| All Services | | | | |
|--------------------|------------------------------------|-------------|-------------|------------------|
| Managing Director/ | Business Lead | 2016-17 | 2017-18 | 2018-19 |
| o o | | 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 Heal | | | | |
| 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 | <u>8,374,600</u> |
| | | | | |
| | Total all services | 11,089,726 | 11,774,440 | 12,817,570 |
| | Etaanaina Itama | 2,005,395 | 2,332,860 | 2,474,410 |
| | Financing Items | 2,000,390 | 2,332,000 | 2,414,410 |
| | 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: 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 |
| | <u>INCOME</u> | | 677,939 | • | 1,151,000 | | 1,127,040 |
| | Sales | - | 0 | | 0 | | 0 |
| | Fees & Charges | | -372,329 | | | | -853,000 |
| | Property Income | | -312,329 | | -856,500 0 | | , 000,000 |
| | Grants - income | | 0 | | 0 | | 0 |
| | Other income & recharges | | | | -346,070 | | |
| - | Transfers from earmarked reserves | | -207,128 0 | | -89,600 | | -220,600 0 |
| | | | (579,457) | | (1,292,170) | | (1,073,600) |
| | | | | | | | |
| Service Cost | | | 98,481 | | (141,170) | : | 53,440 |
| Service cost - £'s p | er head of population | | 0.76 | | -1.09 | | 0.41 |
| PH: | Stuart Barker | | | | | | |
| Manager: | Kay O'Flaherty | | 2016-17 | | 2017-18 | | 2018-19 |
| Activity Area: | Business Improvement & Developmer | t Team | Actual | | Outturn | | Budget |
| , | | FTE | | 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 |
| | MOOME | | 551,648 | | 623,280 | - | 536,830 |
| | INCOME | | | | | | |
| | INCOME | | _ | | = | | _ |
| | Sales | | 0 | | 0 | | 0 |
| | Sales Fees & Charges | | 0 | | 0 | | 0 |
| | Sales Fees & Charges Property Income | | 0 -5,067 | | 0 -570 | | 0 -570 |
| | Sales Fees & Charges Property Income Grants - Income | | 0 -5,067 0 | | 0 -570 0 | | 0 -570 0 |
| | Sales Fees & Charges Property Income Grants - income Other income & recharges | | 0 5,067 0 6,632 | | 0 -570 0 -5,000 | | 0 -570 0 -5,000 |
| | Sales Fees & Charges Property Income Grants - Income | | -5,067 0 -6,632 | | -570 0 -5,000 -83,610 | - | -570 0 -5,000 0 |
| | Sales Fees & Charges Property Income Grants - income Other income & recharges | | 0 5,067 0 6,632 | | 0 -570 0 -5,000 | - | 0 -570 0 |
| Service Cost | Sales Fees & Charges Property Income Grants - income Other income & recharges | | -5,067 0 -6,632 | | -570 0 -5,000 -83,610 | - | -570 0 -5,000 0 |
| | Sales Fees & Charges Property Income Grants - income Other income & recharges | | 0 -5,067 0 -6,632 0 (11,699) | | -5,000 -83,610 | = | 0 -570 0 -5,000 0 (5,570) |

| Activity Area: Communications FTE E FTE E FTE FT | PH: | Jeremy Christophers | | | | | | |
|--|----------------------|------------------------------------|-------------|----------|-----|----------|-----|---------|
| PTE | _ | | | | | | | 2018-19 |
| Employees | Activity Area: | Communications | | | - | | | |
| Property 3,447 3,760 3,02 | • | <u>EXPENDITURE</u> | FTE | £ | FTE | £ | FTE | £ |
| Property 3,447 3,760 3,02 | | Employees | 4.0 | 132 080 | 4 0 | 1/3 710 | 40 | 145 630 |
| Service & Scrypies | | | 1.0 | | 1.0 | · · | 1.0 | - |
| Grant Payments | | | | | | | | |
| Transport 898 480 83 Leasing & capital charges 0 0 0 0 0 0 0 0 0 | | | | | | | | 00,000 |
| Leasing & capital charges 0 0 0 | | | | | | | | 830 |
| Sales | | | • | | | | | C |
| Sales | | | | 179,378 | - | 191,630 | _ | 200,130 |
| Fees & Charges 0 0 0 0 0 0 0 0 0 | | <u>INCOME</u> | | · | _ | | | |
| Property Income 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 | | Sales | | 0 | | 0 | | 0 |
| Property Income 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 | | Fees & Charges | | 0 | | 0 | | 0 |
| Other income & recharges Transfers from earmarked reserves 0 -20 -20 Companies 0 (20) (20) (20) Service Cost 179,378 191,610 200,11 Service cost - £'s per head of population 1.39 1.48 1.5 PPH: Sylvia Russell Will a special s | | | | 0 | | 0 | | 0 |
