

# **BUDGET BOOK**

## **2022-2023**

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

**STRATFORD-ON-AVON DISTRICT COUNCIL**

**REVENUE BUDGET FOR 2022/23**

**NET EXPENDITURE SUMMARY**

	Actual 2020/21	Original Budget 2021/22	Revised Budget 2021/22	Estimate 2022/23	Cost per Band D Property
	£	£	£	£	£
<b>SERVICE EXPENDITURE</b>					
Direct Service Expenditure	-1,374,361	17,371,080	17,436,080	18,192,810	307.95
<b>NET SERVICE EXPENDITURE</b>	<b>-£1,374,361</b>	<b>£17,371,080</b>	<b>£17,436,080</b>	<b>£18,192,810</b>	<b>£307.95</b>
Appropriation to/-from General Revenue account balance	34,767,457	-853,464	-918,464	307,509	5.21
<b>BUDGET REQUIREMENT</b>	<b>£33,393,096</b>	<b>£16,517,616</b>	<b>£16,517,616</b>	<b>£18,500,319</b>	<b>£313.16</b>
<b>FINANCING</b>					
Contribution from NNDR Pool	-18,995,327	-3,000,000	-3,000,000	-4,586,000	-77.62
Specific Grants	-959,875	-792,000	-792,000	-738,748	-12.51
New Homes Bonus	-5,328,012	-4,290,060	-4,290,060	-3,803,128	-64.38
Collection Fund adjustment transfer	47,898	54,804	54,804	-267,653	-4.53
<b>Stratford-on-Avon District Council precept requirement on the collection fund</b>	<b>£8,157,780</b>	<b>£8,490,360</b>	<b>£8,490,360</b>	<b>£9,104,790</b>	<b>£154.12</b>

# SERVICE NET EXPENDITURE SUMMARY

<b>Budget Officer and Services</b>	<b>Page</b>	<b>Actual 2020/21</b>	<b>Original Budget 2021/22</b>	<b>Revised Budget 2021/22</b>	<b>Estimate 2022/23</b>	<b>Cost per Band D Property</b>
Appropriations	5	-12,489,014	0	0	0	0.00
Building Control	5	76,551	18,827	53,950	61,196	1.04
Consultation and Performance	5	96,846	93,255	94,871	91,387	1.55
Building Services	6	563,793	509,118	515,318	522,611	8.85
C.C.T.V.	6	242,662	304,279	298,381	310,424	5.25
Corporate Management HofPS	6	547,247	489,329	492,523	510,405	8.64
Corporate Management s151	7	259,889	199,400	199,400	233,500	3.95
Civil Contingencies Funding	7	-4,298,489	1,775,750	1,775,750	1,675,750	28.37
Community Leadership	7	45,845	70,509	47,509	70,509	1.19
Corp. And Democratic Core	7	352,913	367,284	381,984	385,284	6.52
Corporate Budget	8	691,980	848,060	936,682	1,578,000	26.71
Corporate Projects	8	150,185	125,420	136,734	174	0.00
Corporate Communications	8	13,943	22,860	55,076	79,696	1.35
Council Tax	9	253,769	459,318	352,956	459,970	7.79
Council Tax Reduction - Admin	9	148,487	144,241	140,599	153,366	2.60
Crime Reduction	9	152,444	147,268	151,509	138,317	2.34
Elections	10	137,343	155,628	160,589	145,347	2.46
Environmental Health	10	370,727	434,741	446,784	457,168	7.74
Environmental Initiatives	10	-2,749,453	10,000	10,000	10,000	0.17
Front Office & Trans Team	11	1,029,453	1,157,845	1,096,015	1,171,008	19.82
Central Administration	11	598,874	600,853	585,478	605,468	10.25
Housing	11	915,492	1,112,447	1,129,329	1,237,245	20.94
Housing Ben. Admin	12	108,176	105,712	224,215	261,481	4.43
Housing Benefits	12	414,487	181,920	157,320	231,920	3.93
HR and Training	12	160,728	231,761	209,884	298,986	5.06
Information Technology	13	1,440,258	1,498,831	1,430,609	1,653,965	28.00
Investment Interest	13	-422,700	-178,500	-178,500	-530,800	-8.99
Legal Services	13	333,152	352,313	369,467	371,826	6.29
Leisure Centres	14	351,770	654,173	664,871	273,410	4.63
Licensing	14	-65,042	-15,520	-35,400	-6,250	-0.11
Local Economy/Tourism	14	192,135	214,055	186,057	252,346	4.27
Local Land Charges	15	145,868	-85,010	-94,705	-73,858	-1.25

<b>Budget Officer and Services</b>	<b>Page</b>	<b>Actual 2020/21</b>	<b>Original Budget 2021/22</b>	<b>Revised Budget 2021/22</b>	<b>Estimate 2022/23</b>	<b>Cost per Band D Property</b>
Members Services	15	199,279	213,617	233,998	263,011	4.45
Misc Expenditure or Income	15	-4,936	0	0	0	0.00
Monitoring Officer	15	161,535	150,457	121,664	64,509	1.09
National Non-Domestic Rate	16	-66,019	-77,489	45,189	25,264	0.43
Off-Street Parking	16	119,532	-2,106,378	-2,135,454	-1,836,295	-31.08
Parks Playfields & Open Spaces	16	568,732	527,150	570,875	594,660	10.07
Policy	17	649,471	687,908	705,511	746,735	12.64
Property	17	-125,629	-619,249	-415,008	-485,376	-8.22
Refuse Collection	18	3,698,187	3,215,701	3,106,321	3,108,431	52.62
Planning and Enforcement	18	880,760	541,031	366,815	341,745	5.78
Resources	18	746,939	728,608	751,771	720,350	12.19
Shopmobility	19	41,891	42,205	42,665	42,555	0.72
Social Inclusion	19	291,557	316,718	330,035	320,466	5.42
Sports Development	19	72,919	98,365	38,835	62	0.00
Street Cleansing & Furniture	20	1,621,102	1,646,269	1,677,608	1,656,842	28.05
<b>NET EXPENDITURE</b>		<b>-1,374,361</b>	<b>17,371,080</b>	<b>17,436,080</b>	<b>18,192,810</b>	<b>307.95</b>

1010	Appropriations	Actual 2020/21	Original Budget 2021/22	Current Budget 2021/22	Estimate 2022/23
	Movement in Reserves	-12,489,014			0
	<b>GROSS COST OF SERVICE</b>	<b>-12,489,014</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>-12,489,014</b>	<b>0</b>	<b>0</b>	<b>0</b>

The appropriations account records the movement in reserves for the collection fund payments.

