

All Services

Managing Director/Head Of Service

		2018-19	2019-20	2020-21
		Actual	Outturn	Budget
		£	£	£
Corporate Services				
A Pujol	Business Improvement & Development	466,601	556,460	572,850
A Pujol	Communications	177,153	157,050	206,580
M Flitcroft	Democratic Services	799,352	739,370	713,750
P Shears	Electoral Services	176,984	341,500	219,710
M Flitcroft	Finance	565,827	612,290	646,270
P Shears	Human Resources	491,582	371,560	444,060
M Flitcroft	Internal Audit & Information Governance	179,955	201,190	201,920
M Flitcroft	Legal	364,974	331,240	376,490
M Flitcroft	Procurement	46,930	45,350	38,000
P Shears	Strategic Leadership Team	550,742	429,410	462,090
		3,820,099	3,785,420	3,881,720
Strategic Place				
P Shears	Building Control	(34,211)	6,680	36,390
A Pujol	Customer Services	361,037	559,350	692,710
P Shears	Development Management	545,352	378,430	656,790
T Watson/N Blaney	Economy & Assets	(106,649)	(219,590)	(360,280)
A Pujol	Housing	1,158,421	1,277,070	1,534,910
T Watson/N Blaney	Parking	(2,519,364)	(2,508,700)	(2,721,480)
A Pujol	Revenues & Benefits	528,454	658,820	566,380
P Shears	Spatial Planning	707,658	641,340	574,070
		640,697	793,400	979,490
Environment, Health & Wellbeing				
A Pujol	Community Safety	91,105	101,270	101,550
L Montgomery	Environmental Health	922,602	973,910	1,117,720
L Montgomery	Green Spaces & Active Leisure	1,121,213	1,184,940	1,229,160
L Montgomery	Leisure	358,845	499,240	502,620
L Montgomery	Licensing	(46,017)	(56,380)	(44,540)
L Montgomery	Resorts	95,788	101,060	89,980
L Montgomery	Waste, Recycling & Cleansing	4,915,471	5,453,610	5,830,740
		7,459,007	8,257,650	8,827,230
Total all services		11,919,804	12,836,470	13,688,440
Financing Items		2,331,931	2,814,620	1,878,700
Totals per actual/budget papers		14,251,735	15,651,090	15,567,140
Contribution to capital		2,535,211	467,070	567,010
Totals per actual/budget papers		16,786,946	16,118,160	16,134,150

Notes:

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

PH:	Gary Taylor					
Manager:	Andrew Carpenter					
Activity Area:	Building Control					
		FTE	2018-19 Actual £	FTE	2019-20 Outturn £	2020-21 Budget £
	<u>EXPENDITURE</u>					
	Employees	22.0	910,666	21.5	879,470	928,590
	Property		42,273		29,400	29,820
	Services & Supplies		121,323		128,970	119,090
	Grant Payments		-		-	-
	Transport		65,257		69,350	65,330
	Leasing & capital charges		-		-	-
			1,139,519		1,107,190	1,142,830
	<u>INCOME</u>					
	Sales		-		-	-
	Fees & Charges	-	991,874	-	880,000	897,000
	Property Income		-		-	-
	Grants - income		-		-	-
	Other income & recharges	-	181,856	-	185,050	209,440
	Transfers from earmarked reserves		-	-	35,460	-
			(1,173,730)		(1,100,510)	(1,106,440)
Service Cost			(34,211)		6,680	36,390
Service cost - £'s per head of population			-0.26		0.05	0.27

