

BUDGET BOOK

2024-2025

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

STRATFORD-ON-AVON DISTRICT COUNCIL

REVENUE BUDGET FOR 2024/25

NET EXPENDITURE SUMMARY

	Actual 2022/23	Original Budget 2023/24	Revised Budget 2023/24	Estimate 2024/25	Cost per Band D Property
	£	£	£	£	£
SERVICE EXPENDITURE					
Direct Service Expenditure	14,593,653	17,919,287	17,919,287	17,288,568	280.16
NET SERVICE EXPENDITURE	£14,593,653	£17,919,287	£17,919,287	£17,288,568	£280.16
Appropriation to/-from General Revenue account balances and earmarked reserves	TBC	15,914	15,914	2,550,853	41.34
BUDGET REQUIREMENT	£14,593,653	£17,935,201	£17,935,201	£19,839,421	£321.50
FINANCING					
Contribution from NNDR Pool	TBC	-4,000,000	-4,000,000	-4,800,000	-77.79
Specific Grants	-689,241	-450,728	-450,728	-423,453	-6.86
New Homes Bonus	-3,803,128	-1,864,057	-1,864,057	-2,643,700	-42.84
3% Funding Guarantee	0	-2,204,294	-2,204,294	-1,757,570	-28.47
Collection Fund adjustment transfer	TBC	161,028	161,028	-87,818	-1.42
Stratford-on-Avon District Council precept requirement on the collection fund	£9,104,790	£9,577,150	£9,577,150	£10,126,880	£164.12

SERVICE NET EXPENDITURE SUMMARY

Budget Officer and Services	Page	Actual 2022/23	Original Budget 2023/24	Revised Budget 2023/24	Estimate 2024/25	Cost per Band D Property
Appropriations	5	0	950,000	950,000	475,625	7.71
Building Control	5	106,635	66,706	90,547	111,629	1.81
Consultation and Performance	5	101,260	99,945	104,832	127,888	2.07
Building Services	6	601,572	608,825	663,284	766,492	12.42
C.C.T.V.	6	287,387	362,389	348,378	356,061	5.77
Corporate Management HofPS	6	513,317	520,052	548,153	550,433	8.92
Corporate Management s151	7	264,172	362,600	362,600	441,900	7.16
Civil Contingencies Funding	7	1,598,788	25,750	25,750	25,750	0.42
Community Leadership	7	23,574	28,510	28,510	0	0.00
Corp. And Democratic Core	8	424,350	435,290	431,290	456,206	7.39
Corporate Budget	8	556,535	1,149,670	280,448	1,270,243	20.59
Corporate Projects	8	174	0	0	35,000	0.57
Corporate Communications	9	78,661	112,804	115,376	119,470	1.94
Council Tax	9	597,075	431,976	491,579	495,703	8.03
Council Tax Reduction - Admin	9	87,309	158,726	126,440	269,883	4.37
Crime Reduction	10	155,914	144,652	169,500	203,094	3.29
Elections	10	205,019	426,132	438,804	226,520	3.67
Environmental Health	10	425,994	567,430	591,359	595,980	9.66
Environmental Initiatives	11	-517,843	20,000	20,000	20,000	0.32
Customer Services	11	1,195,602	1,471,628	1,539,654	1,571,861	25.47
Central Administration	11	507,541	636,887	0	0	0.00
Housing	12	484,497	1,322,991	1,306,641	1,393,664	22.59
Housing Ben. Admin	12	175,182	305,231	349,802	257,594	4.17
Housing Benefits	12	536,968	326,920	326,920	326,920	5.30
HR and Training	13	224,885	249,799	353,117	388,214	6.29
Information Technology	13	1,484,739	1,727,200	1,746,973	1,750,252	28.37
Investment Interest	13	-2,427,754	-1,379,886	-1,379,886	-2,728,977	-44.23
Legal Services	14	319,394	400,081	417,627	460,557	7.46
Leisure Centres	14	231,448	-5,065	-1,313	-75,862	-1.23
Licensing	14	-95,240	-11,152	3,289	11,397	0.18
Local Economy	15	122,567	152,907	130,867	118,829	1.93
Tourism	15	122,690	122,918	135,666	135,129	2.19

