All Services				
Managing Director	/Business Lead	2016-17	2017-18	2018-19
0 0		Actual	Outturn	Budget
Corporate Services	5	£	£	£
S Aggett	Business Improvement & Development	539,949	534,100	531,260
P Shears	Communications	179,378	191,610	200,110
P Shears	Corporate Leadership Team	493,318	564,900	371,690
P Shears	Democratic Services	691,593	757,410	759,590
P Shears	Electoral Services	214,932	231,480	191,680
P Shears	Finance	553,360	590,230	580,860
S Aggett	Human Resources	359,797	374,010	384,090
S Aggett	Internal Audit	141,951	147,880	146,850
S Aggett	Legal	275,020	309,540	290,660
S Aggett	Procurement	18,855	19,180	33,310
		3,468,152	3,720,340	3,490,100
Strategic Place				
P Shears	Building Control	98,481	(141,170)	53,440
P Shears	Customer Services	283,947	375,880	407,880
P Shears	Development Management	384,831	453,010	390,170
P Shears	Economy & Assets	96,568	(91,630)	(156,620)
P Shears	Housing	683,088	1,236,860	1,304,540
P Shears	Parking & Transport	(2,424,415)	(2,425,500)	(2,479,090)
P Shears	Revenues & Benefits	428,153	668,880	836,340
P Shears	Spatial Planning	922,239	631,550	596,210
		472,892	707,880	952,870
Environmental Hea	alth & Wellbeing			
S Aggett	Community Safety	83,649	96,770	97,450
S Aggett	Environmental Health	942,923	976,710	1,033,730
S Aggett	Green Spaces & Active Leisure	1,191,371	1,260,530	1,404,050
S Aggett	Leisure	404,569	479,670	562,390
S Aggett	Licensing	(73,708)	(78,390)	(73,950)
S Aggett	Resorts	61,985	87,860	185,720
S Aggett	Waste, Recycling & Cleansing	4,537,892	4,523,070	5,165,210
33		7,148,681	7,346,220	8,374,600
	Total all services	11,089,726	11,774,440	12,817,570
	Financing Items	2,005,395	2,332,860	2,474,410
	Totals per actual/budget papers	13,095,121	14,107,300	15,291,980
	Contribution to capital	949,446	2,326,110	1,321,500
	Totals per actual/budget papers	14,044,567	16,433,410	16,613,480

Notes:

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

Manager: Activity Area:	Humphrey Clemens Andrew Carpenter Building Control		2016-17 Actual		2017-18 Outturn		2018-19 Budget
	<u>EXPENDITURE</u>	FTE	£	FTE	£	FTE	£
	Employees	13.5	500,303	14.5	876,840	22.0	920,250
	Property		39,775		43,400		34,850
	Services & Supplies		108,833		160,570		101,760
	Grant Payments		0		0		0
	Transport		29,027		70,190		70,180
	Leasing & capital charges		0		0		0
	INCOME	-	677,939		1,151,000		1,127,040
	Sales		0		0		0
	Fees & Charges		-372,329		-856,500		-853,000
	Property Income		0		0		0
	Grants - income Other income & recharges		-207,128		-346,070		-220,600
	Transfers from earmarked reserves		-207,128		-89,600		-220,600
		- -	(579,457)		(1,292,170)		(1,073,600)
Service Cost		=	98,481		(141,170)		53,440
Comice cost Claus	er head of population		0.76		-1.09		0.41
Del vice cost - 2 s pe	er nead or population		0.70		-1.09		0.41
PH:	Stuart Barker						
Manager:	Kay O'Flaherty		2016-17		2017-18		2018-19
Activity Area:	Business Improvement & Development		A -4		Outturn		Daniel and 1
	business improvement a beveloping		Actual				Budget
	EXPENDITURE	ent Team FTE		FTE		FTE	£
	<u>EXPENDITURE</u>	FTE	£		£		£
	EXPENDITURE Employees		£ 241,214	FTE 7.0	£ 237,960	FTE 7.5	£ 254,320
	<u>EXPENDITURE</u>	FTE	£		£		£
	EXPENDITURE Employees Property	FTE	£ 241,214 16,322 88,976		237,960 32,670 114,060		£ 254,320 14,100 51,420
	EXPENDITURE Employees Property Services & Supplies	FTE	£ 241,214 16,322		£ 237,960 32,670		£ 254,320 14,100
	EXPENDITURE Employees Property Services & Supplies Grant Payments	FTE	£ 241,214 16,322 88,976 204,287		237,960 32,670 114,060 237,560		£ 254,320 14,100 51,420 216,470
	EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges	FTE	241,214 16,322 88,976 204,287 849		237,960 32,670 114,060 237,560 1,030		£ 254,320 14,100 51,420 216,470 520
	EXPENDITURE Employees Property Services & Supplies Grant Payments Transport	FTE	241,214 16,322 88,976 204,287 849 0		237,960 32,670 114,060 237,560 1,030 0		£ 254,320 14,100 51,420 216,470 520 0
	EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales	FTE	£ 241,214 16,322 88,976 204,287 849 0 551,648		237,960 32,670 114,060 237,560 1,030 0		254,320 14,100 51,420 216,470 520 0 536,830
	EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges	FTE	£ 241,214 16,322 88,976 204,287 849 0 551,648		237,960 32,670 114,060 237,560 1,030 0		254,320 14,100 51,420 216,470 520 0 536,830
	EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income	FTE	£ 241,214 16,322 88,976 204,287 849 0 551,648		237,960 32,670 114,060 237,560 1,030 0 623,280		254,320 14,100 51,420 216,470 520 0 536,830
	EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income	FTE	£ 241,214 16,322 88,976 204,287 849 0 551,648		237,960 32,670 114,060 237,560 1,030 0 623,280 0 -570 0		254,320 14,100 51,420 216,470 520 0 536,830
	EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income Other income & recharges	FTE	£ 241,214 16,322 88,976 204,287 849 0 551,648 0 0 -5,067 0 -6,632		237,960 32,670 114,060 237,560 1,030 0 623,280 0 -570 0 -5,000		£ 254,320 14,100 51,420 216,470 520 0 536,830 0 0 -570 0 -5,000
	EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income	FTE	£ 241,214 16,322 88,976 204,287 849 0 551,648 0 0 -5,067 0 -6,632 0		237,960 32,670 114,060 237,560 1,030 0 623,280 0 -570 0 -5,000 -83,610		£ 254,320 14,100 51,420 216,470 520 0 536,830 0 0 -570 0 -5,000 0
	EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income Other income & recharges	FTE	£ 241,214 16,322 88,976 204,287 849 0 551,648 0 0 -5,067 0 -6,632		237,960 32,670 114,060 237,560 1,030 0 623,280 0 -570 0 -5,000		£ 254,320 14,100 51,420 216,470 520 0 536,830 0 0 -570 0 -5,000
Service Cost	EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income Other income & recharges	FTE	£ 241,214 16,322 88,976 204,287 849 0 551,648 0 0 -5,067 0 -6,632 0		237,960 32,670 114,060 237,560 1,030 0 623,280 0 -570 0 -5,000 -83,610		£ 254,320 14,100 51,420 216,470 520 0 536,830 0 0 -570 0 -5,000 0