1030	Building Control	Actual 2020/21	Original Budget 2021/22	Current Budget 2021/22	Estimate 2022/23
	Employees	446,125	448,388	466,061	453,245
	Transport Related Expenditure	22,022	10,036	27,486	27,548
	Supplies and Services	17,308	24,320	24,320	24,320
	Third Party Payments	2,049	16,000	16,000	16,000
	Transfer Payments	258	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>487,761</b>	<b>498,744</b>	<b>533,867</b>	<b>521,113</b>
	Fees and Charges	-396,368	-479,917	-479,917	-459,917
	Recharges to Other Accounts	-14,843	0	0	0
	<b>INCOME</b>	<b>-411,211</b>	<b>-479,917</b>	<b>-479,917</b>	<b>-459,917</b>
	<b>NET COST OF SERVICE</b>	<b>76,551</b>	<b>18,827</b>	<b>53,950</b>	<b>61,196</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 2020/21	Original Budget 2021/22	Current Budget 2021/22	Estimate 2022/23
	Employees	88,802	88,892	90,508	91,750
	Transport Related Expenditure	3,681	3,904	3,904	4,017
	Supplies and Services	5,687	5,459	5,459	5,620
	Third Party Payments	400	11,000	11,000	6,000
	<b>GROSS COST OF SERVICE</b>	<b>98,570</b>	<b>109,255</b>	<b>110,871</b>	<b>107,387</b>
	Fees and Charges	-1,724	-16,000	-16,000	-16,000
	<b>INCOME</b>	<b>-1,724</b>	<b>-16,000</b>	<b>-16,000</b>	<b>-16,000</b>
	<b>NET COST OF SERVICE</b>	<b>96,846</b>	<b>93,255</b>	<b>94,871</b>	<b>91,387</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 2020/21</b>	<b>Original Budget 2021/22</b>	<b>Current Budget 2021/22</b>	<b>Estimate 2022/23</b>
	Employees	182,899	195,446	200,906	187,668
	Premises Related Expenditure	486,619	450,851	447,231	463,585
	Transport Related Expenditure	3,640	4,765	5,140	4,838
	Supplies and Services	24,274	22,271	22,271	22,510
	Third Party Payments	5,713	4,445	8,430	8,430
	Transfer Payments	10,977	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>714,122</b>	<b>677,778</b>	<b>683,978</b>	<b>687,031</b>
	Fees and Charges	-1,137	0	0	0
	Rent Income	-145,491	-168,660	-168,660	-164,420
	Recharges to Other Accounts	-3,701	0	0	0
	<b>INCOME</b>	<b>-150,329</b>	<b>-168,660</b>	<b>-168,660</b>	<b>-164,420</b>
	<b>NET COST OF SERVICE</b>	<b>563,793</b>	<b>509,118</b>	<b>515,318</b>	<b>522,611</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 2020/21</b>	<b>Original Budget 2021/22</b>	<b>Current Budget 2021/22</b>	<b>Estimate 2022/23</b>
	Employees	212,825	227,955	225,057	234,064
	Premises Related Expenditure	43,557	52,000	41,500	42,800
	Transport Related Expenditure	1,048	1,391	1,391	1,385
	Supplies and Services	55,932	71,433	123,186	80,675
	Third Party Payments	4,909	0	800	0
	<b>GROSS COST OF SERVICE</b>	<b>318,270</b>	<b>352,779</b>	<b>391,934</b>	<b>358,924</b>
	Other Grants Reimbs & Conts	-75,368	-48,500	-77,553	-48,500
	Customer & Client Receipts	0	0	-6,700	0
	Fees and Charges	-240	0	-9,300	0
	<b>INCOME</b>	<b>-75,608</b>	<b>-48,500</b>	<b>-93,553</b>	<b>-48,500</b>
	<b>NET COST OF SERVICE</b>	<b>242,662</b>	<b>304,279</b>	<b>298,381</b>	<b>310,424</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>Corporate Management HofPS</b>	<b>Actual 2020/21</b>	<b>Original Budget 2021/22</b>	<b>Current Budget 2021/22</b>	<b>Estimate 2022/23</b>
	Employees	379,551	383,925	362,339	398,839
	Transport Related Expenditure	2,232	4,966	5,216	5,216
	Supplies and Services	100,758	98,878	107,908	104,790
	Third Party Payments	159,360	1,560	8,560	1,560
	<b>GROSS COST OF SERVICE</b>	<b>641,901</b>	<b>489,329</b>	<b>484,023</b>	<b>510,405</b>
	Other Grants Reimbs & Conts	-89,488	0	8,500	0
	Recharges to Other Accounts	-5,166	0	0	0
	<b>INCOME</b>	<b>-94,654</b>	<b>0</b>	<b>8,500</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>547,247</b>	<b>489,329</b>	<b>492,523</b>	<b>510,405</b>

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

1070	Corporate Management s151	Actual 2020/21	Original Budget 2021/22	Current Budget 2021/22	Estimate 2022/23
	Supplies and Services	2,500	1,000	1,000	3,500
	Third Party Payments	257,389	198,400	198,400	230,000
	<b>GROSS COST OF SERVICE</b>	<b>259,889</b>	<b>199,400</b>	<b>199,400</b>	<b>233,500</b>
	<b>NET COST OF SERVICE</b>	<b>259,889</b>	<b>199,400</b>	<b>199,400</b>	<b>233,500</b>

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.

