

All Services

		2019-20	2020-21	2021-22
		Actual	Outturn	Budget
		£	£	£
Managing Director/Head Of Service				
Corporate Services				
A Pujol	Business Improvement & Development	593,295	385,130	471,410
A Pujol	Communications	150,807	232,530	249,080
M Flitcroft	Democratic Services	712,185	707,910	747,260
P Shears	Electoral Services	361,310	194,890	223,940
M Flitcroft	Finance	604,404	628,640	722,680
P Shears	Human Resources	485,875	467,560	501,700
M Flitcroft	Internal Audit & Information Governance	181,403	171,790	184,240
M Flitcroft	Legal	368,649	347,200	426,860
M Flitcroft	Procurement	37,015	31,070	38,970
P Shears	Strategic Leadership Team	442,285	460,370	473,620
		3,937,230	3,627,090	4,039,760
Strategic Place				
N Blaney	Building Control	(94,945)	(100,500)	32,050
A Pujol	Customer Services	595,402	674,150	714,750
N Blaney	Development Management	195,637	686,380	703,380
N Blaney	Economy & Assets	8,049	683,170	477,010
A Pujol	Housing	1,082,822	1,244,890	1,513,690
N Blaney	Parking	(2,416,952)	(1,129,420)	(1,512,780)
A Pujol	Revenues & Benefits	882,160	654,830	720,180
N Blaney	Spatial Planning	655,079	420,380	553,510
		907,252	3,133,880	3,201,790
Environment, Health & Wellbeing				
A Pujol	Community Safety	98,739	119,970	128,940
L Montgomery	Environmental Health	946,082	1,045,660	1,193,790
L Montgomery	Green Spaces & Active Leisure	1,147,843	1,201,450	1,160,750
L Montgomery	Leisure	424,231	1,400,580	1,469,220
L Montgomery	Licensing	(50,868)	(18,430)	(11,120)
L Montgomery	Resorts	209,015	112,530	83,890
L Montgomery	Waste, Recycling & Cleansing	5,330,273	5,937,850	6,461,870
		8,105,315	9,799,610	10,487,340
Total all services		12,949,797	16,560,580	17,728,890
Financing Items		2,747,403	(671,140)	(2,433,910)
Totals per actual/budget papers		15,697,200	15,889,440	15,294,980
Contribution to capital		917,207	94,400	0
Totals per actual/budget papers		16,614,407	15,983,840	15,294,980

Notes:

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

Executive Member:
Manager:
Activity Area:

Gary Taylor
Andrew Carpenter
Building Control

	FTE	2019-20 Actual £	FTE	2020-21 Outturn £	FTE	2021-22 Budget £
<u>EXPENDITURE</u>						
Employees	21.5	874,982	20.5	896,810	20.0	919,640
Property		40,165		27,570		29,820
Services & Supplies		120,994		111,910		142,080
Grant Payments		-		-		-
Transport		58,154		56,880		66,050
Leasing & capital charges		-		-		-
		1,094,295		1,093,170		1,157,590
<u>INCOME</u>						
Sales		-		-		-
Fees & Charges		(971,894)		(874,750)		(917,000)
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges		(217,346)		(292,120)		(208,540)
Transfers from earmarked reserves		-		(26,800)		-
		(1,189,241)		(1,193,670)		(1,125,540)
Service Cost		(94,945)		(100,500)		32,050
Service cost - £'s per head of population		-0.71		-0.75		0.24

Executive Member:
Manager:
Activity Area:

Martin Wrigley
Lloyd Purchase
Business Improvement & Development Team

	FTE	2019-20 Actual £	FTE	2020-21 Outturn £	FTE	2021-22 Budget £
<u>EXPENDITURE</u>						
Employees	8.5	272,146	7.5	181,710	5.5	207,070
Property		18,919		36,970		13,110
Services & Supplies		46,249		44,170		109,810
Grant Payments		255,792		176,770		141,470
Transport		838		790		520
Leasing & capital charges		-		-		-
		593,944		440,410		471,980
<u>INCOME</u>						
Sales		-		-		-
Fees & Charges		-		-		-
Property Income		(567)		(570)		(570)
Grants - income		-		(30,860)		-
Other income & recharges		(82)		(9,550)		-
Transfers from earmarked reserves		-		(14,300)		-
		(649)		(55,280)		(570)
Service Cost		593,295		385,130		471,410
Service cost - £'s per head of population		4.47		2.87		3.47

