

All Services

CE/Business Lead

		2014-15	2015-16	2016-17
		Actual	Outturn	Budget
		£	£	£
Corporate Services				
N Bulbeck	Business Improvement & Development	453,463	485,690	510,580
N Bulbeck	Communications	125,004	143,960	182,970
N Bulbeck	Corporate Leadership Team	546,271	487,210	674,520
N Bulbeck	Democratic Services	611,915	671,960	701,390
N Bulbeck	Electoral Services	172,994	307,230	279,040
N Bulbeck	Finance	486,802	508,730	520,160
N Bulbeck	Human Resources	269,045	341,160	308,660
N Bulbeck	Information & Communication Technology	391,351	0	0
N Bulbeck	Internal Audit	125,884	132,400	137,040
N Bulbeck	Legal	196,931	271,580	257,930
N Bulbeck	Procurement	30,012	28,310	29,960
		3,409,673	3,378,230	3,602,250
Strategic Place				
P Shears	Building Control	185,323	225,760	168,730
P Shears	Customer Services	254,118	289,020	300,350
P Shears	Development Management	108,541	154,810	321,250
P Shears	Economy & Assets	957,308	602,770	142,370
P Shears	Housing	930,747	1,196,300	1,216,200
P Shears	Parking & Transport	(2,047,150)	(2,109,570)	(2,182,550)
P Shears	Revenues & Benefits	307,802	590,200	871,630
P Shears	Spatial Planning	545,449	649,830	574,110
		1,242,137	1,599,120	1,412,090
Environmental Health & Wellbeing				
S Aggett	Community Safety	74,756	73,970	79,700
S Aggett	Environmental Health	977,203	982,740	1,040,760
S Aggett	Green Spaces & Active Leisure	1,056,601	1,178,610	1,284,100
S Aggett	Leisure	520,612	419,570	556,960
S Aggett	Licensing	(96,143)	(70,220)	(67,360)
S Aggett	Resorts	109,760	150,000	139,820
S Aggett	Waste, Recycling & Cleansing	3,799,744	4,706,220	4,617,200
		6,442,533	7,440,890	7,651,180
Total all services		11,094,343	12,418,240	12,665,520
Financing Items		1,749,615	2,668,970	1,842,410
Totals per actual/budget papers		12,843,957	15,087,210	14,507,930
Contribution to capital		2,229,897	2,148,790	2,160,000
Totals per actual/budget papers		15,073,855	17,236,000	16,667,930

Notes:

There is a glossary of terms at the end of this appendix

PH:	Humphrey Clemens					
Manager:	Andrew Carpenter					
Activity Area:	Building Control					
		2014-15		2015-16		2016-17
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	13.5	509,621	13.5	545,240	13.5	505,520
Property		16,816		25,720		34,850
Services & Supplies		100,950		106,660		101,660
Grant Payments		0		0		0
Transport		27,968		32,400		33,010
Leasing & capital charges		0		0		0
		655,355		710,020		675,040
	<u>INCOME</u>					
Sales		0		0		0
Fees & Charges		-367,209		-370,000		-370,000
Property Income		0		0		0
Grants - income		0		0		0
Other income & recharges		-102,823		-114,260		-136,310
Transfers from earmarked reserves		0		0		0
		(470,032)		(484,260)		(506,310)
Service Cost		185,323		225,760		168,730
Service cost - £'s per head of population		1.46		1.77		1.32

PH:	Stuart Barker					
Manager:	Kay O'Flaherty					
Activity Area:	Business Improvement & Development Team					
		2014-15		2015-16		2016-17
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	6.5	183,994	6.0	205,110	6.0	186,770
Property		9,150		10,820		14,100
Services & Supplies		43,704		59,090		99,220
Grant Payments		392,163		252,230		219,470
Transport		663		700		520
Leasing & capital charges		0		0		0
		629,675		527,950		520,080
	<u>INCOME</u>					
Sales		0		0		0
Fees & Charges		0		0		0
Property Income		-2,750		-3,500		-3,500
Grants - income		-162,690		-9,760		0
Other income & recharges		-10,772		-6,000		-6,000
Transfers from earmarked reserves		0		-23,000		0
		(176,212)		(42,260)		(9,500)
Service Cost		453,463		485,690		510,580
Service cost - £'s per head of population		3.56		3.81		4.01