| Transfers from earmarked reserves 0 0 (20) | | | | 0 | | 0 | | 0 |
| Transfers from earmarked reserves 0 0 (20) | | Other income & recharges | | 0 | | -20 | | -20 |
| Service Cost 179,378 191,610 200,11 | | | | 0 | | 0 | | 0 |
| Service Cost 179,378 191,610 200,11 | | | | 0 | - | (20) | | (20) |
| Service cost - £'s per head of population 1.39 1.48 1.5 | Service Cost | | | | | 191.610 | | 200.110 |
| PH: Sylvia Russel | | | | | | | | |
| Manager: Rebecca Hewitt 2016-17 2017-18 2018-13 Activity Area: Community Safety Actual Outturn Budge FTE £ \$ | Service cost - £'s p | er head of population | | 1.39 | | 1.48 | | 1.53 |
| Manager: Rebecca Hewitt 2016-17 2017-18 2018-13 Activity Area: Community Safety Actual Outturn Budge FTE £ \$ | DH. | Sylvia Russell | | | | | | |
| Activity Area: Community Safety | | | | 2016-17 | | 2017-18 | | 2018-19 |
| EXPENDITURE E FTE | _ | | | | | | | |
| EXPENDITURE Employees 1.5 81,691 1.5 84,620 2.0 86,30 Property 1,852 2,020 1,63 Services & Supplies 22,139 15,780 7,42 Grant Payments 26,778 46,950 2,10 Transport 2,673 2,890 2,10 Leasing & capital charges 0 0 97,45 INCOME Sales 0 0 0 97,45 INCOME 0 0 0 0 0 Property Income 0 0 0 0 0 0 Property Income 8,013 0 | | | FTE | | FTE | | FTE | £ |
| Property 1,852 2,020 1,63 Services & Supplies 22,139 15,780 7,42 Grant Payments 26,778 46,950 Transport 2,673 2,890 2,10 Leasing & capital charges 0 0 0 135,135 152,260 97,45 INCOME | | <u>EXPENDITURE</u> | | | | | | |
| Service & Supplies 22,139 15,780 7,42 Grant Payments 26,778 46,950 Transport 2,673 2,890 2,100 Leasing & capital charges 0 0 INCOME | | Employees | 1.5 | 81,691 | 1.5 | 84,620 | 2.0 | 86,300 |
| Grant Payments 26,778 46,950 Transport 2,673 2,890 2,100 Leasing & capital charges 0 0 0 INCOME Sales 0 0 0 0 Fees & Charges 0 0 0 0 0 Property Income 0 | | Property | | 1,852 | | 2,020 | | 1,630 |
| Transport Leasing & capital charges 135,135 | | Services & Supplies | | 22,139 | | 15,780 | | 7,420 |
| Leasing & capital charges 0 0 0 | | Grant Payments | | 26,778 | | 46,950 | | 0 |
| 135,135 | | Transport | | 2,673 | | 2,890 | | 2,100 |
| Sales | | Leasing & capital charges | | 0 | | 0 | | 0 |
| Sales 0 0 Fees & Charges 0 0 Property Income 0 0 Grants - Income -8,013 0 Other income & recharges -43,472 -55,490 Transfers from earmarked reserves 0 0 (51,485) (55,490) Service Cost | | | | 135,135 | | 152,260 | | 97,450 |
| Fees & Charges 0 0 0 Property Income 0 0 0 Grants - Income -8,013 0 Other Income & recharges -43,472 -55,490 Transfers from earmarked reserves 0 0 0 Service Cost 83,649 96,770 97,456 | | <u>INCOME</u> | | | | | | |
| Property Income 0 0 0 Grants - Income -8,013 0 6 Other Income & recharges -43,472 -55,490 Transfers from earmarked reserves 0 0 0 (51,485) (55,490) Service Cost 83,649 96,770 97,456 | | | | | | | | 0 |
| Grants - income -8,013 0 6 Other income & recharges -43,472 -55,490 Transfers from earmarked reserves 0 0 0 (51,485) (55,490) 0 Service Cost 83,649 96,770 97,456 | | | | | | | | 0 |
| Other income & recharges -43,472 -55,490 Transfers from earmarked reserves 0 0 0 (51,485) (55,490) 0 Service Cost 83,649 96,770 97,456 | | | | | | | | 0 |
| Transfers from earmarked reserves 0 0 6 (51,485) (55,490) 6 Service Cost 83,649 96,770 97,456 | | | | | | | | 0 |
| (51,485) (55,490) Service Cost 83,649 96,770 97,450 | | | | | | | | 0 |
| Service Cost <u>83,649</u> 96,770 97,45 | | i ransters from earmarked reserves | | υ, | | . 0 | | 0 |
| | | | | (51.485) | | (55,490) | _ | 0 |
| Service cost - f's per head of population 0.65 0.75 0.7. | | | | (-7,, | l | | === | |
| | Service Cost | | <u></u> | | = | | | 97,450 |

| | er head of population | | 2.20 | | 2.89 | | 3.12 |
|-----------------------|--|------|------------|------|------------|------|------------|