SERVICE NET EXPENDITURE SUMMARY

Budget Officer and Services	Page	Actual 2022/23	Original Budget 2023/24	Revised Budget 2023/24	Estimate 2024/25	Cost per Band D Property
Local Land Charges	15	-22,797	-132	2,440	3,020	0.05
Markets and Events	16	-25,303	8,779	-23,511	-36,889	-0.60
Members Services	16	271,194	282,954	283,422	263,602	4.27
Misc Expenditure or Income	16	-4,294	0	0	0	0.00
Monitoring Officer	16	55,948	111,282	122,517	155,004	2.51
National Non-Domestic Rate	17	18,237	41,180	49,668	56,876	0.92
Off-Street Parking	17	-1,487,733	-1,804,063	-1,806,981	-1,951,763	-31.63
Parks Playfields & Open Spaces	17	582,970	593,125	641,824	642,478	10.41
Policy	18	465,823	709,049	775,498	896,751	14.53
Property	18	-514,836	-496,788	-486,518	-389,826	-6.32
Refuse Collection	18	3,650,785	3,435,920	3,695,662	4,058,960	65.78
Planning and Enforcement	19	498,041	597,729	1,125,259	732,967	11.88
Resources	19	829,061	762,228	894,963	859,421	13.93
Shopmobility	19	46,929	48,434	48,434	0	0.00
Social Inclusion	20	312,275	413,704	460,689	438,253	7.10
Sports Development	20	2,890	0	0	0	0.00
Street Cleansing & Furniture	20	1,522,053	1,423,970	1,419,714	1,402,259	22.73
NET EXPENDITURE		14,593,653	17,919,287	17,919,287	17,288,568	280.16

		Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
1010	Appropriations				
	Capital Financing Costs	0	950,000	950,000	475,625
	GROSS COST OF SERVICE	0	950,000	950,000	475,625
	NET COST OF SERVICE	0	950,000	950,000	475,625

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

		Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
1030	Building Control				
	Employees	497,924	485,691	510,732	545,566
	Transport Related Expenditure	26,403	27,912	27,912	10,850
	Supplies and Services	21,381	27,020	27,020	29,130
	Third Party Payments	2,144	16,000	14,800	16,000
	Transfer Payments	-781	0	0	0
	GROSS COST OF SERVICE	547,071	556,623	580,464	601,546
	Other Grants Reimbs & Conts	-1,823	0	0	0
	Fees and Charges	-438,612	-489,917	-489,917	-489,917
	INCOME	-440,435	-489,917	-489,917	-489,917
	NET COST OF SERVICE	106,635	66,706	90,547	111,629

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.

		Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
1035	Consultation and Performance				
	Employees	96,363	95,851	100,738	127,287
	Transport Related Expenditure	3,779	4,092	4,092	1,468
	Supplies and Services	8,996	10,002	10,002	9,133
	Third Party Payments	6,421	6,000	6,000	6,000
	GROSS COST OF SERVICE	115,559	115,945	120,832	143,888
	Fees and Charges	-14,299	-16,000	-16,000	-16,000
	INCOME	-14,299	-16,000	-16,000	-16,000
	NET COST OF SERVICE	101,260	99,945	104,832	127,888

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 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
	Employees	191,754	204,178	214,850	220,101
	Premises Related Expenditure	531,525	598,688	642,253	675,006
	Transport Related Expenditure	1,954	4,722	4,722	5,434
	Supplies and Services	27,557	25,587	25,587	25,479
	Third Party Payments	18,198	8,570	8,792	8,792
	Transfer Payments	-396	0	0	0
	GROSS COST OF SERVICE	770,592	841,745	896,204	934,812
	Fees and Charges	-417	0	0	0
	Rent Income	-168,603	-232,920	-232,920	-168,320
	INCOME	-169,020	-232,920	-232,920	-168,320
	NET COST OF SERVICE	601,572	608,825	663,284	766,492

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 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
	Employees	231,694	257,130	288,542	285,379
	Premises Related Expenditure	43,986	66,000	56,000	59,190
	Transport Related Expenditure	1,607	1,176	753	112
	Supplies and Services	88,786	86,583	86,583	84,880
	Third Party Payments	7,074	0	0	0
	GROSS COST OF SERVICE	373,146	410,889	431,878	429,561
	Other Grants Reimbs & Conts	-74,600	-48,500	-83,500	-73,500
	Fees and Charges	-11,159	0	0	0
	INCOME	-85,760	-48,500	-83,500	-73,500
	NET COST OF SERVICE	287,387	362,389	348,378	356,061

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 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
	Employees	400,064	402,162	430,263	434,997
	Transport Related Expenditure	3,117	3,650	3,650	3,850
	Supplies and Services	104,143	112,880	112,880	109,876
	Third Party Payments	15,993	1,360	1,360	1,710
	GROSS COST OF SERVICE	523,317	520,052	548,153	550,433
	Other Grants Reimbs & Conts	-10,000	0	0	0
	INCOME	-10,000	0	0	0
	NET COST OF SERVICE	513,317	520,052	548,153	550,433