PH: Manager: Activity Area:	Jeremy Christophers Emma Pearcy Communications	FTE	2016-17 Actual £	FTE	2017-18 Outturn £	FTE	2018-19 Budget £
	<u>EXPENDITURE</u>						
	Employees	4.0	132,069	4.0	143,710	4.0	145,630
	Property		3,447		3,760		3,020
	Services & Supplies		42,963		43,680		50,650
	Grant Payments		0		0		0
	Transport		898		480		830
	Leasing & capital charges		0		0		0
		_	179,378	-	191,630	-	200,130
	INCOME			=		=	
	Sales		0		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
		 	0	=	(20)	=	(20)
Service Cost		=	179,378	=	191,610	=	200,110
Service cost - £'s p	er head of population		1.39		1.48		1.53

PH: Manager:	Sylvia Russell Rebecca Hewitt		2016-17		2017-18		2018-19
Activity Area:	Community Safety		Actual		Outturn		Budget
		FTE	£	FTE	£	FTE	£
	<u>EXPENDITURE</u>						
	Employees	1.5	81,691	1.5	84,620	2.0	86,300
	Property		1,852		2,020		1,630
	Services & Supplies		22,139		15,780		7,420
	Grant Payments		26,778		46,950		0
	Transport		2,673		2,890		2,100
	Leasing & capital charges		0		0		0
		_	135,135	-	152,260	_	97,450
	INCOME	_		_		_	
	Sales		0		0		0
	Fees & Charges		0		0		0
	Property Income		0		0		0
	Grants - income		-8,013		0		0
	Other income & recharges		-43,472		-55,490		0
	Transfers from earmarked reserves		0		0		0
		 =	(51,485)	=	(55,490)	=	0
Service Cost		_	83,649	_	96,770	_	97,450
Service cost - £'s per h	nead of population		0.65		0.75		0.74

PH: Manager: Activity Area:	Jeremy Christophers Phil Shears Corporate Leadership Team EXPENDITURE	FTE	2016-17 Actual £	FTE	2017-18 Outturn £	FTE	2018-19 Budget £
	Employees	9.0	446,173	6.0	488,440	4.0	325,160
	Property		23,899		25,680		20,620
	Services & Supplies		16,942		45,700		20,510
	Grant Payments		0		0		0
	Transport		6,540		5,360		5,680
	Leasing & capital charges		0		0		0
		_	493,553	_	565,180	<u> </u>	371,970
	<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		-235		-280		-280
	Transfers from earmarked reserves		0		0		0
		_	(235)	=	(280)	=	(280)
Service Cost		=	493,318	=	564,900	=	371,690
Service cost - £'s pe	er head of population		3.83		4.35		2.84
PH:	John Goodey						
Manager:	Liz Guy		2016-17		2017-18		2018-19
Activity Area:	Customer Services		Actual		Outturn		Budget
	<u>EXPENDITURE</u>	FTE	£	FTE	£	FTE	£
	Employees	12.5	241,850	12.5	257,710	13.0	293,000
	Property		18,957		19,410		15,590
	Services & Supplies		23,617		98,760		99,290
	Grant Payments		0		0		0
	Transport		0		0		0
	Leasing & capital charges		0		0		0
		_	284,424	-	375,880	=	407,880
	<u>INCOME</u>	<u>-</u>	284,424	_	375,880	_	407,880
	Sales	-	284,424 0	<u>-</u>	375,880	_	407,880 0
	Sales Fees & Charges	-	0	-	0	_	0
	Sales Fees & Charges Property Income	<u>-</u>	0 0 0	-	0 0 0	_	0 0 0
	Sales Fees & Charges Property Income Grants - income	<u>-</u>	0 0 0 -477	-	0 0 0	_	0 0 0 0
	Sales Fees & Charges Property Income Grants - income Other income & recharges	- -	0 0 0 -477 0	-	0 0 0 0	_	0 0 0 0
	Sales Fees & Charges Property Income Grants - income	<u>-</u>	0 0 0 -477	-	0 0 0	_	0 0 0 0
	Sales Fees & Charges Property Income Grants - income Other income & recharges	- - -	0 0 0 -477 0	- - -	0 0 0 0	- - - -	0 0 0 0
Service Cost	Sales Fees & Charges Property Income Grants - income Other income & recharges	- - - - -	0 0 0 -477 0	- - -	0 0 0 0 0	- - - -	0 0 0 0 0

