

All Services

Managing Director/Interim Head of Service

		2017-18	2018-19	2019-20
		Actual	Outturn	Budget
		£	£	£
Corporate Services				
P Shears	Business Improvement & Development	-442,849	498,750	575,650
P Shears	Communications	197,071	179,970	201,310
P Shears	Democratic Services	690,386	752,650	727,310
P Shears	Electoral Services	157,217	201,240	276,680
M Flitcroft	Finance	573,874	548,970	640,540
P Shears	Human Resources	391,436	476,290	406,530
M Flitcroft	Internal Audit & Governance	149,233	175,540	198,790
M Flitcroft	Legal	337,248	327,020	321,480
M Flitcroft	Procurement	44,798	43,940	33,870
P Shears	Strategic Leadership Team	577,287	575,120	431,970
		2,675,701	3,779,490	3,814,130
Strategic Place				
P Shears	Building Control	-379,315	28,540	40,220
A Pujol	Customer Services	309,908	414,510	419,940
P Shears	Development Management	394,698	448,960	523,030
T Watson	Economy & Assets	90,886	-222,220	-189,660
A Pujol	Housing	984,138	1,232,550	1,279,950
T Watson	Parking	-2,415,532	-2,601,100	-2,631,820
A Pujol	Revenues & Benefits	512,953	553,080	884,380
P Shears	Spatial Planning	706,012	600,330	572,930
		203,748	454,650	898,970
Environment, Health & Wellbeing				
A Pujol	Community Safety	96,561	89,410	101,680
T Watson	Environmental Health	963,037	962,680	1,049,770
L Montgomery	Green Spaces & Active Leisure	1,171,179	1,231,090	1,203,590
L Montgomery	Leisure	373,432	483,050	489,070
T Watson	Licensing	-71,169	-41,600	-60,880
L Montgomery	Resorts	71,667	134,590	88,440
L Montgomery	Waste, Recycling & Cleansing	4,681,742	5,147,300	5,495,170
		7,286,449	8,006,520	8,366,840
Total all services		10,165,898	12,240,660	13,079,940
Financing Items		1,857,554	3,094,100	2,697,760
Total including financing items		12,023,452	15,334,760	15,777,700
Contribution to capital		1,466,341	1,429,320	204,820
Totals per actual/budget papers		13,489,793	16,764,080	15,982,520

Notes:

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

PH: Humphrey Clemens
 Manager: Andrew Carpenter
 Activity Area: Building Control

		2017-18 Actual		2018-19 Outturn		2019-20 Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	22.0	891,486	22.0	911,930	21.5	907,650
Property		48,065		32,350		31,230
Services & Supplies		133,841		130,570		113,770
Grant Payments		0		0		0
Transport		62,476		67,920		69,630
Leasing & capital charges		0		0		0
		1,135,868		1,142,770		1,122,280
<u>INCOME</u>						
Sales		0		0		0
Fees & Charges		-871,247		-857,060		-880,000
Property Income		0		0		0
Grants - income		-506		0		0
Other income & recharges		-643,430		-203,000		-202,060
Transfers from earmarked reserves		0		-54,170		0
		-1,515,183		-1,114,230		-1,082,060
Service Cost		-379,315		28,540		40,220
Service cost - £'s per head of population		-2.89		0.21		0.30

PH: Stuart Barker
 Manager: Kay O'Flaherty
 Activity Area: Business Improvement & Development Team

		2017-18 Actual		2018-19 Outturn		2019-20 Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	7.5	242,942	7.5	243,760	7.5	287,340
Property		34,549		13,360		12,760
Services & Supplies		48,863		58,350		89,130
Grant Payments		189,003		191,470		191,470
Transport		1,169		780		520
Leasing & capital charges		0		0		0
		516,526		507,720		581,220
<u>INCOME</u>						
Sales		0		0		0
Fees & Charges		0		0		0
Property Income		-567		-570		-570
Grants - income		0		0		0
Other income & recharges		-958,808		-5,300		-5,000
Transfers from earmarked reserves		0		-3,100		0
		-959,375		-8,970		-5,570
Service Cost		-442,849		498,750		575,650
Service cost - £'s per head of population		-3.37		3.75		4.29