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

		Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
1070	Corporate Management s151				
	Supplies and Services	-500	3,300	3,300	3,300
	Third Party Payments	330,096	359,300	359,300	438,600
	GROSS COST OF SERVICE	329,596	362,600	362,600	441,900
	Government Grant Income	-27,851	0	0	0
	Other Grants Reimbs & Conts	-37,573	0	0	0
	INCOME	-65,424	0	0	0
	NET COST OF SERVICE	264,172	362,600	362,600	441,900

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

		Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
1080	Civil Contingencies Funding				
	Supplies and Services	133,645	0	0	0
	Third Party Payments	31,118	25,750	25,750	25,750
	Transfer Payments	5,237	0	0	0
	GROSS COST OF SERVICE	170,001	25,750	25,750	25,750
	Government Grant Income	-357,764	0	0	0
	Other Grants Reimbs & Conts	-45,000	0	0	0
	Fees and Charges	1,731,551	0	0	0
	Interest Income	100,000	0	0	0
	INCOME	1,428,787	0	0	0
	NET COST OF SERVICE	1,598,788	25,750	25,750	25,750

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

		Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
1090	Community Leadership				
	Supplies and Services	20,037	25,010	25,010	0
	Third Party Payments	3,537	3,500	3,500	0
	GROSS COST OF SERVICE	23,574	28,510	28,510	0
	NET COST OF SERVICE	23,574	28,510	28,510	0

Responsible for supporting the delivery of the District Council's Business & Enterprise Strategy, the Destination Tourism Strategy and facilitating the Rural Cinema Scheme. This has moved to Policy and Markets and Events from 2024/25.

1120	Corp. And Democratic Core	Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
	Employees	9,408	2,500	2,500	0
	Premises Related Expenditure	185	0	0	0
	Transport Related Expenditure	14,809	20,650	18,650	20,530
	Supplies and Services	382,988	408,440	401,440	433,976
	Third Party Payments	18,813	3,700	10,700	3,700
	GROSS COST OF SERVICE	426,202	435,290	433,290	458,206
	Fees and Charges	-1,853	0	-2,000	-2,000
	INCOME	-1,853	0	-2,000	-2,000
	NET COST OF SERVICE	424,350	435,290	431,290	456,206

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 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
	Employees	602,852	826,448	238,361	809,871
	Transport Related Expenditure	172	0	1,971	372
	Supplies and Services	0	0	9,000	100,000
	Third Party Payments	35,534	323,222	31,116	360,000
	GROSS COST OF SERVICE	638,557	1,149,670	280,448	1,270,243
	Other Grants Reimbs & Conts	-49,021	0	0	0
	Recharges to Other Accounts	-33,002	0	0	0
	INCOME	-82,022	0	0	0
	NET COST OF SERVICE	556,535	1,149,670	280,448	1,270,243

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 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
	Employees	194,548	0	0	35,000
	Transport Related Expenditure	71	0	0	0
	Supplies and Services	16,425	0	0	0
	Third Party Payments	57,085	0	0	0
	GROSS COST OF SERVICE	268,129	0	0	35,000
	Recharges to Other Accounts	-267,955	0	0	0
	INCOME	-267,955	0	0	0
	NET COST OF SERVICE	174	0	0	35,000

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

1140	Corporate Communications	Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
	Employees	53,579	49,944	92,516	93,060
	Transport Related Expenditure	24	0	0	50
	Supplies and Services	14,310	22,860	22,860	26,360
	Third Party Payments	13,748	40,000	0	0
	GROSS COST OF SERVICE	81,661	112,804	115,376	119,470
	Recharges to Other Accounts	-3,000	0	0	0
	INCOME	-3,000	0	0	0
	NET COST OF SERVICE	78,661	112,804	115,376	119,470

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 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
	Employees	717,046	480,885	562,488	564,795
	Premises Related Expenditure	18	0	0	0
	Transport Related Expenditure	6,233	5,091	5,091	6,158
	Supplies and Services	71,510	53,500	53,500	69,000
	Third Party Payments	246,873	67,500	67,500	67,500
	GROSS COST OF SERVICE	1,041,681	606,976	688,579	707,453
	Government Grant Income	-106,758	0	0	0
	Other Grants Reimbs & Conts	-22,653	0	-22,000	0
	Fees and Charges	-237,257	-175,000	-175,000	-211,750
	Recharges to Other Accounts	-77,937	0	0	0
	INCOME	-444,605	-175,000	-197,000	-211,750
	NET COST OF SERVICE	597,075	431,976	491,579	495,703

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 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
	Employees	200,039	263,102	230,816	269,354
	Transport Related Expenditure	1,315	124	124	279
	Supplies and Services	284	500	500	250
	Third Party Payments	18	0	0	0
	GROSS COST OF SERVICE	201,655	263,726	231,440	269,883
	Government Grant Income	-113,838	-105,000	-105,000	0
	Recharges to Other Accounts	-508	0	0	0
	INCOME	-114,346	-105,000	-105,000	0
	NET COST OF SERVICE	87,309	158,726	126,440	269,883