Service cost - £'s pe	er head of population		2.99		3.49		2.98
Service Cost			384,831		453,010		390,170
			(1,150,821)		(1,114,700)		(1,155,210)
	Transfers from earmarked reserves		0		-22,140		0
	Other income & recharges		-270,287		-53,800 -22,140		-10,190
	Grants - income		-7,269		0 E2 800		10.100
	Property Income		7 200		0		0
	Fees & Charges		-873,240		-1,038,760		-1,145,020
	Sales		-25		0		0
	<u>INCOME</u>						
			1,535,653		1,567,710		1,545,380
	Leasing & capital charges		0		0		0
	Transport		33,089		28,540		27,750
	Grant Payments		0		0		0
	Services & Supplies		368,287		348,210		311,680
	Property		68,536		63,280		32,740
	Employees	32.0	1,065,741	32.5	1,127,680	34.5	1,173,210
	<u>EXPENDITURE</u>		~	–	_		~
Activity Alea.	Development Management	FTE		FTE		FTE	£
Manager: Activity Area:	Development Management		Actual		Outturn		Budget
PH:	Humphrey Clemens Nick Davies		2016-17		2017-18		2018-19
D.I.							
Service cost - £'s pe	er head of population		5.37		5.83		5.81
Service Cost			691,593		757,410		759,590
			(100,735)		(221,760)		(40)
	Transiers from earmarked reserves		0		-117,730		0
	Other income & recharges Transfers from earmarked reserves		-55		0		0
	Grants - income		-100,680		-103,990		0
	Property Income		0		0		0
	Fees & Charges		0		-40		-40
	Sales		0		0		0
	<u>INCOME</u>						
			792,328		979,170		759,630
	Leasing & capital charges		312		310		310
	Transport		1,697		1,630		1,620
	Grant Payments		144,755		301,120		69,000
	Services & Supplies		83,412		97,430		94,360
	Property		12,076		13,440		10,550
	Employees	4.0	550,076	4.0	565,240	4.0	583,790
	<u>EXPENDITURE</u>						
	20110014110 001 11000	FTE		FTE		FTE	£
riourney riioai			Actual				Buddet
Manager: Activity Area:	Neil Aggett Democratic Services		2016-17 Actual		2017-18 Outturn		2018-19 Budget

Activity Area:	Jeremy Christophers Tony Watson Economy & Assets <u>EXPENDITURE</u>	FTE	2016-17 Actual £	FTE	2017-18 Outturn £	FTE	2018-19 Budget £
	Employees	40.0	1,169,718	42.0	1,292,250	40.0	1,273,650
	Property		554,945		621,000		598,420
	Services & Supplies		982,679		723,650		553,080
	Grant Payments		47,265		35,120		7,800
	Transport		13,604		16,860		17,700
	Leasing & capital charges		0		0		0
		-	2,768,211		2,688,880	•	2,450,650
	<u>INCOME</u>	•					
	Sales		-77,632		-51,360		-73,450
	Fees & Charges		-257,361		-224,660		-224,590
	Property Income		-1,982,689		-1,980,510		-2,129,810
	Grants - income		-70,955		-48,320		0
	Other income & recharges		-283,006		-192,430		-179,420
	Transfers from earmarked reserves		0		-283,230		0
		- -	(2,671,643)		(2,780,510)	•	(2,607,270)
Service Cost			96,568		(91,630)		(156,620)
<u> </u>		•				•	
Service cost - £ s pe	er head of population		0.75		-0.71		-1.20
PH:	Jeremy Christophers						
Managara							
Manager:	Cathy Ruelens		2016-17		2017-18		2018-19
Manager: Activity Area:	Electoral Services		Actual		Outturn		Budget
-	-	FTE	Actual	FTE	Outturn	FTE	
_	Electoral Services EXPENDITURE		Actual £		Outturn £		Budget £
_	Electoral Services EXPENDITURE Employees	FTE 2.5	Actual £ 86,430	FTE 2.0	Outturn £ 91,810	FTE 2.0	Budget £ 92,880
-	Electoral Services EXPENDITURE Employees Property		Actual £ 86,430 40,898		91,810 36,640		92,880 6,300
-	Electoral Services EXPENDITURE Employees Property Services & Supplies		Actual £ 86,430 40,898 410,349		91,810 36,640 412,190		92,880 6,300 94,350
-	Electoral Services EXPENDITURE Employees Property Services & Supplies Grant Payments		86,430 40,898 410,349 0		91,810 36,640 412,190 0		92,880 6,300 94,350
-	Electoral Services EXPENDITURE Employees Property Services & Supplies		Actual £ 86,430 40,898 410,349		91,810 36,640 412,190		92,880 6,300 94,350
-	Electoral Services EXPENDITURE Employees Property Services & Supplies Grant Payments Transport		86,430 40,898 410,349 0 841		91,810 36,640 412,190 0 740		92,880 6,300 94,350 0 290
-	Electoral Services EXPENDITURE Employees Property Services & Supplies Grant Payments Transport		86,430 40,898 410,349 0 841		91,810 36,640 412,190 0 740		92,880 6,300 94,350 0 290
_	Electoral Services EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges		86,430 40,898 410,349 0 841		91,810 36,640 412,190 0 740		92,880 6,300 94,350 0 290
_	Electoral Services EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges		86,430 40,898 410,349 0 841 0		91,810 36,640 412,190 0 740 0		92,880 6,300 94,350 0 290 0
_	Electoral Services EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income		86,430 40,898 410,349 0 841 0 538,518		91,810 36,640 412,190 0 740 0 541,380		92,880 6,300 94,350 0 290 0 193,820
_	Electoral Services EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income		86,430 40,898 410,349 0 841 0 538,518		91,810 36,640 412,190 0 740 0 541,380		92,880 6,300 94,350 0 290 0 193,820
_	Electoral Services EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income Other income & recharges		86,430 40,898 410,349 0 841 0 538,518 0 -2,516 0 0 -321,071		91,810 36,640 412,190 0 740 0 541,380 0 -2,000 0 -2,700 -314,600		92,880 6,300 94,350 0 290 0 193,820
_	Electoral Services EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income		86,430 40,898 410,349 0 841 0 538,518		91,810 36,640 412,190 0 740 0 541,380		92,880 6,300 94,350 0 290 0 193,820
_	Electoral Services EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income Other income & recharges		86,430 40,898 410,349 0 841 0 538,518 0 -2,516 0 0 -321,071		91,810 36,640 412,190 0 740 0 541,380 0 -2,000 0 -2,700 -314,600		92,880 6,300 94,350 0 290 0 193,820
_	Electoral Services EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income Other income & recharges		86,430 40,898 410,349 0 841 0 538,518 0 -2,516 0 0 -321,071		91,810 36,640 412,190 0 740 0 541,380 0 -2,000 0 -2,700 -314,600 9,400		92,880 6,300 94,350 0 290 0 193,820 0 -2,040 0 0