PH: Jeremy Christophers
 Manager: Emma Pearcy
 Activity Area: Communications

		2014-15 Actual		2015-16 Outturn		2016-17 Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	2.5	98,130	2.5	96,390	4.0	134,930
Property		6,290		2,230		3,020
Services & Supplies		19,413		43,140		42,890
Grant Payments		0		0		0
Transport		2,024		2,220		2,150
Leasing & capital charges		0		0		0
		125,857		143,980		182,990
<u>INCOME</u>						
Sales		-853		0		0
Fees & Charges		0		0		0
Property Income		0		0		0
Grants - income		0		0		0
Other income & recharges		0		-20		-20
Transfers from earmarked reserves		0		0		0
		(853)		(20)		(20)
Service Cost		125,004		143,960		182,970
Service cost - £'s per head of population		0.98		1.13		1.44

PH: Sylvia Russell
 Manager: Rebecca Hewitt
 Activity Area: Community Safety

		2014-15 Actual		2015-16 Outturn		2016-17 Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	2.5	87,292	1.5	67,400	1.5	68,300
Property		13,318		1,200		1,630
Services & Supplies		96,186		73,110		7,650
Grant Payments		22,946		37,420		0
Transport		3,199		2,060		2,120
Leasing & capital charges		0		0		0
		222,941		181,190		79,700
<u>INCOME</u>						
Sales		0		0		0
Fees & Charges		0		0		0
Property Income		0		0		0
Grants - income		-42,428		-12,000		0
Other income & recharges		-105,758		-95,220		0
Transfers from earmarked reserves		0		0		0
		(148,185)		(107,220)		0
Service Cost		74,756		73,970		79,700
Service cost - £'s per head of population		0.59		0.58		0.63

PH: Jeremy Christophers
 Manager: Nicola Bulbeck
 Activity Area: Corporate Leadership Team

		2014-15 Actual		2015-16 Outturn		2016-17 Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	8.0	478,671	8.0	423,230	9.0	627,820
Property		8,946		15,320		20,620
Services & Supplies		52,452		44,300		19,600
Grant Payments		0		0		0
Transport		6,406		5,060		6,760
Leasing & capital charges		0		0		0
		546,476		487,910		674,800
<u>INCOME</u>						
Sales		0		0		0
Fees & Charges		0		0		0
Property Income		0		0		0
Grants - income		0		0		0
Other income & recharges		-205		-700		-280
Transfers from earmarked reserves		0		0		0
		(205)		(700)		(280)
Service Cost		546,271		487,210		674,520
Service cost - £'s per head of population		4.29		3.83		5.30

PH: John Goodey
 Manager: Liz Guy
 Activity Area: Customer Services

		2014-15 Actual		2015-16 Outturn		2016-17 Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	12.0	228,632	12.5	253,570	12.5	261,550
Property		8,499		11,500		15,590
Services & Supplies		16,987		23,880		23,210
Grant Payments		0		0		0
Transport		0		70		0
Leasing & capital charges		0		0		0
		254,118		289,020		300,350
<u>INCOME</u>						
Sales		0		0		0
Fees & Charges		0		0		0
Property Income		0		0		0
Grants - income		0		0		0
Other income & recharges		0		0		0
Transfers from earmarked reserves		0		0		0
		(0)		0		0
Service Cost		254,118		289,020		300,350
Service cost - £'s per head of population		2.00		2.27		2.36

PH: Jeremy Christophers
 Manager: Neil Aggett
 Activity Area: Democratic Services

