

All Services

		2017-18	2018-19	2019-20
		Actual	Outturn	Budget
		£	£	£
Managing Director/Interim Head of Service				
Corporate Services				
P Shears	Business Improvement & Development	-442,849	498,750	575,650
P Shears	Communications	197,071	179,970	201,310
P Shears	Democratic Services	690,386	752,650	727,310
P Shears	Electoral Services	157,217	201,240	276,680
M Flitcroft	Finance	573,874	548,970	640,540
P Shears	Human Resources	391,436	476,290	406,530
M Flitcroft	Internal Audit & Governance	149,233	175,540	198,790
M Flitcroft	Legal	337,248	327,020	321,480
M Flitcroft	Procurement	44,798	43,940	33,870
P Shears	Strategic Leadership Team	577,287	575,120	431,970
		2,675,701	3,779,490	3,814,130
Strategic Place				
P Shears	Building Control	-379,315	28,540	40,220
A Pujol	Customer Services	309,908	414,510	419,940
P Shears	Development Management	394,698	448,960	523,030
T Watson	Economy & Assets	90,886	-222,220	-189,660
A Pujol	Housing	984,138	1,232,550	1,279,950
T Watson	Parking	-2,415,532	-2,601,100	-2,631,820
A Pujol	Revenues & Benefits	512,953	553,080	884,380
P Shears	Spatial Planning	706,012	600,330	572,930
		203,748	454,650	898,970
Environment, Health & Wellbeing				
A Pujol	Community Safety	96,561	89,410	101,680
T Watson	Environmental Health	963,037	962,680	1,049,770
L Montgomery	Green Spaces & Active Leisure	1,171,179	1,231,090	1,203,590
L Montgomery	Leisure	373,432	483,050	489,070
T Watson	Licensing	-71,169	-41,600	-60,880
L Montgomery	Resorts	71,667	134,590	88,440
L Montgomery	Waste, Recycling & Cleansing	4,681,742	5,147,300	5,495,170
		7,286,449	8,006,520	8,366,840
Total all services		10,165,898	12,240,660	13,079,940
Financing Items		1,857,554	3,094,100	2,697,760
Total including financing items		12,023,452	15,334,760	15,777,700
Contribution to capital		1,466,341	1,429,320	204,820
Totals per actual/budget papers		13,489,793	16,764,080	15,982,520

Notes:

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

PH: Manager: Activity Area:	Humphrey Clemens Andrew Carpenter Building Control	2017-18		2018-19		2019-20	
		FTE	Actual £	FTE	Outturn £	FTE	Budget £
<u>EXPENDITURE</u>							
	Employees	22.0	891,486	22.0	911,930	21.5	907,650
	Property		48,065		32,350		31,230
	Services & Supplies		133,841		130,570		113,770
	Grant Payments		0		0		0
	Transport		62,476		67,920		69,630
	Leasing & capital charges		0		0		0
			1,135,868		1,142,770		1,122,280
<u>INCOME</u>							
	Sales		0		0		0
	Fees & Charges		-871,247		-857,060		-880,000
	Property Income		0		0		0
	Grants - income		-506		0		0
	Other income & recharges		-643,430		-203,000		-202,060
	Transfers from earmarked reserves		0		-54,170		0
			(1,515,183)		(1,114,230)		(1,082,060)
Service Cost			(379,315)		28,540		40,220
Service cost - £'s per head of population			-2.89		0.21		0.30

PH: Manager: Activity Area:	Stuart Barker Kay O'Flaherty Business Improvement & Development Team	2017-18		2018-19		2019-20	
		FTE	Actual £	FTE	Outturn £	FTE	Budget £
<u>EXPENDITURE</u>							
	Employees	7.5	242,942	7.5	243,760	7.5	287,340
	Property		34,549		13,360		12,760
	Services & Supplies		48,863		58,350		89,130
	Grant Payments		189,003		191,470		191,470
	Transport		1,169		780		520
	Leasing & capital charges		0		0		0
			516,526		507,720		581,220
<u>INCOME</u>							
	Sales		0		0		0
	Fees & Charges		0		0		0
	Property Income		-567		-570		-570
	Grants - income		0		0		0
	Other income & recharges		-958,808		-5,300		-5,000
	Transfers from earmarked reserves		0		-3,100		0
			(959,375)		(8,970)		(5,570)
Service Cost			(442,849)		498,750		575,650
Service cost - £'s per head of population			-3.37		3.75		4.29

PH: Manager: Activity Area:	Jeremy Christophers Emma Percy Communications	2017-18 Actual		2018-19 Outturn		2019-20 Budget
	FTE	£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	4.0	145,459	4.0	126,540	4.0	146,890
Property		4,165		2,800		3,360
Services & Supplies		46,800		50,170		50,250
Grant Payments		0		0		0
Transport		647		480		830
Leasing & capital charges		0		0		0
		197,071		179,990		201,330
	<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
		0		(20)		(20)
Service Cost		197,071		179,970		201,310
Service cost - £'s per head of population		1.50		1.35		1.50