PH: Manager: Activity Area:	Sylvia Russell David Eaton & Paul Nicholls Environmental Health EXPENDITURE	FTE	2016-17 Actual £	FTE	2017-18 Outturn £	FTE	2018-19 Budget £
	Employees	24.0	735,014	24.0	728,740	23.0	805,140
	Property		42,411		45,500	20.0	40,470
	Services & Supplies		186,276		222,080		205,420
	Grant Payments		0		0		0
	Transport		33,645		35,190		33,150
	Leasing & capital charges		9,486		9,890		6,330
			1,006,832		1,041,400	-	1,090,510
	<u>INCOME</u>						
	Sales		-3,621		-3,100		-3,000
	Fees & Charges		-39,405		-41,930		-41,540
	Property Income		0		0		0
	Grants - income		-79		-1,200		0
	Other income & recharges		-20,803		-11,900		-12,240
	Transfers from earmarked reserves		0		-6,560		0
			(63,909)		(64,690)	=	(56,780)
Service Cost			942,923	;	976,710	=	1,033,730
Service cost - f's n	er head of population		7.32		7.52		7.90
PH:	0 D . I						
Manager: Activity Area:	Stuart Barker Martin Flitcroft Finance		2016-17 Actual		2017-18 Outturn		2018-19 Budget
Manager:	Martin Flitcroft Finance	FTE	Actual	FTE	Outturn	FTE	
Manager:	Martin Flitcroft	FTE	Actual	FTE	Outturn	FTE	Budget
Manager:	Martin Flitcroft Finance EXPENDITURE Employees	FTE 14.0	Actual £	FTE 14.0	Outturn £ 531,600	FTE 14.0	Budget £ 528,190
Manager:	Martin Flitcroft Finance EXPENDITURE Employees Property		Actual £ 506,491 21,498		Outturn £ 531,600 23,340		Budget £ 528,190 18,740
Manager:	Martin Flitcroft Finance EXPENDITURE Employees Property Services & Supplies		506,491 21,498 33,955		Outturn £ 531,600 23,340 41,090		Budget £ 528,190 18,740 38,040
Manager:	Martin Flitcroft Finance EXPENDITURE Employees Property Services & Supplies Grant Payments		506,491 21,498 33,955 0		Outturn £ 531,600 23,340 41,090 0		528,190 18,740 38,040 0
Manager:	Martin Flitcroft Finance EXPENDITURE Employees Property Services & Supplies Grant Payments Transport		506,491 21,498 33,955 0 954		531,600 23,340 41,090 0 610		528,190 18,740 38,040 0 870
Manager:	Martin Flitcroft Finance EXPENDITURE Employees Property Services & Supplies Grant Payments		506,491 21,498 33,955 0		Outturn £ 531,600 23,340 41,090 0		528,190 18,740 38,040 0
Manager:	Martin Flitcroft Finance EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges		506,491 21,498 33,955 0 954		531,600 23,340 41,090 0 610		528,190 18,740 38,040 0 870
Manager:	Martin Flitcroft Finance EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges		506,491 21,498 33,955 0 954 0		531,600 23,340 41,090 0 610 0		528,190 18,740 38,040 0 870 0
Manager:	Martin Flitcroft Finance EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales		506,491 21,498 33,955 0 954 0		531,600 23,340 41,090 0 610 0		528,190 18,740 38,040 0 870 0
Manager:	Martin Flitcroft Finance EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges		506,491 21,498 33,955 0 954 0		531,600 23,340 41,090 0 610 0 596,640		528,190 18,740 38,040 0 870 0 585,840
Manager:	Martin Flitcroft Finance EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income		506,491 21,498 33,955 0 954 0 562,898		531,600 23,340 41,090 0 610 0 596,640		528,190 18,740 38,040 0 870 0 585,840
Manager:	Martin Flitcroft Finance EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income		506,491 21,498 33,955 0 954 0 562,898		531,600 23,340 41,090 0 610 0 596,640		528,190 18,740 38,040 0 870 0 585,840
Manager:	Martin Flitcroft Finance EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income		506,491 21,498 33,955 0 954 0 562,898		531,600 23,340 41,090 0 610 0 596,640		528,190 18,740 38,040 0 870 0 585,840
Manager:	Martin Flitcroft Finance EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income Other income & recharges		506,491 21,498 33,955 0 954 0 562,898		531,600 23,340 41,090 610 0 596,640		528,190 18,740 38,040 0 870 0 585,840 0 0 0 0 -4,980
Manager: Activity Area:	Martin Flitcroft Finance EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income Other income & recharges		506,491 21,498 33,955 0 954 0 562,898 0 0 -9,537 0 (9,537)		0utturn £ 531,600 23,340 41,090 0 610 0 596,640 0 0 -6,410 0		528,190 18,740 38,040 0 870 0 585,840 0 0 -4,980 0 (4,980)
Manager: Activity Area: Service Cost	Martin Flitcroft Finance EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income Other income & recharges		506,491 21,498 33,955 0 954 0 562,898 0 0 0 0 -9,537 0		531,600 23,340 41,090 610 0 596,640		528,190 18,740 38,040 0 870 0 585,840 0 0 -4,980 0

