

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 |
| | | <u>3,468,152</u> | <u>3,720,340</u> | <u>3,490,100</u> |
| 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 |
| | | <u>472,892</u> | <u>707,880</u> | <u>952,870</u> |
| 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 |
| | | <u>7,148,681</u> | <u>7,346,220</u> | <u>8,374,600</u> |
| | Total all services | <u>11,089,726</u> | <u>11,774,440</u> | <u>12,817,570</u> |
| | Financing Items | <u>2,005,395</u> | <u>2,332,860</u> | <u>2,474,410</u> |
| | Totals per actual/budget papers | <u>13,095,121</u> | <u>14,107,300</u> | <u>15,291,980</u> |
| | Contribution to capital | <u>949,446</u> | <u>2,326,110</u> | <u>1,321,500</u> |
| | Totals per actual/budget papers | <u>14,044,567</u> | <u>16,433,410</u> | <u>16,613,480</u> |

Notes:

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

| PH: | Humphrey Clemens | 2016-17 | | 2017-18 | | 2018-19 |
|--|------------------|------------------|------|--------------------|------|--------------------|
| Manager: | Andrew Carpenter | Actual | | Outturn | | Budget |
| Activity Area: | Building Control | 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 |
| | | <u>677,939</u> | | <u>1,151,000</u> | | <u>1,127,040</u> |
| <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 |
| | | <u>(579,457)</u> | | <u>(1,292,170)</u> | | <u>(1,073,600)</u> |
| Service Cost | | <u>98,481</u> | | <u>(141,170)</u> | | <u>53,440</u> |
| Service cost - £'s per head of population | | 0.76 | | -1.09 | | 0.41 |

| PH: | Stuart Barker | 2016-17 | | 2017-18 | | 2018-19 |
|--|---|-----------------|-----|-----------------|-----|----------------|
| Manager: | Kay O'Flaherty | Actual | | Outturn | | Budget |
| Activity Area: | Business Improvement & Development Team | 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 |
| | | <u>551,648</u> | | <u>623,280</u> | | <u>536,830</u> |
| <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 |
| | | <u>(11,699)</u> | | <u>(89,180)</u> | | <u>(5,570)</u> |
| Service Cost | | <u>539,949</u> | | <u>534,100</u> | | <u>531,260</u> |
| Service cost - £'s per head of population | | 4.19 | | 4.11 | | 4.06 |

| PH: | Jeremy Christophers | 2016-17 | | 2017-18 | | 2018-19 | |
|--|---------------------|---------|-----------------------|-------------|-----------------------|---------|-----------------------|
| Manager: | Emma Pearcy | Actual | | Outturn | | Budget | |
| Activity Area: | Communications | FTE | £ | 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 |
| | | | <u>179,378</u> | | <u>191,630</u> | | <u>200,130</u> |
| <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 |
| | | | <u>0</u> | | <u>(20)</u> | | <u>(20)</u> |
| Service Cost | | | <u>179,378</u> | | <u>191,610</u> | | <u>200,110</u> |
| Service cost - £'s per head of population | | | 1.39 | 1.48 | 1.53 | | |

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

| PH: | Jeremy Christophers | 2016-17 | | 2017-18 | | 2018-19 | |
|--|---------------------------|----------------|-----|----------------|-----|----------------|---|
| Manager: | Phil Shears | Actual | | Outturn | | Budget | |
| Activity Area: | Corporate Leadership Team | FTE | £ | 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 | |
| | | <u>493,553</u> | | <u>565,180</u> | | <u>371,970</u> | |
| <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 | |
| | | <u>(235)</u> | | <u>(280)</u> | | <u>(280)</u> | |
| Service Cost | | <u>493,318</u> | | <u>564,900</u> | | <u>371,690</u> | |
| Service cost - £'s per head of population | | 3.83 | | 4.35 | | 2.84 | |

