

All Services

Managing Director/Business Lead

		2016-17	2017-18	2018-19
		Actual	Outturn	Budget
		£	£	£
Corporate Services				
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 Health & 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
		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

PH:	Humphrey Clemens					
Manager:	Andrew Carpenter					
Activity Area:	Building Control					
		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
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
		677,939		1,151,000		1,127,040
	<u>INCOME</u>					
Sales		0		0		0
Fees & Charges		-372,329		-856,500		-853,000
Property Income		0		0		0
Grants - income		0		0		0
Other income & recharges		-207,128		-346,070		-220,600
Transfers from earmarked reserves		0		-89,600		0
		(579,457)		(1,292,170)		(1,073,600)
Service Cost		98,481		(141,170)		53,440
Service cost - £'s per head of population		0.76		-1.09		0.41

PH:	Stuart Barker					
Manager:	Kay O'Flaherty					
Activity Area:	Business Improvement & Development Team					
		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	6.0	241,214	7.0	237,960	7.5	254,320
Property		16,322		32,670		14,100
Services & Supplies		88,976		114,060		51,420
Grant Payments		204,287		237,560		216,470
Transport		849		1,030		520
Leasing & capital charges		0		0		0
		551,648		623,280		536,830
	<u>INCOME</u>					
Sales		0		0		0
Fees & Charges		0		0		0
Property Income		-5,067		-570		-570
Grants - income		0		0		0
Other income & recharges		-6,632		-5,000		-5,000
Transfers from earmarked reserves		0		-83,610		0
		(11,699)		(89,180)		(5,570)
Service Cost		539,949		534,100		531,260
Service cost - £'s per head of population		4.19		4.11		4.06

PH:	Jeremy Christophers					
Manager:	Emma Pearcy					
Activity Area:	Communications					
		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<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
	<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		-20		-20
Transfers from earmarked reserves		0		0		0
		0		(20)		(20)
Service Cost		179,378		191,610		200,110
Service cost - £'s per head of population		1.39		1.48		1.53

PH:	Sylvia Russell					
Manager:	Rebecca Hewitt					
Activity Area:	Community Safety					
		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
		£	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
	<u>INCOME</u>					
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 head of population		0.65		0.75		0.74

PH:	Jeremy Christophers					
Manager:	Phil Shears					
Activity Area:	Corporate Leadership Team					
		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
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		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 per head of population		3.83		4.35		2.84

PH:	John Goodey					
Manager:	Liz Guy					
Activity Area:	Customer Services					
		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
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>					
Sales		0		0		0
Fees & Charges		0		0		0
Property Income		0		0		0
Grants - income		-477		0		0
Other income & recharges		0		0		0
Transfers from earmarked reserves		0		0		0
		(477)		0		0
Service Cost		283,947		375,880		407,880
Service cost - £'s per head of population		2.20		2.89		3.12

PH:	Jeremy Christophers					
Manager:	Neil Aggett					
Activity Area:	Democratic Services					
		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	4.0	550,076	4.0	565,240	4.0	583,790
Property		12,076		13,440		10,550
Services & Supplies		83,412		97,430		94,360
Grant Payments		144,755		301,120		69,000
Transport		1,697		1,630		1,620
Leasing & capital charges		312		310		310
		792,328		979,170		759,630
	<u>INCOME</u>					
Sales		0		0		0
Fees & Charges		0		-40		-40
Property Income		0		0		0
Grants - income		-100,680		-103,990		0
Other income & recharges		-55		0		0
Transfers from earmarked reserves		0		-117,730		0
		(100,735)		(221,760)		(40)
Service Cost		691,593		757,410		759,590
Service cost - £'s per head of population		5.37		5.83		5.81

PH:	Humphrey Clemens					
Manager:	Nick Davies					
Activity Area:	Development Management					
		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	32.0	1,065,741	32.5	1,127,680	34.5	1,173,210
Property		68,536		63,280		32,740
Services & Supplies		368,287		348,210		311,680
Grant Payments		0		0		0
Transport		33,089		28,540		27,750
Leasing & capital charges		0		0		0
		1,535,653		1,567,710		1,545,380
	<u>INCOME</u>					
Sales		-25		0		0
Fees & Charges		-873,240		-1,038,760		-1,145,020
Property Income		0		0		0
Grants - income		-7,269		0		0
Other income & recharges		-270,287		-53,800		-10,190
Transfers from earmarked reserves		0		-22,140		0
		(1,150,821)		(1,114,700)		(1,155,210)
Service Cost		384,831		453,010		390,170
Service cost - £'s per head of population		2.99		3.49		2.98

