

# **BUDGET BOOK**

## **2023-2024**

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

**STRATFORD-ON-AVON DISTRICT COUNCIL**

**REVENUE BUDGET FOR 2023/24**

**NET EXPENDITURE SUMMARY**

	<b>Actual 2021/22</b>	<b>Original Budget 2022/23</b>	<b>Revised Budget 2022/23</b>	<b>Estimate 2023/24</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	5,911,962	18,192,810	16,592,810	17,919,287	297.71
<b>NET SERVICE EXPENDITURE</b>	<b>£5,911,962</b>	<b>£18,192,810</b>	<b>£16,592,810</b>	<b>£17,919,287</b>	<b>£297.71</b>
Appropriation to/-from General Revenue account balance	15,328,105	307,509	1,907,509	15,914	0.26
<b>BUDGET REQUIREMENT</b>	<b>£21,240,067</b>	<b>£18,500,319</b>	<b>£18,500,319</b>	<b>£17,935,201</b>	<b>£297.97</b>
<b>FINANCING</b>					
Contribution from NNDR Pool	-7,576,401	-4,586,000	-4,586,000	-4,000,000	-66.46
Specific Grants	-792,107	-738,748	-738,748	-450,728	-7.49
New Homes Bonus	-4,290,060	-3,803,128	-3,803,128	-1,864,057	-30.97
3% Funding Guarantee	0	0	0	-2,204,294	-36.61
Collection Fund adjustment transfer	-91,138	-267,653	-267,653	161,028	2.68
<b>Stratford-on-Avon District Council precept requirement on the collection fund</b>	<b>£8,490,360</b>	<b>£9,104,790</b>	<b>£9,104,790</b>	<b>£9,577,150</b>	<b>£159.12</b>

## SERVICE NET EXPENDITURE SUMMARY

<b>Budget Officer and Services</b>	<b>Page</b>	<b>Actual 2021/22</b>	<b>Original Budget 2022/23</b>	<b>Revised Budget 2022/23</b>	<b>Estimate 2023/24</b>	<b>Cost per Band D Property</b>
Appropriations	5	0	0	0	950,000	15.78
Building Control	5	79,633	61,196	84,331	66,706	1.11
Consultation and Performance	5	86,356	91,387	96,418	99,945	1.66
Building Services	6	489,349	522,611	522,940	608,825	10.12
C.C.T.V.	6	297,353	310,424	290,200	362,389	6.02
Corporate Management HofPS	6	484,017	496,295	493,479	520,052	8.64
Corporate Management s151	7	259,190	233,500	233,500	362,600	6.02
Civil Contingencies Funding	7	-7,640,964	1,675,750	25,750	25,750	0.43
Community Leadership	7	5,026	31,009	31,009	31,010	0.52
Corp. And Democratic Core	8	380,980	399,394	399,394	435,290	7.23
Corporate Budget	8	577,094	1,578,000	910,764	1,149,670	19.10
Corporate Projects	8	88,617	174	174	0	0.00
Corporate Communications	9	45,668	79,696	74,783	112,804	1.87
Council Tax	9	151,501	459,970	594,534	431,976	7.18
Council Tax Reduction - Admin	9	80,048	153,366	112,557	158,726	2.64
Crime Reduction	10	154,540	138,317	172,961	144,652	2.40
Elections	10	106,795	145,347	181,052	426,132	7.08
Environmental Health	10	423,357	457,168	443,248	567,430	9.43
Environmental Initiatives	11	-723,994	10,000	27,500	20,000	0.33
Front Office & Trans Team	11	1,191,023	1,333,758	1,406,184	1,471,628	24.45
Central Administration	11	478,088	605,468	585,992	636,887	10.58
Housing	12	822,341	1,237,245	1,175,996	1,322,991	21.98
Housing Ben. Admin	12	140,855	261,481	247,351	305,231	5.07
Housing Benefits	12	124,822	231,920	290,987	326,920	5.43
HR and Training	13	192,519	298,986	305,445	249,799	4.15
Information Technology	13	1,343,004	1,491,215	1,498,006	1,727,200	28.70
Investment Interest	13	-129,009	-530,800	-530,800	-1,379,886	-22.93
Legal Services	14	398,853	371,826	414,751	400,081	6.65
Leisure Centres	14	572,755	273,410	222,453	-5,065	-0.08
Licensing	14	-95,907	-6,250	11,242	-11,152	-0.19
Local Economy	15	112,445	145,749	137,048	152,907	2.54
Tourism	15	132,015	106,597	113,910	120,418	2.00
Local Land Charges	15	-67,211	-73,858	-59,944	-132	0.00

## SERVICE NET EXPENDITURE SUMMARY

<b>Budget Officer and Services</b>	<b>Page</b>	<b>Actual 2021/22</b>	<b>Original Budget 2022/23</b>	<b>Revised Budget 2022/23</b>	<b>Estimate 2023/24</b>	<b>Cost per Band D Property</b>
Markets and Events	16	3,563	-12,593	-16,594	8,779	0.15
Members Services	16	219,187	263,011	252,102	282,954	4.70
Misc Expenditure or Income	16	-9,406	0	0	0	0.00
Monitoring Officer	16	104,774	64,509	55,723	111,282	1.85
National Non-Domestic Rate	17	-31,006	25,264	36,540	41,180	0.68
Off-Street Parking	17	-1,322,351	-1,836,295	-1,860,935	-1,804,063	-29.97
Parks Playfields & Open Spaces	17	561,423	594,660	633,154	593,125	9.85
Policy	18	637,887	746,735	721,520	709,049	11.78
Property	18	-409,107	-472,783	-448,022	-496,788	-8.25
Refuse Collection	18	2,310,068	3,108,431	3,386,288	3,435,920	57.09
Planning and Enforcement	19	593,155	341,745	495,686	597,729	9.93
Resources	19	688,038	720,350	784,507	762,228	12.66
Shopmobility	19	35,080	42,555	47,738	48,434	0.80
Social Inclusion	20	292,875	359,966	349,114	413,704	6.87
Sports Development	20	42,659	62	915	0	0.00
Street Cleansing & Furniture	20	1,633,967	1,656,842	1,641,859	1,423,970	23.66
<b>NET EXPENDITURE</b>		<b>5,911,962</b>	<b>18,192,810</b>	<b>16,592,810</b>	<b>17,919,287</b>	<b>297.71</b>

			Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
<b>1010</b>	<b>Appropriations</b>	<b>Actual 2021/22</b>			
	Capital Financing Costs	0	0	0	950000
	<b>GROSS COST OF SERVICE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>950000</b>
	<b>NET COST OF SERVICE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>950,000</b>

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

			Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
<b>1030</b>	<b>Building Control</b>	<b>Actual 2021/22</b>			
	Employees	471,870	453245	476380	485691
	Transport Related Expenditure	25,937	27548	27548	27912
	Supplies and Services	22,698	24320	24320	27020
	Third Party Payments	7,585	16000	16000	16000
	Transfer Payments	1,023	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>529,114</b>	<b>521113</b>	<b>544248</b>	<b>556623</b>
	Fees and Charges	-449,481	-459917	-459917	-489917
	<b>INCOME</b>	<b>-449,481</b>	<b>-459917</b>	<b>-459917</b>	<b>-489917</b>
	<b>NET COST OF SERVICE</b>	<b>79,633</b>	<b>61,196</b>	<b>84,331</b>	<b>66,706</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.

			Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
<b>1035</b>	<b>Consultation and Performance</b>	<b>Actual 2021/22</b>			
	Employees	90,758	91750	96781	95851
	Transport Related Expenditure	3,713	4017	4017	4092
	Supplies and Services	5,926	5620	5620	10002
	Third Party Payments	3,190	6000	6000	6000
	<b>GROSS COST OF SERVICE</b>	<b>103,587</b>	<b>107387</b>	<b>112418</b>	<b>115945</b>
	Fees and Charges	-17,231	-16000	-16000	-16000
	<b>INCOME</b>	<b>-17,231</b>	<b>-16000</b>	<b>-16000</b>	<b>-16000</b>
	<b>NET COST OF SERVICE</b>	<b>86,356</b>	<b>91,387</b>	<b>96,418</b>	<b>99,945</b>

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

1040	Building Services	Actual 2021/22	Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
	Employees	186,451	187,668	187,863	204,178
	Premises Related Expenditure	431,283	463,585	463,605	598,688
	Transport Related Expenditure	3,436	4,838	4,812	4,722
	Supplies and Services	17,922	22,510	22,510	25,587
	Third Party Payments	10,181	8,430	8,570	8,570
	Transfer Payments	-8,534	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>640,740</b>	<b>687,031</b>	<b>687,360</b>	<b>841,745</b>
	Other Grants Reimbs & Conts	-15	0	0	0
	Fees and Charges	-417	0	0	0
	Rent Income	-150,960	-164,420	-164,420	-232,920
	<b>INCOME</b>	<b>-151,391</b>	<b>-164,420</b>	<b>-164,420</b>	<b>-232,920</b>
	<b>NET COST OF SERVICE</b>	<b>489,349</b>	<b>522,611</b>	<b>522,940</b>	<b>608,825</b>

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

1050	C.C.T.V.	Actual 2021/22	Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
	Employees	217,697	234,064	234,240	257,130
	Premises Related Expenditure	38,533	42,800	42,800	66,000
	Transport Related Expenditure	1,269	1,385	1,385	1,176
	Supplies and Services	110,724	80,675	80,675	86,583
	Third Party Payments	23,562	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>391,784</b>	<b>358,924</b>	<b>359,100</b>	<b>410,889</b>
	Other Grants Reimbs & Conts	-77,460	-48,500	-68,900	-48,500
	Fees and Charges	-16,971	0	0	0
	<b>INCOME</b>	<b>-94,431</b>	<b>-48,500</b>	<b>-68,900</b>	<b>-48,500</b>
	<b>NET COST OF SERVICE</b>	<b>297,353</b>	<b>310,424</b>	<b>290,200</b>	<b>362,389</b>

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 2021/22	Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
	Employees	369,178	398,839	396,323	402,162
	Premises Related Expenditure	85	0	0	0
	Transport Related Expenditure	2,428	3,216	3,216	3,650
	Supplies and Services	96,827	92,880	92,580	112,880
	Third Party Payments	7,000	1,360	1,360	1,360
	<b>GROSS COST OF SERVICE</b>	<b>475,517</b>	<b>496,295</b>	<b>493,479</b>	<b>520,052</b>
	Other Grants Reimbs & Conts	8,500	0	0	0
	<b>INCOME</b>	<b>8,500</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>484,017</b>	<b>496,295</b>	<b>493,479</b>	<b>520,052</b>

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

<b>1070</b>	<b>Corporate Management s151</b>	<b>Actual 2021/22</b>	<b>Original Budget 2022/23</b>	<b>Current Budget 2022/23</b>	<b>Estimate 2023/24</b>
	Supplies and Services	3,000	3,500	3,500	3,300
	Third Party Payments	288,803	230,000	230,000	359,300
	<b>GROSS COST OF SERVICE</b>	<b>291,803</b>	<b>233,500</b>	<b>233,500</b>	<b>362,600</b>
	Government Grant Income	-26,688	0	0	0
	Other Grants Reimbs & Conts	-5,925	0	0	0
	<b>INCOME</b>	<b>-32,613</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>259,190</b>	<b>233,500</b>	<b>233,500</b>	<b>362,600</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.

<b>1080</b>	<b>Civil Contingencies Funding</b>	<b>Actual 2021/22</b>	<b>Original Budget 2022/23</b>	<b>Current Budget 2022/23</b>	<b>Estimate 2023/24</b>
	Employees	68,487	0	0	0
	Premises Related Expenditure	1,012	0	0	0
	Transport Related Expenditure	73	0	0	0
	Supplies and Services	16,661,153	0	0	0
	Third Party Payments	117,445	1,675,750	25,750	25,750
	Transfer Payments	65,988	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>16,914,158</b>	<b>1,675,750</b>	<b>25,750</b>	<b>25,750</b>
	Government Grant Income	-24,134,933	0	0	0
	Other Grants Reimbs & Conts	-52,164	0	0	0
	Fees and Charges	28,000	0	0	0
	Recharges to Other Accounts	-396,025	0	0	0
	<b>INCOME</b>	<b>-24,555,122</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>-7,640,964</b>	<b>1,675,750</b>	<b>25,750</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.