Executive Member:	Alan Connett					
Manager:	Amanda Pujol					
Activity Area:	Communications					
		2019-20		2020-21		2021-22
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	100,327	4.0	178,360	5.5	194,850
	Property	4,312		3,180		3,440
	Services & Supplies	46,116		50,650		49,960
	Grant Payments	-		-		-
	Transport	53		360		830
	Leasing & capital charges	-		-		-
		150,807		232,550		249,080
	<u>INCOME</u>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	-		-		-
	Grants - income	-		-		-
	Other income & recharges	-		(20)		-
	Transfers from earmarked reserves	-		-		-
		0		(20)		0
Service Cost		150,807		232,530		249,080
Service cost - £'s per head of population		1.14		1.73		1.83

Executive Member:	Martin Wrigley					
Manager:	Rebecca Hewitt					
Activity Area:	Community Safety					
		2019-20		2020-21		2021-22
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	86,872	2.0	110,300	2.5	117,340
	Property	4,534		3,140		1,820
	Services & Supplies	6,776		7,440		7,680
	Grant Payments	39,135		58,340		-
	Transport	2,748		1,610		2,100
	Leasing & capital charges	-		-		-
		140,065		180,830		128,940
	<u>INCOME</u>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	-		-		-
	Grants - income	-		-		-
	Other income & recharges	(41,326)		(60,860)		-
	Transfers from earmarked reserves	-		-		-
		(41,326)		(60,860)		0
Service Cost		98,739		119,970		128,940
Service cost - £'s per head of population		0.74		0.89		0.95

Executive Member:	Martin Wrigley					
Manager:	Tracey Hooper					
Activity Area:	Customer Services					
		2019-20		2020-21		2021-22
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	461,484	12.5	567,580	22.0	585,610
	Property	15,829		8,870		9,590
	Services & Supplies	119,750		97,700		119,550
	Grant Payments	-		-		-
	Transport	-		-		-
	Leasing & capital charges	-		-		-
		597,063		674,150		714,750
	<u>INCOME</u>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	-		-		-
	Grants - income	-		-		-
	Other income & recharges	(1,661)		-		-
	Transfers from earmarked reserves	-		-		-
		(1,661)		0		0
	Service Cost	595,402		674,150		714,750
	Service cost - £'s per head of population	4.48		5.02		5.26

Executive Member:	Richard Keeling					
Manager:	Sarah Selway					
Activity Area:	Democratic Services					
		2019-20		2020-21		2021-22
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	533,123	3.5	553,930	3.5	580,780
	Property	9,221		4,960		5,360
	Services & Supplies	115,738		118,550		113,000
	Grant Payments	54,053		47,000		47,000
	Transport	350		160		1,120
	Leasing & capital charges	-		-		-
		712,485		724,600		747,260
	<u>INCOME</u>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	-		-		-
	Grants - income	-		-		-
	Other income & recharges	(300)		(2,600)		-
	Transfers from earmarked reserves	-		(14,090)		-
		(300)		(16,690)		0
	Service Cost	712,185		707,910		747,260
	Service cost - £'s per head of population	5.36		5.28		5.49

Executive Member: Gary Taylor		2019-20		2020-21		2021-22
Manager: Ros Eastman		Actual		Outturn		Budget
Activity Area: Development Management		£		£		£
	FTE		FTE		FTE	
<u>EXPENDITURE</u>						
Employees	33.0	1,285,660	33.0	1,297,000	32.0	1,265,780
Property		91,056		56,300		60,260
Services & Supplies		358,375		290,190		453,530
Grant Payments		-		-		-
Transport		24,401		21,420		27,550
Leasing & capital charges		-		-		-
		1,759,491		1,664,910		1,807,120
<u>INCOME</u>						
Sales		-		-		-
Fees & Charges		(1,408,851)		(831,770)		(1,103,620)
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges		(155,003)		(113,010)		(120)
Transfers from earmarked reserves		-		(33,750)		-
		(1,563,854)		(978,530)		(1,103,740)
Service Cost		195,637		686,380		703,380
Service cost - £'s per head of population		1.47		5.12		5.17