PH:	Martin Wrigley					
Manager:	Kay O'Flaherty					
Activity Area:	Business Improvement & Development Team					
		FTE	2018-19 Actual £	FTE	2019-20 Outturn £	2020-21 Budget £
	<u>EXPENDITURE</u>					
	Employees	7.5	252,317	7.5	271,410	272,870
	Property		17,372		12,680	13,110
	Services & Supplies		56,708		80,900	109,450
	Grant Payments		255,708		243,480	177,470
	Transport		744		620	520
	Leasing & capital charges		-		-	-
			582,849		609,090	573,420
	<u>INCOME</u>					
	Sales		-		-	-
	Fees & Charges		-		-	-
	Property Income	-	567	-	570	570
	Grants - income	-	103,976	-	-	-
	Other income & recharges	-	11,705	-	50	-
	Transfers from earmarked reserves		-	-	52,010	-
			(116,248)		(52,630)	(570)
Service Cost			466,601		556,460	572,850
Service cost - £'s per head of population			3.55		4.19	4.27

PH:	Gordon Hook						
Manager:	Amanda Pujol						
Activity Area:	Communications						
		FTE	2018-19 Actual £	FTE	2019-20 Outturn £	FTE	2020-21 Budget £
	<u>EXPENDITURE</u>						
	Employees	4.0	122,192	4.0	105,160	4.0	153,150
	Property		3,660		3,150		3,440
	Services & Supplies		50,884		48,530		49,180
	Grant Payments		-		-		-
	Transport		416		230		830
	Leasing & capital charges		-		-		-
			177,153		157,070		206,600
	<u>INCOME</u>						
	Sales		-		-		-
	Fees & Charges		-		-		-
	Property Income		-		-		-
	Grants - income		-		-		-
	Other income & recharges		-	-	20	-	20
	Transfers from earmarked reserves		-		-		-
			0		(20)		(20)
Service Cost			177,153		157,050		206,580
Service cost - £'s per head of population			1.35		1.18		1.54

PH:	Martin Wrigley						
Manager:	Rebecca Hewitt						
Activity Area:	Community Safety						
		FTE	2018-19 Actual £	FTE	2019-20 Outturn £	FTE	2020-21 Budget £
	<u>EXPENDITURE</u>						
	Employees	2.0	79,341	2.0	88,110	2.0	90,180
	Property		1,909		3,740		1,820
	Services & Supplies		8,973		7,100		7,450
	Grant Payments		29,344		42,970		-
	Transport		2,785		2,320		2,100
	Leasing & capital charges		-		-		-
			122,353		144,240		101,550
	<u>INCOME</u>						
	Sales		-		-		-
	Fees & Charges		-		-		-
	Property Income		-		-		-
	Grants - income	-	1,704	-	-	-	-
	Other income & recharges	-	29,544	-	42,970	-	-
	Transfers from earmarked reserves		-		-		-
			(31,248)		(42,970)		0
Service Cost			91,105		101,270		101,550
Service cost - £'s per head of population			0.69		0.76		0.76

PH: Martin Wrigley
 Manager: Tracey Hooper
 Activity Area: Customer Services

	FTE	2018-19 Actual £	FTE	2019-20 Outturn £	FTE	2020-21 Budget £
<u>EXPENDITURE</u>						
Employees	13.0	264,906	12.5	461,550	22.0	565,600
Property		19,375		11,650		9,590
Services & Supplies		76,757		127,160		117,520
Grant Payments		-		-		-
Transport		-		-		-
Leasing & capital charges		-		-		-
		361,037		600,360		692,710
<u>INCOME</u>						
Sales		-		-		-
Fees & Charges		-		-		-
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges		-	-	1,460		-
Transfers from earmarked reserves		-	-	39,550		-
		0		(41,010)		0
Service Cost		361,037		559,350		692,710
Service cost - £'s per head of population		2.75		4.21		5.16

PH: Gordon Hook
 Manager: Sarah Selway
 Activity Area: Democratic Services

	FTE	2018-19 Actual £	FTE	2019-20 Outturn £	FTE	2020-21 Budget £
<u>EXPENDITURE</u>						
Employees	4.0	555,306	3.5	542,700	3.5	553,700
Property		12,804		6,750		5,360
Services & Supplies		110,862		152,050		106,070
Grant Payments		146,547		70,500		47,000
Transport		1,447		160		1,620
Leasing & capital charges		377		-		-
		827,344		772,160		713,750
<u>INCOME</u>						
Sales		-		-		-
Fees & Charges	-	10		-		-
Property Income		-		-		-
Grants - income	-	27,508		-		-
Other income & recharges	-	474	-	300		-
Transfers from earmarked reserves		-	-	32,490		-
		(27,992)		(32,790)		0
Service Cost		799,352		739,370		713,750
Service cost - £'s per head of population		6.08		5.57		5.32