<b>1090</b>	<b>Community Leadership</b>	<b>Actual 2021/22</b>	<b>Original Budget 2022/23</b>	<b>Current Budget 2022/23</b>	<b>Estimate 2023/24</b>
	Supplies and Services	1,189	27,509	27,509	27,510
	Third Party Payments	3,837	3,500	3,500	3,500
	<b>GROSS COST OF SERVICE</b>	<b>5,026</b>	<b>31,009</b>	<b>31,009</b>	<b>31,010</b>
	<b>NET COST OF SERVICE</b>	<b>5,026</b>	<b>31,009</b>	<b>31,009</b>	<b>31,010</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 2021/22	Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
	Employees	9,292	2,500	2,500	2,500
	Premises Related Expenditure	740	0	0	0
	Transport Related Expenditure	9,157	19,400	19,400	20,650
	Supplies and Services	351,231	373,794	373,794	408,440
	Third Party Payments	12,498	3,700	3,700	3,700
	<b>GROSS COST OF SERVICE</b>	<b>382,917</b>	<b>399,394</b>	<b>399,394</b>	<b>435,290</b>
	Fees and Charges	-1,938	0	0	0
	<b>INCOME</b>	<b>-1,938</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>380,980</b>	<b>399,394</b>	<b>399,394</b>	<b>435,290</b>

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

1130	Corporate Budget	Actual 2021/22	Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
	Employees	1,125,068	1,167,425	499,917	826,448
	Premises Related Expenditure	-21,330	0	0	0
	Transport Related Expenditure	2,229	8,916	1,239	0
	Supplies and Services	150	0	0	0
	Third Party Payments	-235,821	954,000	704,405	323,222
	<b>GROSS COST OF SERVICE</b>	<b>870,297</b>	<b>2,130,341</b>	<b>1,205,561</b>	<b>1,149,670</b>
	Other Grants Reimbs & Conts	-236,580	-291,341	-799	0
	Fees and Charges	-34,123	0	0	0
	Recharges to Other Accounts	-22,500	-261,000	-293,998	0
	<b>INCOME</b>	<b>-293,203</b>	<b>-552,341</b>	<b>-294,797</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>577,094</b>	<b>1,578,000</b>	<b>910,764</b>	<b>1,149,670</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.

1135	Corporate Projects	Actual 2021/22	Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
	Employees	211,914	0	0	0
	Premises Related Expenditure	351	0	0	0
	Transport Related Expenditure	235	174	174	0
	Supplies and Services	61,779	0	0	0
	Third Party Payments	129,358	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>403,636</b>	<b>174</b>	<b>174</b>	<b>0</b>
	Government Grant Income	-60,972	0	0	0
	Other Grants Reimbs & Conts	-98,800	0	0	0
	Recharges to Other Accounts	-155,247	0	0	0
	<b>INCOME</b>	<b>-315,020</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>88,617</b>	<b>174</b>	<b>174</b>	<b>0</b>

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



1140	Corporate Communications	Actual 2021/22	Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
	Employees	32,451	56,836	51,623	49,944
	Supplies and Services	14,561	22,860	13,160	22,860
	Third Party Payments	4,804	0	10,000	40,000
	<b>GROSS COST OF SERVICE</b>	<b>51,816</b>	<b>79,696</b>	<b>74,783</b>	<b>112,804</b>
	Fees and Charges	-6,148	0	0	0
	<b>INCOME</b>	<b>-6,148</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>45,668</b>	<b>79,696</b>	<b>74,783</b>	<b>112,804</b>

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

1150	Council Tax	Actual 2021/22	Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
	Employees	481,167	466,037	655,754	480,885
	Transport Related Expenditure	7,384	4,533	4,533	5,091
	Supplies and Services	27,624	48,900	48,900	53,500
	Third Party Payments	28,420	69,500	69,500	67,500
	Transfer Payments	801	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>545,395</b>	<b>588,970</b>	<b>778,687</b>	<b>606,976</b>
	Government Grant Income	-28,618	0	0	0
	Other Grants Reimbs & Conts	0	0	-22,653	0
	Fees and Charges	-280,377	-129,000	-129,000	-175,000
	Recharges to Other Accounts	-84,899	0	-32,500	0
	<b>INCOME</b>	<b>-393,894</b>	<b>-129,000</b>	<b>-184,153</b>	<b>-175,000</b>
	<b>NET COST OF SERVICE</b>	<b>151,501</b>	<b>459,970</b>	<b>594,534</b>	<b>431,976</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.

1170	Council Tax Reduction - Admin	Actual 2021/22	Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
	Employees	250,355	253,928	213,119	263,102
	Transport Related Expenditure	4,280	4,438	4,438	124
	Supplies and Services	481	0	0	500
	<b>GROSS COST OF SERVICE</b>	<b>255,116</b>	<b>258,366</b>	<b>217,557</b>	<b>263,726</b>
	Government Grant Income	-118,297	-105,000	-105,000	-105,000
	Recharges to Other Accounts	-56,771	0	0	0
	<b>INCOME</b>	<b>-175,068</b>	<b>-105,000</b>	<b>-105,000</b>	<b>-105,000</b>
	<b>NET COST OF SERVICE</b>	<b>80,048</b>	<b>153,366</b>	<b>112,557</b>	<b>158,726</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.

			Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
<b>1180</b>	<b>Crime Reduction</b>	<b>Actual 2021/22</b>			
	Employees	189,889	112,212	202,071	114,063
	Transport Related Expenditure	5,611	4,395	4,395	4,304
	Supplies and Services	27,549	10,010	24,150	11,285
	Third Party Payments	27,903	11,700	25,477	15,000
	<b>GROSS COST OF SERVICE</b>	<b>250,951</b>	<b>138,317</b>	<b>256,093</b>	<b>144,652</b>
	Other Grants Reimbs & Conts	-84,724	0	-50,132	0
	Customer & Client Receipts	-9,108	0	0	0
	Fees and Charges	-2,580	0	0	0
	Recharges to Other Accounts	0	0	-33,000	0
	<b>INCOME</b>	<b>-96,412</b>	<b>0</b>	<b>-83,132</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>154,540</b>	<b>138,317</b>	<b>172,961</b>	<b>144,652</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.

			Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
<b>1190</b>	<b>Elections</b>	<b>Actual 2021/22</b>			
	Employees	81,331	65,447	119,580	218,659
	Premises Related Expenditure	0	0	600	20,000
	Transport Related Expenditure	3,878	3,500	3,500	6,123
	Supplies and Services	47,701	56,620	67,120	133,570
	Third Party Payments	8,944	21,780	19,680	69,780
	<b>GROSS COST OF SERVICE</b>	<b>141,854</b>	<b>147,347</b>	<b>210,480</b>	<b>448,132</b>
	Government Grant Income	-27,576	0	0	0
	Customer & Client Receipts	-2,357	-2,000	-2,000	-2,000
	Fees and Charges	-5,127	0	-17,000	-20,000
	Recharges to Other Accounts	0	0	-10,428	0
	<b>INCOME</b>	<b>-35,060</b>	<b>-2,000</b>	<b>-29,428</b>	<b>-22,000</b>
	<b>NET COST OF SERVICE</b>	<b>106,795</b>	<b>145,347</b>	<b>181,052</b>	<b>426,132</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).

			Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
<b>1200</b>	<b>Environmental Health</b>	<b>Actual 2021/22</b>			
	Employees	462,333	445,947	467,227	517,672
	Premises Related Expenditure	20	0	0	0
	Transport Related Expenditure	25,312	33,831	33,831	22,608
	Supplies and Services	58,613	58,970	58,970	51,700
	Third Party Payments	29,586	23,150	23,150	23,150
	<b>GROSS COST OF SERVICE</b>	<b>575,864</b>	<b>561,898</b>	<b>583,178</b>	<b>615,130</b>
	Other Grants Reimbs & Conts	-7,352	0	0	0
	Fees and Charges	-99,798	-104,730	-104,730	-47,700
	Rent Income	63	0	0	0
	Recharges to Other Accounts	-45,420	0	-35,200	0
	<b>INCOME</b>	<b>-152,507</b>	<b>-104,730</b>	<b>-139,930</b>	<b>-47,700</b>
	<b>NET COST OF SERVICE</b>	<b>423,357</b>	<b>457,168</b>	<b>443,248</b>	<b>567,430</b>

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

1210	Environmental Initiatives	Actual 2021/22	Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
	Supplies and Services	10,006	10,000	71,250	10,000
	Third Party Payments	1,604,218	0	6,250	10,000
	<b>GROSS COST OF SERVICE</b>	<b>1,614,224</b>	<b>10,000</b>	<b>77,500</b>	<b>20,000</b>
	Government Grant Income	-734,000	0	0	0
	Recharges to Other Accounts	-1,604,218	0	-50,000	0
	<b>INCOME</b>	<b>-2,338,218</b>	<b>0</b>	<b>-50,000</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>-723,994</b>	<b>10,000</b>	<b>27,500</b>	<b>20,000</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 2021/22	Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
	Employees	955,208	1,044,062	1,116,488	1,184,950
	Transport Related Expenditure	5,222	436	436	338
	Supplies and Services	222,774	267,260	267,260	264,340
	Third Party Payments	9,805	22,000	22,000	22,000
	<b>GROSS COST OF SERVICE</b>	<b>1,193,009</b>	<b>1,333,758</b>	<b>1,406,184</b>	<b>1,471,628</b>
	Fees and Charges	-747	0	0	0
	Recharges to Other Accounts	-1,238	0	0	0
	<b>INCOME</b>	<b>-1,985</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>1,191,023</b>	<b>1,333,758</b>	<b>1,406,184</b>	<b>1,471,628</b>

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

1225	Central Administration	Actual 2021/22	Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
	Employees	582,539	624,856	605,380	703,382
	Premises Related Expenditure	0	500	500	500
	Transport Related Expenditure	318	112	112	405
	Supplies and Services	7,164	15,000	15,000	22,600
	Third Party Payments	9,589	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>599,610</b>	<b>640,468</b>	<b>620,992</b>	<b>726,887</b>
	Other Grants Reimbs & Conts	-116,414	-35,000	-35,000	-90,000
	Fees and Charges	-4,520	0	0	0
	Recharges to Other Accounts	-588	0	0	0
	<b>INCOME</b>	<b>-121,521</b>	<b>-35,000</b>	<b>-35,000</b>	<b>-90,000</b>
	<b>NET COST OF SERVICE</b>	<b>478,088</b>	<b>605,468</b>	<b>585,992</b>	<b>636,887</b>

This service contains the administration functions of the council.