| PH: | John Goodey | 2016-17 | | 2017-18 | | 2018-19 | |
|--|-------------------|----------------|------|----------------|------|----------------|---|
| Manager: | Liz Guy | Actual | | Outturn | | Budget | |
| Activity Area: | Customer Services | FTE | £ | 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 | |
| | | <u>284,424</u> | | <u>375,880</u> | | <u>407,880</u> | |
| <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 | |
| | | <u>(477)</u> | | <u>0</u> | | <u>0</u> | |
| Service Cost | | <u>283,947</u> | | <u>375,880</u> | | <u>407,880</u> | |
| Service cost - £'s per head of population | | 2.20 | | 2.89 | | 3.12 | |

| PH: | Jeremy Christophers | 2016-17 | | 2017-18 | | 2018-19 | |
|--|---------------------|-----------------------|-----|-----------------------|-----|-----------------------|---|
| Manager: | Neil Aggett | Actual | | Outturn | | Budget | |
| Activity Area: | Democratic Services | FTE | £ | 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 | |
| | | <u>792,328</u> | | <u>979,170</u> | | <u>759,630</u> | |
| <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 | |
| | | <u>(100,735)</u> | | <u>(221,760)</u> | | <u>(40)</u> | |
| Service Cost | | <u>691,593</u> | | <u>757,410</u> | | <u>759,590</u> | |
| Service cost - £'s per head of population | | 5.37 | | 5.83 | | 5.81 | |

| PH: | Humphrey Clemens | 2016-17 | | 2017-18 | | 2018-19 | |
|--|------------------------|-----------------------|------|-----------------------|------|-----------------------|---|
| Manager: | Nick Davies | Actual | | Outturn | | Budget | |
| Activity Area: | Development Management | 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 | | 311,680 | |
| Grant Payments | | 0 | | 0 | | 0 | |
| Transport | | 33,089 | | 28,540 | | 27,750 | |
| Leasing & capital charges | | 0 | | 0 | | 0 | |
| | | <u>1,535,653</u> | | <u>1,567,710</u> | | <u>1,545,380</u> | |
| <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 | |
| | | <u>(1,150,821)</u> | | <u>(1,114,700)</u> | | <u>(1,155,210)</u> | |
| Service Cost | | <u>384,831</u> | | <u>453,010</u> | | <u>390,170</u> | |
| Service cost - £'s 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> | | | | | | | |
| 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 | |
| | | <u>2,768,211</u> | | <u>2,688,880</u> | | <u>2,450,650</u> | |
| <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 | |
| | | <u>(2,671,643)</u> | | <u>(2,780,510)</u> | | <u>(2,607,270)</u> | |
| Service Cost | | <u>96,568</u> | | <u>(91,630)</u> | | <u>(156,620)</u> | |
| Service cost - £'s per head of population | | 0.75 | | -0.71 | | -1.20 | |

| PH: | Jeremy Christophers | 2016-17 | | 2017-18 | | 2018-19 | |
|--|---------------------|------------------|-----|------------------|-----|----------------|---|
| Manager: | Cathy Rueiens | Actual | | Outturn | | Budget | |
| Activity Area: | Electoral Services | FTE | £ | 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 | |
| | | <u>538,518</u> | | <u>541,380</u> | | <u>193,820</u> | |
| <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 | |
| | | <u>(323,586)</u> | | <u>(309,900)</u> | | <u>(2,140)</u> | |
| Service Cost | | <u>214,932</u> | | <u>231,480</u> | | <u>191,680</u> | |
| Service cost - £'s per head of population | | 1.67 | | 1.78 | | 1.46 | |

| PH: | Sylvia Russell | 2016-17 | | 2017-18 | | 2018-19 | |
|--|-----------------------------|------------------|------|------------------|------|------------------|---|
| Manager: | David Eaton & Paul Nicholls | Actual | | Outturn | | Budget | |
| Activity Area: | Environmental Health | 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 | | 0 | |
| Transport | | 33,645 | | 35,190 | | 33,150 | |
| Leasing & capital charges | | 9,486 | | 9,890 | | 6,330 | |
| | | <u>1,006,832</u> | | <u>1,041,400</u> | | <u>1,090,510</u> | |
| <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 | |
| | | <u>(63,909)</u> | | <u>(64,690)</u> | | <u>(56,780)</u> | |
| Service Cost | | <u>942,923</u> | | <u>976,710</u> | | <u>1,033,730</u> | |
| Service cost - £'s per head of population | | 7.32 | | 7.52 | | 7.90 | |