1080	Civil Contingencies Funding	Actual 2020/21	Original Budget 2021/22	Current Budget 2021/22	Estimate 2022/23
	Employees	105,806	0	0	0
	Premises Related Expenditure	19,853	0	0	0
	Transport Related Expenditure	906	0	0	0
	Supplies and Services	5,053,388	0	0	0
	Third Party Payments	1,198,052	1,775,750	1,775,750	1,675,750
	<b>GROSS COST OF SERVICE</b>	<b>6,378,005</b>	<b>1,775,750</b>	<b>1,775,750</b>	<b>1,675,750</b>
	Government Grant Income	-9,645,505	0	0	0
	Other Grants Reimbs & Conts	-672,042	0	0	0
	Recharges to Other Accounts	-358,946	0	0	0
	<b>INCOME</b>	<b>-10,676,493</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>-4,298,489</b>	<b>1,775,750</b>	<b>1,775,750</b>	<b>1,675,750</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 2020/21	Original Budget 2021/22	Current Budget 2021/22	Estimate 2022/23
	Supplies and Services	37,158	70,509	47,509	67,009
	Third Party Payments	17,677	0	0	3,500
	<b>GROSS COST OF SERVICE</b>	<b>54,835</b>	<b>70,509</b>	<b>47,509</b>	<b>70,509</b>
	Other Grants Reimbs & Conts	-8,990	0	0	0
	<b>INCOME</b>	<b>-8,990</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>45,845</b>	<b>70,509</b>	<b>47,509</b>	<b>70,509</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 2020/21	Original Budget 2021/22	Current Budget 2021/22	Estimate 2022/23
	Employees	8,936	2,500	2,500	2,500
	Transport Related Expenditure	5,300	6,400	17,400	17,400
	Supplies and Services	329,218	354,884	349,384	361,884
	Third Party Payments	9,458	3,500	12,700	3,500
	<b>GROSS COST OF SERVICE</b>	<b>352,913</b>	<b>367,284</b>	<b>381,984</b>	<b>385,284</b>
	<b>NET COST OF SERVICE</b>	<b>352,913</b>	<b>367,284</b>	<b>381,984</b>	<b>385,284</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 2020/21</b>	<b>Original Budget 2021/22</b>	<b>Current Budget 2021/22</b>	<b>Estimate 2022/23</b>
	Employees	672,882	692,000	944,221	1,167,425
	Premises Related Expenditure	0	0	41,750	0
	Transport Related Expenditure	0	0	-77,200	8,916
	Supplies and Services	1,552	0	2,970	0
	Third Party Payments	50,665	156,060	111,311	954,000
	<b>GROSS COST OF SERVICE</b>	<b>725,100</b>	<b>848,060</b>	<b>1,023,052</b>	<b>2,130,341</b>
	Other Grants Reimbs & Conts	-33,119	0	0	-291,341
	Fees and Charges	0	0	-86,370	0
	Recharges to Other Accounts	0	0	0	-261,000
	<b>INCOME</b>	<b>-33,119</b>	<b>0</b>	<b>-86,370</b>	<b>-552,341</b>
	<b>NET COST OF SERVICE</b>	<b>691,980</b>	<b>848,060</b>	<b>936,682</b>	<b>1,578,000</b>

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.

<b>1135</b>	<b>Corporate Projects</b>	<b>Actual 2020/21</b>	<b>Original Budget 2021/22</b>	<b>Current Budget 2021/22</b>	<b>Estimate 2022/23</b>
	Employees	149,810	125,420	127,704	0
	Transport Related Expenditure	138	0	50	174
	Supplies and Services	420	0	0	0
	Third Party Payments	0	0	8,980	0
	<b>GROSS COST OF SERVICE</b>	<b>150,369</b>	<b>125,420</b>	<b>136,734</b>	<b>174</b>
	Recharges to Other Accounts	-184	0	0	0
	<b>INCOME</b>	<b>-184</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>150,185</b>	<b>125,420</b>	<b>136,734</b>	<b>174</b>