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

		2017-18		2018-19		2019-20
		Actual		Outturn		Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	4.0	145,459	4.0	126,540	4.0	146,890
Property		4,165		2,800		3,360
Services & Supplies		46,800		50,170		50,250
Grant Payments		0		0		0
Transport		647		480		830
Leasing & capital charges		0		0		0
		197,071		179,990		201,330
<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		197,071		179,970		201,310
Service cost - £'s per head of population		1.50		1.35		1.50

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

		2017-18		2018-19		2019-20
		Actual		Outturn		Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	2.0	84,744	2.0	77,910	2.0	88,040
Property		2,180		1,510		3,920
Services & Supplies		52,302		9,210		7,620
Grant Payments		31,761		44,250		0
Transport		2,969		2,480		2,100
Leasing & capital charges		0		0		0
		173,956		135,360		101,680
<u>INCOME</u>						
Sales		0		0		0
Fees & Charges		0		0		0
Property Income		0		0		0
Grants - income		0		-1,700		0
Other income & recharges		-77,395		-44,250		0
Transfers from earmarked reserves		0		0		0
		-77,395		-45,950		0
Service Cost		96,561		89,410		101,680
Service cost - £'s per head of population		0.73		0.67		0.76

PH:	John Goodey					
Manager:	Tracey Hooper					
Activity Area:	Customer Services					
		2017-18		2018-19		2019-20
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	13.0	252,522	13.0	292,470	287,040
	Property		21,281		14,940	12,130
	Services & Supplies		36,105		107,100	120,770
	Grant Payments		0		0	0
	Transport		0		0	0
	Leasing & capital charges		0		0	0
			309,908		414,510	419,940
	<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
			309,908		414,510	419,940
Service Cost			309,908		414,510	419,940
Service cost - £'s per head of population			2.36		3.12	3.13

PH:	Jeremy Christophers					
Manager:	Phil Shears		2017-18		2018-19	2019-20
Activity Area:	Democratic Services		Actual		Outturn	Budget
		FTE	£	FTE	£	£
	<u>EXPENDITURE</u>					
	Employees	4.0	551,391	4.0	571,810	557,030
	Property		14,856		9,800	7,170
	Services & Supplies		92,298		105,900	92,180
	Grant Payments		134,737		165,290	69,000
	Transport		1,665		1,840	1,620
	Leasing & capital charges		312		390	310
			795,259		855,030	727,310
	<u>INCOME</u>					
	Sales		0		0	0
	Fees & Charges		-80		-10	0
	Property Income		0		0	0
	Grants - income		-103,993		-39,410	0
	Other income & recharges		-800		-340	0
	Transfers from earmarked reserves		0		-62,620	0
			-104,873		-102,380	0
Service Cost			690,386		752,650	727,310
Service cost - £'s per head of population			5.25		5.67	5.42

PH: Humphrey Clemens
 Manager: Ros Eastman
 Activity Area: Development Management

		2017-18		2018-19		2019-20
		Actual		Outturn		Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	33.0	1,136,980	33.0	1,171,380	33.0	1,240,660
Property		74,120		63,470		67,400
Services & Supplies		351,266		362,140		301,230
Grant Payments		0		0		0
Transport		31,262		27,980		27,550
Leasing & capital charges		0		0		0
		1,593,628		1,624,970		1,636,840
<u>INCOME</u>						
Sales		-54		0		0
Fees & Charges		-1,051,351		-1,097,920		-1,097,620
Property Income		0		0		0
Grants - income		0		0		0
Other income & recharges		-147,525		-31,240		-16,190
Transfers from earmarked reserves		0		-46,850		0
		-1,198,930		-1,176,010		-1,113,810
Service Cost		394,698		448,960		523,030
Service cost - £'s per head of population		3.00		3.38		3.90