PH: Manager: Activity Area:	Phil Bullivant Lorraine Montgomery Green Spaces & Active Leisure		2016-17 Actual		2017-18 Outturn		2018-19 Budget
	<u>EXPENDITURE</u>	FTE	£	FTE	£	FTE	£
	Employees	15.5	447,062	14.5	480,520	18.0	548,900
	Property		976,793		1,026,400		989,240
	Services & Supplies		282,294		299,510		245,610
	Grant Payments		22,178		15,390		8,040
	Transport		13,931		13,500		14,100
	Leasing & capital charges		0		0		0
			1,742,258		1,835,320		1,805,890
	<u>INCOME</u>						
	Sales		-5,097		-5,200		-5,200
	Fees & Charges		-231,454		-213,920		-219,610
	Property Income		-148,642		-164,300		-156,480
	Grants - income		-61,191		-90,130		0
	Other income & recharges		-104,502		-134,070		-20,550
	Transfers from earmarked reserves		0		32,830		0
			(550,886)		(574,790)		(401,840)
Service Cost			1,191,371		1,260,530		1,404,050
Service cost - £'s pe	r head of population		9.25		9.71		10.73
PH:	Humphrey Clemens						
Manager:	Amanda Pujol		2016-17		2017-18		2018-19
Activity Area:	Housing		Actual		Outturn		Budget
		FTE	£	FTE	£	FTE	£
	<u>EXPENDITURE</u>						
	Employees	25.5	1,024,426	24.0	1,119,920	31.0	1,099,300
	Property		245,604		282,900		263,540
	Services & Supplies		722,160		1,443,370		629,190
	Grant Payments		516,797		447,000		382,000
	Transport		22,629		28,690		25,280
	Leasing & capital charges		0		0		0
	<u>INCOME</u>		2,531,615		3,321,880		2,399,310
	<u></u>						
	Sales		-1,200		-1,200		-1,200
	Fees & Charges		-1,235		-1,710		-1,710
	Property Income		-567,619		-512,330		-489,360
	Grants - income		-1,009,323		-598,900		-476,520
	Other income & recharges		-269,149		-200,140		-125,980
	Transfers from earmarked reserves		0		-770,740		0
			(1,848,527)		(2,085,020)		(1,094,770)
Service Cost			683,088		1,236,860		1,304,540
Service cost - £'s pe	r head of population		5.30		9.52		9.97

PH: Manager: Activity Area:	Stuart Barker Kate Davies Human Resources	FTE	2016-17 Actual £	FTE	2017-18 Outturn £	FTE	2018-19 Budget £
	<u>EXPENDITURE</u>						
	Employees	6.5	389,713	6.5	268,650	6.5	270,310
	Property		21,286		23,280		18,650
	Services & Supplies		109,727		108,750		99,750
	Grant Payments		0		0		0
	Transport		537		350		530
	Leasing & capital charges		0		0		0
	INCOME		521,264		401,030	-	389,240
	Sales		-33,612		0		0
	Fees & Charges		0		0		0
	Property Income		0		0		0
	Grants - income		0		0		0
	Other income & recharges Transfers from earmarked reserves		-127,855		-17,530		-5,150
	Transfers from earmarked reserves		0		-9,490		0
			(161,467)		(27,020)	=	(5,150)
Service Cost			359,797		374,010	=	384,090
Service cost - £'s per	head of population		2.79		2.88		2.94
PH:	Stuart Barker						
Manager:	Sue Heath		2016-17		2017-18		0040 40
Activity Area:							2018-19
	Internal Audit		Actual		Outturn		2018-19 Budget
	Internal Audit	FTE		FTE		FTE	
	Internal Audit <u>EXPENDITURE</u>	FTE		FTE		FTE	Budget
		FTE 2.5		FTE 2.5		FTE 2.5	Budget
	<u>EXPENDITURE</u>		£		£		Budget £
	EXPENDITURE Employees Property Services & Supplies		£ 125,982		£ 130,960		Budget £ 131,240
	EXPENDITURE Employees Property Services & Supplies Grant Payments		£ 125,982 6,699 9,116 0		130,960 7,310 9,300 0		131,240 5,870 9,520 0
	EXPENDITURE Employees Property Services & Supplies Grant Payments Transport		£ 125,982 6,699 9,116 0 157		130,960 7,310 9,300 0 310		131,240 5,870 9,520 0 220
	EXPENDITURE Employees Property Services & Supplies Grant Payments		£ 125,982 6,699 9,116 0		130,960 7,310 9,300 0		131,240 5,870 9,520 0
	EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges		£ 125,982 6,699 9,116 0 157		130,960 7,310 9,300 0 310		131,240 5,870 9,520 0 220
	EXPENDITURE Employees Property Services & Supplies Grant Payments Transport		£ 125,982 6,699 9,116 0 157		130,960 7,310 9,300 0 310 0		131,240 5,870 9,520 0 220
	EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges		£ 125,982 6,699 9,116 0 157		130,960 7,310 9,300 0 310 0		131,240 5,870 9,520 0 220
	EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges		£ 125,982 6,699 9,116 0 157 0		130,960 7,310 9,300 0 310 0		131,240 5,870 9,520 0 220 0
	EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income		£ 125,982 6,699 9,116 0 157 0		130,960 7,310 9,300 0 310 0		131,240 5,870 9,520 0 220 0
	EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income		125,982 6,699 9,116 0 157 0 141,954		130,960 7,310 9,300 0 310 0		131,240 5,870 9,520 0 220 0 146,850
	EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income Other income & recharges		£ 125,982 6,699 9,116 0 157 0 141,954 0 0 0 0 0		130,960 7,310 9,300 0 310 0 147,880		131,240 5,870 9,520 0 220 0 146,850
	EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income		125,982 6,699 9,116 0 157 0 141,954		130,960 7,310 9,300 0 310 0 147,880		131,240 5,870 9,520 0 220 0 146,850
	EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income Other income & recharges		£ 125,982 6,699 9,116 0 157 0 141,954 0 0 0 0 0		130,960 7,310 9,300 0 310 0 147,880		131,240 5,870 9,520 0 220 0 146,850
Service Cost	EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income Other income & recharges		£ 125,982 6,699 9,116 0 157 0 141,954 0 0 0 0 0 0		130,960 7,310 9,300 0 310 0 147,880		131,240 5,870 9,520 0 220 0 146,850

