

All Services

		2020-21	2021-22	2022-23
Managing Director/Head Of Service		Actual	Outturn	Budget
		£	£	£
Corporate Services				
A Pujol	Business Improvement & Development	462,351	358,310	428,340
A Pujol	Communications	233,134	397,880	432,790
M Flitcroft	Democratic Services	713,553	733,680	745,890
P Shears	Electoral Services	187,228	223,730	198,900
M Flitcroft	Finance	631,352	754,910	785,920
P Shears	Human Resources	479,256	527,630	521,010
M Flitcroft	Internal Audit & Information Governance	162,573	203,010	268,200
M Flitcroft	Legal	342,795	411,870	416,820
M Flitcroft	Procurement	26,762	39,100	42,330
P Shears	Strategic Leadership Team	469,841	473,470	486,990
		3,708,845	4,123,590	4,327,190
Strategic Place				
N Blaney	Building Control	(182,861)	(62,370)	(58,210)
A Pujol	Customer Services	544,728	662,280	685,210
N Blaney	Development Management	465,284	714,040	543,790
N Blaney	Economy & Assets	126,903	17,480	358,120
A Pujol	Housing	1,154,941	1,241,950	1,329,500
N Blaney	Parking	(1,430,808)	(2,597,130)	(2,962,410)
A Pujol	Revenues & Benefits	403,467	329,360	728,310
N Blaney	Spatial Planning	225,888	526,880	526,460
		1,307,542	832,490	1,150,770
Environment, Health & Wellbeing				
L Montgomery	Community Safety	114,351	118,360	115,270
L Montgomery	Environmental Health	951,375	1,191,830	1,189,890
L Montgomery	Green Spaces & Active Leisure	973,181	1,122,320	1,170,610
L Montgomery	Leisure	1,258,586	969,440	981,190
L Montgomery	Licensing	(21,200)	(24,830)	(40,330)
L Montgomery	Resorts	59,520	86,280	163,730
L Montgomery	Waste, Recycling & Cleansing	5,540,411	6,106,360	6,167,000
		8,876,223	9,569,760	9,747,360
Total all services		13,892,610	14,525,840	15,225,320
Financing Items		18,815	561,130	880,310
Totals per actual/budget papers		13,911,426	15,086,970	16,105,630
Contributions to Capital		130,121	387,340	-
Totals per actual/budget papers		14,041,547	15,474,310	16,105,630

Notes:

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

Executive Member: Gary Taylor		2020-21		2021-22		2022-23	
Manager: Nigel Hunt		Actual		Outturn		Budget	
Activity Area: Building Control		FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>							
Employees	21.5	874,987	20.5	937,560	22.0	1,021,450	
Property		33,737		29,820		29,820	
Services & Supplies		107,218		116,450		116,360	
Grant Payments		-		-		-	
Transport		39,731		59,260		61,050	
Leasing & capital charges		-		-		-	
		1,055,674		1,143,090		1,228,680	
<u>INCOME</u>							
Sales		-		-		-	
Fees & Charges	-	976,622	-	980,300	-	1,055,900	
Property Income		-		-		-	
Grants - income		-		-		-	
Other income & recharges	-	261,914	-	208,130	-	230,990	
Transfers from earmarked reserves		-		17,030		-	
		(1,238,535)		(1,205,460)		(1,286,890)	
Service Cost		(182,861)		(62,370)		(58,210)	
Service cost - £'s per head of population		-1.36		-0.46		-0.43	

Executive Member: Martin Wrigley		2020-21		2021-22		2022-23	
Manager: Lloyd Purchase		Actual		Outturn		Budget	
Activity Area: Business Transformation		FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>							
Employees	7.5	265,020	5.0	193,860	5.0	286,860	
Property		70,896		24,790		13,110	
Services & Supplies		52,122		168,280		102,420	
Grant Payments		191,101		24,180		26,000	
Transport		563		870		520	
Leasing & capital charges		-		-		-	
		579,702		411,980		428,910	
<u>INCOME</u>							
Sales		-		-		-	
Fees & Charges		-		-		-	
Property Income	-	567	-	570	-	570	
Grants - income	-	104,906	-	37,830	-	-	
Other income & recharges	-	11,878	-	14,270	-	-	
Transfers from earmarked reserves		-		1,000		-	
		(117,351)		(53,670)		(570)	
Service Cost		462,351		358,310		428,340	
Service cost - £'s per head of population		3.45		2.65		3.15	