| Service Cost | | | 283,947 | | 375,880 | | 407,880 |
| | | | (477) | | 0 | | 0 |
| | Transfers from earmarked reserves | | 0 | | 0 | | U |
| | Other income & recharges | | 0 | | 0 | | . 0 |
| | Grants - Income | | -477 | | 0 | | 0 |
| | Property Income | | 0 | | 0 | | 0 |
| | Fees & Charges | | 0 | | 0 | | 0 |
| | Sales | | 0 | | 0 | | 0 |
| | INCOME | | 284,424 | | 375,880 | | 407,880 |
| | LOUGHING A CAPITAL WHAT GOOD | | | | | | |
| , | Transport Leasing & capital charges | | 0 | | 0 | | 0 |
| • | Grant Payments | | 0 | | 0 | | 0 |
| | Services & Supplies | | 23,617 | | 98,760 | | 99,290 |
| | Property | | 18,957 | | 19,410 | | 15,590 |
| | Employees | 12.5 | 241,850 | 12.5 | 257,710 | 13.0 | 293,000 |
| | <u>EXPENDITURE</u> | | _ | | | | |
| Activity Area: | Oustomer Services | FTE | | FTE | | FTE | £ |
| Manager: | Liz Guy Customer Services | | Actual | | Outturn | | Budget |
| PH: | John Goodey | | 2016-17 | | 2017-18 | | 2018-19 |
| Service cost - £'s pe | r head of population | | 3.83 | | 4.35 | | 2.84 |
| Service Cost | | | 493,318 | | 564,900 | : | 371,690 |
| | | | | | | , | |
| | Halistets from eathlancer reserves | | (235) | | (280) | | (280) |
| | Other income & recharges Transfers from earmarked reserves | | -235 0 | | -280 0 | | -200 |
| | Grants - income | | 0 | | 0 -280 | | -280 |
| | Property Income | | 0 | | 0 | | 0 |
| | Fees & Charges | | 0 | | 0 | | 0 |
| | Sales | | 0 | | . 0 | | 0 |
| | INCOME | | 493,553 | | 565,180 | | 371,970 |
| | Leasing & capital charges | | h-v- | | | | 371,970 |
| | Transport | | 6,540 0 | | 5,360 0 | | 5,680 0 |
| | Grant Payments | | 0 | | 5 222 | | 0 |
| | Services & Supplies | | 16,942 | | 45,700 | | 20,510 |
| | Property | | 23,899 | | 25,680 | | 20,620 |
| | Employees | 9.0 | 446,173 | 6.0 | 488,440 | 4.0 | 325,160 |
| | <u>EXPENDITURE</u> | | | | | | |
| Activity Area: | Corporate Leadership Team | FTE | | FTE | | FTE | £ |
| | Corporate Leadership Team | | Actual | | Outturn | | Budget |
| Manager: | Phil Shears | | 2016-17 | | 2017-18 | | 2018-19 |

| PH: Manager: | Jeremy Christophers Neil Aggett | | 2016-17 | | 2017-18 | | 2018-19 |
|----------------------|------------------------------------|------|---------------|------|--------------|------|--------------|
| Activity Area: | Democratic Services | | Actual | | Outturn | | Budget |
| | EXPENDITURE | FTE | £ | FTE | £ | FTE | £ |
| | 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 | | 1,697 312 | | 1,630 310 | | 1,620 310 |
| | Leasing & capital charges | | 312 | | 310 | | 310 |
| | | | 792,328 | | 979,170 | | 759,630 |
| | INCOME | | | | | | |
| | 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 |
| | per head of population | | 5.37 | | 5.83 | | 5.81 |
| PH: | Humphrey Clemens | | | | | | |
| Manager: | Nick Davies | | 2016-17 | | 2017-18 | | 2018-19 |
| Activity Area: | Development Management | | Actual | | Outturn | | Budget |
| | EVDENDITUBE | FTE | £ | 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 0 | | 311,680 0 |
| | Grant Payments Transport | | 0 33,089 | | 28,540 | | 27,750 |
| | Leasing & capital charges | | 0 | | 20,540 | | 0 |
| | | | 1,535,653 | | 1,567,710 | | 1,545,380 |
| | INCOME | | 1,555,655 | | | | 1,040,000 |
| | 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 0 | | -53,800 | | -10,190 0 |
| | Transfers from earmarked reserves | | <u> </u> | | -22,140 | | |
| | | | (1,150,821) | | (1,114,700) | | (1,155,210) |
| Service Cost | | | 384,831 | , | 453,010 | | 390,170 |
| Service cost - £'s n | per head of population | | 2.99 | | 3.49 | | 2.98 |
| | | | | | | | |

| PH: | Jeremy Christophers | | 2016-17 | | 2017-18 | | 2018-19 |
|------------------------|---|------|-----------------------------------|------|---|------|-------------------------------|
| Manager: | Tony Watson | | Actual | | Outturn | | Budget |
