Grant Income	-183,309	0	0	0
	Fees and Charges	-1,787,335	-1,827,900	-1,827,900	-1,827,900
	INCOME	-1,970,643	-1,827,900	-1,827,900	-1,827,900
	NET COST OF SERVICE	286,309	354,519	387,815	541,031

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.

1510	Resources	Actual 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	398,913	502,958	503,533	450,443
	Transport Related Expenditure	8,384	8,490	8,490	8,250
	Supplies and Services	83,794	73,061	90,061	104,415
	Third Party Payments	155,144	168,500	168,500	168,500
	GROSS COST OF SERVICE	646,235	753,009	770,584	731,608
	Government Grant Income	-8,103	0	0	0
	Other Grants Reimbs & Conts	-3,650	0	0	0
	Fees and Charges	-8,065	-3,000	-3,000	-3,000
	INCOME	-19,818	-3,000	-3,000	-3,000
	NET COST OF SERVICE	626,417	750,009	767,584	728,608

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.

1530	Shopmobility	Actual 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	30,099	36,787	43,516	37,474
	Premises Related Expenditure	2,458	1,710	1,710	1,710
	Supplies and Services	2,070	3,113	3,113	3,021
	GROSS COST OF SERVICE	34,627	41,610	48,339	42,205
	Fees and Charges	-995	0	0	0
	INCOME	-995	0	0	0
	NET COST OF SERVICE	33,632	41,610	48,339	42,205

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

1540	Social Inclusion	Actual 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	106,734	109,852	110,024	110,722
	Transport Related Expenditure	2,371	2,193	2,193	1,296
	Supplies and Services	138,788	163,990	196,238	184,200
	Third Party Payments	162,142	48,130	20,500	20,500
	GROSS COST OF SERVICE	410,034	324,165	328,955	316,718
	Government Grant Income	-20,277	0	0	0
	Other Grants Reimbs & Conts	-109,263	0	-3,950	0
	Fees and Charges	-11,151	0	0	0
	INCOME	-140,691	0	-3,950	0
	NET COST OF SERVICE	269,343	324,165	325,005	316,718

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 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	92,383	104,788	110,733	92,893
	Premises Related Expenditure	6,223	4,100	4,100	4,100
	Transport Related Expenditure	3,206	2,811	2,811	62
	Supplies and Services	5,304	9,610	9,610	9,610
	Third Party Payments	164,599	5,960	5,960	5,960
	GROSS COST OF SERVICE	271,713	127,269	133,214	112,625
	Other Grants Reimbs & Conts	-13,726	-100	-100	-100
	Customer & Client Receipts	-556	0	0	0
	Fees and Charges	-9,262	-14,160	-14,160	-14,160
	INCOME	-23,543	-14,260	-14,260	-14,260
	NET COST OF SERVICE	248,170	113,009	118,954	98,365

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 2019/20	Original Budget 2020/21	Current Budget 2020/21	Estimate 2021/22
	Employees	51,031	52,256	57,697	59,548
	Premises Related Expenditure	11,002	16,600	6,400	16,600
	Transport Related Expenditure	3,506	2,927	2,927	930
	Supplies and Services	9,971	15,325	24,930	14,756
	Third Party Payments	1,525,212	1,521,930	1,558,455	1,557,635
	GROSS COST OF SERVICE	1,600,722	1,609,038	1,650,409	1,649,469
	Government Grant Income	-21,948	0	0	0
	Fees and Charges	-10,484	-3,200	-3,200	-3,200
	INCOME	-32,432	-3,200	-3,200	-3,200
	NET COST OF SERVICE	1,568,290	1,605,838	1,647,209	1,646,269

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.