PH: Timothy Golder
 Manager: Tony Watson
 Activity Area: Economy & Assets

		2017-18		2018-19		2019-20
		Actual		Outturn		Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	42.5	1,213,924	42.0	1,169,110	42.0	1,285,580
Property		616,669		622,510		583,800
Services & Supplies		708,258		573,680		452,030
Grant Payments		40,876		4,390		2,230
Transport		11,985		13,690		13,720
Leasing & capital charges		0		0		0
		2,591,712		2,383,380		2,337,360
<u>INCOME</u>						
Sales		-47,360		-23,240		-20,580
Fees & Charges		-219,747		-206,530		-207,760
Property Income		-1,950,168		-2,062,200		-2,120,500
Grants - income		0		0		0
Other income & recharges		-283,551		-207,990		-178,180
Transfers from earmarked reserves		0		-105,640		0
		-2,500,826		-2,605,600		-2,527,020
Service Cost		90,886		-222,220		-189,660
Service cost - £'s per head of population		0.69		-1.67		-1.41

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

	2017-18		2018-19		2019-20	
	Actual		Outturn		Budget	
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	2.0	91,110	2.0	104,910	3.0	116,160
Property		40,007		6,530		6,730
Services & Supplies		419,854		131,320		275,080
Grant Payments		0		0		0
Transport		528		750		290
Leasing & capital charges		0		0		0
		551,499		243,510		398,260
<u>INCOME</u>						
Sales		0		0		0
Fees & Charges		-2,651		-2,160		-2,160
Property Income		0		0		0
Grants - income		-20,913		-16,730		0
Other income & recharges		-370,718		-5,170		-30,100
Transfers from earmarked reserves		0		-18,210		-89,320
		-394,282		-42,270		-121,580
Service Cost		157,217		201,240		276,680
Service cost - £'s per head of population		1.20		1.51		2.06

PH: **Sylvia Russell**
 Manager: **David Eaton & Paul Nicholls**
 Activity Area: **Environmental Health**

	2017-18		2018-19		2019-20	
	Actual		Outturn		Budget	
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	23.0	729,450	23.0	726,160	22.5	817,020
Property		48,290		38,370		49,160
Services & Supplies		205,667		233,340		201,340
Grant Payments		0		0		0
Transport		35,451		32,290		32,730
Leasing & capital charges		9,889		6,330		6,330
		1,028,747		1,036,490		1,106,580
<u>INCOME</u>						
Sales		-10,197		-6,000		-6,000
Fees & Charges		-41,830		-39,210		-42,170
Property Income		0		0		0
Grants - income		-1,610		-920		0
Other income & recharges		-12,073		-9,790		-8,640
Transfers from earmarked reserves		0		-17,890		0
		-65,710		-73,810		-56,810
Service Cost		963,037		962,680		1,049,770
Service cost - £'s per head of population		7.33		7.25		7.82

PH:	Stuart Barker					
Manager:	Martin Flitcroft					
Activity Area:	Finance					
		2017-18		2018-19		2019-20
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	14.0	517,240	14.0	492,410	14.0	586,750
Property		25,848		17,760		21,230
Services & Supplies		40,301		42,910		36,670
Grant Payments		0		0		0
Transport		630		870		870
Leasing & capital charges		0		0		0
		584,019		553,950		645,520
	<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		-10,145		-4,980		-4,980
Transfers from earmarked reserves		0		0		0
		-10,145		-4,980		-4,980
Service Cost		573,874		548,970		640,540
Service cost - £'s per head of population		4.37		4.13		4.77

PH:	Phil Bullivant					
Manager:	Lorraine Montgomery					
Activity Area:	Green Spaces & Active Leisure					
		2017-18		2018-19		2019-20
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	14.5	461,774	14.0	455,540	13.5	444,500
Property		1,012,433		952,070		968,470
Services & Supplies		297,063		262,640		210,540
Grant Payments		7,904		18,470		4,750
Transport		11,992		11,960		11,870
Leasing & capital charges		0		0		0
		1,791,166		1,700,680		1,640,130
	<u>INCOME</u>					
Sales		-4,320		-3,670		-5,020
Fees & Charges		-223,924		-202,760		-250,900
Property Income		-165,182		-164,730		-158,800
Grants - income		-96,408		-43,500		0
Other income & recharges		-130,153		-48,420		-21,820
Transfers from earmarked reserves		0		-6,510		0
		-619,987		-469,590		-436,540
Service Cost		1,171,179		1,231,090		1,203,590
Service cost - £'s per head of population		8.91		9.27		8.97