1240	Housing	Actual 2021/22	Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
	Employees	982,101	838,568	1,005,746	865,028
	Premises Related Expenditure	236,727	219,064	224,204	231,185
	Transport Related Expenditure	20,251	16,861	16,861	17,371
	Supplies and Services	742,160	173,160	669,660	211,010
	Third Party Payments	451,681	264,220	369,011	267,025
	Transfer Payments	-16,440	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>2,416,480</b>	<b>1,511,873</b>	<b>2,285,482</b>	<b>1,591,619</b>
	Government Grant Income	-619,891	0	-445,283	0
	Other Grants Reimbs & Conts	-66,674	0	0	0
	Customer & Client Receipts	-79,450	-22,500	-22,500	-22,500
	Fees and Charges	-8,108	-21,000	-27,575	-15,000
	Rent Income	-231,341	-231,128	-231,128	-231,128
	Recharges to Other Accounts	-588,674	0	-383,000	0
	<b>INCOME</b>	<b>-1,594,138</b>	<b>-274,628</b>	<b>-1,109,486</b>	<b>-268,628</b>
	<b>NET COST OF SERVICE</b>	<b>822,341</b>	<b>1,237,245</b>	<b>1,175,996</b>	<b>1,322,991</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 2021/22	Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
	Employees	238,443	260,588	246,458	289,652
	Transport Related Expenditure	4,280	4,288	4,288	224
	Supplies and Services	55,377	56,250	56,250	60,000
	Third Party Payments	152,383	179,430	179,430	194,430
	<b>GROSS COST OF SERVICE</b>	<b>450,483</b>	<b>500,556</b>	<b>486,426</b>	<b>544,306</b>
	Government Grant Income	-236,334	-239,075	-239,075	-239,075
	Other Grants Reimbs & Conts	-38,746	0	0	0
	Recharges to Other Accounts	-34,549	0	0	0
	<b>INCOME</b>	<b>-309,629</b>	<b>-239,075</b>	<b>-239,075</b>	<b>-239,075</b>
	<b>NET COST OF SERVICE</b>	<b>140,855</b>	<b>261,481</b>	<b>247,351</b>	<b>305,231</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 2021/22	Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
	Transfer Payments	17,920,585	17,323,870	17,328,937	17,446,182
	<b>GROSS COST OF SERVICE</b>	<b>17,920,585</b>	<b>17,323,870</b>	<b>17,328,937</b>	<b>17,446,182</b>
	Government Grant Income	-17,664,013	-17,091,950	-17,037,950	-17,119,262
	Other Grants Reimbs & Conts	-24,603	0	0	0
	Recharges to Other Accounts	-107,147	0	0	0
	<b>INCOME</b>	<b>-17,795,763</b>	<b>-17,091,950</b>	<b>-17,037,950</b>	<b>-17,119,262</b>
	<b>NET COST OF SERVICE</b>	<b>124,822</b>	<b>231,920</b>	<b>290,987</b>	<b>326,920</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 2021/22	Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
	Employees	177,154	285,926	292,385	230,289
	Transport Related Expenditure	49	830	830	830
	Supplies and Services	3,164	11,370	11,370	15,520
	Third Party Payments	22,354	860	860	3,160
	<b>GROSS COST OF SERVICE</b>	<b>202,721</b>	<b>298,986</b>	<b>305,445</b>	<b>249,799</b>
	Other Grants Reimbs & Conts	-489	0	0	0
	Fees and Charges	-9,714	0	0	0
	<b>INCOME</b>	<b>-10,202</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>192,519</b>	<b>298,986</b>	<b>305,445</b>	<b>249,799</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 2021/22	Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
	Employees	906,530	988,946	996,976	1,018,359
	Transport Related Expenditure	3,096	1,989	750	1,891
	Supplies and Services	401,187	508,280	508,280	713,950
	Third Party Payments	39,195	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>1,350,008</b>	<b>1,499,215</b>	<b>1,506,006</b>	<b>1,734,200</b>
	Fees and Charges	-7,004	-8,000	-8,000	-7,000
	<b>INCOME</b>	<b>-7,004</b>	<b>-8,000</b>	<b>-8,000</b>	<b>-7,000</b>
	<b>NET COST OF SERVICE</b>	<b>1,343,004</b>	<b>1,491,215</b>	<b>1,498,006</b>	<b>1,727,200</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 2021/22	Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
	Transfer Payments	28,281	0	0	0
	Capital Financing Costs	831	165,018	165,018	175,116
	<b>GROSS COST OF SERVICE</b>	<b>29,112</b>	<b>165,018</b>	<b>165,018</b>	<b>175,116</b>
	Interest Income	-158,121	-695,818	-695,818	-1,555,002
	<b>INCOME</b>	<b>-158,121</b>	<b>-695,818</b>	<b>-695,818</b>	<b>-1,555,002</b>
	<b>NET COST OF SERVICE</b>	<b>-129,009</b>	<b>-530,800</b>	<b>-530,800</b>	<b>-1,379,886</b>

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

1305	Legal Services	Actual 2021/22	Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
	Employees	446,671	966,228	1,011,421	997,166
	Transport Related Expenditure	3,693	4,600	2,332	2,306
	Supplies and Services	29,762	58,060	58,060	74,999
	Third Party Payments	6,411	8,610	8,610	8,610
	<b>GROSS COST OF SERVICE</b>	<b>486,537</b>	<b>1,037,498</b>	<b>1,080,423</b>	<b>1,083,081</b>
	Other Grants Reimbs & Conts	-6,225	-575,672	-575,672	-569,000
	Fees and Charges	-81,459	-90,000	-90,000	-114,000
	<b>INCOME</b>	<b>-87,684</b>	<b>-665,672</b>	<b>-665,672</b>	<b>-683,000</b>
	<b>NET COST OF SERVICE</b>	<b>398,853</b>	<b>371,826</b>	<b>414,751</b>	<b>400,081</b>

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

1310	Leisure Centres	Actual 2021/22	Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
	Employees	80,466	143,139	92,282	59,449
	Premises Related Expenditure	172,466	105,390	105,290	111,184
	Transport Related Expenditure	3,202	2,301	2,301	2,587
	Supplies and Services	230,218	3,549	3,549	2,965
	Third Party Payments	338,072	112,781	112,781	0
	<b>GROSS COST OF SERVICE</b>	<b>824,423</b>	<b>367,160</b>	<b>316,203</b>	<b>176,185</b>
	Fees and Charges	-24,504	-93,750	-93,750	-181,250
	Recharges to Other Accounts	-227,164	0	0	0
	<b>INCOME</b>	<b>-251,668</b>	<b>-93,750</b>	<b>-93,750</b>	<b>-181,250</b>
	<b>NET COST OF SERVICE</b>	<b>572,755</b>	<b>273,410</b>	<b>222,453</b>	<b>-5,065</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 2021/22	Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
	Employees	178,381	209,291	226,783	226,613
	Transport Related Expenditure	1,820	2,889	2,889	1,925
	Supplies and Services	9,091	8,900	8,900	9,400
	Third Party Payments	9,464	6,780	6,780	6,780
	Transfer Payments	227	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>198,983</b>	<b>227,860</b>	<b>245,352</b>	<b>244,718</b>
	Other Grants Reimbs & Conts	-597	0	0	0
	Fees and Charges	-293,410	-234,110	-234,110	-255,870
	Recharges to Other Accounts	-882	0	0	0
	<b>INCOME</b>	<b>-294,890</b>	<b>-234,110</b>	<b>-234,110</b>	<b>-255,870</b>
	<b>NET COST OF SERVICE</b>	<b>-95,907</b>	<b>-6,250</b>	<b>11,242</b>	<b>-11,152</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	Actual 2021/22	Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
	Employees	23,103	31,644	22,943	34,218
	Premises Related Expenditure	38,145	37,350	37,350	42,073
	Transport Related Expenditure	0	200	200	62
	Supplies and Services	86,582	119,555	119,755	119,554
	Third Party Payments	35	2,000	1,800	2,000
	<b>GROSS COST OF SERVICE</b>	<b>147,865</b>	<b>190,749</b>	<b>182,048</b>	<b>197,907</b>
	Other Grants Reimbs & Conts	-180	0	0	0
	Rent Income	-35,240	-45,000	-45,000	-45,000
	<b>INCOME</b>	<b>-35,420</b>	<b>-45,000</b>	<b>-45,000</b>	<b>-45,000</b>
	<b>NET COST OF SERVICE</b>	<b>112,445</b>	<b>145,749</b>	<b>137,048</b>	<b>152,907</b>