		2014-15 Actual		2015-16 Outturn		2016-17 Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	4.0	501,603	4.5	526,000	4.0	528,380
Property		7,544		7,850		10,550
Services & Supplies		61,794		93,060		91,660
Grant Payments		145,266		145,100		69,000
Transport		2,038		1,910		1,530
Leasing & capital charges		312		310		310
		718,557		774,230		701,430
<u>INCOME</u>						
Sales		0		0		0
Fees & Charges		0		0		0
Property Income		0		0		0
Grants - income		-104,346		-102,230		0
Other income & recharges		-2,296		-40		-40
Transfers from earmarked reserves		0		0		0
		(106,642)		(102,270)		(40)
Service Cost		611,915		671,960		701,390
Service cost - £'s per head of population						
		4.80		5.28		5.51

PH: Humphrey Clemens
 Manager: Nick Davies
 Activity Area: Development Management

		2014-15 Actual		2015-16 Outturn		2016-17 Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	32.5	973,814	31.5	991,090	32.0	1,037,050
Property		47,245		45,430		58,990
Services & Supplies		315,277		378,450		269,450
Grant Payments		0		0		0
Transport		28,022		27,700		27,620
Leasing & capital charges		0		0		0
		1,364,358		1,442,670		1,393,110
<u>INCOME</u>						
Sales		0		0		0
Fees & Charges		-1,210,451		-1,082,580		-1,061,630
Property Income		0		0		0
Grants - income		0		-101,770		0
Other income & recharges		-45,366		-10,230		-10,230
Transfers from earmarked reserves		0		-93,280		0
		(1,255,817)		(1,287,860)		(1,071,860)
Service Cost		108,541		154,810		321,250
Service cost - £'s per head of population						
		0.85		1.22		2.52

PH: Doug Hellier Laing
 Manager: Tony Watson
 Activity Area: Economy & Assets

		2014-15 Actual		2015-16 Outturn		2016-17 Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	41.0	1,240,195	40.0	1,181,560	40.0	1,265,290
Property		522,549		545,090		487,960
Services & Supplies		398,881		896,240		915,600
Grant Payments		35,813		66,210		7,800
Transport		20,193		20,890		20,800
Leasing & capital charges		0		0		0
		2,217,631		2,709,990		2,697,450
<u>INCOME</u>						
Sales		-104,362		-109,620		-97,990
Fees & Charges		-287,559		-268,730		-294,130
Property Income		-714,313		-1,037,980		-1,931,320
Grants - income		-13,069		-55,340		0
Other income & recharges		-141,020		-145,170		-123,640
Transfers from earmarked reserves		0		-490,380		-108,000
		(1,260,323)		(2,107,220)		(2,555,080)
Service Cost		957,308		602,770		142,370
Service cost - £'s per head of population						
		7.52		4.73		1.12

PH: Jeremy Christophers
 Manager: Cathy Ruelens
 Activity Area: Electoral Services

		2014-15 Actual		2015-16 Outturn		2016-17 Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	3.0	87,934	2.5	101,350	2.5	98,780
Property		34,358		21,980		6,300
Services & Supplies		261,881		330,070		283,900
Grant Payments		0		0		0
Transport		4,098		3,140		290
Leasing & capital charges		0		0		0
		388,272		456,540		389,270
<u>INCOME</u>						
Sales		0		0		0
Fees & Charges		-1,937		-2,190		-2,130
Property Income		0		0		0
Grants - income		-48,788		-34,670		0
Other income & recharges		-164,553		-112,450		-108,100
Transfers from earmarked reserves		0		0		0
		(215,277)		(149,310)		(110,230)
Service Cost		172,994		307,230		279,040
Service cost - £'s per head of population						
		1.36		2.41		2.19

PH:	Sylvia Russell						
Manager:	David Eaton & Paul Nicholls						
Activity Area:	Environmental Health						
		2014-15		2015-16		2016-17	
		Actual		Outturn		Budget	
		£	FTE	£	FTE	£	
	<u>EXPENDITURE</u>						
Employees	24.0	773,426	24.5	741,610	24.0	792,870	
Property		54,901		36,140		42,250	
Services & Supplies		337,429		253,870		201,920	
Grant Payments		0		0		0	
Transport		36,289		41,340		39,870	
Leasing & capital charges		0		8,700		9,490	
		1,202,045		1,081,660		1,086,400	
	<u>INCOME</u>						
Sales		-7,489		-3,000		-3,000	
Fees & Charges		-39,796		-31,930		-30,610	
Property Income		0		0		0	
Grants - income		-152,000		-30,000		0	
Other income & recharges		-25,556		-12,330		-12,030	
Transfers from earmarked reserves		0		-21,660		0	
		(224,842)		(98,920)		(45,640)	
Service Cost		977,203		982,740		1,040,760	
Service cost - £'s per head of population		7.67		7.72		8.17	