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

<b>1140</b>	<b>Corporate Communications</b>	<b>Actual 2020/21</b>	<b>Original Budget 2021/22</b>	<b>Current Budget 2021/22</b>	<b>Estimate 2022/23</b>
	Employees	0	0	32,046	56,836
	Supplies and Services	19,803	22,860	23,030	22,860
	<b>GROSS COST OF SERVICE</b>	<b>19,803</b>	<b>22,860</b>	<b>55,076</b>	<b>79,696</b>
	Fees and Charges	-5,860	0	0	0
	<b>INCOME</b>	<b>-5,860</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>13,943</b>	<b>22,860</b>	<b>55,076</b>	<b>79,696</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 2020/21</b>	<b>Original Budget 2021/22</b>	<b>Current Budget 2021/22</b>	<b>Estimate 2022/23</b>
	Employees	538,734	474,050	435,800	466,037
	Transport Related Expenditure	4,011	2,518	5,079	4,533
	Supplies and Services	45,851	42,250	32,250	48,900
	Third Party Payments	32,625	69,500	37,000	69,500
	Transfer Payments	924	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>622,145</b>	<b>588,318</b>	<b>510,129</b>	<b>588,970</b>
	Government Grant Income	-15,601	0	-28,173	0
	Fees and Charges	-131,205	-129,000	-129,000	-129,000
	Recharges to Other Accounts	-221,569	0	0	0
	<b>INCOME</b>	<b>-368,375</b>	<b>-129,000</b>	<b>-157,173</b>	<b>-129,000</b>
	<b>NET COST OF SERVICE</b>	<b>253,769</b>	<b>459,318</b>	<b>352,956</b>	<b>459,970</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>1170</b>	<b>Council Tax Reduction - Admin</b>	<b>Actual 2020/21</b>	<b>Original Budget 2021/22</b>	<b>Current Budget 2021/22</b>	<b>Estimate 2022/23</b>
	Employees	264,469	235,078	253,075	253,928
	Transport Related Expenditure	5,146	4,163	5,824	4,438
	Supplies and Services	291	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>269,905</b>	<b>239,241</b>	<b>258,899</b>	<b>258,366</b>
	Government Grant Income	-103,330	-95,000	-118,300	-105,000
	Recharges to Other Accounts	-18,089	0	0	0
	<b>INCOME</b>	<b>-121,419</b>	<b>-95,000</b>	<b>-118,300</b>	<b>-105,000</b>
	<b>NET COST OF SERVICE</b>	<b>148,487</b>	<b>144,241</b>	<b>140,599</b>	<b>153,366</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 2020/21</b>	<b>Original Budget 2021/22</b>	<b>Current Budget 2021/22</b>	<b>Estimate 2022/23</b>
	Employees	184,964	128,590	148,801	112,212
	Transport Related Expenditure	7,258	5,076	6,976	4,395
	Supplies and Services	22,217	13,602	17,000	10,010
	Third Party Payments	24,113	0	20,272	11,700
	<b>GROSS COST OF SERVICE</b>	<b>238,551</b>	<b>147,268</b>	<b>193,049</b>	<b>138,317</b>
	Other Grants Reimbs & Conts	-66,237	0	-31,960	0
	Customer & Client Receipts	0	0	-7,000	0
	Fees and Charges	-50	0	-2,580	0
	Recharges to Other Accounts	-19,821	0	0	0
	<b>INCOME</b>	<b>-86,108</b>	<b>0</b>	<b>-41,540</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>152,444</b>	<b>147,268</b>	<b>151,509</b>	<b>138,317</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 2020/21</b>	<b>Original Budget 2021/22</b>	<b>Current Budget 2021/22</b>	<b>Estimate 2022/23</b>
	Employees	63,482	64,228	93,189	65,447
	Premises Related Expenditure	120	0	0	0
	Transport Related Expenditure	1,014	0	3,500	3,500
	Supplies and Services	48,695	56,620	58,620	56,620
	Third Party Payments	72,968	36,780	34,780	21,780
	<b>GROSS COST OF SERVICE</b>	<b>186,280</b>	<b>157,628</b>	<b>190,089</b>	<b>147,347</b>
	Government Grant Income	-28,293	0	-27,500	0
	Customer & Client Receipts	-1,986	-2,000	-2,000	-2,000
	Fees and Charges	-13,966	0	0	0
	Recharges to Other Accounts	-4,691	0	0	0
	<b>INCOME</b>	<b>-48,937</b>	<b>-2,000</b>	<b>-29,500</b>	<b>-2,000</b>
	<b>NET COST OF SERVICE</b>	<b>137,343</b>	<b>155,628</b>	<b>160,589</b>	<b>145,347</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 2020/21</b>	<b>Original Budget 2021/22</b>	<b>Current Budget 2021/22</b>	<b>Estimate 2022/23</b>
	Employees	461,914	430,120	432,649	445,947
	Transport Related Expenditure	29,037	26,415	35,929	33,831
	Supplies and Services	32,633	49,986	49,986	58,970
	Third Party Payments	6,698	23,450	23,450	23,150
	<b>GROSS COST OF SERVICE</b>	<b>530,281</b>	<b>529,971</b>	<b>542,014</b>	<b>561,898</b>
	Fees and Charges	-103,897	-95,230	-95,230	-104,730
	Rent Income	45	0	0	0
	Recharges to Other Accounts	-55,702	0	0	0
	<b>INCOME</b>	<b>-159,554</b>	<b>-95,230</b>	<b>-95,230</b>	<b>-104,730</b>
	<b>NET COST OF SERVICE</b>	<b>370,727</b>	<b>434,741</b>	<b>446,784</b>	<b>457,168</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 2020/21</b>	<b>Original Budget 2021/22</b>	<b>Current Budget 2021/22</b>	<b>Estimate 2022/23</b>
	Supplies and Services	0	0	10,000	10,000
	Third Party Payments	29,725	10,000	0	0
	<b>GROSS COST OF SERVICE</b>	<b>29,725</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</b>
	Government Grant Income	-2,778,178	0	0	0
	Other Grants Reimbs & Conts	-1,000	0	0	0
	<b>INCOME</b>	<b>-2,779,178</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>-2,749,453</b>	<b>10,000</b>	<b>10,000</b>	<b>10,000</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 2020/21	Original Budget 2021/22	Current Budget 2021/22	Estimate 2022/23
	Employees	867,925	954,495	892,018	961,532
	Transport Related Expenditure	3,962	3,960	4,607	286
	Supplies and Services	157,934	177,390	181,390	187,190
	Third Party Payments	9,541	22,000	18,000	22,000
	<b>GROSS COST OF SERVICE</b>	<b>1,039,361</b>	<b>1,157,845</b>	<b>1,096,015</b>	<b>1,171,008</b>
	Government Grant Income	-4,398	0	0	0
	Fees and Charges	493	0	0	0
	Recharges to Other Accounts	-6,004	0	0	0
	<b>INCOME</b>	<b>-9,909</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>1,029,453</b>	<b>1,157,845</b>	<b>1,096,015</b>	<b>1,171,008</b>

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

1225	Central Administration	Actual 2020/21	Original Budget 2021/22	Current Budget 2021/22	Estimate 2022/23
	Employees	606,061	608,939	593,513	624,856
	Premises Related Expenditure	0	500	500	500
	Transport Related Expenditure	451	414	465	112
	Supplies and Services	11,447	16,000	16,000	15,000
	Third Party Payments	1,500	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>619,459</b>	<b>625,853</b>	<b>610,478</b>	<b>640,468</b>
	Other Grants Reimbs & Conts	-16,575	-25,000	-25,000	-35,000
	Fees and Charges	-650	0	0	0
	Recharges to Other Accounts	-3,360	0	0	0
	<b>INCOME</b>	<b>-20,585</b>	<b>-25,000</b>	<b>-25,000</b>	<b>-35,000</b>
	<b>NET COST OF SERVICE</b>	<b>598,874</b>	<b>600,853</b>	<b>585,478</b>	<b>605,468</b>

This service contains the administration functions of the council.