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

1335	Tourism	Actual 2021/22	Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
	Employees	121,073	141,577	149,010	144,739
	Premises Related Expenditure	40,296	41,650	42,530	49,559
	Transport Related Expenditure	12	50	50	0
	Supplies and Services	69,226	77,300	76,300	77,300
	Third Party Payments	11,752	4,020	4,020	6,820
	<b>GROSS COST OF SERVICE</b>	<b>242,359</b>	<b>264,597</b>	<b>271,910</b>	<b>278,418</b>
	Customer & Client Receipts	-78,192	-127,000	-127,000	-127,000
	Fees and Charges	-1,152	0	0	0
	Rent Income	-31,000	-31,000	-31,000	-31,000
	<b>INCOME</b>	<b>-110,344</b>	<b>-158,000</b>	<b>-158,000</b>	<b>-158,000</b>
	<b>NET COST OF SERVICE</b>	<b>132,015</b>	<b>106,597</b>	<b>113,910</b>	<b>120,418</b>

This service supports local tourism.

1340	Local Land Charges	Actual 2021/22	Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
	Employees	163,548	44,972	58,886	93,211
	Transport Related Expenditure	0	100	100	0
	Supplies and Services	4,720	7,720	7,720	11,657
	Third Party Payments	44,634	40,000	40,000	45,000
	<b>GROSS COST OF SERVICE</b>	<b>212,902</b>	<b>92,792</b>	<b>106,706</b>	<b>149,868</b>
	Government Grant Income	-82,363	0	0	0
	Other Grants Reimbs & Conts	-4,850	0	0	0
	Fees and Charges	-149,854	-166,650	-166,650	-150,000
	Recharges to Other Accounts	-43,046	0	0	0
	<b>INCOME</b>	<b>-280,113</b>	<b>-166,650</b>	<b>-166,650</b>	<b>-150,000</b>
	<b>NET COST OF SERVICE</b>	<b>-67,211</b>	<b>-73,858</b>	<b>-59,944</b>	<b>-132</b>

This services maintains the statutory register for land searches and provides the Council's search service.

			<b>Original Budget 2022/23</b>	<b>Current Budget 2022/23</b>	<b>Estimate 2023/24</b>
<b>1345</b>	<b>Markets and Events</b>	<b>Actual 2021/22</b>			
	Employees	18,387	34,563	30,562	67,159
	Transport Related Expenditure	367	124	124	0
	Supplies and Services	836	6,650	6,650	3,700
	Third Party Payments	80,490	73,430	73,430	76,380
	<b>GROSS COST OF SERVICE</b>	<b>100,081</b>	<b>114,767</b>	<b>110,766</b>	<b>147,239</b>
	Fees and Charges	-94,200	-127,360	-127,360	-138,460
	Recharges to Other Accounts	-2,318	0	0	0
	<b>INCOME</b>	<b>-96,518</b>	<b>-127,360</b>	<b>-127,360</b>	<b>-138,460</b>
	<b>NET COST OF SERVICE</b>	<b>3,563</b>	<b>-12,593</b>	<b>-16,594</b>	<b>8,779</b>

This service supports markets and other local events.

			<b>Original Budget 2022/23</b>	<b>Current Budget 2022/23</b>	<b>Estimate 2023/24</b>
<b>1350</b>	<b>Members Services</b>	<b>Actual 2021/22</b>			
	Employees	209,237	250,115	236,938	266,707
	Transport Related Expenditure	382	1,446	3,714	4,797
	Supplies and Services	9,567	11,450	11,450	11,450
	<b>GROSS COST OF SERVICE</b>	<b>219,187</b>	<b>263,011</b>	<b>252,102</b>	<b>282,954</b>
	<b>NET COST OF SERVICE</b>	<b>219,187</b>	<b>263,011</b>	<b>252,102</b>	<b>282,954</b>

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

			<b>Original Budget 2022/23</b>	<b>Current Budget 2022/23</b>	<b>Estimate 2023/24</b>
<b>1355</b>	<b>Misc Expenditure or Income</b>	<b>Actual 2021/22</b>			
	Customer & Client Receipts	-9,406	0	0	0
	<b>INCOME</b>	<b>-9,406</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>-9,406</b>	<b>0</b>	<b>0</b>	<b>0</b>

This service contains the unidentified receipts during the year.