PH:	Stuart Barker						
Manager:	Martin Flitcroft						
Activity Area:	Finance						
		2014-15		2015-16		2016-17	
		Actual		Outturn		Budget	
		£	FTE	£	FTE	£	
	<u>EXPENDITURE</u>						
Employees	13.0	461,521	14.0	461,670	14.0	468,310	
Property		8,932		13,830		18,740	
Services & Supplies		24,860		37,750		37,650	
Grant Payments		0		0		0	
Transport		965		890		870	
Leasing & capital charges		0		0		0	
		496,278		514,140		525,570	
	<u>INCOME</u>						
Sales		0		0		0	
Fees & Charges		0		0		0	
Property Income		0		0		0	
Grants - income		0		0		0	
Other income & recharges		-9,476		-5,410		-5,410	
Transfers from earmarked reserves		0		0		0	
		(9,476)		(5,410)		(5,410)	
Service Cost		486,802		508,730		520,160	
Service cost - £'s per head of population		3.82		3.99		4.08	

PH: George Gribble
 Manager: Lorraine Montgomery
 Activity Area: Green Spaces & Active Leisure

		2014-15 Actual		2015-16 Outturn		2016-17 Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	17.5	523,058	17.5	488,940	15.5	459,380
Property		881,081		923,160		938,750
Services & Supplies		289,935		360,970		263,170
Grant Payments		12,634		20,370		14,930
Transport		49,237		25,750		20,460
Leasing & capital charges		0		80		80
		1,755,945		1,819,270		1,696,770
<u>INCOME</u>						
Sales		-5,582		-5,210		-5,200
Fees & Charges		-243,277		-236,380		-237,180
Property Income		-144,821		-131,090		-120,170
Grants - income		-43,143		-62,270		0
Other income & recharges		-262,522		-127,320		-50,120
Transfers from earmarked reserves		0		-78,390		0
		(699,345)		(640,660)		(412,670)
Service Cost		1,056,601		1,178,610		1,284,100
Service cost - £'s per head of population						
		8.30		9.25		10.08

PH: Humphrey Clemens
 Manager: Amanda Pujol
 Activity Area: Housing

		2014-15 Actual		2015-16 Outturn		2016-17 Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	26.5	907,715	26.5	898,700	25.5	895,050
Property		187,596		209,940		222,900
Services & Supplies		712,148		895,290		562,690
Grant Payments		283,430		462,200		447,000
Transport		20,364		22,520		19,230
Leasing & capital charges		0		0		0
		2,111,253		2,488,650		2,146,870
<u>INCOME</u>						
Sales		-1,200		-1,200		-1,200
Fees & Charges		-964		-1,380		-1,060
Property Income		-328,513		-470,700		-449,370
Grants - income		-444,225		-570,090		-391,000
Other income & recharges		-405,603		-145,470		-88,040
Transfers from earmarked reserves		0		-103,510		0
		(1,180,506)		(1,292,350)		(930,670)
Service Cost		930,747		1,196,300		1,216,200
Service cost - £'s per head of population						
		7.31		9.39		9.55

PH: **Stuart Barker**
 Manager: **Kate Davies**
 Activity Area: **Human Resources**