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

	2017-18		2018-19		2019-20	
	Actual		Outturn		Budget	
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	31.0	1,152,377	31.0	1,283,590	30.5	1,100,680
Property		279,526		274,410		265,500
Services & Supplies		492,625		784,650		608,200
Grant Payments		390,672		933,900		382,000
Transport		23,973		28,890		24,580
Leasing & capital charges		0		0		0
		2,339,173		3,305,440		2,380,960
<u>INCOME</u>						
Sales		-1,200		-1,500		-1,200
Fees & Charges		-1,975		-6,670		-3,220
Property Income		-451,982		-485,980		-489,360
Grants - income		-598,313		-523,770		-474,860
Other income & recharges		-301,565		-387,700		-132,370
Transfers from earmarked reserves		0		-667,270		0
		-1,355,035		-2,072,890		-1,101,010
Service Cost		984,138		1,232,550		1,279,950
Service cost - £'s per head of population		7.49		9.28		9.54

PH: Stuart Barker
 Manager: Tim Slater
 Activity Area: Human Resources

	2017-18		2018-19		2019-20	
	Actual		Outturn		Budget	
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	6.5	267,722	6.5	348,720	7.0	294,870
Property		25,780		17,310		17,840
Services & Supplies		112,797		109,960		93,300
Grant Payments		0		0		0
Transport		345		530		530
Leasing & capital charges		0		0		0
		406,644		476,520		406,540
<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		-15,208		-230		-10
Transfers from earmarked reserves		0		0		0
		-15,208		-230		-10
Service Cost		391,436		476,290		406,530
Service cost - £'s per head of population		2.98		3.59		3.03

PH: **Stuart Barker**
 Manager: **Sue Heath**
 Activity Area: **Internal Audit & Governance**

		2017-18		2018-19		2019-20
		Actual		Outturn		Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	2.5	132,262	2.5	169,450	3.5	180,740
Property		8,095		5,450		8,390
Services & Supplies		8,602		12,460		9,480
Grant Payments		0		0		0
Transport		279		180		180
Leasing & capital charges		0		0		0
		149,238		187,540		198,790
<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		-5		0		0
Transfers from earmarked reserves		0		-12,000		0
		-5		-12,000		0
Service Cost		149,233		175,540		198,790
Service cost - £'s per head of population		1.14		1.32		1.48

PH: Stuart Barker						
Manager: Karen Trickey						
Activity Area: Legal						
		2017-18		2018-19		2019-20
		Actual		Outturn		Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	7.0	314,777	6.0	351,130	6.0	292,430
Property		15,760		11,510		16,950
Services & Supplies		31,064		32,910		31,790
Grant Payments		0		0		0
Transport		525		290		440
Leasing & capital charges		0		0		0
		362,126		395,840		341,610
<u>INCOME</u>						
Sales		0		0		0
Fees & Charges		-19,182		-16,130		-20,130
Property Income		0		0		0
Grants - income		0		0		0
Other income & recharges		-5,696		-1,300		0
Transfers from earmarked reserves		0		-51,390		0
		-24,878		-68,820		-20,130
Service Cost		337,248		327,020		321,480
Service cost - £'s per head of population		2.57		2.46		2.39