| PH: | Stuart Barker | 2016-17 | | 2017-18 | | 2018-19 | |
|--|------------------|----------------|------|----------------|------|----------------|---|
| Manager: | Martin Flitcroft | Actual | | Outturn | | Budget | |
| Activity Area: | Finance | 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 | | 0 | |
| Transport | | 954 | | 610 | | 870 | |
| Leasing & capital charges | | 0 | | 0 | | 0 | |
| | | <u>562,898</u> | | <u>596,640</u> | | <u>585,840</u> | |
| <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 | |
| | | <u>(9,537)</u> | | <u>(6,410)</u> | | <u>(4,980)</u> | |
| Service Cost | | <u>553,360</u> | | <u>590,230</u> | | <u>580,860</u> | |
| Service cost - £'s per head of population | | 4.30 | | 4.55 | | 4.44 | |

| PH: | Phil Bullivant | 2016-17 | | 2017-18 | | 2018-19 |
|--|-------------------------------|---------|------------------|---------|------------------|------------------|
| Manager: | Lorraine Montgomery | Actual | | Outturn | | Budget |
| Activity Area: | Green Spaces & Active Leisure | FTE | £ | FTE | £ | £ |
| <u>EXPENDITURE</u> | | | | | | |
| Employees | | 15.5 | 447,062 | 14.5 | 480,520 | 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 |
| | | | <u>1,742,258</u> | | <u>1,835,320</u> | <u>1,805,890</u> |
| <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 |
| | | | <u>(550,886)</u> | | <u>(574,790)</u> | <u>(401,840)</u> |
| Service Cost | | | <u>1,191,371</u> | | <u>1,260,530</u> | <u>1,404,050</u> |
| Service cost - £'s per head of population | | | 9.25 | | 9.71 | 10.73 |

| PH: | Humphrey Clemens | 2016-17 | | 2017-18 | | 2018-19 |
|--|------------------|---------|--------------------|---------|--------------------|--------------------|
| Manager: | Amanda Pujol | Actual | | Outturn | | Budget |
| Activity Area: | Housing | FTE | £ | FTE | £ | £ |
| <u>EXPENDITURE</u> | | | | | | |
| Employees | | 25.5 | 1,024,426 | 24.0 | 1,119,920 | 1,099,300 |
| Property | | | 245,604 | | 282,900 | 263,540 |
| Services & Supplies | | | 722,160 | | 1,443,370 | 629,190 |
| Grant Payments | | | 516,797 | | 447,000 | 382,000 |
| Transport | | | 22,629 | | 28,690 | 25,280 |
| Leasing & capital charges | | | 0 | | 0 | 0 |
| | | | <u>2,531,615</u> | | <u>3,321,880</u> | <u>2,399,310</u> |
| <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 |
| | | | <u>(1,848,527)</u> | | <u>(2,085,020)</u> | <u>(1,094,770)</u> |
| Service Cost | | | <u>683,088</u> | | <u>1,236,860</u> | <u>1,304,540</u> |
| Service cost - £'s per head of population | | | 5.30 | | 9.52 | 9.97 |

| PH: | Stuart Barker | 2016-17 | | 2017-18 | | 2018-19 | |
|--|-----------------|---------|-----------------------|-------------|-----------------------|---------|-----------------------|
| Manager: | Kate Davies | Actual | | Outturn | | Budget | |
| Activity Area: | Human Resources | FTE | £ | 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 |
| | | | <u>521,264</u> | | <u>401,030</u> | | <u>389,240</u> |
| <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 |
| | | | <u>(161,467)</u> | | <u>(27,020)</u> | | <u>(5,150)</u> |
| Service Cost | | | <u>359,797</u> | | <u>374,010</u> | | <u>384,090</u> |
| Service cost - £'s per head of population | | | 2.79 | 2.88 | 2.94 | | |