Executive Member: Nina Jeffries/Richard Keeling		2019-20		2020-21		2021-22
Manager: Stephen Forsey		Actual		Outturn		Budget
Activity Area: Economy & Assets		£		£		£
	FTE		FTE		FTE	
<u>EXPENDITURE</u>						
Employees	41.5	1,197,149	42.0	1,335,420	34.5	1,199,200
Property		695,521		744,710		718,190
Services & Supplies		652,523		707,320		1,168,420
Grant Payments		3,525		4,681,640		1,130
Transport		10,917		9,060		12,760
Leasing & capital charges		-		-		-
		2,559,635		7,478,150		3,099,700
<u>INCOME</u>						
Sales		(17,247)		2,730		(300)
Fees & Charges		(193,220)		(65,980)		(204,880)
Property Income		(1,931,064)		(1,391,270)		(2,266,620)
Grants - income		-		(4,679,510)		-
Other income & recharges		(410,056)		(518,660)		(150,890)
Transfers from earmarked reserves		-		(142,290)		-
		(2,551,586)		(6,794,980)		(2,622,690)
Service Cost		8,049		683,170		477,010
Service cost - £'s per head of population		0.06		5.09		3.51

Executive Member:	Alan Connett					
Manager:	Cathy Ruelens					
Activity Area:	Electoral Services					
		2019-20		2020-21		2021-22
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	120,486	3.0	115,810	3.0	123,240
	Property	53,898		6,890		7,340
	Services & Supplies	555,672		135,080		95,230
	Grant Payments	-		-		-
	Transport	724		290		290
	Leasing & capital charges	-		-		-
		730,781		258,070		226,100
	<u>INCOME</u>					
	Sales	-		-		-
	Fees & Charges	(2,560)		(1,730)		(2,160)
	Property Income	-		-		-
	Grants - income	(15,894)		(1,090)		-
	Other income & recharges	(351,016)		(60,360)		-
	Transfers from earmarked reserves	-		-		-
		(369,470)		(63,180)		(2,160)
	Service Cost	361,310		194,890		223,940
	Service cost - £'s per head of population	2.72		1.45		1.65

Executive Member:	Alistair Dewhirst					
Manager:	David Eaton & Paul Nicholls					
Activity Area:	Environmental Health					
		2019-20		2020-21		2021-22
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	742,499	23.0	802,520	22.5	891,720
	Property	54,279		54,580		57,570
	Services & Supplies	195,342		242,110		266,530
	Grant Payments	-		-		-
	Transport	28,212		24,170		32,190
	Leasing & capital charges	6,324		6,330		6,330
		1,026,656		1,129,710		1,254,340
	<u>INCOME</u>					
	Sales	(5,802)		(7,540)		(6,000)
	Fees & Charges	(36,625)		(25,750)		(44,040)
	Property Income	-		-		-
	Grants - income	(4,085)		(12,370)		-
	Other income & recharges	(34,061)		(37,310)		(10,510)
	Transfers from earmarked reserves	-		(1,080)		-
		(80,574)		(84,050)		(60,550)
	Service Cost	946,082		1,045,660		1,193,790
	Service cost - £'s per head of population	7.12		7.79		8.78

Executive Member: Manager: Activity Area:	Richard Keeling Martin Flitcroft Finance	2019-20 Actual		2020-21 Outturn		2021-22 Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	16.0	546,219	15.0	602,510	15.5	680,380
Property		27,313		18,900		20,440
Services & Supplies		47,541		49,850		41,720
Grant Payments		-		-		-
Transport		1,081		470		870
Leasing & capital charges		-		-		-
		622,155		671,730		743,410
<u>INCOME</u>						
Sales		-		-		-
Fees & Charges		-		-		-
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges		(17,750)		(31,000)		(20,730)
Transfers from earmarked reserves		-		(12,090)		-
		(17,750)		(43,090)		(20,730)
Service Cost		604,404		628,640		722,680
Service cost - £'s per head of population		4.55		4.69		5.31

Executive Member: Manager: Activity Area:	Andrew MacGregor Lorraine Montgomery Green Spaces & Active Leisure	2019-20 Actual		2020-21 Outturn		2021-22 Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	13.5	404,193	13.5	466,680	9.5	379,540
Property		983,534		931,540		949,850
Services & Supplies		373,291		251,680		235,720
Grant Payments		4,474		2,750		4,750
Transport		13,515		9,510		10,490
Leasing & capital charges		-		-		-
		1,779,007		1,662,160		1,580,350
<u>INCOME</u>						
Sales		(3,019)		(2,730)		(1,280)
Fees & Charges		(205,180)		(197,680)		(230,290)
Property Income		(171,716)		(160,300)		(165,700)
Grants - income		(73,256)		-		-
Other income & recharges		(177,994)		(83,380)		(22,330)
Transfers from earmarked reserves		-		(16,620)		-
		(631,164)		(460,710)		(419,600)
Service Cost		1,147,843		1,201,450		1,160,750
Service cost - £'s per head of population		8.64		8.96		8.53