PH:	Jeremy Christophers					
Manager:	Tony Watson					
Activity Area:	Economy & Assets					
		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
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)
Service cost - £'s per head of population		0.75		-0.71		-1.20

PH:	Jeremy Christophers					
Manager:	Cathy Ruelens					
Activity Area:	Electoral Services					
		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	2.5	86,430	2.0	91,810	2.0	92,880
Property		40,898		36,640		6,300
Services & Supplies		410,349		412,190		94,350
Grant Payments		0		0		0
Transport		841		740		290
Leasing & capital charges		0		0		0
		538,518		541,380		193,820
	<u>INCOME</u>					
Sales		0		0		0
Fees & Charges		-2,516		-2,000		-2,040
Property Income		0		0		0
Grants - income		0		-2,700		0
Other income & recharges		-321,071		-314,600		-100
Transfers from earmarked reserves		0		9,400		0
		(323,586)		(309,900)		(2,140)
Service Cost		214,932		231,480		191,680
Service cost - £'s per head of population		1.67		1.78		1.46

PH:	Sylvia Russell					
Manager:	David Eaton & Paul Nicholls					
Activity Area:	Environmental Health					
		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	24.0	735,014	24.0	728,740	23.0	805,140
Property		42,411		45,500		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 - £'s per head of population		7.32		7.52		7.90

PH:	Stuart Barker					
Manager:	Martin Flitcroft					
Activity Area:	Finance					
		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	14.0	506,491	14.0	531,600	14.0	528,190
Property		21,498		23,340		18,740
Services & Supplies		33,955		41,090		38,040
Grant Payments		0		0		0
Transport		954		610		870
Leasing & capital charges		0		0		0
		562,898		596,640		585,840
	<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		-9,537		-6,410		-4,980
Transfers from earmarked reserves		0		0		0
		(9,537)		(6,410)		(4,980)
Service Cost		553,360		590,230		580,860
Service cost - £'s per head of population		4.30		4.55		4.44

PH:	Phil Bullivant					
Manager:	Lorraine Montgomery					
Activity Area:	Green Spaces & Active Leisure					
		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	447,062	15.5	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 per head of population		9.25		9.71		10.73

PH:	Humphrey Clemens					
Manager:	Amanda Pujol					
Activity Area:	Housing					
		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	1,024,426	25.5	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
		2,531,615		3,321,880		2,399,310
	<u>INCOME</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 per head of population		5.30		9.52		9.97

PH:	Stuart Barker					
Manager:	Kate Davies					
Activity Area:	Human Resources					
		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<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
		521,264		401,030		389,240
	<u>INCOME</u>					
Sales		-33,612		0		0
Fees & Charges		0		0		0
Property Income		0		0		0
Grants - income		0		0		0
Other income & recharges		-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					
Activity Area:	Internal Audit					
		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	2.5	125,982	2.5	130,960	2.5	131,240
Property		6,699		7,310		5,870
Services & Supplies		9,116		9,300		9,520
Grant Payments		0		0		0
Transport		157		310		220
Leasing & capital charges		0		0		0
		141,954		147,880		146,850
	<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		-3		0		0
Transfers from earmarked reserves		0		0		0
		(3)		0		0
Service Cost		141,951		147,880		146,850
Service cost - £'s per head of population		1.10		1.14		1.12

PH:	Stuart Barker					
Manager:	Kate Davies					
Activity Area:	Legal					
		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
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
		295,091		334,420		315,520
	<u>INCOME</u>					
Sales		0		0		0
Fees & Charges		-19,741		-24,840		-24,860
Property Income		0		0		0
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
Service cost - £'s per head of population		2.13		2.38		2.22

PH:	Phil Bullivant					
Manager:	James Teed					
Activity Area:	Leisure					
		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
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		12,500		12,500		12,500
Transport		6,327		4,370		4,510
Leasing & capital charges		1,610		1,800		1,800
		2,855,549		2,910,110		3,040,040
	<u>INCOME</u>					
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
Service cost - £'s per head of population		3.14		3.69		4.30