PH: Gary Taylor
 Manager: Ros Eastman
 Activity Area: Development Management

		2018-19 Actual		2019-20 Outturn		2020-21 Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	33.0	1,190,328	33.0	1,299,090	33.0	1,307,070
Property		77,735		69,480		60,260
Services & Supplies		334,316		317,150		371,520
Grant Payments		-		-		-
Transport		26,293		28,400		27,550
Leasing & capital charges		-		-		-
		<u>1,628,673</u>		<u>1,714,120</u>		<u>1,766,400</u>
<u>INCOME</u>						
Sales	-	15	-	-	-	-
Fees & Charges	-	979,642	-	1,237,580	-	1,098,420
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges	-	103,664	-	91,690	-	11,190
Transfers from earmarked reserves		-	-	6,420		-
		<u>(1,083,321)</u>		<u>(1,335,690)</u>		<u>(1,109,610)</u>
Service Cost		<u>545,352</u>		<u>378,430</u>		<u>656,790</u>
Service cost - £'s per head of population		4.15		2.85		4.89

PH: Nina Jeffries/Alan Connett
 Manager: Tony Watson/Neil Blaney
 Activity Area: Economy & Assets

		2018-19 Actual		2019-20 Outturn		2020-21 Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	42.0	1,203,023	42.0	1,245,370	42.0	1,387,750
Property		600,665		559,660		573,420
Services & Supplies		569,816		616,100		432,960
Grant Payments		4,380		4,230		2,230
Transport		10,223		12,370		12,760
Leasing & capital charges		-		-		-
		<u>2,388,107</u>		<u>2,437,730</u>		<u>2,409,120</u>
<u>INCOME</u>						
Sales	-	16,297	-	22,920	-	20,580
Fees & Charges	-	216,476	-	204,840	-	204,880
Property Income	-	1,979,647	-	2,075,960	-	2,371,200
Grants - income		-		-		-
Other income & recharges	-	282,337	-	304,340	-	172,740
Transfers from earmarked reserves		-	-	49,260		-
		<u>(2,494,757)</u>		<u>(2,657,320)</u>		<u>(2,769,400)</u>
Service Cost		<u>(106,649)</u>		<u>(219,590)</u>		<u>(360,280)</u>
Service cost - £'s per head of population		-0.81		-1.65		-2.68

PH:	Gordon Hook					
Manager:	Cathy Ruelens					
Activity Area:	Electoral Services					
		2018-19		2019-20		2020-21
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	2.0	97,040	3.0	97,350	3.0	119,630
Property		8,327		55,600		7,340
Services & Supplies		114,339		472,460		94,710
Grant Payments		-		-		-
Transport		578		890		290
Leasing & capital charges		-		-		-
		220,284		626,300		221,970
	<u>INCOME</u>					
Sales		-		-		-
Fees & Charges	-	1,984	-	2,160	-	2,160
Property Income		-		-		-
Grants - income	-	16,731	-	18,400		-
Other income & recharges	-	24,586	-	264,240	-	100
Transfers from earmarked reserves		-		-		-
		(43,300)		(284,800)		(2,260)
Service Cost		176,984		341,500		219,710
Service cost - £'s per head of population		1.35		2.57		1.64