| PH: | Stuart Barker | 2016-17 | | 2017-18 | | 2018-19 | |
|--|----------------|---------|-----------------------|-------------|-----------------------|---------|-----------------------|
| Manager: | Sue Heath | Actual | | Outturn | | Budget | |
| Activity Area: | Internal Audit | FTE | £ | 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 |
| | | | <u>141,954</u> | | <u>147,880</u> | | <u>146,850</u> |
| <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 |
| | | | <u>(3)</u> | | <u>0</u> | | <u>0</u> |
| Service Cost | | | <u>141,951</u> | | <u>147,880</u> | | <u>146,850</u> |
| Service cost - £'s per head of population | | | 1.10 | 1.14 | 1.12 | | |

| PH: | Stuart Barker | 2016-17 | | 2017-18 | | 2018-19 | |
|--|---------------|---------|-----------------|---------|-----------------|---------|-----------------|
| Manager: | Kate Davies | Actual | | Outturn | | Budget | |
| Activity Area: | Legal | 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 |
| | | | <u>295,091</u> | | <u>334,420</u> | | <u>315,520</u> |
| <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 |
| | | | <u>(20,071)</u> | | <u>(24,880)</u> | | <u>(24,860)</u> |
| Service Cost | | | <u>275,020</u> | | <u>309,540</u> | | <u>290,660</u> |
| Service cost - £'s per head of population | | | 2.13 | | 2.38 | | 2.22 |

| PH: | Phil Bullivant | 2016-17 | | 2017-18 | | 2018-19 | |
|--|----------------|---------|--------------------|---------|--------------------|---------|--------------------|
| Manager: | James Teed | Actual | | Outturn | | Budget | |
| Activity Area: | Leisure | 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 |
| | | | <u>2,855,549</u> | | <u>2,910,110</u> | | <u>3,040,040</u> |
| <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 |
| | | | <u>(2,450,981)</u> | | <u>(2,430,440)</u> | | <u>(2,477,650)</u> |
| Service Cost | | | <u>404,569</u> | | <u>479,670</u> | | <u>562,390</u> |
| Service cost - £'s per head of population | | | 3.14 | | 3.69 | | 4.30 |

| PH: | Sylvia Russell | 2016-17 | | 2017-18 | | 2018-19 |
|--|----------------|---------|------------------------|--------------|------------------------|------------------------|
| Manager: | Andrea Furness | Actual | | Outturn | | Budget |
| Activity Area: | Licensing | FTE | £ | FTE | £ | £ |
| <u>EXPENDITURE</u> | | | | | | |
| Employees | | 3.5 | 106,472 | 3.0 | 91,030 | 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 |
| | | | <u>156,272</u> | | <u>137,050</u> | <u>141,490</u> |
| <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 |
| | | | <u>(229,980)</u> | | <u>(215,440)</u> | <u>(215,440)</u> |
| Service Cost | | | <u>(73,708)</u> | | <u>(78,390)</u> | <u>(73,950)</u> |
| Service cost - £'s per head of population | | | -0.57 | -0.60 | -0.57 | |

| PH: | Jeremy Christophers | 2016-17 | | 2017-18 | | 2018-19 |
|--|---------------------|---------|---------------------------|---------------|---------------------------|---------------------------|
| Manager: | Tony Watson | Actual | | Outturn | | Budget |
| Activity Area: | Parking | FTE | £ | FTE | £ | £ |
| <u>EXPENDITURE</u> | | | | | | |
| Employees | | 9.0 | 220,729 | 9.0 | 215,150 | 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 |
| | | | <u>1,010,063</u> | | <u>1,076,320</u> | <u>1,121,020</u> |
| <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 |
| | | | <u>(3,434,478)</u> | | <u>(3,501,820)</u> | <u>(3,600,110)</u> |
| Service Cost | | | <u>(2,424,415)</u> | | <u>(2,425,500)</u> | <u>(2,479,090)</u> |
| Service cost - £'s per head of population | | | -18.82 | -18.68 | -18.95 | |