		2014-15 Actual		2015-16 Outturn		2016-17 Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	7.0	315,616	7.0	331,710	6.5	289,040
Property		11,450		13,770		18,650
Services & Supplies		53,637		86,460		56,030
Grant Payments		0		0		0
Transport		680		530		530
Leasing & capital charges		0		0		0
		381,383		432,470		364,250
<u>INCOME</u>						
Sales		0		0		0
Fees & Charges		0		0		0
Property Income		0		0		0
Grants - income		0		0		0
Other income & recharges		-112,338		-91,310		-55,590
Transfers from earmarked reserves		0		0		0
		(112,338)		(91,310)		(55,590)
Service Cost		269,045		341,160		308,660
Service cost - £'s per head of population		2.11		2.68		2.42

PH: Stuart Barker						
Manager: Nicola Bulbeck						
Activity Area: ICT						
		2014-15 Actual		2015-16 Outturn		2016-17 Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	11.5	359,858	0.0	0	0.0	0
Property		24,428		0		0
Services & Supplies		5,955		0		0
Grant Payments		0		0		0
Transport		1,164		0		0
Leasing & capital charges		0		0		0
		391,405		0		0
<u>INCOME</u>						
Sales		-29		0		0
Fees & Charges		0		0		0
Property Income		0		0		0
Grants - income		0		0		0
Other income & recharges		-24		0		0
Transfers from earmarked reserves		0		0		0
		(53)		0		0
Service Cost		391,351		0		0
Service cost - £'s per head of population		3.07		0.00		0.00

PH:	Stuart Barker						
Manager:	Sue Heath						
Activity Area:	Internal Audit						
		2014-15		2015-16		2016-17	
		Actual		Outturn		Budget	
		£	FTE	£	FTE	£	
	<u>EXPENDITURE</u>						
Employees	2.5	114,989	2.5	118,490	2.5	121,830	
Property		4,912		4,570		5,870	
Services & Supplies		5,710		9,120		9,120	
Grant Payments		0		0		0	
Transport		280		220		220	
Leasing & capital charges		0		0		0	
		125,892		132,400		137,040	
	<u>INCOME</u>						
Sales		0		0		0	
Fees & Charges		0		0		0	
Property Income		0		0		0	
Grants - income		0		0		0	
Other income & recharges		-8		0		0	
Transfers from earmarked reserves		0		0		0	
		(8)		0		0	
Service Cost		125,884		132,400		137,040	
Service cost - £'s per head of population		0.99		1.04		1.08	

PH:	Stuart Barker						
Manager:	Duncan Moors						
Activity Area:	Legal						
		2014-15		2015-16		2016-17	
		Actual		Outturn		Budget	
		£	FTE	£	FTE	£	
	<u>EXPENDITURE</u>						
Employees	5.5	188,556	6.0	242,030	7.0	226,840	
Property		9,126		8,430		11,430	
Services & Supplies		36,725		33,420		31,360	
Grant Payments		0		0		0	
Transport		506		440		440	
Leasing & capital charges		0		0		0	
		234,914		284,320		270,070	
	<u>INCOME</u>						
Sales		0		0		0	
Fees & Charges		-23,852		-11,700		-11,100	
Property Income		0		0		0	
Grants - income		0		0		0	
Other income & recharges		-14,130		-1,040		-1,040	
Transfers from earmarked reserves		0		0		0	
		(37,983)		(12,740)		(12,140)	
Service Cost		196,931		271,580		257,930	
Service cost - £'s per head of population		1.55		2.13		2.03	

PH:	George Gribble					
Manager:	James Teed					
Activity Area:	Leisure					
		2014-15		2015-16		2016-17
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	51.5	1,535,158	49.5	1,485,710	49.5	1,585,520
Property		914,619		884,930		880,780
Services & Supplies		294,424		359,690		370,950
Grant Payments		10,000		10,000		10,000
Transport		4,148		4,010		3,320
Leasing & capital charges		3,595		1,800		1,580
		2,761,944		2,746,140		2,852,150
	<u>INCOME</u>					
Sales		-25,522		-15,170		-12,920
Fees & Charges		-2,027,444		-2,076,370		-2,099,060
Property Income		-17,750		-20,000		-20,000
Grants - income		0		-8,000		0
Other income & recharges		-170,616		-207,030		-163,210
Transfers from earmarked reserves		0		0		0
		(2,241,332)		(2,326,570)		(2,295,190)
Service Cost		520,612		419,570		556,960
Service cost - £'s per head of population		4.09		3.29		4.37