Executive Member:	Alan Connett					
Manager:	Louise Raymond					
Activity Area:	Communications					
		2020-21		2021-22		2022-23
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	181,952	4.0	194,850	5.0	241,540
	Property	3,416		3,440		3,440
	Services & Supplies	47,995		51,840		57,940
	Grant Payments	-		147,750		129,170
	Transport	-		-		700
	Leasing & capital charges	-		-		-
		233,363		397,880		432,790
	<u>INCOME</u>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	-		-		-
	Grants - income	-		-		-
	Other income & recharges	229	-	-		-
	Transfers from earmarked reserves	-		-		-
		(229)		0		0
Service Cost		233,134		397,880		432,790
Service cost - £'s per head of population		1.74		2.95		3.18

Executive Member:	Martin Wrigley					
Manager:	Rebecca Hewitt					
Activity Area:	Community Safety					
		2020-21		2021-22		2022-23
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	113,227	2.0	106,900	2.0	103,610
	Property	3,265		1,820		1,820
	Services & Supplies	7,080		7,540		7,740
	Grant Payments	69,872		124,160		-
	Transport	907		2,100		2,100
	Leasing & capital charges	-		-		-
		194,352		242,520		115,270
	<u>INCOME</u>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	-		-		-
	Grants - income	14,727	-	85,270		-
	Other income & recharges	65,273	-	38,890		-
	Transfers from earmarked reserves	-		-		-
		(80,001)		(124,160)		0
Service Cost		114,351		118,360		115,270
Service cost - £'s per head of population		0.85		0.88		0.85

Executive Member: Martin Wrigley		2020-21		2021-22		2022-23	
Manager: Tracey Hooper		Actual		Outturn		Budget	
Activity Area: Customer Services		FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>							
Employees	22.5	465,506	22.0	528,710	19.0	549,370	
Property		9,526		24,660		9,590	
Services & Supplies		69,696		108,910		126,250	
Grant Payments		-		-		-	
Transport		-		-		-	
Leasing & capital charges		-		-		-	
		<u>544,728</u>		<u>662,280</u>		<u>685,210</u>	
<u>INCOME</u>							
Sales		-		-		-	
Fees & Charges		-		-		-	
Property Income		-		-		-	
Grants - income		-		-		-	
Other income & recharges		-		-		-	
Transfers from earmarked reserves		-		-		-	
		<u>0</u>		<u>0</u>		<u>0</u>	
Service Cost		<u>544,728</u>		<u>662,280</u>		<u>685,210</u>	
Service cost - £'s per head of population		4.06		4.90		5.03	

Executive Member: Alan Connett		2020-21		2021-22		2022-23	
Manager: Sarah Selway		Actual		Outturn		Budget	
Activity Area: Democratic Services		FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>							
Employees	3.5	560,262	3.5	568,860	3.0	572,520	
Property		5,326		6,390		5,360	
Services & Supplies		114,674		118,030		119,890	
Grant Payments		37,190		47,000		47,000	
Transport		-		-		1,120	
Leasing & capital charges		-		-		-	
		<u>717,452</u>		<u>740,280</u>		<u>745,890</u>	
<u>INCOME</u>							
Sales		-		-		-	
Fees & Charges		-		-		-	
Property Income		-		-		-	
Grants - income		-		-		-	
Other income & recharges	-	3,899		-		-	
Transfers from earmarked reserves		-	-	6,600		-	
		<u>(3,899)</u>		<u>(6,600)</u>		<u>0</u>	
Service Cost		<u>713,553</u>		<u>733,680</u>		<u>745,890</u>	
Service cost - £'s per head of population		5.32		5.43		5.48	

Executive Member:	Gary Taylor					
Manager:	Ros Eastman					
Activity Area:	Development Management					
		2020-21		2021-22		2022-23
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	1,251,045	33.0	1,346,860	32.0	1,275,720
	Property	55,315		59,760		60,260
	Services & Supplies	271,191		358,850		273,050
	Grant Payments	-		-		-
	Transport	19,153		27,550		27,550
	Leasing & capital charges	-		-		-
		1,596,705		1,793,020		1,636,580
	<u>INCOME</u>					
	Sales	-		-		-
	Fees & Charges	930,513	-	861,910	-	1,092,370
	Property Income	-		-		-
	Grants - income	-		6,000		-
	Other income & recharges	200,908	-	172,770	-	420
	Transfers from earmarked reserves	-		38,300		-
		(1,131,421)		(1,078,980)		(1,092,790)
	Service Cost	465,284		714,040		543,790
	Service cost - £'s per head of population	3.47		5.29		4.00