Executive Member:	Martin Wrigley					
Manager:	Amanda Pujol					
Activity Area:	Housing					
		2019-20		2020-21		2021-22
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	1,526,281	31.0	1,564,200	32.0	1,257,520
	Property	366,157		359,270		345,620
	Services & Supplies	624,981		1,147,980		606,400
	Grant Payments	487,493		533,720		516,400
	Transport	30,756		17,170		21,370
	Leasing & capital charges	-		-		-
		3,035,667		3,622,340		2,747,310
	<u>INCOME</u>					
	Sales	(1,200)		(1,430)		(1,200)
	Fees & Charges	(2,420)		(2,660)		(5,210)
	Property Income	(558,903)		(598,660)		(608,990)
	Grants - income	(1,122,167)		(859,210)		(543,310)
	Other income & recharges	(268,155)		(235,090)		(74,910)
	Transfers from earmarked reserves	-		(680,400)		-
		(1,952,844)		(2,377,450)		(1,233,620)
	Service Cost	1,082,822		1,244,890		1,513,690
	Service cost - £'s per head of population	8.15		9.28		11.13

Executive Member:	Alan Connett					
Manager:	Tim Slater					
Activity Area:	Human Resources					
		2019-20		2020-21		2021-22
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	335,898	7.0	336,140	8.0	369,720
	Property	26,517		14,620		15,720
	Services & Supplies	128,867		116,610		115,730
	Grant Payments	-		-		-
	Transport	758		200		530
	Leasing & capital charges	-		-		-
		492,041		467,570		501,700
	<u>INCOME</u>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	-		-		-
	Grants - income	-		-		-
	Other income & recharges	(6,166)		(10)		-
	Transfers from earmarked reserves	-		-		-
		(6,166)		(10)		0
	Service Cost	485,875		467,560		501,700
	Service cost - £'s per head of population	3.66		3.49		3.69

Executive Member:	Richard Keeling					
Manager:	Sue Heath					
Activity Area:	Internal Audit & Information Governance					
		2019-20		2020-21		2021-22
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	157,774	3.5	158,630	3.5	163,810
	Property	10,807		7,400		8,000
	Services & Supplies	12,785		13,700		12,810
	Grant Payments	-		-		-
	Transport	37		100		180
	Leasing & capital charges	-		-		-
		181,403		179,830		184,800
	<u>INCOME</u>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	-		-		-
	Grants - income	-		(80)		-
	Other income & recharges	(0)		(7,960)		(560)
	Transfers from earmarked reserves	-		-		-
		(0)		(8,040)		(560)
	Service Cost	181,403		171,790		184,240
	Service cost - £'s per head of population	1.37		1.28		1.35

Executive Member:	Richard Keeling					
Manager:	Karen Trickey					
Activity Area:	Legal					
		2019-20		2020-21		2021-22
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	334,864	6.0	302,030	7.0	399,650
	Property	21,798		9,830		10,630
	Services & Supplies	37,704		63,400		48,130
	Grant Payments	-		-		-
	Transport	370		200		440
	Leasing & capital charges	-		-		-
		394,736		375,460		458,850
	<u>INCOME</u>					
	Sales	-		-		-
	Fees & Charges	(22,703)		(22,030)		(30,000)
	Property Income	-		-		-
	Grants - income	-		-		-
	Other income & recharges	(3,384)		(6,230)		(1,990)
	Transfers from earmarked reserves	-		-		-
		(26,087)		(28,260)		(31,990)
	Service Cost	368,649		347,200		426,860
	Service cost - £'s per head of population	2.78		2.59		3.14

Executive Member: Andrew MacGregor
 Manager: James Teed
 Activity Area: Leisure

		2019-20		2020-21		2021-22
		Actual		Outturn		Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	69.5	1,674,804	74.0	1,390,200	69.0	1,899,950
Property		913,175		783,960		892,710
Services & Supplies		311,453		284,320		1,351,640
Grant Payments		15,000		-		15,000
Transport		3,995		3,070		4,430
Leasing & capital charges		2,069		2,250		2,010
		2,920,496		2,463,800		4,165,740
<u>INCOME</u>						
Sales		(17,182)		(590)		(10,740)
Fees & Charges		(2,265,203)		(416,490)		(2,509,150)
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges		(213,879)		(646,140)		(176,630)
Transfers from earmarked reserves		-		-		-
		(2,496,265)		(1,063,220)		(2,696,520)
Service Cost		424,231		1,400,580		1,469,220
Service cost - £'s per head of population		3.19		10.44		10.80