PH:	Sylvia Russell					
Manager:	Andrea Furness					
Activity Area:	Licensing					
		2014-15		2015-16		2016-17
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	3.0	75,140	3.0	102,460	3.5	102,660
Property		14,480		10,600		11,550
Services & Supplies		26,874		31,870		28,320
Grant Payments		0		0		0
Transport		586		240		50
Leasing & capital charges		0		0		0
		117,081		145,170		142,580
	<u>INCOME</u>					
Sales		0		0		0
Fees & Charges		-213,221		-214,890		-209,440
Property Income		0		0		0
Grants - income		0		0		0
Other income & recharges		-3		-500		-500
Transfers from earmarked reserves		0		0		0
		(213,224)		(215,390)		(209,940)
Service Cost		(96,143)		(70,220)		(67,360)
Service cost - £'s per head of population		-0.75		-0.55		-0.53

PH: Doug Hellier Laing
 Manager: Tony Watson
 Activity Area: Parking

		2014-15 Actual		2015-16 Outturn		2016-17 Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	10.0	233,281	9.0	188,730	9.0	204,910
Property		540,611		558,570		550,670
Services & Supplies		177,656		199,090		196,240
Grant Payments		2,475		1,500		0
Transport		5,356		6,710		5,150
Leasing & capital charges		2,703		7,900		9,160
		962,083		962,500		966,130
<u>INCOME</u>						
Sales		-47		0		0
Fees & Charges		-2,964,427		-3,020,620		-3,103,030
Property Income		-9,062		-9,560		-5,940
Grants - income		0		0		0
Other income & recharges		-35,697		-39,710		-39,710
Transfers from earmarked reserves		0		-2,180		0
		(3,009,233)		(3,072,070)		(3,148,680)
Service Cost		(2,047,150)		(2,109,570)		(2,182,550)
Service cost - £'s per head of population		-16.07		-16.56		-17.14

PH: Stuart Barker
 Manager: Carly Wedderburn
 Activity Area: Procurement & Commissioning

		2014-15 Actual		2015-16 Outturn		2016-17 Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	1.0	35,223	1.0	50,100	1.0	50,850
Property		3,331		0		0
Services & Supplies		2,632		3,020		3,020
Grant Payments		0		0		0
Transport		0		340		340
Leasing & capital charges		0		0		0
		41,186		53,460		54,210
<u>INCOME</u>						
Sales		0		0		0
Fees & Charges		0		0		0
Property Income		0		0		0
Grants - income		0		0		0
Other income & recharges		-11,174		-25,150		-24,250
Transfers from earmarked reserves		0		0		0
		(11,174)		(25,150)		(24,250)
Service Cost		30,012		28,310		29,960
Service cost - £'s per head of population		0.24		0.22		0.24

PH:	George Gribble					
Manager:	Sarah Leech					
Activity Area:	Resorts					
		2014-15		2015-16		2016-17
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	3.5	169,855	4.0	194,620	9.0	185,100
Property		57,326		64,330		65,290
Services & Supplies		98,509		99,440		88,960
Grant Payments		1,300		1,150		1,250
Transport		4,560		6,550		6,570
Leasing & capital charges		402		400		400
		331,951		366,490		347,570
	<u>INCOME</u>					
Sales		-139		0		0
Fees & Charges		-33,725		-33,290		-36,420
Property Income		-168,345		-164,690		-159,780
Grants - income		-9,930		-5,000		0
Other income & recharges		-10,052		-10,500		-11,550
Transfers from earmarked reserves		0		-3,010		0
		(222,191)		(216,490)		(207,750)
Service Cost		109,760		150,000		139,820
Service cost - £'s per head of population		0.86		1.18		1.10