PH:	Sylvia Russell					
Manager:	Andrea Furness					
Activity Area:	Licensing					
		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	3.5	106,472	3.0	91,030	3.0	95,700
Property		13,072		12,420		11,550
Services & Supplies		36,345		33,330		33,970
Grant Payments		0		0		0
Transport		383		270		270
Leasing & capital charges		0		0		0
		156,272		137,050		141,490
	<u>INCOME</u>					
Sales		0		0		0
Fees & Charges		-229,980		-215,440		-215,440
Property Income		0		0		0
Grants - income		0		0		0
Other income & recharges		0		0		0
Transfers from earmarked reserves		0		0		0
		(229,980)		(215,440)		(215,440)
Service Cost		(73,708)		(78,390)		(73,950)
Service cost - £'s per head of population		-0.57		-0.60		-0.57

PH:	Jeremy Christophers					
Manager:	Tony Watson					
Activity Area:	Parking					
		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	9.0	220,729	9.0	215,150	9.0	232,380
Property		558,972		584,850		624,880
Services & Supplies		216,382		264,260		250,750
Grant Payments		2,700		0		0
Transport		2,117		2,900		3,850
Leasing & capital charges		9,164		9,160		9,160
		1,010,063		1,076,320		1,121,020
	<u>INCOME</u>					
Sales		0		0		0
Fees & Charges		-3,323,855		-3,424,290		-3,549,340
Property Income		-34,192		-19,740		-7,460
Grants - income		0		0		0
Other income & recharges		-76,431		-45,830		-43,310
Transfers from earmarked reserves		0		-11,960		0
		(3,434,478)		(3,501,820)		(3,600,110)
Service Cost		(2,424,415)		(2,425,500)		(2,479,090)
Service cost - £'s per head of population		-18.82		-18.68		-18.95

PH:	Stuart Barker					
Manager:	Lucy Ford					
Activity Area:	Procurement & Commissioning					
		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	1.0	45,632	1.0	37,810	1.0	51,660
Property		0		0		0
Services & Supplies		3,018		5,560		5,560
Grant Payments		0		0		0
Transport		493		60		340
Leasing & capital charges		0		0		0
		49,144		43,430		57,560
	<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		-30,289		-24,250		-24,250
Transfers from earmarked reserves		0		0		0
		(30,289)		(24,250)		(24,250)
Service Cost		18,855		19,180		33,310
Service cost - £'s per head of population		0.15		0.15		0.25

PH:	Phil Bullivant					
Manager:	Sarah Holgate					
Activity Area:	Resorts					
		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	9.0	184,491	8.0	177,850	12.5	269,530
Property		84,319		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		0		0		0
Other income & recharges		-7,359		-5,880		-3,000
Transfers from earmarked reserves		0		-14,800		0
		(283,897)		(260,520)		(213,350)
Service Cost		61,985		87,860		185,720
Service cost - £'s per head of population		0.48		0.68		1.42

PH:	Stuart Barker					
Manager:	Tracey Hooper					
Activity Area:	Revenues & Benefits					
		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	51.0	1,190,160	53.0	1,197,780	48.5	1,318,000
Property		81,870		95,030		76,370
Services & Supplies		649,305		652,540		654,360
Grant Payments		34,168,731		34,722,290		34,660,180
Transport		2,567		2,880		2,020
Leasing & capital charges		0		0		0
		36,092,634		36,670,520		36,710,930
	<u>INCOME</u>					
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 per head of population		3.32		5.15		6.39

PH:	Humphrey Clemens					
Manager:	Simon Thornley					
Activity Area:	Spatial Planning					
		2016-17		2017-18		2018-19
		Actual		Outturn		Budget
		£	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
Transport		6,663		6,550		4,780
Leasing & capital charges		0		0		0
		1,033,736		820,420		596,310
	<u>INCOME</u>					
Sales		0		0		0
Fees & Charges		-162		-100		-100
Property Income		0		0		0
Grants - income		-34,645		-4,440		0
Other income & recharges		-76,690		-35,960		0
Transfers from earmarked reserves		0		-148,370		0
		(111,497)		(188,870)		(100)
Service Cost		922,239		631,550		596,210
Service cost - £'s per head of population		7.16		4.86		4.56

PH:	Kevin Lake					
Manager:	Chris Braines					
Activity Area:	Waste, Recycling & Cleansing					
		FTE	2016-17 Actual £	FTE	2017-18 Outturn £	FTE
						2018-19 Budget £
	<u>EXPENDITURE</u>					
	Employees	153.0	3,976,369	152.5	4,251,190	170.0
	Property		580,694		572,690	
	Services & Supplies		1,005,905		1,111,800	
	Grant Payments		0		0	
	Transport		473,198		481,610	
	Leasing & capital charges		1,289,979		1,278,060	
			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 per 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