| Activity Area: | Economy & Assets | FTE | | FTE | | FTE | £ |
| | <u>EXPENDITURE</u> | | 2 | ,,_ | ~ | . ,_ | ~ |
| | 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 |
| | INCOME | | | | | | 1 |
| | 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 nonulation | | 0.75 | | -0.71 | | -1.20 |
| 0011100 0001 110 1001 | | | · · · | | | | |
| PH: | Jeremy Christophers | | | | | | |
| Manager: | Cathy Ruelens | | 2016-17 | | 2017-18 | | 2018-19 |
| Activity Area: | Electoral Services | | Actual | | Outturn | h | Budget |
| | <u>EXPENDITURE</u> | FTE | £ | FTE | £ | FTE | £ |
| | | 0.5 | 20.400 | 2.0 | 04.040 | 2.0 | 00.000 |
| | Employees | 2.5 | 86,430 | 2.0 | 91,810 | 2.0 | 92,880 6,300 |
| | Property | | 40,898 | | 36,640 412,190 | | 94,350 |
| | Services & Supplies Grant Payments | | 410,349 0 | | 412,190 | | 94,330 |
| | Transport | | 841 | | 740 | | 290 |
| | Leasing & capital charges | | 0 | | 0 | | 0 |
| | | | | | 541,380 | | 193,820 |
| | | | 538.518 | | | | |
| | <u>INCOME</u> | , | 538,518 | | | | |
| | <u>INCOME</u> Sales | , | 538,518 | | 0 | | 0 |
| | | | | | | | 0 -2,040 |
| | Sales | , | 0 | | 0 | | |
| | Sales Fees & Charges | , | 0 -2,516 0 | | 0 -2,000 0 -2,700 | | -2,040 |
| | Sales Fees & Charges Property income | , | 0 -2,516 0 | | 0 -2,000 0 | | -2,040 0 |
| | Sales Fees & Charges Property Income Grants - income | , | 0 -2,516 0 | | 0 -2,000 0 -2,700 | | -2,040 0 0 |
| | Sales Fees & Charges Property Income Grants - income Other income & recharges | , | 0 -2,516 0 0 -321,071 | | 0 -2,000 0 -2,700 -314,600 | | -2,040 0 0 -100 |
| Service Cost | Sales Fees & Charges Property Income Grants - income Other income & recharges | | -2,516 0 0 -321,071 | | 0 -2,000 0 -2,700 -314,600 9,400 | | -2,040 0 0 -100 0 |

| PH: | Sylvia Russell | | | | | | |
|----------------------|---------------------------------------|-------------|-----------|------|-----------|------|---------------------------------------|
| Manager: | David Eaton & Paul Nicholls | | 2016-17 | | 2017-18 | | 2018-19 |
| Activity Area: | Environmental Health | | Actual | | Outturn | | Budge |
| | | FTE | £ | 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 | | (|
| | Transport | | 33,645 | | 35,190 | | 33,150 |
| | Leasing & capital charges | | 9,486 | | 9,890 | | 6,330 |
| | | _ | | _ | | _ | |
| | INCOME | _ | 1,006,832 | • | 1,041,400 | _ | 1,090,510 |
| | <u></u> | | | | | | |
| | Sales | | -3,621 | | -3,100 | | -3,000 |
| | Fees & Charges | | -39,405 | | -41,930 | | -41,540 |
| | Property Income | | 0 | | 0 | | (|
| | Grants - income | | -79 | | -1,200 | | (|
| | Other income & recharges | | -20,803 | | -11,900 | | -12,240 |
| | Transfers from earmarked reserves | | 0 | | -6,560 | | C |
| | | _ | (63,909) | _ | (64,690) | - | (56,780) |
| Service Cost | | = | 942,923 | _ | 976,710 | | 1,033,730 |
| service Cost | | = | 342,323 | = | 3/0,/10 | = | 1,000,700 |
| Service cost - £'s p | er head of population | | 7.32 | | 7.52 | | 7.90 |
| • | | | • | | | | |
| PH: | Stuart Barker | | | | | | |
| Wanager: | Martin Flitcroft | | 2016-17 | | 2017-18 | | 2018-19 |
| Activity Area: | Finance | | Actual | | Outturn | | Budget |
| | • | FTE | £ | 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 | | (|
| | Transport | | 954 | | 610 | | 870 |
| | Leasing & capital charges | | 0 | | 0 | | (|
| | • | _ | 562,898 | - | 596,640 | - | 585,840 |
| | <u>INCOME</u> | | | | | _ | , , , , , , , , , , , , , , , , , , , |
| | Sales | | 0 | | 0 | | 0 |
| | Fees & Charges | | 0 | | 0 | | C |
| | Property Income | | 0 | | 0 | | C |
| | Grants - income | | 0 | | 0 | | C |
| | Other income & recharges | | -9,537 | | -6,410 | | -4,980 |
| | Transfers from earmarked reserves | | 0 | | 0,770 | | .,000 |
| | | _ | (9,537) | _ | (6,410) | •••• | (4,980) |
| | | | | , | | = | |