Executive Member:	Nina Jeffries/Richard Keeling					
Manager:	Fergus Pate and Stephen Forsey					
Activity Area:	Economy & Assets					
		2020-21		2021-22		2022-23
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	1,105,047	41.5	1,031,210	35.0	1,487,910
	Property	674,185		885,590		752,040
	Services & Supplies	934,703		582,310		387,340
	Grant Payments	5,461,218		2,466,430		1,130
	Transport	4,987		12,820		12,760
	Leasing & capital charges	-		-		-
		8,180,140		4,978,360		2,641,180
	<u>INCOME</u>					
	Sales	4,636	-	300	-	300
	Fees & Charges	68,718	-	100,260	-	102,130
	Property Income	2,046,056	-	1,922,900	-	2,029,740
	Grants - income	5,535,153	-	2,572,900	-	-
	Other income & recharges	398,673	-	352,640	-	150,890
	Transfers from earmarked reserves	-		11,880		-
		(8,053,237)		(4,960,880)		(2,283,060)
	Service Cost	126,903		17,480		358,120
	Service cost - £'s per head of population	0.95		0.13		2.63

Executive Member:	Alan Connett					
Manager:	Cathy Ruelens					
Activity Area:	Electoral Services					
		2020-21		2021-22		2022-23
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	107,434	3.0	126,690	2.0	97,710
	Property	7,392		29,340		7,340
	Services & Supplies	119,567		224,710		95,720
	Grant Payments	-		-		-
	Transport	80		290		290
	Leasing & capital charges	-		-		-
		234,473		381,030		201,060
	<u>INCOME</u>					
	Sales	-		-		-
	Fees & Charges	2,047	-	2,160	-	2,160
	Property Income	-		-		-
	Grants - income	9,392		-		-
	Other income & recharges	35,806	-	155,140	-	-
	Transfers from earmarked reserves	-		-		-
		(47,245)		(157,300)		(2,160)
Service Cost		187,228		223,730		198,900
Service cost - £'s per head of population		1.40		1.66		1.46

Executive Member:	Alistair Dewhirst					
Manager:	David Eaton and Paul Nicholls					
Activity Area:	Environmental Health					
		2020-21		2021-22		2022-23
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	790,540	23.0	890,930	22.5	907,470
	Property	54,425		60,820		57,570
	Services & Supplies	202,643		251,840		249,010
	Grant Payments	-		-		-
	Transport	23,518		31,750		32,190
	Leasing & capital charges	6,324		6,330		3,000
		1,077,450		1,241,670		1,249,240
	<u>INCOME</u>					
	Sales	5,226	-	6,000	-	6,000
	Fees & Charges	22,721	-	28,160	-	38,910
	Property Income	-		-		-
	Grants - income	55,421		-		-
	Other income & recharges	42,707	-	10,510	-	14,440
	Transfers from earmarked reserves	-		5,170		-
		(126,075)		(49,840)		(59,350)
Service Cost		951,375		1,191,830		1,189,890
Service cost - £'s per head of population		7.09		8.83		8.74

Executive Member:	Richard Keeling					
Manager:	Martin Flitcroft					
Activity Area:	Finance					
		2020-21		2021-22		2022-23
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	597,557	14.5	702,350	15.5	743,090
	Property	20,299		20,440		20,440
	Services & Supplies	43,380		53,560		42,590
	Grant Payments	-		-		-
	Transport	120		-		530
	Leasing & capital charges	-		-		-
		661,356		776,350		806,650
	<u>INCOME</u>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	-		-		-
	Grants - income	-		-		-
	Other income & recharges	30,003	-	21,440	-	20,730
	Transfers from earmarked reserves	-		-		-
		(30,003)		(21,440)		(20,730)
Service Cost		631,352		754,910		785,920
Service cost - £'s per head of population		4.71		5.59		5.77