1240	Housing	Actual 2020/21	Original Budget 2021/22	Current Budget 2021/22	Estimate 2022/23
	Employees	971,024	769,489	899,562	838,568
	Premises Related Expenditure	225,431	2,792	209,636	219,064
	Transport Related Expenditure	19,837	17,245	21,834	16,861
	Supplies and Services	877,188	174,900	624,400	173,160
	Third Party Payments	544,491	281,470	425,706	264,220
	Transfer Payments	30,795	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>2,668,767</b>	<b>1,245,896</b>	<b>2,181,138</b>	<b>1,511,873</b>
	Government Grant Income	-304,861	0	-344,016	0
	Other Grants Reimbs & Conts	-46,268	0	0	0
	Customer & Client Receipts	-69,544	-72,500	-72,500	-22,500
	Fees and Charges	-120,178	-43,529	-43,529	-21,000
	Rent Income	-217,273	-17,420	-224,264	-231,128
	Recharges to Other Accounts	-995,151	0	-367,500	0
	<b>INCOME</b>	<b>-1,753,274</b>	<b>-133,449</b>	<b>-1,051,809</b>	<b>-274,628</b>
	<b>NET COST OF SERVICE</b>	<b>915,492</b>	<b>1,112,447</b>	<b>1,129,329</b>	<b>1,237,245</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 2020/21	Original Budget 2021/22	Current Budget 2021/22	Estimate 2022/23
	Employees	235,064	269,829	289,098	260,588
	Transport Related Expenditure	5,145	4,213	5,674	4,288
	Supplies and Services	52,459	33,600	43,600	56,250
	Third Party Payments	143,049	34,070	156,843	179,430
	<b>GROSS COST OF SERVICE</b>	<b>435,717</b>	<b>341,712</b>	<b>495,215</b>	<b>500,556</b>
	Government Grant Income	-232,329	-236,000	-236,000	-239,075
	Other Grants Reimbs & Conts	-65,780	0	-35,000	0
	Recharges to Other Accounts	-29,432	0	0	0
	<b>INCOME</b>	<b>-327,541</b>	<b>-236,000</b>	<b>-271,000</b>	<b>-239,075</b>
	<b>NET COST OF SERVICE</b>	<b>108,176</b>	<b>105,712</b>	<b>224,215</b>	<b>261,481</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 2020/21	Original Budget 2021/22	Current Budget 2021/22	Estimate 2022/23
	Transfer Payments	20,286,583	22,069,438	22,069,438	17,323,870
	<b>GROSS COST OF SERVICE</b>	<b>20,286,583</b>	<b>22,069,438</b>	<b>22,069,438</b>	<b>17,323,870</b>
	Government Grant Income	-19,447,330	-21,887,518	-21,887,518	-17,091,950
	Other Grants Reimbs & Conts	0	0	-24,600	0
	Recharges to Other Accounts	-424,766	0	0	0
	<b>INCOME</b>	<b>-19,872,097</b>	<b>-21,887,518</b>	<b>-21,912,118</b>	<b>-17,091,950</b>
	<b>NET COST OF SERVICE</b>	<b>414,487</b>	<b>181,920</b>	<b>157,320</b>	<b>231,920</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 2020/21	Original Budget 2021/22	Current Budget 2021/22	Estimate 2022/23
	Employees	157,432	223,806	201,879	285,926
	Transport Related Expenditure	26	815	865	830
	Supplies and Services	3,131	6,980	6,980	11,370
	Third Party Payments	1,254	160	160	860
	<b>GROSS COST OF SERVICE</b>	<b>161,843</b>	<b>231,761</b>	<b>209,884</b>	<b>298,986</b>
	Fees and Charges	-1,115	0	0	0
	<b>INCOME</b>	<b>-1,115</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>160,728</b>	<b>231,761</b>	<b>209,884</b>	<b>298,986</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 2020/21</b>	<b>Original Budget 2021/22</b>	<b>Current Budget 2021/22</b>	<b>Estimate 2022/23</b>
	Employees	1,106,167	1,057,063	989,730	1,071,476
	Premises Related Expenditure	0	1,500	1,500	0
	Transport Related Expenditure	3,737	5,173	4,284	2,139
	Supplies and Services	389,435	501,395	501,395	588,350
	Third Party Payments	13,454	9,000	9,000	0
	<b>GROSS COST OF SERVICE</b>	<b>1,512,793</b>	<b>1,574,131</b>	<b>1,505,909</b>	<b>1,661,965</b>
	Government Grant Income	-10,479	0	0	0
	Other Grants Reimbs & Conts	0	-65,300	-65,300	0
	Fees and Charges	-8,089	-10,000	-10,000	-8,000
	Recharges to Other Accounts	-53,968	0	0	0
	<b>INCOME</b>	<b>-72,536</b>	<b>-75,300</b>	<b>-75,300</b>	<b>-8,000</b>
	<b>NET COST OF SERVICE</b>	<b>1,440,258</b>	<b>1,498,831</b>	<b>1,430,609</b>	<b>1,653,965</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 2020/21</b>	<b>Original Budget 2021/22</b>	<b>Current Budget 2021/22</b>	<b>Estimate 2022/23</b>
	Capital Financing Costs	78	1,000	1,000	165,018
	<b>GROSS COST OF SERVICE</b>	<b>78</b>	<b>1,000</b>	<b>1,000</b>	<b>165,018</b>
	Interest Income	-422,778	-179,500	-179,500	-695,818
	<b>INCOME</b>	<b>-422,778</b>	<b>-179,500</b>	<b>-179,500</b>	<b>-695,818</b>
	<b>NET COST OF SERVICE</b>	<b>-422,700</b>	<b>-178,500</b>	<b>-178,500</b>	<b>-530,800</b>

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

<b>1305</b>	<b>Legal Services</b>	<b>Actual 2020/21</b>	<b>Original Budget 2021/22</b>	<b>Current Budget 2021/22</b>	<b>Estimate 2022/23</b>
	Employees	370,440	409,785	426,739	966,228
	Transport Related Expenditure	3,848	3,978	4,178	4,600
	Supplies and Services	19,291	22,740	22,740	58,060
	Third Party Payments	17,423	5,810	5,810	8,610
	<b>GROSS COST OF SERVICE</b>	<b>411,002</b>	<b>442,313</b>	<b>459,467</b>	<b>1,037,498</b>
	Other Grants Reimbs & Conts	0	0	0	-575,672
	Fees and Charges	-77,829	-90,000	-90,000	-90,000
	Recharges to Other Accounts	-21	0	0	0
	<b>INCOME</b>	<b>-77,850</b>	<b>-90,000</b>	<b>-90,000</b>	<b>-665,672</b>
	<b>NET COST OF SERVICE</b>	<b>333,152</b>	<b>352,313</b>	<b>369,467</b>	<b>371,826</b>