| Service Cost | | = | 553,360 | = | 590,230 | = | 580,860 |
| Service cost - £'s p | er head of population | | 4.30 | | 4.55 | | 4.44 |
| | · · · · · · · · · · · · · · · · · · · | | | | | | |

| Hansiers non eannaixeu reserves | | (1,848,527) | | 1,236,860 | | (1,094,770) 1,304,540 |
|-----------------------------------|---|---|--|--|--|--------------------------|
| Hallsters from earmarked reserves | | (1,848,527) | | (2,085,020) | | (1,094,770) |
| Hanslers nom earmarked reserves | | | | | | |
| Transfers from earmarked reserves | | 0 | | -770,740 | | 0 |
| Other income & recharges | | | | | | -125,980 |
| Grants - income | | | | | | -476,520 |
| Property Income | | -567,619 | | -512,330 | | -489,360 |
| Fees & Charges | | -1,235 | | -1,710 | | -1,710 |
| Sales | | -1,200 | | -1,200 | | -1,200 |
| <u>INCOME</u> | | 2,531,615 | | 3,321,880 | | 2,399,310 |
| Leasing & capital charges | | | | | , | |
| Transport | | | | · | | 25,280 |
| Grant Payments | | 516,797 | | 447,000 | | 382,000 |
| Services & Supplies | | 722,160 | | 1,443,370 | | 629,190 |
| Employees Property | 25.5 | 245,604 | 24.0 | 282,900 | 31.0 | 1,099,300 263,540 |
| | | | 0.0 | | 04.0 | 4 000 000 |
| - | FTE | | FTE | | FTE | £ |
| | | | | | | Budget |
| Humphrey Clemens | | 2016-17 | | 2017-18 | | 2018-19 |
| ead of population | | 9.25 | | 9.71 | | 10.73 |
| | | | | | : | 1,404,050 |
| | | (550,886) | | | : | (401,840) |
| Transfers from earmarked reserves | | | | | | 0 |
| Other income & recharges | | | | * | | -20,550 |
| Grants - income | | -61,191 | | -90,130 | | 0 |
| Property Income | | -148,642 | | -164,300 | | -156,480 |
| Sales Fees & Charges | | -5,097 -231,454 | | -5,200 -213,920 | | -5,200 -219,610 |
| INCOME | | | | | | |
| | | 1,742,258 | | 1,835,320 | - | 1,805,890 |
| Leasing & capital charges | | 0 | | 0 | | 0 |
| Transport | | 13, 9 31 | | 13,500 | | 14,100 |
| • • | | 22,178 | | 15,390 | | 8,040 |
| | | 282,294 | | 299,510 | | 245,610 |
| | 10.0 | • | 17.5 | | 10.0 | 989,240 |
| | 16.6 | <i>44</i> 7.062 | 145 | 480 520 | 18.0 | 548,900 |
| EXPENDITURE | FTE | £ | FIE | £ | FIE | £ |
| Green Spaces & Active Leisure | | | | | | Budget |
| Lorraine Montgomery | | 2016-17 | | | | 2018-19 |
| | EXPENDITURE 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 ead of population Humphrey Clemens Amanda Pujol Housing EXPENDITURE Employees Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income Grants - income | Lorraine Montgomery Green Spaces & Active Leisure EXPENDITURE Employees 15.5 Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income Other income & recharges Transfers from earmarked reserves ead of population Humphrey Clemens Amanda Pujol Housing FTE EXPENDITURE Employees 25.5 Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income Grants - income | Corraine Montgomery Coreen Spaces & Active Leisure FTE E | Corraine Montgomery Coreen Spaces & Active Leisure FTE | Lorraine Montgomery 2016-17 2017-18 Green Spaces & Active Leisure FTE C FTE FTE FTE FTE PTE EXPENDITURE Employees 15.5 447,062 14.5 480,520 1,026,400 282,294 299,610 299,610 1,026,400 299,610 30,00 1,026,400 299,610 30,00 1,026,400 299,610 30,00 1,026,400 299,610 30,0 | Corraine Montgomery |

| Service Cost | | | 141,951 | = | 147,880 | = | 146,850 |
|-----------------------|-----------------------------------|-----|------------------|-----|------------------|-----|------------------|
| | | | (3) | = | 0 | = | 0 |
| | Transfers from earmarked reserves | | 0 | | 0 | ٠ | Ü |
| | Other income & recharges | | -3 0 | | 0 | | 0 |
| | Grants - income | | 0 | | 0 | | 0 |
| | Property Income | | 0 | | 0 | | 0 |
| | Fees & Charges | | 0 | | 0 | | 0 |
| | Sales | | 0 | | 0 | | 0 |
| | <u>INCOME</u> | | , | - | | _ | |
| | | | 141,954 | - | 147,880 | _ | 146,850 |
| | Leasing & capital charges | | 0 | | 0 | | 0 |
| | Transport | | 157 | | 310 | | 220 |