Executive Member:	John Nutley					
Manager:	Lorraine Montgomery					
Activity Area:	Green Spaces & Active Leisure					
		2020-21		2021-22		2022-23
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	405,164	13.5	381,740	10.5	419,630
	Property	812,049		966,860		974,660
	Services & Supplies	311,401		273,320		217,700
	Grant Payments	589		4,400		4,750
	Transport	10,155		10,770		10,490
	Leasing & capital charges	-		-		-
		1,539,358		1,637,090		1,627,230
	<u>INCOME</u>					
	Sales	2,204	-	2,690	-	1,280
	Fees & Charges	208,009	-	249,290	-	252,490
	Property Income	161,334	-	162,470	-	180,520
	Grants - income	27,817	-	8,150	-	-
	Other income & recharges	166,814	-	75,820	-	22,330
	Transfers from earmarked reserves	-	-	16,350	-	-
		(566,177)		(514,770)		(456,620)
Service Cost		973,181		1,122,320		1,170,610
Service cost - £'s per head of population		7.25		8.31		8.60

Executive Member: Martin Wrigley		2020-21		2021-22		2022-23	
Manager: Amanda Pujol		Actual		Outturn		Budget	
Activity Area: Housing		FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>							
Employees	31.0	1,541,190	32.0	1,435,120	25.5	1,041,290	
Property		395,833		368,780		372,040	
Services & Supplies		672,183		671,830		613,440	
Grant Payments		526,342		579,270		503,860	
Transport		27,978		20,190		19,630	
Leasing & capital charges		-		-		-	
		3,163,525		3,075,190		2,550,260	
<u>INCOME</u>							
Sales	-	1,550	-	1,200	-	1,200	
Fees & Charges	-	3,780	-	1,520	-	1,380	
Property Income	-	563,051	-	595,020	-	610,220	
Grants - income	-	1,189,119	-	1,030,570	-	531,770	
Other income & recharges	-	251,084	-	111,600	-	76,190	
Transfers from earmarked reserves		-		93,330		-	
		(2,008,585)		(1,833,240)		(1,220,760)	
Service Cost		1,154,941		1,241,950		1,329,500	
Service cost - £'s per head of population		8.61		9.20		9.77	

Executive Member: Alan Connett		2020-21		2021-22		2022-23	
Manager: Tim Slater		Actual		Outturn		Budget	
Activity Area: Human Resources		FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>							
Employees	7.0	337,622	8.0	374,970	8.0	388,650	
Property		15,697		15,720		15,720	
Services & Supplies		125,539		136,790		116,110	
Grant Payments		-		-		-	
Transport		398		150		530	
Leasing & capital charges		-		-		-	
		479,256		527,630		521,010	
<u>INCOME</u>							
Sales		-		-		-	
Fees & Charges		-		-		-	
Property Income		-		-		-	
Grants - income		-		-		-	
Other income & recharges		-		-		-	
Transfers from earmarked reserves		-		-		-	
		0		0		0	
Service Cost		479,256		527,630		521,010	
Service cost - £'s per head of population		3.57		3.91		3.83	

Executive Member:	Richard Keeling					
Manager:	Sue Heath					
Activity Area:	Internal Audit & Information Governance					
		2020-21		2021-22		2022-23
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	149,426	3.5	182,660	3.5	247,670
	Property	7,947		8,000		8,000
	Services & Supplies	13,160		12,780		12,910
	Grant Payments	-		-		-
	Transport	-		130		180
	Leasing & capital charges	-		-		-
		170,533		203,570		268,760
	<u>INCOME</u>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	-		-		-
	Grants - income	-		-		-
	Other income & recharges	7,960	-	560	-	560
	Transfers from earmarked reserves	-		-		-
		(7,960)		(560)		(560)
Service Cost		162,573		203,010		268,200
Service cost - £'s per head of population		1.21		1.50		1.97

Executive Member:	Richard Keeling					
Manager:	Paul Woodhead					
Activity Area:	Legal					
		2020-21		2021-22		2022-23
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	344,286	6.0	399,460	7.0	409,660
	Property	10,557		10,770		10,630
	Services & Supplies	39,617		43,530		38,280
	Grant Payments	-		-		-
	Transport	15		-		440
	Leasing & capital charges	-		-		-
		394,474		453,760		459,010
	<u>INCOME</u>					
	Sales	-		-		-
	Fees & Charges	40,617	-	39,300	-	40,200
	Property Income	-		-		-
	Grants - income	-		-		-
	Other income & recharges	11,063	-	2,590	-	1,990
	Transfers from earmarked reserves	-		-		-
		(51,680)		(41,890)		(42,190)
Service Cost		342,795		411,870		416,820
Service cost - £'s per head of population		2.56		3.05		3.06