PH:	Alistair Dewhirst					
Manager:	David Eaton & Paul Nicholls					
Activity Area:	Environmental Health					
		2018-19		2019-20		2020-21
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	23.0	721,583	22.5	770,110	22.5	854,510
Property		43,442		47,740		57,570
Services & Supplies		195,510		210,850		229,560
Grant Payments		-		-		-
Transport		31,708		32,410		32,190
Leasing & capital charges		6,588		6,330		6,330
		998,831		1,067,440		1,180,160
	<u>INCOME</u>					
Sales	-	16,456	-	6,000	-	6,000
Fees & Charges	-	47,342	-	51,540	-	45,800
Property Income		-		-		-
Grants - income	-	820	-	-		-
Other income & recharges	-	11,611	-	14,750	-	10,640
Transfers from earmarked reserves		-	-	21,240		-
		(76,228)		(93,530)		(62,440)
Service Cost		922,602		973,910		1,117,720
Service cost - £'s per head of population		7.02		7.33		8.33

PH:	Alan Connett					
Manager:	Martin Flitcroft					
Activity Area:	Finance					
		2018-19		2019-20		2020-21
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	14.0	509,452	14.0	577,680	15.0	606,180
Property		22,519		19,990		20,440
Services & Supplies		39,440		46,940		37,370
Grant Payments		-		-		-
Transport		1,024		1,140		870
Leasing & capital charges		-		-		-
		572,435		645,750		664,860
	<u>INCOME</u>					
Sales		-		-		-
Fees & Charges		-		-		-
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges	-	6,608	-	20,010	-	18,590
Transfers from earmarked reserves		-	-	13,450		-
		(6,608)		(33,460)		(18,590)
Service Cost		565,827		612,290		646,270
Service cost - £'s per head of population		4.30		4.61		4.81

PH:	Andrew MacGregor					
Manager:	Lorraine Montgomery					
Activity Area:	Green Spaces & Active Leisure					
		2018-19		2019-20		2020-21
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	14.0	407,504	13.5	435,810	13.5	478,510
Property		973,939		1,015,510		936,480
Services & Supplies		388,111		246,020		242,700
Grant Payments		6,051		4,510		4,750
Transport		11,927		16,080		12,280
Leasing & capital charges		-		-		-
		1,787,531		1,717,930		1,674,720
	<u>INCOME</u>					
Sales	-	3,963	-	5,020	-	5,020
Fees & Charges	-	242,167	-	253,720	-	260,360
Property Income	-	163,336	-	166,090	-	157,850
Grants - income	-	51,868	-	33,470	-	-
Other income & recharges	-	204,984	-	61,720	-	22,330
Transfers from earmarked reserves		-	-	12,970		-
		(666,318)		(532,990)		(445,560)
Service Cost		1,121,213		1,184,940		1,229,160
Service cost - £'s per head of population		8.53		8.92		9.16

PH:	Martin Wrigley					
Manager:	Amanda Pujol					
Activity Area:	Housing					
		2018-19		2019-20		2020-21
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	31.0	1,299,647	30.5	1,638,130	33.5	1,292,230
Property		298,939		325,570		302,560
Services & Supplies		581,048		1,160,340		568,360
Grant Payments		483,870		497,150		412,000
Transport		24,141		44,410		22,620
Leasing & capital charges		-		-		-
		2,687,645		3,665,600		2,597,770
	<u>INCOME</u>					
Sales	-	1,825	-	1,200	-	1,200
Fees & Charges	-	10,315	-	5,280	-	3,220
Property Income	-	573,987	-	553,310	-	524,570
Grants - income	-	630,301	-	918,820	-	457,020
Other income & recharges	-	312,796	-	214,900	-	76,850
Transfers from earmarked reserves		-	-	695,020		-
		(1,529,224)		(2,388,530)		(1,062,860)
Service Cost		1,158,421		1,277,070		1,534,910
Service cost - £'s per head of population		8.81		9.61		11.43

PH:	Gordon Hook					
Manager:	Tim Slater					
Activity Area:	Human Resources					
		2018-19		2019-20		2020-21
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	6.5	351,817	7.0	237,930	7.0	312,510
Property		22,620		21,400		15,720
Services & Supplies		120,693		119,740		115,310
Grant Payments		-		-		-
Transport		902		880		530
Leasing & capital charges		-		-		-
		496,032		379,950		444,070
	<u>INCOME</u>					
Sales	-	-	-	-	-	-
Fees & Charges	-	-	-	-	-	-
Property Income	-	-	-	-	-	-
Grants - income	-	-	-	-	-	-
Other income & recharges	-	4,450	-	6,470	-	10
Transfers from earmarked reserves		-	-	1,920		-
		(4,450)		(8,390)		(10)
Service Cost		491,582		371,560		444,060
Service cost - £'s per head of population		3.74		2.80		3.31