| | Grant Payments | | 0 | | 0 | | 0 |
| | Services & Supplies | | 9,116 | | 9,300 | | 9,520 |
| | Employees Property | 2.5 | 125,982 6,699 | 2.5 | 130,960 7,310 | 2.5 | 131,240 5,870 |
| | <u>EXPENDITURE</u> | | | | | | |
| Activity Area: | Internal Audit | FTE | Actual £ | FTE | Outturn £ | FTE | Budget £ |
| Manager: | Sue Heath | | 2016-17 | | 2017-18 | | 2018-19 |
| PH: | Stuart Barker | | 0040 47 | | 0047.40 | | ባበቆው ቆሳ |
| Service cost - £'s pe | er head of population | | 2.79 | | 2.88 | | 2.94 |
| Service Cost | | | 359,797 | = | 374,010 | = | 384,090 |
| | | | (161,467) | = | (27,020) | = | (5,150) |
| | Transfers from earmarked reserves | | 0 | _ | -9,490 | | . 0 |
| | Other income & recharges | | -127,855 | | -17,530 | | -5,150 |
| | Grants - income | | 0 | | , 0 | | 0 |
| | Property Income | | 0, | | 0 | | 0 |
| | Fees & Charges | | 0 | | 0 | | 0 |
| | Sales | | -33,612 | | 0 | | 0 |
| | <u>INCOME</u> | | 521,264 | - | 401,030 | | 389,240 |
| | Leasing & capital charges | | 0 | · | 0 | _ | 0 |
| | Transport | | 537 | | 350 | | 530 |
| | Grant Payments | | 0 | | . 0 | | 0 |
| | Services & Supplies | | 109,727 | | 108,750 | | 99,750 |
| | Property | | 21,286 | | 23,280 | | 18,650 |
| | Employees | 6.5 | 389,713 | 6.5 | 268,650 | 6.5 | 270,310 |
| | <u>EXPENDITURE</u> | FTE | £ | FTE | £ | FTE | £ |
| Activity Area: | Human Resources | | Actual | | Outturn | | Budget |
| Antivitic Aroni | | | | | | | |
| Manager: | Kate Davies | | 2016-17 | | 2017-18 | | 2018-19 |

| The state of the s | Of court Position | | | | | | |
|--|---|------|---------------|------|--------------------|------|---------------|
| PH: | Stuart Barker Kate Davies | | 2016-17 | | 2017-18 | | 2018-19 |
| Manager: Activity Area: | Legal | | Actual | | Outturn | | Budget |
| Activity Alea. | Legai | FTE | £ | 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> | | | | | | |
| , | Şales | | 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 p | er 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 |
| • | | FTE | £ | 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 |
| | INCOME | | 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 | • | 202.616 | | -1,130 -187,770 | | 0 -183,490 |
| | Other income & recharges Transfers from earmarked reserves | | -202,616 0 | | -167,770 | | -103,480 |
| | Hanslers Holli Gallianed 1636/463 | | | | | | |
| | | | (2,450,981) | | (2,430,440) | | (2,477,650) |
| Service Cost | | | 404,569 | | 479,670 | | 562,390 |
| Service cost - £'s r | per head of population | | 3.14 | | 3.69 | | 4.30 |
| NOP | | | | | | | |

| Service Cost | | | (2,424,415) | | (2,425,500) | | (2,479,090) |
|----------------------------|------------------------------------|-------|---------------|-----|---------------|------|---------------|
| | | | | | | | |
| | | | (3,434,478) | | (3,501,820) | | (3,600,110) |
| | Transfers from earmarked reserves | | 0 | | -11,960 | | 0 |
| | Other income & recharges | | -76,431 | | -45,830 | | -43,310 |
| | Grants - Income | | 70.404 | | 0 | | 42.240 |
| | Property Income | | -34,192 | | -19,740 | | -7,460 |
| | Fees & Charges | | -3,323,855 | | -3,424,290 | | -3,549,340 |
| | Sales | | 0 | | 0 | | 0 |
| | <u>INCOME</u> | | | | | | |
| | | | 1,010,063 | | 1,076,320 | | 1,121,020 |
| | Leasing & capital charges | | 9,164 | | 9,160 | | 9,160 |
| | Transport | | 2,117 | | 2,900 | | 3,850 |
| | Grant Payments | | - 2,700 | | 0 | | 0 |
| | Services & Supplies | | 216,382 | | 264,260 | | 250,750 |
| | Property | | 558,972 | | 584,850 | | 624,880 |
| | Employees | 9.0 | 220,729 | 9.0 | 215,150 | 9.0 | 232,380 |
| | EXPENDITURE | | | | | | |
| Autivity Alea. | · uning | FTE | | FTE | | FTE | £ |
| Activity Area: | Parking | | Actual | | Outturn | | Budget |
| Manager: | Tony Watson | | 2016-17 | | 2017-18 | | 2018-19 |
| PH: | Jeremy Christophers | | | | | | |