PH: Manager: Activity Area:	Stuart Barker Kate Davies Legal <u>EXPENDITURE</u>	FTE	2016-17 Actual £	FTE	2017-18 Outturn £	FTE	2018-19 Budget £
	Employees	7.0	253,985	7.0	287,910	6.0	272,190
	Property		13,045		14,230		11,430
	Services & Supplies		27,573		31,740		31,460
	Grant Payments		0		0		0
	Transport		489		540		440
	Leasing & capital charges		0		0		0
	<u>INCOME</u>		295,091		334,420		315,520
	Sales		0		0		0
	Fees & Charges		-19,741		-24,840		-24,860
	Property Income		0		0		-24,000
	Grants - income		0		0		0
	Other income & recharges		-330		-40		0
	Transfers from earmarked reserves		0		0		0
			(20,071)		(24,880)		(24,860)
Service Cost			275,020		309,540		290,660
r							
Service cost - £'s p	per head of population		2.13		2.38		2.22
PH:	Phil Bullivant						
Manager:	James Teed		2016-17		2017-18		2018-19
Activity Area:	Leisure		Actual		Outturn		Budget
	EXPENDITURE	FTE	£	FTE	£	FTE	£
	Employees	49.5	1,469,842	64.0	1,618,310	67.5	1,776,700
	Property		994,038		940,290		887,530
	Services & Supplies		371,232		332,840		357,000
	Grant Payments Transport		12,500		12,500		12,500
	Leasing & capital charges		6,327 1,610		4,370 1,800		4,510 1,800
	Loading a dapital charges						
	<u>INCOME</u>		2,855,549		2,910,110		3,040,040
	Sales		-7,315		-5,630		-4,260
	Fees & Charges		-2,241,049		-2,235,910		-2,289,900
	Property Income		0		0		0
	Grants - income		0		-1,130		0
	Other income & recharges		-202,616		-187,770		-183,490
	Transfers from earmarked reserves		0		0		0
			(2,450,981)		(2,430,440)		(2,477,650)
Service Cost			404,569		479,670		562,390
·	per head of population		3.14		3.69		4.30