			<b>Original Budget 2022/23</b>	<b>Current Budget 2022/23</b>	<b>Estimate 2023/24</b>
<b>1370</b>	<b>Monitoring Officer</b>	<b>Actual 2021/22</b>			
	Employees	122,374	79,909	71,123	126,894
	Transport Related Expenditure	449	300	300	262
	Supplies and Services	4,302	5,650	5,650	5,650
	<b>GROSS COST OF SERVICE</b>	<b>127,125</b>	<b>85,859</b>	<b>77,073</b>	<b>132,806</b>
	Other Grants Reimbs & Conts	-22,351	-21,350	-21,350	-21,524
	<b>INCOME</b>	<b>-22,351</b>	<b>-21,350</b>	<b>-21,350</b>	<b>-21,524</b>
	<b>NET COST OF SERVICE</b>	<b>104,774</b>	<b>64,509</b>	<b>55,723</b>	<b>111,282</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>Original Budget 2022/23</b>	<b>Current Budget 2022/23</b>	<b>Estimate 2023/24</b>
<b>1390</b>	<b>National Non-Domestic Rate</b>	<b>Actual 2021/22</b>			
	Employees	115,495	102,980	114,256	124,834
	Transport Related Expenditure	3,799	1,434	1,434	2,496
	Supplies and Services	16,035	16,000	16,000	20,000
	Third Party Payments	164,280	134,850	134,850	138,850
	<b>GROSS COST OF SERVICE</b>	<b>299,610</b>	<b>255,264</b>	<b>266,540</b>	<b>286,180</b>
	Government Grant Income	-239,580	-215,000	-215,000	-215,000
	Fees and Charges	-70,390	-15,000	-15,000	-30,000
	Recharges to Other Accounts	-20,646	0	0	0
	<b>INCOME</b>	<b>-330,616</b>	<b>-230,000</b>	<b>-230,000</b>	<b>-245,000</b>
	<b>NET COST OF SERVICE</b>	<b>-31,006</b>	<b>25,264</b>	<b>36,540</b>	<b>41,180</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>Original Budget 2022/23</b>	<b>Current Budget 2022/23</b>	<b>Estimate 2023/24</b>
<b>1420</b>	<b>Off-Street Parking</b>	<b>Actual 2021/22</b>			
	Employees	205,923	250,101	244,494	292,566
	Premises Related Expenditure	690,333	681,090	680,410	777,709
	Transport Related Expenditure	5,883	5,644	5,784	7,560
	Supplies and Services	150,362	143,744	143,744	121,496
	Third Party Payments	369,498	351,346	332,853	340,150
	Transfer Payments	766	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>1,422,764</b>	<b>1,431,925</b>	<b>1,407,285</b>	<b>1,539,481</b>
	Fees and Charges	-2,680,205	-3,205,000	-3,205,000	-3,265,444
	Rent Income	-64,911	-63,220	-63,220	-78,100
	<b>INCOME</b>	<b>-2,745,116</b>	<b>-3,268,220</b>	<b>-3,268,220</b>	<b>-3,343,544</b>
	<b>NET COST OF SERVICE</b>	<b>-1,322,351</b>	<b>-1,836,295</b>	<b>-1,860,935</b>	<b>-1,804,063</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>Original Budget 2022/23</b>	<b>Current Budget 2022/23</b>	<b>Estimate 2023/24</b>
<b>1440</b>	<b>Parks Playfields &amp; Open Spaces</b>	<b>Actual 2021/22</b>			
	Employees	75,665	57,081	60,630	72,128
	Premises Related Expenditure	1,824	4,000	4,000	3,500
	Transport Related Expenditure	5,681	1,947	1,947	4,315
	Supplies and Services	33,451	35,468	37,538	37,538
	Third Party Payments	575,910	620,889	665,229	611,834
	<b>GROSS COST OF SERVICE</b>	<b>692,531</b>	<b>719,385</b>	<b>769,344</b>	<b>729,315</b>
	Other Grants Reimbs & Conts	-129,529	-124,725	-136,190	-136,190
	Fees and Charges	-1,580	0	0	0
	<b>INCOME</b>	<b>-131,109</b>	<b>-124,725</b>	<b>-136,190</b>	<b>-136,190</b>
	<b>NET COST OF SERVICE</b>	<b>561,423</b>	<b>594,660</b>	<b>633,154</b>	<b>593,125</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 2021/22	Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
	Employees	552,644	627,059	601,844	629,515
	Premises Related Expenditure	307	0	0	0
	Transport Related Expenditure	6,927	5,536	5,536	1,594
	Supplies and Services	49,779	44,250	45,570	44,710
	Third Party Payments	181,692	112,190	110,870	114,530
	<b>GROSS COST OF SERVICE</b>	<b>791,348</b>	<b>789,035</b>	<b>763,820</b>	<b>790,349</b>
	Government Grant Income	-12,547	-42,300	-42,300	-42,300
	Other Grants Reimbs & Conts	-30,405	0	0	0
	Fees and Charges	-6,322	0	0	-39,000
	Recharges to Other Accounts	-104,187	0	0	0
	<b>INCOME</b>	<b>-153,462</b>	<b>-42,300</b>	<b>-42,300</b>	<b>-81,300</b>
	<b>NET COST OF SERVICE</b>	<b>637,887</b>	<b>746,735</b>	<b>721,520</b>	<b>709,049</b>