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

1180	Crime Reduction	Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
	Employees	197,820	114,063	194,608	170,008
	Transport Related Expenditure	4,385	4,304	3,035	2,201
	Supplies and Services	28,883	11,285	27,085	15,885
	Third Party Payments	7,941	15,000	15,000	15,000
	GROSS COST OF SERVICE	239,029	144,652	239,728	203,094
	Other Grants Reimbs & Conts	-46,189	0	-45,015	0
	Customer & Client Receipts	-3,926	0	0	0
	Recharges to Other Accounts	-33,000	0	-25,213	0
	INCOME	-83,115	0	-70,228	0
	NET COST OF SERVICE	155,914	144,652	169,500	203,094

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

1190	Elections	Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
	Employees	131,169	218,659	241,331	114,910
	Premises Related Expenditure	1,322	20,000	20,000	0
	Transport Related Expenditure	8,285	6,123	6,123	3,550
	Supplies and Services	68,861	133,570	133,570	62,280
	Third Party Payments	31,508	69,780	59,780	47,780
	GROSS COST OF SERVICE	241,145	448,132	460,804	228,520
	Customer & Client Receipts	-2,016	-2,000	-2,000	-2,000
	Fees and Charges	-23,682	-20,000	-20,000	0
	Recharges to Other Accounts	-10,428	0	0	0
	INCOME	-36,126	-22,000	-22,000	-2,000
	NET COST OF SERVICE	205,019	426,132	438,804	226,520

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

1200	Environmental Health	Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
	Employees	474,723	517,672	541,601	539,611
	Premises Related Expenditure	450	0	0	0
	Transport Related Expenditure	21,762	22,608	22,608	13,067
	Supplies and Services	99,373	51,700	51,700	39,552
	Third Party Payments	18,666	23,150	23,150	21,450
	GROSS COST OF SERVICE	614,975	615,130	639,059	613,680
	Other Grants Reimbs & Conts	-9,580	0	0	0
	Fees and Charges	-58,178	-47,700	-47,700	-17,700
	Recharges to Other Accounts	-121,222	0	0	0
	INCOME	-188,980	-47,700	-47,700	-17,700
	NET COST OF SERVICE	425,994	567,430	591,359	595,980

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.

		Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
1210	Environmental Initiatives				
	Employees	3,144	0	0	0
	Supplies and Services	1,031,788	10,000	10,000	10,000
	Third Party Payments	400,107	10,000	10,000	10,000
	GROSS COST OF SERVICE	1,435,040	20,000	20,000	20,000
	Other Grants Reimbs & Conts	-611,672	0	0	0
	Recharges to Other Accounts	-1,341,211	0	0	0
	INCOME	-1,952,883	0	0	0
	NET COST OF SERVICE	-517,843	20,000	20,000	20,000

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

		Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
1220	Customer Services				
	Employees	1,094,789	1,184,950	1,257,976	1,288,301
	Transport Related Expenditure	572	338	338	400
	Supplies and Services	236,470	264,340	264,340	255,660
	Third Party Payments	9,663	22,000	17,000	27,500
	GROSS COST OF SERVICE	1,341,494	1,471,628	1,539,654	1,571,861
	Other Grants Reimbs & Conts	-137,222	0	0	0
	Fees and Charges	-8,670	0	0	0
	INCOME	-145,892	0	0	0
	NET COST OF SERVICE	1,195,602	1,471,628	1,539,654	1,571,861

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

		Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
1225	Central Administration				
	Employees	569,708	703,382	0	0
	Premises Related Expenditure	0	500	0	0
	Transport Related Expenditure	268	405	0	0
	Supplies and Services	34,137	22,600	0	0
	Third Party Payments	828	0	0	0
	GROSS COST OF SERVICE	604,940	726,887	0	0
	Other Grants Reimbs & Conts	-90,098	-90,000	0	0
	Fees and Charges	-7,300	0	0	0
	INCOME	-97,398	-90,000	0	0
	NET COST OF SERVICE	507,541	636,887	0	0

This service contains the administration functions of the council. This was decentralised during 2023/24.