Executive Member: Alistair Dewhirst
 Manager: Andrea Furness
 Activity Area: Licensing

		2019-20		2020-21		2021-22
		Actual		Outturn		Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	3.5	115,215	3.0	106,180	3.0	112,350
Property		8,177		5,870		6,350
Services & Supplies		47,164		49,050		84,590
Grant Payments		-		-		-
Transport		350	-	100		270
Leasing & capital charges		-		-		-
		170,907		161,000		203,560
<u>INCOME</u>						
Sales		-		-		-
Fees & Charges		(221,178)		(179,430)		(214,680)
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges		(597)		-		-
Transfers from earmarked reserves		-		-		-
		(221,775)		(179,430)		(214,680)
Service Cost		(50,868)		(18,430)		(11,120)
Service cost - £'s per head of population		-0.38		-0.14		-0.08

Executive Member:
Manager:
Activity Area:

Nina Jeffries
Stephen Forsey
Parking

		2019-20		2020-21		2021-22
		Actual		Outturn		Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	9.0	252,725	9.0	252,810	9.0	256,920
Property		710,474		747,730		763,290
Services & Supplies		301,078		263,260		1,530,930
Grant Payments		1,313		-		-
Transport		2,593		3,600		3,650
Leasing & capital charges		9,164		9,160		9,160
		1,277,345		1,276,560		2,563,950
<u>INCOME</u>						
Sales		-		-		-
Fees & Charges		(3,606,822)		(2,321,600)		(3,975,230)
Property Income		(28,680)		(19,140)		(61,580)
Grants - income		-		-		-
Other income & recharges		(58,796)		(65,240)		(39,920)
Transfers from earmarked reserves		-		-		-
		(3,694,298)		(2,405,980)		(4,076,730)
Service Cost		(2,416,952)		(1,129,420)		(1,512,780)
Service cost - £'s per head of population		-18.19		-8.42		-11.12

Executive Member:
Manager:
Activity Area:

Richard Keeling
Rosanna Wilson
Procurement & Commissioning

		2019-20		2020-21		2021-22
		Actual		Outturn		Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	1.0	57,604	1.0	54,570	1.0	57,110
Property		1,860		3,390		3,670
Services & Supplies		4,803		3,940		4,070
Grant Payments		-		-		-
Transport		846		60		60
Leasing & capital charges		-		-		-
		65,113		61,960		64,910
<u>INCOME</u>						
Sales		-		-		-
Fees & Charges		-		-		-
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges		(28,097)		(30,890)		(25,940)
Transfers from earmarked reserves		-		-		-
		(28,097)		(30,890)		(25,940)
Service Cost		37,015		31,070		38,970
Service cost - £'s per head of population		0.28		0.23		0.29

Executive Member: Andrew MacGregor
 Manager: Sarah Holgate
 Activity Area: Resorts

	FTE	2019-20 Actual £	FTE	2020-21 Outturn £	FTE	2021-22 Budget £
<u>EXPENDITURE</u>						
Employees	8.5	200,229	9.0	197,020	5.5	169,650
Property		124,127		68,030		59,320
Services & Supplies		141,362		52,690		79,650
Grant Payments		-		-		-
Transport		2,852		2,850		4,130
Leasing & capital charges		-		-		-
		468,570		320,590		312,750
<u>INCOME</u>						
Sales		(289)		-		-
Fees & Charges		(18,130)		(10,310)		(19,550)
Property Income		(232,988)		(184,770)		(205,990)
Grants - income		-		-		-
Other income & recharges		(8,147)		(12,980)		(3,320)
Transfers from earmarked reserves		-		-		-
		(259,555)		(208,060)		(228,860)
Service Cost		209,015		112,530		83,890
Service cost - £'s per head of population		1.57		0.84		0.62

Executive Member: Richard Keeling
 Manager: Tracey Hooper
 Activity Area: Revenues & Benefits