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

<b>1310</b>	<b>Leisure Centres</b>	<b>Actual 2020/21</b>	<b>Original Budget 2021/22</b>	<b>Current Budget 2021/22</b>	<b>Estimate 2022/23</b>
	Employees	72,167	74,780	85,378	143,139
	Premises Related Expenditure	271,494	101,749	101,749	105,390
	Transport Related Expenditure	2,930	2,185	2,285	2,301
	Supplies and Services	2,918	3,211	3,211	3,549
	Third Party Payments	108,871	472,248	472,248	112,781
	<b>GROSS COST OF SERVICE</b>	<b>458,380</b>	<b>654,173</b>	<b>664,871</b>	<b>367,160</b>
	Fees and Charges	0	0	0	-93,750
	Recharges to Other Accounts	-106,610	0	0	0
	<b>INCOME</b>	<b>-106,610</b>	<b>0</b>	<b>0</b>	<b>-93,750</b>
	<b>NET COST OF SERVICE</b>	<b>351,770</b>	<b>654,173</b>	<b>664,871</b>	<b>273,410</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.

<b>1320</b>	<b>Licensing</b>	<b>Actual 2020/21</b>	<b>Original Budget 2021/22</b>	<b>Current Budget 2021/22</b>	<b>Estimate 2022/23</b>
	Employees	195,798	201,605	180,062	209,291
	Transport Related Expenditure	2,131	1,805	3,468	2,889
	Supplies and Services	1,249	9,400	9,400	8,900
	Third Party Payments	6,481	5,780	5,780	6,780
	Transfer Payments	2,597	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>208,257</b>	<b>218,590</b>	<b>198,710</b>	<b>227,860</b>
	Other Grants Reimbs & Conts	-597	0	0	0
	Fees and Charges	-261,149	-234,110	-234,110	-234,110
	Recharges to Other Accounts	-11,552	0	0	0
	<b>INCOME</b>	<b>-273,299</b>	<b>-234,110</b>	<b>-234,110</b>	<b>-234,110</b>
	<b>NET COST OF SERVICE</b>	<b>-65,042</b>	<b>-15,520</b>	<b>-35,400</b>	<b>-6,250</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.

<b>1330</b>	<b>Local Economy/Tourism</b>	<b>Actual 2020/21</b>	<b>Original Budget 2021/22</b>	<b>Current Budget 2021/22</b>	<b>Estimate 2022/23</b>
	Employees	105,427	135,906	142,418	173,221
	Premises Related Expenditure	70,938	72,642	68,522	79,000
	Transport Related Expenditure	43	0	250	250
	Supplies and Services	84,084	199,487	171,847	196,855
	Third Party Payments	9,463	9,020	6,020	6,020
	<b>GROSS COST OF SERVICE</b>	<b>269,955</b>	<b>417,055</b>	<b>389,057</b>	<b>455,346</b>
	Other Grants Reimbs & Conts	-180	0	0	0
	Customer & Client Receipts	-2,785	-127,000	-127,000	-127,000
	Fees and Charges	-35	0	0	0
	Rent Income	-69,134	-76,000	-76,000	-76,000
	Recharges to Other Accounts	-5,685	0	0	0
	<b>INCOME</b>	<b>-77,819</b>	<b>-203,000</b>	<b>-203,000</b>	<b>-203,000</b>
	<b>NET COST OF SERVICE</b>	<b>192,135</b>	<b>214,055</b>	<b>186,057</b>	<b>252,346</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 2020/21	Original Budget 2021/22	Current Budget 2021/22	Estimate 2022/23
	Employees	294,740	52,989	49,294	44,972
	Transport Related Expenditure	0	0	0	100
	Supplies and Services	7,446	7,651	7,651	7,720
	Third Party Payments	37,569	40,000	40,000	40,000
	<b>GROSS COST OF SERVICE</b>	<b>339,755</b>	<b>100,640</b>	<b>96,945</b>	<b>92,792</b>
	Other Grants Reimbs & Conts	29,640	0	0	0
	Fees and Charges	-166,187	-185,650	-191,650	-166,650
	Recharges to Other Accounts	-57,340	0	0	0
	<b>INCOME</b>	<b>-193,887</b>	<b>-185,650</b>	<b>-191,650</b>	<b>-166,650</b>
	<b>NET COST OF SERVICE</b>	<b>145,868</b>	<b>-85,010</b>	<b>-94,705</b>	<b>-73,858</b>

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

1350	Members Services	Actual 2020/21	Original Budget 2021/22	Current Budget 2021/22	Estimate 2022/23
	Employees	202,009	201,634	221,515	250,115
	Transport Related Expenditure	43	533	1,033	1,446
	Supplies and Services	7,919	11,450	11,450	11,450
	<b>GROSS COST OF SERVICE</b>	<b>209,972</b>	<b>213,617</b>	<b>233,998</b>	<b>263,011</b>
	Recharges to Other Accounts	-10,693	0	0	0
	<b>INCOME</b>	<b>-10,693</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>199,279</b>	<b>213,617</b>	<b>233,998</b>	<b>263,011</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.

1355	Misc Expenditure or Income	Actual 2020/21	Original Budget 2021/22	Current Budget 2021/22	Estimate 2022/23
	Customer & Client Receipts	-4,936	0	0	0
	<b>INCOME</b>	<b>-4,936</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>-4,936</b>	<b>0</b>	<b>0</b>	<b>0</b>

This service contains the unidentified receipts during the year.

1370	Monitoring Officer	Actual 2020/21	Original Budget 2021/22	Current Budget 2021/22	Estimate 2022/23
	Employees	164,362	166,218	137,325	79,909
	Transport Related Expenditure	1,245	1,589	1,689	300
	Supplies and Services	4,634	4,000	4,000	5,650
	Third Party Payments	13,640	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>183,880</b>	<b>171,807</b>	<b>143,014</b>	<b>85,859</b>
	Other Grants Reimbs & Conts	-21,076	-21,350	-21,350	-21,350
	Fees and Charges	-1,270	0	0	0
	<b>INCOME</b>	<b>-22,345</b>	<b>-21,350</b>	<b>-21,350</b>	<b>-21,350</b>
	<b>NET COST OF SERVICE</b>	<b>161,535</b>	<b>150,457</b>	<b>121,664</b>	<b>64,509</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.