Employees 3.5 106,472 3.0 91,030 3.0 Property 13,072 12,420 12,420 12,420 12,420 12,420 12,420 12,420 12,420 12,420 13,072 12,420 12,4	2018-19 Budget £	FTE	2017-18 Outturn £	FTE	2016-17 Actual £	FTE	Sylvia Russell er: Andrea Furness Area: Licensing EXPENDITURE
Service & Supplies 36,345 33,330 Grant Payments 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	95,700	3.0	91,030	3.0	106,472	3.5	Employees
Grant Payments	11,550		12,420		13,072		Property
Transport 1883 270 1888 270 1888 270 1888 270 2888 270 2888 270 2888 270 2888 270 2888 270 28888 28888 2888 28888 28888 28888 28888 28888	33,970		33,330		36,345		Services & Supplies
Leasing & capital charges 0 0 0	0		0		0		•
NCOME Sales	270						
Sales	0		0		0		Leasing & capital charges
Fees & Charges -229,980 -215,440 Property Income 0 0 0 0 0 0 0 0 0	141,490		137,050		156,272		<u>INCOME</u>
Fees & Charges -229,980 -215,440 Property Income 0 0 0 0 0 0 0 0 0	0		0		0		Sales
Property Income 0 0 0 0 0 0 0 0 0	0						
Grants - income 0 0 0 0 0 0 0 0 0	-215,440						<u> </u>
Other income & recharges 0 0 0 0 0 0 0 0 0	0						• •
Transfers from earmarked reserves 0 0 0	0						
Service Cost (73,708) (78,390)	0						<u> </u>
Service cost - £'s per head of population	(215,440)		(215,440)		(229,980)		
PH: Jeremy Christophers Manager: Tony Watson 2016-17 Actual 2017-18 Outturn FTE	(73,950)		(78,390)		(73,708)		Cost
PH: Jeremy Christophers							
Manager: Tony Watson 2016-17 2017-18 Activity Area: Parking Actual Outturn	-0.57		-0.00		-0.07		23 per nead of population
Activity Area: Parking							
FTE £ FTE £ FTE £ FTE E FTE	2018-19						
Employees 9.0 220,729 9.0 215,150 9.0 Property 558,972 584,850 Services & Supplies 216,382 264,260 Grant Payments 2,700 0 Transport 2,117 2,900 Leasing & capital charges 9,164 9,160 INCOME Sales 0 0 0 Fees & Charges -3,323,855 -3,424,290 Property Income -34,192 -19,740 Grants - income 0 0 Other income & recharges -76,431 -45,830 Transfers from earmarked reserves 0 -11,960	Budget £	ETE		ETE			Area: Parking
Property 558,972 584,850 Services & Supplies 216,382 264,260 Grant Payments 2,700 0 Transport 2,117 2,900 Leasing & capital charges 9,164 9,160 INCOME Sales 0 0 Fees & Charges -3,323,855 -3,424,290 Property Income -34,192 -19,740 Grants - income 0 0 Other income & recharges -76,431 -45,830 Transfers from earmarked reserves 0 -11,960	Z	FIL	L		£	CTC	
Services & Supplies 216,382 264,260 Grant Payments 2,700 0 Transport 2,117 2,900 Leasing & capital charges 9,164 9,160 INCOME Sales 0 0 Fees & Charges -3,323,855 -3,424,290 Property Income -34,192 -19,740 Grants - income 0 0 Other income & recharges -76,431 -45,830 Transfers from earmarked reserves 0 -11,960					£	FTE	<u>EXPENDITURE</u>
Grant Payments 2,700 0 Transport 2,117 2,900 Leasing & capital charges 9,164 9,160 INCOME Sales 0 0 Fees & Charges -3,323,855 -3,424,290 Property Income -34,192 -19,740 Grants - income 0 0 Other income & recharges -76,431 -45,830 Transfers from earmarked reserves 0 -11,960	232,380	9.0	215,150	9.0			
Transport 2,117 2,900 Leasing & capital charges 9,164 9,160 1,010,063 1,076,320 INCOME Sales 0 0 Fees & Charges -3,323,855 -3,424,290 Property Income -34,192 -19,740 Grants - income 0 0 Other income & recharges -76,431 -45,830 Transfers from earmarked reserves 0 -11,960	232,380 624,880	9.0		9.0	220,729		Employees
1,010,063 1,076,320		9.0	584,850	9.0	220,729 558,972 216,382		Employees Property Services & Supplies
INCOME 1,010,063 1,076,320 Sales 0 0 Fees & Charges -3,323,855 -3,424,290 Property Income -34,192 -19,740 Grants - income 0 0 Other income & recharges -76,431 -45,830 Transfers from earmarked reserves 0 -11,960	624,880 250,750 0	9.0	584,850 264,260 0	9.0	220,729 558,972 216,382 2,700		Employees Property Services & Supplies Grant Payments
INCOME Sales 0 0 Fees & Charges -3,323,855 -3,424,290 Property Income -34,192 -19,740 Grants - income 0 0 Other income & recharges -76,431 -45,830 Transfers from earmarked reserves 0 -11,960	624,880 250,750 0 3,850	9.0	584,850 264,260 0 2,900	9.0	220,729 558,972 216,382 2,700 2,117		Employees Property Services & Supplies Grant Payments Transport
Fees & Charges -3,323,855 -3,424,290 Property Income -34,192 -19,740 Grants - income 0 0 Other income & recharges -76,431 -45,830 Transfers from earmarked reserves 0 -11,960	624,880 250,750 0	9.0	584,850 264,260 0 2,900	9.0	220,729 558,972 216,382 2,700 2,117		Employees Property Services & Supplies Grant Payments Transport
Fees & Charges -3,323,855 -3,424,290 Property Income -34,192 -19,740 Grants - income 0 0 Other income & recharges -76,431 -45,830 Transfers from earmarked reserves 0 -11,960	624,880 250,750 0 3,850	9.0	584,850 264,260 0 2,900 9,160	9.0	220,729 558,972 216,382 2,700 2,117 9,164		Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges
Property Income -34,192 -19,740 Grants - income 0 0 Other income & recharges -76,431 -45,830 Transfers from earmarked reserves 0 -11,960	624,880 250,750 0 3,850 9,160	9.0	584,850 264,260 0 2,900 9,160 1,076,320	9.0	220,729 558,972 216,382 2,700 2,117 9,164 1,010,063		Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges
Grants - income 0 0 Other income & recharges -76,431 -45,830 Transfers from earmarked reserves 0 -11,960	624,880 250,750 0 3,850 9,160	9.0	584,850 264,260 0 2,900 9,160 1,076,320	9.0	220,729 558,972 216,382 2,700 2,117 9,164 1,010,063		Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales
Transfers from earmarked reserves 0 -11,960	624,880 250,750 0 3,850 9,160 1,121,020	9.0	584,850 264,260 0 2,900 9,160 1,076,320 0 -3,424,290	9.0	220,729 558,972 216,382 2,700 2,117 9,164 1,010,063		Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges
· · · · · · · · · · · · · · · · · · ·	624,880 250,750 0 3,850 9,160 1,121,020 0 -3,549,340	9.0	584,850 264,260 0 2,900 9,160 1,076,320 0 -3,424,290 -19,740	9.0	220,729 558,972 216,382 2,700 2,117 9,164 1,010,063 0 -3,323,855 -34,192		Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income
(3,434,478) (3,501,820)	624,880 250,750 0 3,850 9,160 1,121,020 0 -3,549,340 -7,460	9.0	584,850 264,260 0 2,900 9,160 1,076,320 0 -3,424,290 -19,740 0	9.0	220,729 558,972 216,382 2,700 2,117 9,164 1,010,063 0 -3,323,855 -34,192 0		Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income
	624,880 250,750 0 3,850 9,160 1,121,020 0 -3,549,340 -7,460 0	9.0	584,850 264,260 0 2,900 9,160 1,076,320 0 -3,424,290 -19,740 0 -45,830	9.0	220,729 558,972 216,382 2,700 2,117 9,164 1,010,063 0 -3,323,855 -34,192 0 -76,431		Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income Other income & recharges
Service Cost (2,424,415) (2,425,500)	624,880 250,750 0 3,850 9,160 1,121,020 0 -3,549,340 -7,460 0 -43,310	9.0	584,850 264,260 0 2,900 9,160 1,076,320 0 -3,424,290 -19,740 0 -45,830 -11,960	9.0	220,729 558,972 216,382 2,700 2,117 9,164 1,010,063 0 -3,323,855 -34,192 0 -76,431 0		Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income Other income & recharges
Service cost - £'s per head of population -18.82 -18.68	624,880 250,750 0 3,850 9,160 1,121,020 0 -3,549,340 -7,460 0 -43,310 0	9.0	584,850 264,260 0 2,900 9,160 1,076,320 0 -3,424,290 -19,740 0 -45,830 -11,960 (3,501,820)	9.0	220,729 558,972 216,382 2,700 2,117 9,164 1,010,063 0 -3,323,855 -34,192 0 -76,431 0 (3,434,478)		Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income Other income & recharges Transfers from earmarked reserves