Executive Member:	John Nutley					
Manager:	James Teed					
Activity Area:	Leisure					
		2020-21		2021-22		2022-23
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	69.5	1,311,474	69.0	1,308,450	66.0	1,746,780
Property		715,951		804,670		893,710
Services & Supplies		228,434		318,920		328,470
Grant Payments		-		15,000		15,000
Transport		1,926		4,430		4,430
Leasing & capital charges		1,305		5,140		2,010
		2,259,090		2,456,610		2,990,400
	<u>INCOME</u>					
Sales	-	966	-	11,170	-	10,740
Fees & Charges	-	310,068	-	1,304,520	-	1,820,840
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges	-	689,470	-	171,480	-	177,630
Transfers from earmarked reserves		-		-		-
		(1,000,505)		(1,487,170)		(2,009,210)
Service Cost		1,258,586		969,440		981,190
Service cost - £'s per head of population		9.38		7.18		7.21

Executive Member:	Alistair Dewhirst					
Manager:	Andrea Furness					
Activity Area:	Licensing					
		2020-21		2021-22		2022-23
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	3.4	111,289	3.0	112,660	3.0	116,250
Property		6,305		6,350		6,350
Services & Supplies		45,853		51,860		51,480
Grant Payments		-		-		-
Transport	-	127		360		270
Leasing & capital charges		-		-		-
		163,319		171,230		174,350
	<u>INCOME</u>					
Sales		-		-		-
Fees & Charges	-	183,922	-	194,460	-	214,680
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges	-	597		-		-
Transfers from earmarked reserves		-		1,600		-
		(184,519)		(196,060)		(214,680)
Service Cost		(21,200)		(24,830)		(40,330)
Service cost - £'s per head of population		-0.16		-0.18		-0.30

Executive Member:	Nina Jeffries					
Manager:	Stephen Forsey					
Activity Area:	Parking					
		2020-21		2021-22		2022-23
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	252,571	9.0	256,920	9.0	262,470
	Property	711,177		699,410		735,690
	Services & Supplies	275,046		351,740		313,590
	Grant Payments	1,313		-		-
	Transport	1,709		3,650		3,650
	Leasing & capital charges	9,164		9,160		4,600
		1,250,980		1,320,880		1,320,000
	<u>INCOME</u>					
	Sales	-		-		-
	Fees & Charges	2,457,611		3,811,560		4,177,430
	Property Income	142,184		52,370		51,060
	Grants - income	-		-		-
	Other income & recharges	81,993		53,920		53,920
	Transfers from earmarked reserves	-		160		-
		(2,681,787)		(3,918,010)		(4,282,410)
Service Cost		(1,430,808)		(2,597,130)		(2,962,410)
Service cost - £'s per head of population		-10.66		-19.23		-21.77

Executive Member:	Richard Keeling					
Manager:	Rosanna Wilson					
Activity Area:	Procurement & Commissioning					
		2020-21		2021-22		2022-23
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	55,215	1.0	57,380	1.0	58,870
	Property	3,642		3,670		3,670
	Services & Supplies	3,692		5,360		5,670
	Grant Payments	-		-		-
	Transport	104		-		60
	Leasing & capital charges	-		-		-
		62,652		66,410		68,270
	<u>INCOME</u>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	-		-		-
	Grants - income	-		-		-
	Other income & recharges	35,890		27,310		25,940
	Transfers from earmarked reserves	-		-		-
		(35,890)		(27,310)		(25,940)
Service Cost		26,762		39,100		42,330
Service cost - £'s per head of population		0.20		0.29		0.31

Executive Member:	John Nutley					
Manager:	Sarah Holgate					
Activity Area:	Resorts					
		2020-21		2021-22		2022-23
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	186,427	9.5	160,450	9.5	254,260
	Property	77,464		81,860		59,530
	Services & Supplies	46,921		83,510		73,270
	Grant Payments	-		-		-
	Transport	2,205		3,530		4,130
	Leasing & capital charges	-		-		-
		313,018		329,350		391,190
	<u>INCOME</u>					
	Sales	-		-		-
	Fees & Charges	14,095		13,640		13,380
	Property Income	226,442		226,110		210,760
	Grants - income	-		-		-
	Other income & recharges	12,960		3,320		3,320
	Transfers from earmarked reserves	-		-		-
		(253,497)		(243,070)		(227,460)
Service Cost		59,520		86,280		163,730
Service cost - £'s per head of population		0.44		0.64		1.20