| Service cost - £'s p | er head of population | | -0.57 | | -0.60 | | -0.57 |
| Service Cost | | : | (73,708) | | (78,390) | | (73,950) |
| | | : | | | | | |
| | | | (229,980) | | (215,440) | | (215,440) |
| | Transfers from earmarked reserves | | 0 | | 0 | | 0 |
| | Other income & recharges | | 0 | | 0 | | 0 |
| | Property Income Grants - income | | 0 | | 0 | | 0 |
| | Fees & Charges | | -229,980 0 | | -215,440 0 | | -213,440 |
| | Sales | | 220.000 | | 0 -215,440 | | 0 -215,440 |
| | <u>INCOME</u> | | | | | | |
| |) | | 156,272 | | 137,050 | | 141,490 |
| | Leasing & capital charges | | 0 | | 0 | | 0 |
| | Transport | | 383 | | 270 | | 270 |
| | Grant Payments | | 0 | | 0 | | 0 |
| | Services & Supplies | | 36,345 | | 33,330 | | 33,970 |
| = | Property | | 13,072 | | 12,420 | | 11,550 |
| | Employees | 3.5 | 106,472 | 3.0 | 91,030 | 3.0 | 95,700 |
| | <u>EXPENDITURE</u> | FTE | £ | FIE | τ. | LIE. | L |
| | Licensing | F-T-C | Actual | FTE | Outturn | FTE | Budget £ |
| Activity Area: | | | 4 4 1 | | A44 | | Dudact |
| Manager: Activity Area: | Andrea Furness | | 2016-17 | | 2017-18 | | 2018-19 |

| Service Cost | | | 61,985 | | 87,860 | | 185,720 |
|----------------------|--------------------------------------|-----|---------------------|-----|---------------------|------|---------------------|
| | | | (283,897) | | (260,520) | | (213,350) |
| | Halloleto IIoni Califiatrea 16501405 | | | | | | |
| | Transfers from earmarked reserves | | -7,000 | | -14,800 | | 0,000 |
| | Other income & recharges | | -7,359 | | -5,880 | | -3,000 |
| | Property Income Grants - income | | -24U,268 0 | | -207,710 | | -162,370 |
| | Fees & Charges | | -36,123 -240,268 | | -32,000 -207,710 | | -27,980 -182,370 |
| | Sales | | -147 | | -130 -22.000 | | 0 -27,980 |
| | INCOME | | | | | | _ |
| | WOOME | | 345,882 | | 348,380 | | 399,070 |
| | Leasing & capital charges | | 199 | | 430 | | 100 |
| | Transport | | 3,199 199 | | 4,370 | | 4,190 |
| | Grant Payments | | 1,300 | | 0 4,370 | | 0 4,190 |
| | Services & Supplies | | 72,374 | | 100,680 | | 76,460 |
| | Property | | 84,319 | | 65,050 | | 48,730 |
| | Employees | 9.0 | 184,491 | 8.0 | 177,850 | 12.5 | 269,530 |
| | <u>EXPENDITURE</u> | | | | | | |
| Additing Albai | | FTE | | FTE | | FTE | £ |
| Activity Area: | Resorts | | Actual | | Outturn | | Budget |
| Manager: | Sarah Holgate | | 2016-17 | | 2017-18 | | 2018-19 |
| PH: | Phil Bullivant | | | | | | |
| Service cost - £'s p | er head of population | | 0.15 | | 0.15 | | 0.25 |
| Service Cost | | | 18,855 | : | 19,180 | | 33,310 |
| | | | | : | | | |
| | | | (30,289) | | (24,250) | | (24,250) |
| | Transfers from earmarked reserves | 1 | 0 | | 0 | | 0 |
| | Other income & recharges | | -30,289 | | -24,250 | | -24,250 |
| | Grants - income | | 0 | | 0 | | 0 |
| | Property Income | | . 0 | | 0 | | 0 |
| | Fees & Charges | | 0 | | 0 | | 0 |
| | Sales | | 0 | | 0 | | 0 |
| | INCOME | | 47,144 | • | 70,700 | | |
| | · | | 49,144 | | 43,430 | | 57,560 |
| | Leasing & capital charges | | 0 | | 0 | | 0 |
| | Transport | | 493 | | 60 | | 340 |
| | Grant Payments | | 0 | | 0 | | 0 |
| | Services & Supplies | | 3,018 | | 5,560 | | 5,560 |
| | Employees Property | 1.0 | 45,632 0 | 1.0 | 37,810 , 0 | 1.0 | 51,660 0 |
| | <u>EXPENDITURE</u> | | | | | | |
| | EVERNOTURE | FTE | £ | FTE | £ | FTE | £ |
| Activity Area: | Procurement & Commissioning | | Actual | | Outturn | | Budget |
| | | | | | | | |
| Manager: | Lucy Ford | | 2016-17 | | 2017-18 | | 2018-19 |

| PH: | Stuart Barker Tracey Hooper | | 2016-17 | | 2017-18 | | 2018-19 |
|-----------------------------------|--|----------------|---|------|--|---------------------------------------|--|
| Manager: | Revenues & Benefits | | Actual | | Outturn | | Budget |
| Activity Area: | Revenues & Denents | FTE | | FTE | | FTE | £ |
| | EXPENDITURE | | | | • | | |