| PH: | Stuart Barker | 2016-17 | | 2017-18 | | 2018-19 |
|--|-----------------------------|---------|----------------------|-------------|----------------------|----------------------|
| Manager: | Lucy Ford | Actual | | Outturn | | Budget |
| Activity Area: | Procurement & Commissioning | FTE | £ | FTE | £ | £ |
| <u>EXPENDITURE</u> | | | | | | |
| Employees | | 1.0 | 45,632 | 1.0 | 37,810 | 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 |
| | | | <u>49,144</u> | | <u>43,430</u> | <u>57,560</u> |
| <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 |
| | | | <u>(30,289)</u> | | <u>(24,250)</u> | <u>(24,250)</u> |
| Service Cost | | | <u>18,855</u> | | <u>19,180</u> | <u>33,310</u> |
| Service cost - £'s per head of population | | | 0.15 | 0.15 | 0.25 | |

| PH: | Phil Bullivant | 2016-17 | | 2017-18 | | 2018-19 |
|--|----------------|---------|----------------------|-------------|----------------------|-----------------------|
| Manager: | Sarah Hoigate | Actual | | Outturn | | Budget |
| Activity Area: | Resorts | FTE | £ | FTE | £ | £ |
| <u>EXPENDITURE</u> | | | | | | |
| Employees | | 9.0 | 184,491 | 8.0 | 177,850 | 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 |
| | | | <u>345,882</u> | | <u>348,380</u> | <u>399,070</u> |
| <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 |
| | | | <u>(283,897)</u> | | <u>(260,520)</u> | <u>(213,350)</u> |
| Service Cost | | | <u>61,985</u> | | <u>87,860</u> | <u>185,720</u> |
| Service cost - £'s per head of population | | | 0.48 | 0.68 | 1.42 | |

| PH: | Stuart Barker | 2016-17 | | 2017-18 | | 2018-19 | |
|--|---------------------|---------|---------------------|---------|---------------------|---------|---------------------|
| Manager: | Tracey Hooper | Actual | | Outturn | | Budget | |
| Activity Area: | Revenues & Benefits | FTE | £ | 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 |
| | | | <u>36,092,634</u> | | <u>36,670,520</u> | | <u>36,710,930</u> |
| <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 |
| | | | <u>(35,664,481)</u> | | <u>(36,001,640)</u> | | <u>(35,874,590)</u> |
| Service Cost | | | <u>428,153</u> | | <u>668,880</u> | | <u>836,340</u> |
| Service cost - £'s per head of population | | | 3.32 | | 5.15 | | 6.39 |

| PH: | Humphrey Clemens | 2016-17 | | 2017-18 | | 2018-19 | |
|--|------------------|---------|------------------|---------|------------------|---------|----------------|
| Manager: | Simon Thornley | Actual | | Outturn | | Budget | |
| Activity Area: | Spatial Planning | FTE | £ | FTE | £ | FTE | £ |
| <u>EXPENDITURE</u> | | | | | | | |
| Employees | | 11.0 | 522,860 | 11.0 | 533,880 | 9.5 | 425,180 |
| Property | | | 24,287 | | 26,500 | | 21,280 |
| Services & Supplies | | | 462,487 | | 244,510 | | 145,070 |
| Grant Payments | | | 17,439 | | 8,980 | | 0 |
| Transport | | | 6,663 | | 6,550 | | 4,780 |
| Leasing & capital charges | | | 0 | | 0 | | 0 |
| | | | <u>1,033,736</u> | | <u>820,420</u> | | <u>596,310</u> |
| <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 |
| | | | <u>(111,497)</u> | | <u>(188,870)</u> | | <u>(100)</u> |
| Service Cost | | | <u>922,239</u> | | <u>631,550</u> | | <u>596,210</u> |
| Service cost - £'s per head of population | | | 7.16 | | 4.86 | | 4.56 |

| PH: | Kevin Lake | 2016-17 | | 2017-18 | | 2018-19 |
|--|------------------------------|--------------------|-------|--------------------|-------|--------------------|
| Manager: | Chris Braines | Actual | | Outturn | | Budget |
| Activity Area: | Waste, Recycling & Cleansing | 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 |
| | | <u>7,326,145</u> | | <u>7,695,350</u> | | <u>8,006,700</u> |
| <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 |
| | | <u>(2,788,253)</u> | | <u>(3,172,280)</u> | | <u>(2,841,490)</u> |
| Service Cost | | <u>4,537,892</u> | | <u>4,523,070</u> | | <u>5,165,210</u> |
| 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