1240	Housing	Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
	Employees	1,001,975	865,028	1,188,840	1,200,969
	Premises Related Expenditure	337,181	231,185	257,585	246,874
	Transport Related Expenditure	16,595	17,371	17,371	12,687
	Supplies and Services	803,370	211,010	620,310	279,410
	Third Party Payments	482,651	267,025	515,903	655,762
	Transfer Payments	42,480	0	0	0
	GROSS COST OF SERVICE	2,684,251	1,591,619	2,600,009	2,395,702
	Government Grant Income	-1,252,657	0	-716,540	-709,238
	Other Grants Reimbs & Conts	-76,472	0	0	-18,000
	Customer & Client Receipts	-87,694	-22,500	-22,500	-22,500
	Fees and Charges	8,183	-15,000	-15,000	-15,000
	Rent Income	-246,875	-231,128	-251,328	-237,300
	Recharges to Other Accounts	-544,240	0	-288,000	0
	INCOME	-2,199,755	-268,628	-1,293,368	-1,002,038
	NET COST OF SERVICE	484,497	1,322,991	1,306,641	1,393,664

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 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
	Employees	237,391	289,652	334,223	299,399
	Transport Related Expenditure	1,315	224	224	329
	Supplies and Services	42,178	60,000	92,000	62,550
	Third Party Payments	191,701	194,430	194,430	132,430
	GROSS COST OF SERVICE	472,584	544,306	620,877	494,708
	Government Grant Income	-239,075	-239,075	-239,075	-237,114
	Other Grants Reimbs & Conts	-58,310	0	-32,000	0
	Fees and Charges	490	0	0	0
	Recharges to Other Accounts	-508	0	0	0
	INCOME	-297,403	-239,075	-271,075	-237,114
	NET COST OF SERVICE	175,182	305,231	349,802	257,594

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 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
	Transfer Payments	19,358,420	17,446,182	17,446,182	17,399,182
	GROSS COST OF SERVICE	19,358,420	17,446,182	17,446,182	17,399,182
	Government Grant Income	-18,821,452	-17,119,262	-17,119,262	-17,072,262
	INCOME	-18,821,452	-17,119,262	-17,119,262	-17,072,262
	NET COST OF SERVICE	536,968	326,920	326,920	326,920

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

		Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
1270	HR and Training				
	Employees	231,992	230,289	333,607	368,864
	Transport Related Expenditure	0	830	830	830
	Supplies and Services	4,855	15,520	15,520	15,520
	Third Party Payments	3,338	3,160	3,160	3,000
	GROSS COST OF SERVICE	240,185	249,799	353,117	388,214
	Other Grants Reimbs & Conts	-62	0	0	0
	Fees and Charges	-15,238	0	0	0
	INCOME	-15,300	0	0	0
	NET COST OF SERVICE	224,885	249,799	353,117	388,214

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.

		Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
1280	Information Technology				
	Employees	976,760	1,018,359	1,047,233	1,065,708
	Transport Related Expenditure	661	1,891	1,790	610
	Supplies and Services	571,943	713,950	704,950	695,434
	Third Party Payments	3,824	0	0	0
	GROSS COST OF SERVICE	1,553,187	1,734,200	1,753,973	1,761,752
	Government Grant Income	-770	0	0	0
	Other Grants Reimbs & Conts	-46,951	0	0	0
	Fees and Charges	-16,956	-7,000	-7,000	-11,500
	Recharges to Other Accounts	-3,770	0	0	0
	INCOME	-68,448	-7,000	-7,000	-11,500
	NET COST OF SERVICE	1,484,739	1,727,200	1,746,973	1,750,252

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.

		Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
1290	Investment Interest				
	Capital Financing Costs	3,009	175,116	175,116	167,142
	GROSS COST OF SERVICE	3,009	175,116	175,116	167,142
	Interest Income	-2,430,763	-1,555,002	-1,555,002	-2,896,119
	INCOME	-2,430,763	-1,555,002	-1,555,002	-2,896,119
	NET COST OF SERVICE	-2,427,754	-1,379,886	-1,379,886	-2,728,977

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

1305	Legal Services	Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
	Employees	887,146	997,166	1,049,031	1,147,669
	Transport Related Expenditure	2,062	2,306	2,306	1,186
	Supplies and Services	67,336	74,999	74,999	60,702
	Third Party Payments	48,650	8,610	8,610	13,610
	GROSS COST OF SERVICE	1,005,193	1,083,081	1,134,946	1,223,167
	Other Grants Reimbs & Conts	-506,487	-569,000	-595,319	-636,610
	Fees and Charges	-179,312	-114,000	-122,000	-126,000
	INCOME	-685,799	-683,000	-717,319	-762,610
	NET COST OF SERVICE	319,394	400,081	417,627	460,557

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

1310	Leisure Centres	Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
	Employees	69,043	59,449	63,201	34,459
	Premises Related Expenditure	144,377	111,184	111,184	132,336
	Transport Related Expenditure	2,385	2,587	2,587	1,689
	Supplies and Services	3,106	2,965	2,965	27,904
	Third Party Payments	106,287	0	0	0
	GROSS COST OF SERVICE	325,198	176,185	179,937	196,388
	Fees and Charges	-93,750	-181,250	-181,250	-272,250
	INCOME	-93,750	-181,250	-181,250	-272,250
	NET COST OF SERVICE	231,448	-5,065	-1,313	-75,862