	FTE	2019-20 Actual £	FTE	2020-21 Outturn £	FTE	2021-22 Budget £
<u>EXPENDITURE</u>						
Employees	33.5	883,872	39.0	890,190	30.5	1,005,850
Property		90,759		85,550		92,390
Services & Supplies		818,012		700,490		679,340
Grant Payments		26,576,853		25,736,020		24,450,000
Transport		5,058		2,640		2,020
Leasing & capital charges		-		-		-
		28,374,555		27,414,890		26,229,600
<u>INCOME</u>						
Sales		-		-		-
Fees & Charges		(168,204)		(80,800)		(199,000)
Property Income		-		-		-
Grants - income		(26,964,775)		(25,994,490)		(24,882,910)
Other income & recharges		(359,416)		(597,810)		(427,510)
Transfers from earmarked reserves		-		(86,960)		-
		(27,492,395)		(26,760,060)		(25,509,420)
Service Cost		882,160		654,830		720,180
Service cost - £'s per head of population		6.64		4.88		5.30

Executive Member:	Gary Taylor						
Manager:	Michelle Luscombe/Fergus Pate						
Activity Area:	Spatial Planning						
		2019-20		2020-21		2021-22	
		Actual		Outturn		Budget	
		£	FTE	£	FTE	£	£
<u>EXPENDITURE</u>							
Employees	9.5	635,820	10.0	430,910	8.5	376,110	
Property		11,921		8,310		8,990	
Services & Supplies		176,039		98,650		173,680	
Grant Payments		14,098		1,850		-	
Transport		6,596		3,780		4,780	
Leasing & capital charges		-		-		-	
		844,474		543,500		563,560	
<u>INCOME</u>							
Sales		-		-		-	
Fees & Charges		(9,863)		(50)		(10,050)	
Property Income		-		-		-	
Grants - income		(152,446)		(5,000)		-	
Other income & recharges		(27,087)		(20,280)		-	
Transfers from earmarked reserves		-		(97,790)		-	
		(189,395)		(123,120)		(10,050)	
Service Cost		655,079		420,380		553,510	
Service cost - £'s per head of population		4.93		3.13		4.07	

Executive Member:	Alan Connett						
Manager:	Phil Shears						
Activity Area:	Strategic Leadership Team						
		2019-20		2020-21		2021-22	
		Actual		Outturn		Budget	
		£	FTE	£	FTE	£	£
<u>EXPENDITURE</u>							
Employees	5.0	406,042	5.0	428,810	5.0	439,810	
Property		17,868		14,000		15,140	
Services & Supplies		16,458		14,820		14,620	
Grant Payments		-		-		-	
Transport		2,047		3,020		4,320	
Leasing & capital charges		-		-		-	
		442,415		460,650		473,890	
<u>INCOME</u>							
Sales		-		-		-	
Fees & Charges		-		-		-	
Property Income		-		-		-	
Grants - income		-		-		-	
Other income & recharges		(130)		(280)		(270)	
Transfers from earmarked reserves		-		-		-	
		(130)		(280)		(270)	
Service Cost		442,285		460,370		473,620	
Service cost - £'s per head of population		3.33		3.43		3.48	

Executive Member:
 Manager:
 Activity Area:

Alistair Dewhirst
 Chris Braines
 Waste, Recycling & Cleansing

		2019-20		2020-21		2021-22
		Actual		Outturn		Budget
	FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	175.0	5,020,304	179.5	5,539,090	182.5	5,864,140
Property		609,494		578,450		567,980
Services & Supplies		1,150,335		1,035,220		916,090
Grant Payments		4,763		-		-
Transport		533,553		535,460		597,460
Leasing & capital charges		1,291,505		1,356,600		1,418,840
		8,609,954		9,044,820		9,364,510
<u>INCOME</u>						
Sales		(768,370)		(368,160)		(361,930)
Fees & Charges		(976,547)		(1,083,840)		(1,036,190)
Property Income		(13,150)		(12,400)		(16,790)
Grants - income		-		-		-
Other income & recharges		(1,521,614)		(1,642,570)		(1,487,730)
Transfers from earmarked reserves		-		-		-
		(3,279,681)		(3,106,970)		(2,902,640)
Service Cost		5,330,273		5,937,850		6,461,870
Service cost - £'s per head of population		40.12		44.26		47.51

Glossary

Column Headings

2019-20 Actual – the actual cost of the service for last year

2020-21 Outturn – the likely cost of the service for this year

2021-22 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