| | 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 | | 05.040.070 |
| | Grants - income | | -34,746,639 | | -35,089,010 | | -35,019,270 |
| | Other income & recharges | | -733,781 | | -725,120 | | -667,810 0 |
| | Transfers from earmarked reserves | | 0 | | 0 | | |
| | | = | (35,664,481) | | (36,001,640) | | (35,874,590) |
| Service Cost | | = | 428,153 | | 668,880 | | 836,340 |
| | per head of population | | 3.32 | | 5.15 | | 6.39 |
| PH: Manager: Activity Area: | Humphrey Clemens Simon Thornley Spatial Planning | | 2016-17 Actual | | 2017-18 Outturn | | 2018-19 Budgel |
| ACTIVITY Area: | Spatial Flamming | FTE | | FTE | | FTE | £ |
| | <u>EXPENDITURE</u> | | | | | | |
| | | | | | | | |
| | Employees | 11.0 | 522,860 | 11.0 | 533,880 | 9.5 | 425,180 |
| | Employees Property | 11.0 | 522,860 24,287 | 11.0 | 533,880 26,500 | 9.5 | |
| | | 11.0 | 24,287 462,487 | 11.0 | | 9.5 | 21,280 145,070 |
| | Property | 11.0 | 24,287 462,487 17,439 | 11.0 | 26,500 244,510 8,980 | 9.5 | 21,280 145,070 0 |
| | Property Services & Supplies | 11.0 | 24,287 462,487 17,439 6,663 | 11.0 | 26,500 244,510 8,980 6,550 | 9.5 | 21,280 145,070 0 4,780 |
| | Property Services & Supplies Grant Payments | 11.0 | 24,287 462,487 17,439 | 11.0 | 26,500 244,510 8,980 | 9.5 | 21,280 145,070 (4,780 |
| | Property Services & Supplies Grant Payments Transport Leasing & capital charges | 11.0 | 24,287 462,487 17,439 6,663 | 11.0 | 26,500 244,510 8,980 6,550 | | 21,28(145,07((4,78(|
| | Property Services & Supplies Grant Payments Transport | 11.0 - - | 24,287 462,487 17,439 6,663 | 11.0 | 26,500 244,510 8,980 6,550 | | 21,28(145,07((4,78(|
| | Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales | 11.0 | 24,287 462,487 17,439 6,663 0 1,033,736 | 11.0 | 26,500 244,510 8,980 6,550 0 820,420 | | 21,28(145,07(4,78(596,31(|
| | Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges | 11.0 - - | 24,287 462,487 17,439 6,663 0 1,033,736 | 11.0 | 26,500 244,510 8,980 6,550 0 820,420 0 -100 | | 21,280 145,070 4,780 596,310 |
| | Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income | 11.0 | 24,287 462,487 17,439 6,663 0 1,033,736 0 -162 0 | 11.0 | 26,500 244,510 8,980 6,550 0 820,420 0 -100 0 | | 21,280 145,070 4,780 596,310 |
| | Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income | 11.0 | 24,287 462,487 17,439 6,663 0 1,033,736 0 -162 0 -34,645 | 11.0 | 26,500 244,510 8,980 6,550 0 820,420 0 -100 0 | | 21,280 145,070 4,780 596,310 |
| | Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income | 11.0 - - | 24,287 462,487 17,439 6,663 0 1,033,736 0 -162 0 | 11.0 | 26,500 244,510 8,980 6,550 0 820,420 0 -100 0 | | 21,280 145,070 4,780 596,310 |
| | Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income Other income & recharges | 11.0 | 24,287 462,487 17,439 6,663 0 1,033,736 0 -162 0 -34,645 -76,690 0 | 11.0 | 26,500 244,510 8,980 6,550 0 820,420 0 -100 0 -4,440 -35,960 -148,370 | | 425,180 21,280 145,070 (4,780 (596,310 |
| | Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income Other income & recharges | 11.0 | 24,287 462,487 17,439 6,663 0 1,033,736 0 -162 0 -34,645 -76,690 | 11.0 | 26,500 244,510 8,980 6,550 0 820,420 0 -100 0 -4,440 -35,960 | | 21,280 145,070 (4,780 (596,310 (-100 (((100 |
| Service Cost | Property Services & Supplies Grant Payments Transport Leasing & capital charges INCOME Sales Fees & Charges Property Income Grants - income Other income & recharges | 11.0 | 24,287 462,487 17,439 6,663 0 1,033,736 0 -162 0 -34,645 -76,690 0 | 11.0 | 26,500 244,510 8,980 6,550 0 820,420 0 -100 0 -4,440 -35,960 -148,370 | · · · · · · · · · · · · · · · · · · · | 21,280 145,070 (4,780 (596,310 (-100 ((|

| 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 |
| | • | Band | 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 p | 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