1390	National Non-Domestic Rate	Actual 2020/21	Original Budget 2021/22	Current Budget 2021/22	Estimate 2022/23
	Employees	18,486	18,904	119,871	102,980
	Transport Related Expenditure	1,395	1,007	1,918	1,434
	Supplies and Services	11,340	13,350	20,850	16,000
	Third Party Payments	134,899	124,250	149,250	134,850
	<b>GROSS COST OF SERVICE</b>	<b>166,121</b>	<b>157,511</b>	<b>291,889</b>	<b>255,264</b>
	Government Grant Income	-224,849	-215,000	-226,700	-215,000
	Fees and Charges	-3,115	-20,000	-20,000	-15,000
	Recharges to Other Accounts	-4,176	0	0	0
	<b>INCOME</b>	<b>-232,140</b>	<b>-235,000</b>	<b>-246,700</b>	<b>-230,000</b>
	<b>NET COST OF SERVICE</b>	<b>-66,019</b>	<b>-77,489</b>	<b>45,189</b>	<b>25,264</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.

1420	Off-Street Parking	Actual 2020/21	Original Budget 2021/22	Current Budget 2021/22	Estimate 2022/23
	Employees	198,718	233,413	228,546	250,101
	Premises Related Expenditure	696,116	703,934	676,314	681,090
	Transport Related Expenditure	5,742	5,504	5,754	5,644
	Supplies and Services	125,357	130,666	130,666	143,744
	Third Party Payments	311,859	316,635	319,796	351,346
	Transfer Payments	2,648	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>1,340,441</b>	<b>1,390,152</b>	<b>1,361,076</b>	<b>1,431,925</b>
	Fees and Charges	-1,149,684	-3,205,000	-3,205,000	-3,205,000
	Rent Income	-67,524	-291,530	-291,530	-63,220
	Recharges to Other Accounts	-3,701	0	0	0
	<b>INCOME</b>	<b>-1,220,909</b>	<b>-3,496,530</b>	<b>-3,496,530</b>	<b>-3,268,220</b>
	<b>NET COST OF SERVICE</b>	<b>119,532</b>	<b>-2,106,378</b>	<b>-2,135,454</b>	<b>-1,836,295</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.

1440	Parks Playfields & Open Spaces	Actual 2020/21	Original Budget 2021/22	Current Budget 2021/22	Estimate 2022/23
	Employees	81,515	81,806	83,296	57,081
	Premises Related Expenditure	4,305	4,000	4,000	4,000
	Transport Related Expenditure	5,087	1,797	1,947	1,947
	Supplies and Services	31,282	35,263	35,468	35,468
	Third Party Payments	575,349	528,139	570,889	620,889
	<b>GROSS COST OF SERVICE</b>	<b>697,537</b>	<b>651,005</b>	<b>695,600</b>	<b>719,385</b>
	Other Grants Reimbs & Conts	-126,870	-123,855	-124,725	-124,725
	Fees and Charges	-300	0	0	0
	Recharges to Other Accounts	-1,634	0	0	0
	<b>INCOME</b>	<b>-128,805</b>	<b>-123,855</b>	<b>-124,725</b>	<b>-124,725</b>
	<b>NET COST OF SERVICE</b>	<b>568,732</b>	<b>527,150</b>	<b>570,875</b>	<b>594,660</b>

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 2020/21	Original Budget 2021/22	Current Budget 2021/22	Estimate 2022/23
	Employees	580,694	599,885	585,348	627,059
	Transport Related Expenditure	4,905	4,523	6,023	5,536
	Supplies and Services	25,621	16,610	44,250	44,250
	Third Party Payments	130,572	109,190	112,190	112,190
	<b>GROSS COST OF SERVICE</b>	<b>741,792</b>	<b>730,208</b>	<b>747,811</b>	<b>789,035</b>
	Government Grant Income	-92,069	-42,300	-42,300	-42,300
	Customer & Client Receipts	-69	0	0	0
	Recharges to Other Accounts	-184	0	0	0
	<b>INCOME</b>	<b>-92,321</b>	<b>-42,300</b>	<b>-42,300</b>	<b>-42,300</b>
	<b>NET COST OF SERVICE</b>	<b>649,471</b>	<b>687,908</b>	<b>705,511</b>	<b>746,735</b>

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

1455	Property	Actual 2020/21	Original Budget 2021/22	Current Budget 2021/22	Estimate 2022/23
	Employees	200,750	196,818	181,384	247,044
	Premises Related Expenditure	385,504	408,430	406,140	379,609
	Transport Related Expenditure	17,227	17,034	17,134	10,857
	Supplies and Services	6,096	16,627	16,627	16,399
	Third Party Payments	149,138	51,960	187,455	132,680
	Transfer Payments	13,864	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>772,580</b>	<b>690,869</b>	<b>808,740</b>	<b>786,589</b>
	Other Grants Reimbs & Conts	-9,633	0	0	0
	Customer & Client Receipts	-9,085	-200	-200	-200
	Fees and Charges	-120,442	-311,284	-224,914	-220,900
	Rent Income	-732,924	-998,634	-998,634	-1,050,865
	Recharges to Other Accounts	-26,123	0	0	0
	<b>INCOME</b>	<b>-898,209</b>	<b>-1,310,118</b>	<b>-1,223,748</b>	<b>-1,271,965</b>
	<b>NET COST OF SERVICE</b>	<b>-125,629</b>	<b>-619,249</b>	<b>-415,008</b>	<b>-485,376</b>