PH: Alan Connett
 Manager: Sue Heath
 Activity Area: Internal Audit & Information Governance

	FTE	2018-19 Actual £	FTE	2019-20 Outturn £	FTE	2020-21 Budget £
<u>EXPENDITURE</u>						
Employees	2.5	160,288	3.5	180,340	3.5	181,040
Property		7,120		7,910		8,000
Services & Supplies		12,421		12,910		12,700
Grant Payments		-		-		-
Transport		126		30		180
Leasing & capital charges		-		-		-
		<u>179,956</u>		<u>201,190</u>		<u>201,920</u>
<u>INCOME</u>						
Sales		-		-		-
Fees & Charges		-		-		-
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges	-	1		-		-
Transfers from earmarked reserves		-		-		-
		<u>(1)</u>		<u>0</u>		<u>0</u>
Service Cost		<u>179,955</u>		<u>201,190</u>		<u>201,920</u>
Service cost - £'s per head of population		1.37		1.51		1.50

PH: Alan Connett
 Manager: Karen Trickey
 Activity Area: Legal

	FTE	2018-19 Actual £	FTE	2019-20 Outturn £	FTE	2020-21 Budget £
<u>EXPENDITURE</u>						
Employees	6.0	347,696	6.0	319,840	6.0	323,580
Property		14,364		15,960		10,630
Services & Supplies		34,013		35,280		63,870
Grant Payments		-		-		-
Transport		103		440		440
Leasing & capital charges		-		-		-
		<u>396,175</u>		<u>371,520</u>		<u>398,520</u>
<u>INCOME</u>						
Sales		-		-		-
Fees & Charges	-	26,894	-	22,180	-	20,780
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges	-	4,308	-	2,100	-	1,250
Transfers from earmarked reserves		-	-	16,000		-
		<u>(31,202)</u>		<u>(40,280)</u>		<u>(22,030)</u>
Service Cost		<u>364,974</u>		<u>331,240</u>		<u>376,490</u>
Service cost - £'s per head of population		2.78		2.49		2.80

PH: **Andrew MacGregor**
 Manager: **James Teed**
 Activity Area: **Leisure**

	2018-19		2019-20		2020-21	
	Actual		Outturn		Budget	
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	69.5	1,639,925	69.5	1,768,590	74.0	1,908,710
Property		886,519		904,370		896,270
Services & Supplies		309,666		325,660		331,540
Grant Payments		17,500		15,000		15,000
Transport		5,292		4,800		4,510
Leasing & capital charges		1,914		2,010		2,010
		2,860,816		3,020,430		3,158,040
<u>INCOME</u>						
Sales	-	17,560	-	14,130	-	10,740
Fees & Charges	-	2,312,465	-	2,329,180	-	2,468,050
Property Income	-	92	-	-	-	-
Grants - income	-	-	-	-	-	-
Other income & recharges	-	171,855	-	177,010	-	176,630
Transfers from earmarked reserves	-	-	-	870	-	-
		(2,501,971)		(2,521,190)		(2,655,420)
Service Cost		358,845		499,240		502,620
Service cost - £'s per head of population		2.73		3.76		3.74

PH: **Alistair Dewhirst**
 Manager: **Andrea Furness**
 Activity Area: **Licensing**