Executive Member:	Richard Keeling					
Manager:	Tracey Hooper					
Activity Area:	Revenues & Benefits					
		2020-21		2021-22		2022-23
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
	Employees	788,232	30.5	855,780	28.0	949,040
	Property	91,867		92,280		74,480
	Services & Supplies	700,390		732,850		687,510
	Grant Payments	25,574,203		23,072,980		20,839,210
	Transport	64		2,020		1,870
	Leasing & capital charges	-		-		-
		27,154,627		24,755,910		22,552,110
	<u>INCOME</u>					
	Sales	-		-		-
	Fees & Charges	80,529		137,500		137,500
	Property Income	-		-		-
	Grants - income	26,322,661		23,756,080		21,308,790
	Other income & recharges	347,971		494,780		377,510
	Transfers from earmarked reserves	-		38,190		-
		(26,751,160)		(24,426,550)		(21,823,800)
Service Cost		403,467		329,360		728,310
Service cost - £'s per head of population		3.01		2.44		5.35

Executive Member: Gary Taylor		2020-21		2021-22		2022-23	
Manager: Michelle Luscombe/Fergus Pate		Actual		Outturn		Budget	
Activity Area: Spatial Planning		FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>							
Employees	9.5	440,265	8.5	405,350	8.5	420,290	
Property		8,926		8,990		8,990	
Services & Supplies		91,974		253,700		112,750	
Grant Payments		-		12,610		-	
Transport		48		4,190		4,480	
Leasing & capital charges		-		-		-	
		541,212		684,840		546,510	
<u>INCOME</u>							
Sales		-		-		-	
Fees & Charges	-	0	-	50	-	50	
Property Income		-		-		-	
Grants - income	-	200,792	-	12,610	-	20,000	
Other income & recharges	-	114,533	-	40,160	-	-	
Transfers from earmarked reserves		-		105,140		-	
		(315,325)		(157,960)		(20,050)	
Service Cost		225,888		526,880		526,460	
Service cost - £'s per head of population		1.68		3.90		3.87	

Executive Member: Alan Connett		2020-21		2021-22		2022-23	
Manager: Phil Shears		Actual		Outturn		Budget	
Activity Area: Strategic Leadership Team		FTE	£	FTE	£	FTE	£
<u>EXPENDITURE</u>							
Employees	5.0	440,613	5.0	439,810	5.0	453,490	
Property		15,036		15,140		15,140	
Services & Supplies		12,906		14,470		14,310	
Grant Payments		-		-		-	
Transport		1,389		4,320		4,320	
Leasing & capital charges		-		-		-	
		469,944		473,740		487,260	
<u>INCOME</u>							
Sales		-		-		-	
Fees & Charges		-		-		-	
Property Income		-		-		-	
Grants - income		-		-		-	
Other income & recharges	-	103	-	270	-	270	
Transfers from earmarked reserves		-		-		-	
		(103)		(270)		(270)	
Service Cost		469,841		473,470		486,990	
Service cost - £'s per head of population		3.50		3.51		3.58	

Executive Member:	Alistair Dewhirst					
Manager:	Chris Braines					
Activity Area:	Waste, Recycling & Cleansing					
		2020-21		2021-22		2022-23
		Actual		Outturn		Budget
		£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	179.0	5,396,361	182.0	5,741,250	185.0	6,050,450
Property		526,403		526,960		549,900
Services & Supplies		1,036,876		1,092,290		955,480
Grant Payments		-		23,480		40,000
Transport		494,086		584,160		658,240
Leasing & capital charges		1,352,852		1,418,840		1,198,900
		8,806,578		9,386,980		9,452,970
	<u>INCOME</u>					
Sales	-	430,966	-	561,930	-	561,930
Fees & Charges	-	1,087,600	-	1,204,880	-	1,331,480
Property Income	-	13,433	-	14,400	-	18,000
Grants - income	-	-	-	23,480	-	-
Other income & recharges	-	1,734,168	-	1,475,930	-	1,374,560
Transfers from earmarked reserves	-	-	-	-	-	-
		(3,266,168)		(3,280,620)		(3,285,970)
Service Cost		5,540,411		6,106,360		6,167,000
Service cost - £'s per head of population		41.30		45.22		45.31

Glossary

Column Headings

2020-21 Actual – the actual cost of the service for last year

2021-22 Outturn – the likely cost of the service for this year

2022-23 Budget – the budget proposed for the service for next year

FTE – the budgeted full time equivalent average permanent staff numbers for the year

The numbers ignore spend on agency staff/temporary 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