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 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
	Employees	227,273	226,613	241,054	249,901
	Transport Related Expenditure	2,167	1,925	1,925	1,186
	Supplies and Services	8,293	9,400	9,400	9,400
	Third Party Payments	7,279	6,780	6,780	6,780
	Transfer Payments	-204	0	0	0
	GROSS COST OF SERVICE	244,808	244,718	259,159	267,267
	Government Grant Income	-4,422	0	0	0
	Other Grants Reimbs & Conts	-1,194	0	0	0
	Fees and Charges	-329,207	-255,870	-255,870	-255,870
	Recharges to Other Accounts	-5,225	0	0	0
	INCOME	-340,049	-255,870	-255,870	-255,870
	NET COST OF SERVICE	-95,240	-11,152	3,289	11,397

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 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
	Employees	13,149	34,218	12,178	24,032
	Premises Related Expenditure	38,083	42,073	42,073	48,492
	Transport Related Expenditure	107	62	62	62
	Supplies and Services	95,819	119,554	119,554	119,553
	Third Party Payments	1,095	2,000	2,000	2,000
	GROSS COST OF SERVICE	148,252	197,907	175,867	194,139
	Fees and Charges	-625	0	0	-310
	Rent Income	-25,060	-45,000	-45,000	-75,000
	INCOME	-25,685	-45,000	-45,000	-75,310
	NET COST OF SERVICE	122,567	152,907	130,867	118,829

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

1335	Tourism	Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
	Employees	120,580	144,739	157,487	158,203
	Premises Related Expenditure	47,361	49,559	49,559	48,306
	Transport Related Expenditure	47	0	0	0
	Supplies and Services	110,494	79,800	79,800	79,800
	Third Party Payments	11,050	6,820	6,820	6,820
	GROSS COST OF SERVICE	289,532	280,918	293,666	293,129
	Other Grants Reimbs & Conts	-4,495	0	0	0
	Customer & Client Receipts	-131,348	-127,000	-127,000	-127,000
	Rent Income	-31,000	-31,000	-31,000	-31,000
	INCOME	-166,843	-158,000	-158,000	-158,000
	NET COST OF SERVICE	122,690	122,918	135,666	135,129

This service supports local tourism.

1340	Local Land Charges	Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
	Employees	80,804	93,211	75,783	76,979
	Transport Related Expenditure	164	0	0	20
	Supplies and Services	6,028	11,657	11,657	11,021
	Third Party Payments	41,238	45,000	45,000	45,000
	GROSS COST OF SERVICE	128,235	149,868	132,440	133,020
	Government Grant Income	-20,008	0	0	0
	Fees and Charges	-131,025	-150,000	-130,000	-130,000
	INCOME	-151,032	-150,000	-130,000	-130,000
	NET COST OF SERVICE	-22,797	-132	2,440	3,020

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

1345	Markets and Events	Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
	Employees	28,332	67,159	34,869	34,676
	Transport Related Expenditure	98	0	0	743
	Supplies and Services	1,528	3,700	3,700	1,400
	Third Party Payments	81,084	76,380	76,380	76,082
	GROSS COST OF SERVICE	111,042	147,239	114,949	112,901
	Fees and Charges	-136,345	-138,460	-138,460	-149,790
	INCOME	-136,345	-138,460	-138,460	-149,790
	NET COST OF SERVICE	-25,303	8,779	-23,511	-36,889

This service supports markets and other local events.

1350	Members Services	Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
	Employees	258,662	266,707	267,175	250,829
	Premises Related Expenditure	36	0	0	0
	Transport Related Expenditure	2,844	4,797	4,797	1,573
	Supplies and Services	9,590	11,450	11,450	11,200
	Third Party Payments	62	0	0	0
	GROSS COST OF SERVICE	271,194	282,954	283,422	263,602
	NET COST OF SERVICE	271,194	282,954	283,422	263,602

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 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
	Customer & Client Receipts	-4,294	0	0	0
	INCOME	-4,294	0	0	0
	NET COST OF SERVICE	-4,294	0	0	0

This service contains the unidentified receipts during the year.

1370	Monitoring Officer	Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
	Employees	70,170	126,894	138,129	174,611
	Transport Related Expenditure	70	262	262	943
	Supplies and Services	4,190	5,650	5,650	5,650
	Third Party Payments	9	0	0	0
	GROSS COST OF SERVICE	74,439	132,806	144,041	181,204
	Other Grants Reimbs & Conts	-18,491	-21,524	-21,524	-26,200
	INCOME	-18,491	-21,524	-21,524	-26,200
	NET COST OF SERVICE	55,948	111,282	122,517	155,004

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.

		Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
1390	National Non-Domestic Rate				
	Employees	138,624	124,834	133,322	146,708
	Transport Related Expenditure	2,901	2,496	2,496	2,618
	Supplies and Services	10,872	20,000	20,000	20,000
	Third Party Payments	175,681	138,850	138,850	138,850
	GROSS COST OF SERVICE	328,077	286,180	294,668	308,176
	Government Grant Income	-223,426	-215,000	-215,000	-215,000
	Other Grants Reimbs & Conts	-4,454	0	0	0
	Fees and Charges	-72,929	-30,000	-30,000	-36,300
	Recharges to Other Accounts	-9,032	0	0	0
	INCOME	-309,840	-245,000	-245,000	-251,300
	NET COST OF SERVICE	18,237	41,180	49,668	56,876

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.

		Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
1420	Off-Street Parking				
	Employees	229,531	292,566	313,978	312,910
	Premises Related Expenditure	748,143	777,709	744,144	745,001
	Transport Related Expenditure	5,877	7,560	7,560	9,382
	Supplies and Services	176,629	121,496	131,496	156,760
	Third Party Payments	349,522	340,150	349,385	353,927
	Transfer Payments	2,614	0	0	0
	GROSS COST OF SERVICE	1,512,317	1,539,481	1,546,563	1,577,980
	Fees and Charges	-2,874,430	-3,265,444	-3,275,444	-3,449,293
	Rent Income	-125,620	-78,100	-78,100	-80,450
	INCOME	-3,000,049	-3,343,544	-3,353,544	-3,529,743
	NET COST OF SERVICE	-1,487,733	-1,804,063	-1,806,981	-1,951,763

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.

		Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
1440	Parks Playfields & Open Spaces				
	Employees	61,240	72,128	77,005	78,015
	Premises Related Expenditure	3,346	3,500	3,500	3,500
	Transport Related Expenditure	3,369	4,315	4,315	4,129
	Supplies and Services	36,332	37,538	37,538	36,238
	Third Party Payments	636,226	611,834	669,289	670,419
	GROSS COST OF SERVICE	740,513	729,315	791,647	792,301
	Other Grants Reimbs & Conts	-154,310	-136,190	-149,823	-149,823
	Recharges to Other Accounts	-3,233	0	0	0
	INCOME	-157,543	-136,190	-149,823	-149,823
	NET COST OF SERVICE	582,970	593,125	641,824	642,478

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 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
	Employees	613,768	629,515	695,964	777,492
	Premises Related Expenditure	100	0	0	0
	Transport Related Expenditure	1,588	1,594	1,594	1,470
	Supplies and Services	181,411	44,710	44,710	45,559
	Third Party Payments	348,864	114,530	114,530	114,530
	GROSS COST OF SERVICE	1,145,731	790,349	856,798	939,051
	Government Grant Income	-372,108	-42,300	-42,300	-42,300
	Other Grants Reimbs & Conts	-28,541	0	0	0
	Customer & Client Receipts	-20	0	0	0
	Fees and Charges	-14,628	-39,000	-39,000	0
	Recharges to Other Accounts	-264,610	0	0	0
	INCOME	-679,908	-81,300	-81,300	-42,300
	NET COST OF SERVICE	465,823	709,049	775,498	896,751

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

1455	Property	Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
	Employees	182,852	193,387	203,150	202,931
	Premises Related Expenditure	337,082	373,573	373,573	402,396
	Transport Related Expenditure	7,144	7,764	7,764	8,964
	Supplies and Services	5,454	10,031	10,031	9,179
	Third Party Payments	133,310	76,495	112,002	81,402
	Transfer Payments	678	0	0	0
	GROSS COST OF SERVICE	666,521	661,250	706,520	704,872
	Customer & Client Receipts	-28	-200	-200	-200
	Fees and Charges	-101,460	-121,670	-156,670	-109,160
	Rent Income	-1,044,348	-1,036,168	-1,036,168	-985,338
	Recharges to Other Accounts	-35,521	0	0	0
	INCOME	-1,181,357	-1,158,038	-1,193,038	-1,094,698
	NET COST OF SERVICE	-514,836	-496,788	-486,518	-389,826

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 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
	Employees	186,819	125,782	134,758	131,699
	Transport Related Expenditure	2,131	2,171	2,171	1,985
	Supplies and Services	135,738	78,242	81,452	84,832
	Third Party Payments	10,625,934	6,168,020	11,940,093	13,594,405
	Capital Financing Costs	408,302	750,175	750,175	750,175
	GROSS COST OF SERVICE	11,358,924	7,124,390	12,908,649	14,563,096
	Other Grants Reimbs & Conts	-946,242	-1,165,097	-1,187,110	-1,779,982
	Customer & Client Receipts	-241,735	-151,100	-151,100	-161,100
	Fees and Charges	-6,520,163	-2,372,273	-7,874,777	-8,563,054
	INCOME	-7,708,139	-3,688,470	-9,212,987	-10,504,136
	NET COST OF SERVICE	3,650,785	3,435,920	3,695,662	4,058,960

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.

		Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
1490	Planning and Enforcement				
	Employees	2,160,551	2,266,058	2,860,463	2,951,139
	Premises Related Expenditure	0	0	500	500
	Transport Related Expenditure	24,971	21,541	21,566	18,607
	Supplies and Services	43,980	57,530	80,130	88,121
	Third Party Payments	188,048	110,500	110,500	122,800
	Transfer Payments	126	0	0	0
	GROSS COST OF SERVICE	2,417,677	2,455,629	3,073,159	3,181,167
	Government Grant Income	-11,450	0	0	0
	Other Grants Reimbs & Conts	-7,547	0	-90,000	-120,000
	Fees and Charges	-1,748,814	-1,857,900	-1,857,900	-2,328,200
	Recharges to Other Accounts	-151,825	0	0	0
	INCOME	-1,919,636	-1,857,900	-1,947,900	-2,448,200
	NET COST OF SERVICE	498,041	597,729	1,125,259	732,967

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.

		Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
1510	Resources				
	Employees	583,364	442,996	575,529	578,907
	Transport Related Expenditure	4,092	2,744	2,946	978
	Supplies and Services	128,525	150,088	150,088	112,136
	Third Party Payments	167,889	168,400	168,400	169,400
	GROSS COST OF SERVICE	883,870	764,228	896,963	861,421
	Other Grants Reimbs & Conts	-50	0	0	0
	Fees and Charges	-20,159	-2,000	-2,000	-2,000
	Recharges to Other Accounts	-34,599	0	0	0
	INCOME	-54,809	-2,000	-2,000	-2,000
	NET COST OF SERVICE	829,061	762,228	894,963	859,421

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.

		Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
1530	Shopmobility				
	Employees	39,823	43,043	43,043	0
	Premises Related Expenditure	36	0	0	0
	Transport Related Expenditure	273	62	62	0
	Supplies and Services	6,368	5,329	5,329	0
	Third Party Payments	658	0	0	0
	GROSS COST OF SERVICE	47,158	48,434	48,434	0
	Fees and Charges	-229	0	0	0
	INCOME	-229	0	0	0
	NET COST OF SERVICE	46,929	48,434	48,434	0

This service includes the costs the council covers in respect of the Shopmobility service. This service is being transferred to a new provider.

		Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
1540	Social Inclusion				
	Employees	136,628	123,248	113,611	172,601
	Premises Related Expenditure	70	0	0	0
	Transport Related Expenditure	1,490	1,256	1,256	262
	Supplies and Services	126,448	123,700	123,700	167,390
	Third Party Payments	147,073	165,500	222,122	135,000
	GROSS COST OF SERVICE	411,710	413,704	460,689	475,253
	Government Grant Income	-43,299	0	0	-37,000
	Other Grants Reimbs & Conts	-26,903	0	0	0
	Fees and Charges	-188	0	0	0
	Recharges to Other Accounts	-29,045	0	0	0
	INCOME	-99,435	0	0	-37,000
	NET COST OF SERVICE	312,275	413,704	460,689	438,253

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.

		Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
1550	Sports Development				
	Employees	853	0	0	0
	Premises Related Expenditure	130	0	0	0
	Supplies and Services	1,139	0	0	0
	Third Party Payments	817	0	0	0
	GROSS COST OF SERVICE	2,940	0	0	0
	Fees and Charges	-50	0	0	0
	INCOME	-50	0	0	0
	NET COST OF SERVICE	2,890	0	0	0

This service has ceased. All of the leisure responsibilities, including Sports Development, has been incorporated into the Active Communities Strategy and the regular activities that Everyone Active carry out.

		Actual 2022/23	Original Budget 2023/24	Current Budget 2023/24	Estimate 2024/25
1560	Street Cleansing & Furniture				
	Employees	68,730	54,712	57,902	58,489
	Premises Related Expenditure	24,136	17,000	32,000	30,000
	Transport Related Expenditure	2,583	1,477	1,477	771
	Supplies and Services	11,554	14,391	14,391	9,439
	Third Party Payments	1,433,582	1,348,390	1,325,944	1,319,560
	GROSS COST OF SERVICE	1,540,585	1,435,970	1,431,714	1,418,259
	Fees and Charges	-18,533	-12,000	-12,000	-16,000
	INCOME	-18,533	-12,000	-12,000	-16,000
	NET COST OF SERVICE	1,522,053	1,423,970	1,419,714	1,402,259

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.