	2018-19		2019-20		2020-21	
	Actual		Outturn		Budget	
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	3.0	107,358	3.0	101,400	3.0	112,540
Property		4,687		6,390		6,350
Services & Supplies		48,332		48,760		50,020
Grant Payments		-		-		-
Transport		237		360		270
Leasing & capital charges		-		-		-
		160,615		156,910		169,180
<u>INCOME</u>						
Sales	-	-	-	-	-	-
Fees & Charges	-	206,632	-	213,290	-	213,720
Property Income	-	-	-	-	-	-
Grants - income	-	-	-	-	-	-
Other income & recharges	-	-	-	-	-	-
Transfers from earmarked reserves	-	-	-	-	-	-
		(206,632)		(213,290)		(213,720)
Service Cost		(46,017)		(56,380)		(44,540)
Service cost - £'s per head of population		-0.35		-0.42		-0.33

PH: **Nina Jeffries**
 Manager: **Tony Watson/Neil Blaney**
 Activity Area: **Parking**

	2018-19		2019-20		2020-21	
	Actual		Outturn		Budget	
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	9.0	235,468	9.0	240,210	9.0	252,370
Property		650,848		700,800		702,280
Services & Supplies		238,735		261,790		258,890
Grant Payments		1,538		-		-
Transport		2,337		3,650		3,650
Leasing & capital charges		9,164		9,160		9,160
		1,138,089		1,215,610		1,226,350
<u>INCOME</u>						
Sales		-		-		-
Fees & Charges	-	3,544,531	-	3,644,250	-	3,881,220
Property Income	-	40,329	-	27,010	-	21,210
Grants - income		-		-		-
Other income & recharges	-	72,593	-	45,400	-	45,400
Transfers from earmarked reserves		-	-	7,650		-
		(3,657,453)		(3,724,310)		(3,947,830)
Service Cost		(2,519,364)		(2,508,700)		(2,721,480)
Service cost - £'s per head of population		-19.17		-18.89		-20.27

PH: **Alan Connett**
 Manager: **Rosanna Wilson**
 Activity Area: **Procurement & Commissioning**

	2018-19		2019-20		2020-21	
	Actual		Outturn		Budget	
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	1.0	82,531	1.0	64,080	1.0	54,520
Property		-		1,360		3,670
Services & Supplies		3,693		4,390		4,000
Grant Payments		-		-		-
Transport		71		340		60
Leasing & capital charges		-		-		-
		86,296		70,170		62,250
<u>INCOME</u>						
Sales		-		-		-
Fees & Charges		-		-		-
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges	-	39,366	-	24,820	-	24,250
Transfers from earmarked reserves		-		-		-
		(39,366)		(24,820)		(24,250)
Service Cost		46,930		45,350		38,000
Service cost - £'s per head of population		0.36		0.34		0.28

PH: **Andrew MacGregor**
 Manager: **Sarah Holgate**
 Activity Area: **Resorts**

	FTE	2018-19 Actual £	FTE	2019-20 Outturn £	FTE	2020-21 Budget £
<u>EXPENDITURE</u>						
Employees	8.0	193,834	8.5	200,860	9.0	211,260
Property		120,014		226,940		49,870
Services & Supplies		148,621		163,400		71,020
Grant Payments		-		-		-
Transport		2,949		3,880		4,130
Leasing & capital charges		-		-		-
		465,418		595,080		336,280
<u>INCOME</u>						
Sales		80	-	280		-
Fees & Charges	-	20,839	-	18,580	-	19,090
Property Income	-	204,758	-	206,910	-	223,890
Grants - income		-		-		-
Other income & recharges	-	144,114	-	6,580	-	3,320
Transfers from earmarked reserves		-	-	261,670		-
		(369,630)		(494,020)		(246,300)
Service Cost		95,788		101,060		89,980
Service cost - £'s per head of population		0.73		0.76		0.67

PH: **Alan Connett**
 Manager: **Tracey Hooper**
 Activity Area: **Revenues & Benefits**