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 2020/21	Original Budget 2021/22	Current Budget 2021/22	Estimate 2022/23
	Employees	98,937	80,186	81,638	95,932
	Transport Related Expenditure	2,086	2,912	4,462	3,409
	Supplies and Services	156,486	9,008	9,008	127,526
	Third Party Payments	4,712,708	4,968,080	4,859,061	5,528,210
	Transfer Payments	19,161	0	0	0
	Capital Financing Costs	0	0	0	408,302
	<b>GROSS COST OF SERVICE</b>	<b>4,989,377</b>	<b>5,060,186</b>	<b>4,954,169</b>	<b>6,163,379</b>
	Other Grants Reimbs & Conts	-970,880	-856,400	-858,524	-856,124
	Customer & Client Receipts	-190,800	-151,100	-151,100	-151,100
	Fees and Charges	-127,876	-836,985	-838,224	-2,047,724
	Recharges to Other Accounts	-1,634	0	0	0
	<b>INCOME</b>	<b>-1,291,190</b>	<b>-1,844,485</b>	<b>-1,847,848</b>	<b>-3,054,948</b>
	<b>NET COST OF SERVICE</b>	<b>3,698,187</b>	<b>3,215,701</b>	<b>3,106,321</b>	<b>3,108,431</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	Planning and Enforcement	Actual 2020/21	Original Budget 2021/22	Current Budget 2021/22	Estimate 2022/23
	Employees	2,068,503	2,201,040	2,013,943	2,004,457
	Premises Related Expenditure	193	0	0	0
	Transport Related Expenditure	37,491	29,159	42,040	26,138
	Supplies and Services	46,254	55,932	55,932	56,250
	Third Party Payments	189,895	82,800	82,800	82,800
	Transfer Payments	4,889	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>2,347,226</b>	<b>2,368,931</b>	<b>2,194,715</b>	<b>2,169,645</b>
	Government Grant Income	-9,903	0	0	0
	Fees and Charges	-1,439,764	-1,827,900	-1,827,900	-1,827,900
	Recharges to Other Accounts	-16,798	0	0	0
	<b>INCOME</b>	<b>-1,466,465</b>	<b>-1,827,900</b>	<b>-1,827,900</b>	<b>-1,827,900</b>
	<b>NET COST OF SERVICE</b>	<b>880,760</b>	<b>541,031</b>	<b>366,815</b>	<b>341,745</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.

1510	Resources	Actual 2020/21	Original Budget 2021/22	Current Budget 2021/22	Estimate 2022/23
	Employees	556,904	450,443	458,606	426,242
	Transport Related Expenditure	7,241	8,250	8,250	3,608
	Supplies and Services	81,766	104,415	104,415	125,000
	Third Party Payments	128,117	168,500	183,500	168,500
	<b>GROSS COST OF SERVICE</b>	<b>774,029</b>	<b>731,608</b>	<b>754,771</b>	<b>723,350</b>
	Government Grant Income	-8,103	0	0	0
	Fees and Charges	-5,394	-3,000	-3,000	-3,000
	Recharges to Other Accounts	-13,593	0	0	0
	<b>INCOME</b>	<b>-27,090</b>	<b>-3,000</b>	<b>-3,000</b>	<b>-3,000</b>
	<b>NET COST OF SERVICE</b>	<b>746,939</b>	<b>728,608</b>	<b>751,771</b>	<b>720,350</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.

1530	Shopmobility	Actual 2020/21	Original Budget 2021/22	Current Budget 2021/22	Estimate 2022/23
	Employees	36,902	37,474	37,934	37,795
	Premises Related Expenditure	1,322	1,710	1,710	1,710
	Transport Related Expenditure	2	0	0	25
	Supplies and Services	3,665	3,021	3,021	3,025
	<b>GROSS COST OF SERVICE</b>	<b>41,891</b>	<b>42,205</b>	<b>42,665</b>	<b>42,555</b>
	<b>NET COST OF SERVICE</b>	<b>41,891</b>	<b>42,205</b>	<b>42,665</b>	<b>42,555</b>

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

1540	Social Inclusion	Actual 2020/21	Original Budget 2021/22	Current Budget 2021/22	Estimate 2022/23
	Employees	110,906	110,722	112,739	113,978
	Transport Related Expenditure	1,432	1,296	1,796	1,788
	Supplies and Services	67,979	184,200	184,200	84,200
	Third Party Payments	135,177	20,500	31,300	120,500
	<b>GROSS COST OF SERVICE</b>	<b>315,494</b>	<b>316,718</b>	<b>330,035</b>	<b>320,466</b>
	Government Grant Income	-12,622	0	0	0
	Other Grants Reimbs & Conts	6,989	0	0	0
	Fees and Charges	-18,305	0	0	0
	<b>INCOME</b>	<b>-23,937</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>291,557</b>	<b>316,718</b>	<b>330,035</b>	<b>320,466</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 2020/21	Original Budget 2021/22	Current Budget 2021/22	Estimate 2022/23
	Employees	76,962	92,893	51,343	0
	Premises Related Expenditure	0	4,100	0	0
	Transport Related Expenditure	571	62	812	62
	Supplies and Services	-891	9,610	940	0
	Third Party Payments	113	5,960	0	0
	<b>GROSS COST OF SERVICE</b>	<b>76,755</b>	<b>112,625</b>	<b>53,095</b>	<b>62</b>
	Other Grants Reimbs & Conts	-650	-100	-100	0
	Fees and Charges	0	-14,160	-14,160	0
	Recharges to Other Accounts	-3,186	0	0	0
	<b>INCOME</b>	<b>-3,836</b>	<b>-14,260</b>	<b>-14,260</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>72,919</b>	<b>98,365</b>	<b>38,835</b>	<b>62</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.

<b>1560</b>	<b>Street Cleansing &amp; Furniture</b>	<b>Actual 2020/21</b>	<b>Original Budget 2021/22</b>	<b>Current Budget 2021/22</b>	<b>Estimate 2022/23</b>
	Employees	56,600	59,548	60,897	49,046
	Premises Related Expenditure	9,036	16,600	16,600	16,600
	Transport Related Expenditure	1,200	930	2,555	2,431
	Supplies and Services	10,134	14,756	14,756	14,765
	Third Party Payments	1,557,016	1,557,635	1,586,000	1,586,000
	<b>GROSS COST OF SERVICE</b>	<b>1,633,986</b>	<b>1,649,469</b>	<b>1,680,808</b>	<b>1,668,842</b>
	Fees and Charges	-12,072	-3,200	-3,200	-12,000
	Recharges to Other Accounts	-812	0	0	0
	<b>INCOME</b>	<b>-12,884</b>	<b>-3,200</b>	<b>-3,200</b>	<b>-12,000</b>
	<b>NET COST OF SERVICE</b>	<b>1,621,102</b>	<b>1,646,269</b>	<b>1,677,608</b>	<b>1,656,842</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.