PH: Phil Bullivant
 Manager: James Teed
 Activity Area: Leisure

		2017-18		2018-19		2019-20	
		Actual		Outturn		Budget	
	FTE	£	FTE	£	FTE	£	
<u>EXPENDITURE</u>							
Employees	69.5	1,538,612	69.5	1,684,550	69.5	1,810,830	
Property		943,276		897,770		876,860	
Services & Supplies		310,497		324,710		345,330	
Grant Payments		12,500		17,500		15,000	
Transport		4,597		4,920		4,510	
Leasing & capital charges		1,799		1,800		1,800	
		2,811,281		2,931,250		3,054,330	
<u>INCOME</u>							
Sales		-9,641		-4,900		-4,660	
Fees & Charges		-2,240,784		-2,261,140		-2,379,060	
Property Income		1,492		0		0	
Grants - income		-1,132		0		0	
Other income & recharges		-187,784		-182,160		-181,540	
Transfers from earmarked reserves		0		0		0	
		-2,437,849		-2,448,200		-2,565,260	
Service Cost		373,432		483,050		489,070	
Service cost - £'s per head of population		2.84		3.64		3.64	

PH: Sylvia Russell
 Manager: Andrea Furness
 Activity Area: Licensing

		2017-18		2018-19		2019-20	
		Actual		Outturn		Budget	
	FTE	£	FTE	£	FTE	£	
<u>EXPENDITURE</u>							
Employees	3.0	100,935	3.0	111,390	3.0	91,990	
Property		4,894		3,680		6,440	
Services & Supplies		31,027		50,590		51,490	
Grant Payments		0		0		0	
Transport		136		220		270	
Leasing & capital charges		0		0		0	
		136,992		165,880		150,190	
<u>INCOME</u>							
Sales		0		0		0	
Fees & Charges		-208,161		-207,480		-211,070	
Property Income		0		0		0	
Grants - income		0		0		0	
Other income & recharges		0		0		0	
Transfers from earmarked reserves		0		0		0	
		-208,161		-207,480		-211,070	
Service Cost		-71,169		-41,600		-60,880	
Service cost - £'s per head of population		-0.54		-0.31		-0.45	

PH:	Timothy Golder					
Manager:	Tony Watson					
Activity Area:	Parking					
		2017-18		2018-19		2019-20
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	230,446	9.0	217,760	9.0	240,210
	Property	592,817		645,500		617,900
	Services & Supplies	233,029		258,680		257,490
	Grant Payments	3,038		1,530		0
	Transport	2,232		2,770		3,590
	Leasing & capital charges	9,164		9,160		9,160
		1,070,726		1,135,400		1,128,350
	<u>INCOME</u>					
	Sales	0		0		0
	Fees & Charges	-3,416,898		-3,638,880		-3,695,900
	Property Income	-21,825		-37,810		-19,370
	Grants - income	0		0		0
	Other income & recharges	-47,535		-46,290		-44,900
	Transfers from earmarked reserves	0		-13,520		0
		-3,486,258		-3,736,500		-3,760,170
Service Cost		-2,415,532		-2,601,100		-2,631,820
Service cost - £'s per head of population		-18.38		-19.58		-19.61

PH:	Stuart Barker					
Manager:	Lucy Ford					
Activity Area:	Procurement & Commissioning					
		2017-18		2018-19		2019-20
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	73,659	1.0	84,690	1.0	52,670
	Property	0		0		1,440
	Services & Supplies	3,673		3,870		3,950
	Grant Payments	0		0		0
	Transport	0		60		60
	Leasing & capital charges	0		0		0
		77,332		88,620		58,120
	<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	-32,534		-44,680		-24,250
	Transfers from earmarked reserves	0		0		0
		-32,534		-44,680		-24,250
Service Cost		44,798		43,940		33,870
Service cost - £'s per head of population		0.34		0.33		0.25

PH:	Phil Bullivant					
Manager:	Sarah Holgate					
Activity Area:	Resorts					
		2017-18		2018-19		2019-20
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	182,459	8.0	190,480	8.5	202,070
	Property	88,028		106,400		48,890
	Services & Supplies	78,948		88,760		69,620
	Grant Payments	0		0		0
	Transport	3,857		3,280		4,130
	Leasing & capital charges	226		0		0
		353,518		388,920		324,710
	<u>INCOME</u>					
	Sales	19		0		0
	Fees & Charges	-27,856		-20,300		-24,300
	Property Income	-218,485		-212,860		-208,650
	Grants - income	0		0		0
	Other income & recharges	-35,529		-4,450		-3,320
	Transfers from earmarked reserves	0		-16,720		0
		-281,851		-254,330		-236,270
Service Cost		71,667		134,590		88,440
Service cost - £'s per head of population		0.55		1.01		0.66