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

1455	Property	Actual 2021/22	Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
	Employees	170,649	212,481	183,011	193,387
	Premises Related Expenditure	326,689	379,609	378,849	373,573
	Transport Related Expenditure	17,741	10,733	10,619	7,764
	Supplies and Services	5,232	9,749	9,749	10,031
	Third Party Payments	162,517	59,250	114,355	76,495
	Transfer Payments	-1,351	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>681,476</b>	<b>671,822</b>	<b>696,583</b>	<b>661,250</b>
	Other Grants Reimbs & Conts	-20,000	0	0	0
	Customer & Client Receipts	-64	-200	-200	-200
	Fees and Charges	-63,210	-93,540	-93,540	-121,670
	Rent Income	-967,911	-1,050,865	-1,050,865	-1,036,168
	Recharges to Other Accounts	-39,399	0	0	0
	<b>INCOME</b>	<b>-1,090,584</b>	<b>-1,144,605</b>	<b>-1,144,605</b>	<b>-1,158,038</b>
	<b>NET COST OF SERVICE</b>	<b>-409,107</b>	<b>-472,783</b>	<b>-448,022</b>	<b>-496,788</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 2021/22	Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
	Employees	80,489	95,932	112,920	125,782
	Transport Related Expenditure	1,779	3,409	3,409	2,171
	Supplies and Services	69,386	127,526	127,526	78,242
	Third Party Payments	5,183,450	5,528,210	9,339,333	6,168,020
	Capital Financing Costs	0	408,302	408,302	750,175
	<b>GROSS COST OF SERVICE</b>	<b>5,335,103</b>	<b>6,163,379</b>	<b>9,991,490</b>	<b>7,124,390</b>
	Other Grants Reimbs & Conts	-910,367	-856,124	-887,657	-1,165,097
	Customer & Client Receipts	-198,916	-151,100	-151,100	-151,100
	Fees and Charges	-1,913,602	-2,047,724	-5,566,445	-2,372,273
	Recharges to Other Accounts	-2,150	0	0	0
	<b>INCOME</b>	<b>-3,025,036</b>	<b>-3,054,948</b>	<b>-6,605,202</b>	<b>-3,688,470</b>
	<b>NET COST OF SERVICE</b>	<b>2,310,068</b>	<b>3,108,431</b>	<b>3,386,288</b>	<b>3,435,920</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 2021/22	Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
	Employees	2,048,093	2,004,457	2,158,398	2,266,058
	Transport Related Expenditure	30,143	26,138	26,138	21,541
	Supplies and Services	43,848	56,250	56,250	57,530
	Third Party Payments	285,924	82,800	82,800	110,500
	Transfer Payments	4,858	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>2,412,865</b>	<b>2,169,645</b>	<b>2,323,586</b>	<b>2,455,629</b>
	Government Grant Income	-131,618	0	0	0
	Other Grants Reimbs & Conts	-26,814	0	0	0
	Fees and Charges	-1,657,749	-1,827,900	-1,827,900	-1,857,900
	Recharges to Other Accounts	-3,530	0	0	0
	<b>INCOME</b>	<b>-1,819,711</b>	<b>-1,827,900</b>	<b>-1,827,900</b>	<b>-1,857,900</b>
	<b>NET COST OF SERVICE</b>	<b>593,155</b>	<b>341,745</b>	<b>495,686</b>	<b>597,729</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 2021/22	Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
	Employees	356,372	426,242	495,843	442,996
	Transport Related Expenditure	3,037	3,608	3,608	2,744
	Supplies and Services	120,572	125,000	125,000	150,088
	Third Party Payments	224,762	168,500	168,500	168,400
	<b>GROSS COST OF SERVICE</b>	<b>704,744</b>	<b>723,350</b>	<b>792,951</b>	<b>764,228</b>
	Fees and Charges	-5,833	-3,000	-3,000	-2,000
	Recharges to Other Accounts	-10,872	0	-5,444	0
	<b>INCOME</b>	<b>-16,705</b>	<b>-3,000</b>	<b>-8,444</b>	<b>-2,000</b>
	<b>NET COST OF SERVICE</b>	<b>688,038</b>	<b>720,350</b>	<b>784,507</b>	<b>762,228</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 2021/22	Original Budget 2022/23	Current Budget 2022/23	Estimate 2023/24
	Employees	31,142	37,795	42,978	43,043
	Premises Related Expenditure	-35	1,710	1,710	0
	Transport Related Expenditure	8	25	25	62
	Supplies and Services	3,965	3,025	3,025	5,329
	<b>GROSS COST OF SERVICE</b>	<b>35,080</b>	<b>42,555</b>	<b>47,738</b>	<b>48,434</b>
	<b>NET COST OF SERVICE</b>	<b>35,080</b>	<b>42,555</b>	<b>47,738</b>	<b>48,434</b>

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

			<b>Original Budget 2022/23</b>	<b>Current Budget 2022/23</b>	<b>Estimate 2023/24</b>
<b>1540</b>	<b>Social Inclusion</b>	<b>Actual 2021/22</b>			
	Employees	109,452	113,978	120,626	123,248
	Premises Related Expenditure	30	0	0	0
	Transport Related Expenditure	1,357	1,788	1,788	1,256
	Supplies and Services	96,279	123,700	117,450	123,700
	Third Party Payments	160,977	120,500	109,250	165,500
	<b>GROSS COST OF SERVICE</b>	<b>368,094</b>	<b>359,966</b>	<b>349,114</b>	<b>413,704</b>
	Government Grant Income	-34,416	0	0	0
	Other Grants Reimbs & Conts	-1,990	0	0	0
	Fees and Charges	-949	0	0	0
	Recharges to Other Accounts	-37,865	0	0	0
	<b>INCOME</b>	<b>-75,219</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>292,875</b>	<b>359,966</b>	<b>349,114</b>	<b>413,704</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.

			<b>Original Budget 2022/23</b>	<b>Current Budget 2022/23</b>	<b>Estimate 2023/24</b>
<b>1550</b>	<b>Sports Development</b>	<b>Actual 2021/22</b>			
	Employees	24,731	0	853	0
	Premises Related Expenditure	24	0	0	0
	Transport Related Expenditure	595	62	62	0
	Supplies and Services	17,455	0	0	0
	Third Party Payments	6,085	0	0	0
	<b>GROSS COST OF SERVICE</b>	<b>48,889</b>	<b>62</b>	<b>915</b>	<b>0</b>
	Other Grants Reimbs & Conts	-6,114	0	0	0
	Fees and Charges	-117	0	0	0
	<b>INCOME</b>	<b>-6,231</b>	<b>0</b>	<b>0</b>	<b>0</b>
	<b>NET COST OF SERVICE</b>	<b>42,659</b>	<b>62</b>	<b>915</b>	<b>0</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>Original Budget 2022/23</b>	<b>Current Budget 2022/23</b>	<b>Estimate 2023/24</b>
<b>1560</b>	<b>Street Cleansing &amp; Furniture</b>	<b>Actual 2021/22</b>			
	Employees	54,671	49,046	67,034	54,712
	Premises Related Expenditure	9,456	16,600	16,600	17,000
	Transport Related Expenditure	782	2,431	2,431	1,477
	Supplies and Services	9,126	14,765	14,765	14,391
	Third Party Payments	1,581,463	1,586,000	1,553,029	1,348,390
	<b>GROSS COST OF SERVICE</b>	<b>1,655,497</b>	<b>1,668,842</b>	<b>1,653,859</b>	<b>1,435,970</b>
	Fees and Charges	-16,267	-12,000	-12,000	-12,000
	Recharges to Other Accounts	-5,264	0	0	0
	<b>INCOME</b>	<b>-21,531</b>	<b>-12,000</b>	<b>-12,000</b>	<b>-12,000</b>
	<b>NET COST OF SERVICE</b>	<b>1,633,967</b>	<b>1,656,842</b>	<b>1,641,859</b>	<b>1,423,970</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.