	FTE	2018-19 Actual £	FTE	2019-20 Outturn £	FTE	2020-21 Budget £
<u>EXPENDITURE</u>						
Employees	52.0	1,149,153	49.0	1,085,980	39.0	989,190
Property		93,299		65,590		92,390
Services & Supplies		610,162		803,260		680,770
Grant Payments		30,981,897		25,700,000		26,380,000
Transport		2,729		6,570		2,020
Leasing & capital charges		-		-		-
		32,837,240		27,661,400		28,144,370
<u>INCOME</u>						
Sales		-		-		-
Fees & Charges	-	186,749	-	199,270	-	199,000
Property Income		-		-		-
Grants - income	-	31,489,024	-	26,130,240	-	26,711,360
Other income & recharges	-	633,013	-	620,500	-	667,630
Transfers from earmarked reserves		-	-	52,570		-
		(32,308,786)		(27,002,580)		(27,577,990)
Service Cost		528,454		658,820		566,380
Service cost - £'s per head of population		4.02		4.96		4.22

PH:	Gary Taylor						
Manager:	Simon Thornley						
Activity Area:	Spatial Planning						
		2018-19		2019-20		2020-21	
		Actual		Outturn		Budget	
		£	FTE	£	FTE	£	
	<u>EXPENDITURE</u>						
Employees	10.0	522,467	9.5	555,790	10.0	459,210	
Property		25,818		8,730		8,990	
Services & Supplies		261,722		244,480		111,140	
Grant Payments		4,975		7,780		-	
Transport		6,313		7,220		4,780	
Leasing & capital charges		-		-		-	
		821,295		824,000		584,120	
	<u>INCOME</u>						
Sales		-		-		-	
Fees & Charges	-	33	-	2,640	-	10,050	
Property Income		-		-		-	
Grants - income	-	23,687		-		-	
Other income & recharges	-	89,916	-	7,200		-	
Transfers from earmarked reserves		-	-	172,820		-	
		(113,637)		(182,660)		(10,050)	
Service Cost		707,658		641,340		574,070	
Service cost - £'s per head of population		5.38		4.83		4.28	

PH:	Gordon Hook						
Manager:	Phil Shears						
Activity Area:	Strategic Leadership Team						
		2018-19		2019-20		2020-21	
		Actual		Outturn		Budget	
		£	FTE	£	FTE	£	
	<u>EXPENDITURE</u>						
Employees	6.0	500,981	5.0	396,900	5.0	428,130	
Property		26,651		12,940		15,140	
Services & Supplies		20,293		16,480		14,780	
Grant Payments		-		-		-	
Transport		2,917		3,370		4,320	
Leasing & capital charges		-		-		-	
		550,842		429,690		462,370	
	<u>INCOME</u>						
Sales		-		-		-	
Fees & Charges		-		-		-	
Property Income		-		-		-	
Grants - income		-		-		-	
Other income & recharges	-	100	-	280	-	280	
Transfers from earmarked reserves		-		-		-	
		(100)		(280)		(280)	
Service Cost		550,742		429,410		462,090	
Service cost - £'s per head of population		4.19		3.23		3.44	

PH:	Alistair Dewhirst					
Manager:	Chris Braines					
Activity Area:	Waste, Recycling & Cleansing					
		2018-19		2019-20		2020-21
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	170.0	4,523,396	177.0	5,196,720	179.0	5,584,650
Property		573,555		618,080		559,980
Services & Supplies		1,134,329		1,031,370		957,350
Grant Payments		20,266		6,830		-
Transport		537,246		566,210		593,710
Leasing & capital charges		1,270,079		1,284,030		1,327,340
		8,058,869		8,703,240		9,023,030
	<u>INCOME</u>					
Sales	-	803,626	-	711,930	-	721,060
Fees & Charges	-	887,147	-	993,810	-	974,040
Property Income	-	11,238	-	12,900	-	16,790
Grants - income	-	32,231	-	750	-	-
Other income & recharges	-	1,409,156	-	1,524,160	-	1,480,400
Transfers from earmarked reserves	-	-	-	6,080	-	-
		(3,143,398)		(3,249,630)		(3,192,290)
Service Cost		4,915,471		5,453,610		5,830,740
Service cost - £'s per head of population		37.40		41.05		43.44

GlossaryColumn Headings

2018-19 Actual – the actual cost of the service for last year

2019-20 Outturn – the likely cost of the service for this year

2020-21 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