PH:	Stuart Barker					
Manager:	Tracey Hooper					
Activity Area:	Revenues & Benefits					
		2017-18		2018-19		2019-20
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	1,169,495	53.0	1,187,060	49.0	1,364,060
	Property	105,211		71,600		69,890
	Services & Supplies	597,310		678,010		692,240
	Grant Payments	32,753,607		30,115,450		28,200,000
	Transport	3,305		2,470		2,020
	Leasing & capital charges	0		0		0
		34,628,928		32,054,590		30,328,210
	<u>INCOME</u>					
	Sales	0		0		0
	Fees & Charges	-168,116		-190,430		-190,430
	Property Income	0		0		0
	Grants - income	-33,404,353		-30,573,750		-28,540,770
	Other income & recharges	-543,506		-731,330		-712,630
	Transfers from earmarked reserves	0		-6,000		0
		-34,115,975		-31,501,510		-29,443,830
Service Cost		512,953		553,080		884,380
Service cost - £'s per head of population		3.90		4.16		6.59

PH:	Humphrey Clemens					
Manager:	Simon Thornley					
Activity Area:	Spatial Planning					
		2017-18		2018-19		2019-20
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	497,120	11.0	512,170	9.5	417,780
	Property	29,738		19,760		9,270
	Services & Supplies	252,490		264,430		141,200
	Grant Payments	17,583		4,970		0
	Transport	7,586		7,140		4,780
	Leasing & capital charges	0		0		0
		804,517		808,470		573,030
	<u>INCOME</u>					
	Sales	0		0		0
	Fees & Charges	-127		-100		-100
	Property Income	0		0		0
	Grants - income	-65,485		0		0
	Other income & recharges	-32,893		-34,640		0
	Transfers from earmarked reserves	0		-173,400		0
		-98,505		-208,140		-100
Service Cost		706,012		600,330		572,930
Service cost - £'s per head of population		5.37		4.52		4.27

PH:	Jeremy Christophers					
Manager:	Phil Shears					
Activity Area:	Strategic Leadership Team					
		2017-18		2018-19		2019-20
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	496,262	6.0	527,910	5.0	396,780
	Property	28,440		19,150		13,680
	Services & Supplies	48,492		24,040		17,010
	Grant Payments	0		0		0
	Transport	4,254		4,300		4,780
	Leasing & capital charges	0		0		0
		577,448		575,400		432,250
	<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	-161		-280		-280
	Transfers from earmarked reserves	0		0		0
		-161		-280		-280
Service Cost		577,287		575,120		431,970
Service cost - £'s per head of population		4.39		4.33		3.22

PH:	Kevin Lake					
Manager:	Chris Braines					
Activity Area:	Waste, Recycling & Cleansing					
		2017-18		2018-19		2019-20
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	170.0	4,236,932	170.0	4,732,370	177.0	5,234,680
Property		553,236		559,970		552,540
Services & Supplies		1,055,461		1,123,070		972,790
Grant Payments		0		8,000		0
Transport		475,952		554,410		600,070
Leasing & capital charges		1,271,649		1,275,510		1,311,070
		7,593,230		8,253,330		8,671,150
	<u>INCOME</u>					
Sales		-863,882		-805,460		-802,970
Fees & Charges		-851,457		-873,070		-982,510
Property Income		-5,783		-11,240		-13,190
Grants - income		-8,000		-8,190		0
Other income & recharges		-1,182,366		-1,386,940		-1,377,310
Transfers from earmarked reserves		0		-21,130		0
		-2,911,488		-3,106,030		-3,175,980
Service Cost		4,681,742		5,147,300		5,495,170
Service cost - £'s per head of population		35.62		38.75		40.94

Glossary

Column Headings

2017-18 Actual – the actual cost of the service for last year

2018-19 Outturn – the likely cost of the service for this year

2019-20 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