PH: Manager: Activity Area:	Stuart Barker Lucy Ford Procurement & Commissioning EXPENDITURE	FTE	2016-17 Actual £	FTE	2017-18 Outturn £	FTE	2018-19 Budget £
		1.0	45.000	4.0	07.040	4.0	54.000
	Employees Property	1.0	45,632 0	1.0	37,810 0	1.0	51,660 0
	Services & Supplies		3,018		5,560		5,560
	Grant Payments		0,010		0,000		0,000
	Transport		493		60		340
	Leasing & capital charges		0		0		0
		<u>-</u> _	49,144	-	43,430	_	57,560
	INCOME						
	Sales		0		0		0
	Fees & Charges		0		0		0
	Property Income		0		0		0
	Grants - income		0		0		0
	Other income & recharges Transfers from earmarked reserves		-30,289 0		-24,250 0		-24,250 0
	Transiers from earmaixed reserves	_	0	_	0		
		=	(30,289)	=	(24,250)	=	(24,250)
Service Cost		=	18,855	=	19,180	=	33,310
Service cost - £'s p	per head of population		0.15		0.15		0.25
PH:	Phil Bullivant						
Manager:	Sarah Holgate		2016-17		2017-18		2018-19
Activity Area:	Resorts	FTF	Actual		Outturn		Budget
	<u>EXPENDITURE</u>	FTE	£	FTE	£	FTE	£
	Employees	9.0	184,491	8.0	177,850	12.5	269,530
	Property	0.0	84,319	0.0	65,050		48,730
	Services & Supplies		72,374		100,680		76,460
	Grant Payments		1,300		0		0
	Transport		3,199		4,370		4,190
	Leasing & capital charges		199		430		160
		-	345,882	-	348,380	_	399,070
	<u>INCOME</u>						
	Sales		-147		-130		0
	Fees & Charges		-36,123		-32,000		-27,980
	Property Income		-240,268		-207,710		-182,370
	Grants - income Other income & recharges		7 250		0 5 990		2 000
	Transfers from earmarked reserves		-7,359 0		-5,880 -14,800		-3,000 0
		_		_		_	
		=	(283,897)	=	(260,520)	=	(213,350)
Service Cost		=	61,985	=	87,860	_	185,720

Manager: Activity Area:	Stuart Barker Tracey Hooper Revenues & Benefits EXPENDITURE	FTE	2016-17 Actual £	FTE	2017-18 Outturn £	FTE	2018-19 Budget £
	Employees Property Services & Supplies Grant Payments Transport	51.0	1,190,160 81,870 649,305 34,168,731 2,567	53.0	1,197,780 95,030 652,540 34,722,290 2,880	48.5	1,318,000 76,370 654,360 34,660,180 2,020
	Leasing & capital charges		0		0		0
		-	36,092,634		36,670,520		36,710,930
	INCOME	-					
	Sales		0		0		0
	Fees & Charges		-184,061		-187,510		-187,510
	Property Income		0		0		0
	Grants - income		-34,746,639		-35,089,010		-35,019,270
	Other income & recharges		-733,781		-725,120		-667,810
	Transfers from earmarked reserves		0		0		0
		-	(35,664,481)		(36,001,640)		(35,874,590)
Service Cost		:	428,153		668,880		836,340
Service cost - £'s po	er head of population		3.32		5.15		6.39
PH:	Humphrey Clemens						
Manager:	Simon Thornley		2016-17		2017-18		2018-19
Activity Area:	Spatial Planning		Actual		Outturn		Budget
		FTE	£	FTE	£	FTE	£
	<u>EXPENDITURE</u>						
	Employees	11.0	522,860	11.0	533,880	9.5	425,180
	Property		24,287		26,500		21,280
	Services & Supplies						
	• •		462,487		244,510		145,070
	Grant Payments		17,439		8,980		0
	Grant Payments Transport						
	Grant Payments		17,439		8,980		0
	Grant Payments Transport	-	17,439 6,663		8,980 6,550		0 4,780
	Grant Payments Transport		17,439 6,663 0		8,980 6,550 0		0 4,780 0
	Grant Payments Transport Leasing & capital charges	-	17,439 6,663 0		8,980 6,550 0		0 4,780 0
	Grant Payments Transport Leasing & capital charges INCOME		17,439 6,663 0 1,033,736		8,980 6,550 0 820,420		0 4,780 0 596,310
	Grant Payments Transport Leasing & capital charges INCOME Sales		17,439 6,663 0 1,033,736		8,980 6,550 0 820,420		0 4,780 0 596,310
	Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income		17,439 6,663 0 1,033,736 0 -162 0 -34,645		8,980 6,550 0 820,420 0 -100 0 -4,440		0 4,780 0 596,310 0 -100
	Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income Other income & recharges	•	17,439 6,663 0 1,033,736 0 -162 0 -34,645 -76,690		8,980 6,550 0 820,420 0 -100 0 -4,440 -35,960		0 4,780 0 596,310 0 -100 0 0
	Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income		17,439 6,663 0 1,033,736 0 -162 0 -34,645		8,980 6,550 0 820,420 0 -100 0 -4,440		0 4,780 0 596,310 0 -100 0
	Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income Other income & recharges		17,439 6,663 0 1,033,736 0 -162 0 -34,645 -76,690		8,980 6,550 0 820,420 0 -100 0 -4,440 -35,960		0 4,780 0 596,310 0 -100 0 0
Service Cost	Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income Other income & recharges		17,439 6,663 0 1,033,736 0 -162 0 -34,645 -76,690 0		8,980 6,550 0 820,420 0 -100 0 -4,440 -35,960 -148,370		0 4,780 0 596,310 0 -100 0 0 0

PH:	Kevin Lake						
Manager:	Chris Braines		2016-17		2017-18		2018-19
Activity Area:	Waste, Recycling & Cleansing		Actual		Outturn		Budget
		FTE	£	FTE	£	FTE	£
	<u>EXPENDITURE</u>						
	Employees	153.0	3,976,369	152.5	4,251,190	170.0	4,739,160
	Property		580,694		572,690		538,640
	Services & Supplies		1,005,905		1,111,800		965,360
	Grant Payments		0		0		0
	Transport		473,198		481,610		486,350
	Leasing & capital charges		1,289,979		1,278,060		1,277,190
			7,326,145		7,695,350		8,006,700
	<u>INCOME</u>	•				•	
	Sales		-892,822		-936,770		-887,320
	Fees & Charges		-831,478		-854,320		-871,760
	Property Income		-1,680		-3,480		-9,850
	Grants - income		-8,010		-8,190		0
	Other income & recharges		-1,054,262		-1,119,520		-1,072,560
	Transfers from earmarked reserves		0		-250,000		0
			(2,788,253)		(3,172,280)		(2,841,490)
Service Cost		;	4,537,892		4,523,070	;	5,165,210
Service cost - £'s pe	er head of population		35.22		34.83		39.47

Glossary

Column Headings

2016-17 Actual - the actual cost of the service for last year

2017-18 Outturn - the likely cost of the service for this year

2018-19 Budget - the budget proposed for the service for next year

FTE – the budgeted full time equivalent average staff numbers for the year 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