PH:	Stuart Barker					
Manager:	Tracey Hooper					
Activity Area:	Revenues & Benefits					
		2014-15		2015-16		2016-17
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	57.0	1,296,718	51.0	1,212,560	51.0	1,350,710
Property		48,261		56,590		76,370
Services & Supplies		706,502		635,980		594,810
Grant Payments		36,674,810		35,516,700		35,546,700
Transport		3,862		2,690		2,420
Leasing & capital charges		0		0		0
		38,730,153		37,424,520		37,571,010
	<u>INCOME</u>					
Sales		0		0		0
Fees & Charges		-181,384		-180,000		-180,000
Property Income		0		0		0
Grants - income		-36,917,599		-35,716,500		-35,944,810
Other income & recharges		-1,323,368		-925,320		-574,570
Transfers from earmarked reserves		0		-12,500		0
		(38,422,351)		(36,834,320)		(36,699,380)
Service Cost		307,802		590,200		871,630
Service cost - £'s per head of population		2.42		4.63		6.84

PH:	Humphrey Clemens					
Manager:	Simon Thornley					
Activity Area:	Spatial Planning					
		2014-15		2015-16		2016-17
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	10.0	409,952	10.0	467,730	11.0	444,540
Property		7,518		16,430		21,280
Services & Supplies		279,253		748,170		105,210
Grant Payments		9,427		0		0
Transport		2,893		3,280		3,380
Leasing & capital charges		0		0		0
		709,043		1,235,610		574,410
	<u>INCOME</u>					
Sales		0		0		0
Fees & Charges		-289		-300		-300
Property Income		0		0		0
Grants - income		-151,402		-363,370		0
Other income & recharges		-11,903		-3,510		0
Transfers from earmarked reserves		0		-218,600		0
		(163,594)		(585,780)		(300)
Service Cost		545,449		649,830		574,110
Service cost - £'s per head of population		4.28		5.10		4.51

PH:	Kevin Lake					
Manager:	Chris Braines					
Activity Area:	Waste, Recycling & Cleansing					
		2014-15		2015-16		2016-17
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	116.0	2,586,972	145.0	3,153,610	174.5	3,394,950
Property		695,748		619,340		629,910
Services & Supplies		670,459		927,300		635,780
Grant Payments		0		0		0
Transport		830,413		730,840		743,020
Leasing & capital charges		578,392		1,049,160		1,286,210
		5,361,984		6,480,250		6,689,870
	<u>INCOME</u>					
Sales		-3,162		-1,000		-1,000
Fees & Charges		-119,124		-503,900		-770,920
Property Income		-1,670		-1,970		-1,170
Grants - income		0		-41,540		0
Other income & recharges		-1,438,285		-1,171,600		-1,299,580
Transfers from earmarked reserves		0		-54,020		0
		(1,562,240)		(1,774,030)		(2,072,670)
Service Cost		3,799,744		4,706,220		4,617,200
Service cost - £'s per head of population		29.83		36.95		36.25

Glossary

Column Headings

2014-15 Actual – the actual cost of the service for last year

2015-16 Outturn – the likely cost of the service for this year

2016-17 Budget – the budget proposed for the service for next year

FTE – full time equivalent average staff numbers for the year. Last year, likely for this year and proposed for next year are shown. The numbers ignore spend on agency staff and Members allowances

Expenditure

Employees – includes staff related costs such as salaries, training, recruitment and employee insurance

Property – all property related costs including rent, rates, utilities, repairs, maintenance, cleaning and property insurance (including central offices and depot costs)

Services and Supplies – covers the purchase of goods and services including items such as printing, stationery, contractors, postage, telephones, specialist fees & Strata

Grant Payments – specific payments for grants and rent subsidies including rent allowances, council tax benefit, councillors' community fund and rural aid

Transport – includes fuel, vehicle repairs and maintenance, travel and subsistence costs

Leasing - includes cost of vehicles and equipment subject to lease and/or rental agreement

Income

Sales – income from the sale of items including recycled materials

Fees & Charges – income generated from services where we charge a fee, including car parks, land charges, leisure, planning and building regulation

Grant Income – this identifies grants mainly toward specific costs such as rent allowances

Property Income – income related to property such as rent, rights and lettings

Other Income – income not covered by any of the above including contributions to costs