PH: Manager: Activity Area:	Sylvia Russell Rebecca Hewitt Community Safety	2017-18 Actual		2018-19 Outturn		2019-20 Budget
	FTE	£	FTE	£	FTE	£
	<u>EXPENDITURE</u>					
Employees	2.0	84,744	2.0	77,910	2.0	88,040
Property		2,180		1,510		3,920
Services & Supplies		52,302		9,210		7,620
Grant Payments		31,761		44,250		0
Transport		2,969		2,480		2,100
Leasing & capital charges		0		0		0
		173,956		135,360		101,680
	<u>INCOME</u>					
Sales		0		0		0
Fees & Charges		0		0		0
Property Income		0		0		0
Grants - income		0		-1,700		0
Other income & recharges		-77,395		-44,250		0
Transfers from earmarked reserves		0		0		0
		(77,395)		(45,950)		0
Service Cost		96,561		89,410		101,680
Service cost - £'s per head of population		0.73		0.67		0.76

PH:	John Goodey	2017-18		2018-19		2019-20
Manager:	Tracey Hooper	Actual		Outturn		Budget
Activity Area:	Customer Services	FTE	£	FTE	£	£
<u>EXPENDITURE</u>						
Employees		13.0	252,522	13.0	292,470	287,040
Property			21,281		14,940	12,130
Services & Supplies			36,105		107,100	120,770
Grant Payments			0		0	0
Transport			0		0	0
Leasing & capital charges			0		0	0
			309,908		414,510	419,940
<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		0	0
Transfers from earmarked reserves			0		0	0
			0		0	0
Service Cost			309,908		414,510	419,940
Service cost - £'s per head of population			2.36		3.12	3.13

PH:	Jeremy Christophers	2017-18		2018-19		2019-20
Manager:	Phil Shears	Actual		Outturn		Budget
Activity Area:	Democratic Services	FTE	£	FTE	£	£
<u>EXPENDITURE</u>						
Employees		4.0	551,391	4.0	571,810	557,030
Property			14,856		9,800	7,170
Services & Supplies			92,298		105,900	92,180
Grant Payments			134,737		165,290	69,000
Transport			1,665		1,840	1,620
Leasing & capital charges			312		390	310
			795,259		855,030	727,310
<u>INCOME</u>						
Sales			0		0	0
Fees & Charges			-80		-10	0
Property Income			0		0	0
Grants - income			-103,993		-39,410	0
Other income & recharges			-800		-340	0
Transfers from earmarked reserves			0		-62,620	0
			(104,873)		(102,380)	0
Service Cost			690,386		752,650	727,310
Service cost - £'s per head of population			5.25		5.67	5.42

PH: Manager: Activity Area:	Humphrey Clemens Ros Eastman Development Management	2017-18		2018-19		2019-20	
		FTE	Actual £	FTE	Outturn £	FTE	Budget £
<u>EXPENDITURE</u>							
	Employees	33.0	1,136,980	33.0	1,171,380	33.0	1,240,660
	Property		74,120		63,470		67,400
	Services & Supplies		351,266		362,140		301,230
	Grant Payments		0		0		0
	Transport		31,262		27,980		27,550
	Leasing & capital charges		0		0		0
			1,593,628		1,624,970		1,636,840
<u>INCOME</u>							
	Sales		-54		0		0
	Fees & Charges		-1,051,351		-1,097,920		-1,097,620
	Property Income		0		0		0
	Grants - income		0		0		0
	Other income & recharges		-147,525		-31,240		-16,190
	Transfers from earmarked reserves		0		-46,850		0
			(1,198,930)		(1,176,010)		(1,113,810)
Service Cost			394,698		448,960		523,030
Service cost - £'s per head of population			3.00		3.38		3.90

PH: Manager: Activity Area:	Timothy Golder Tony Watson Economy & Assets	2017-18		2018-19		2019-20	
		FTE	Actual £	FTE	Outturn £	FTE	Budget £
<u>EXPENDITURE</u>							
	Employees	42.5	1,213,924	42.0	1,169,110	42.0	1,285,580
	Property		616,669		622,510		583,800
	Services & Supplies		708,258		573,680		452,030
	Grant Payments		40,876		4,390		2,230
	Transport		11,985		13,690		13,720
	Leasing & capital charges		0		0		0
			2,591,712		2,383,380		2,337,360
<u>INCOME</u>							
	Sales		-47,360		-23,240		-20,580
	Fees & Charges		-219,747		-206,530		-207,760
	Property Income		-1,950,168		-2,062,200		-2,120,500
	Grants - income		0		0		0
	Other income & recharges		-283,551		-207,990		-178,180
	Transfers from earmarked reserves		0		-105,640		0
			(2,500,826)		(2,605,600)		(2,527,020)
Service Cost			90,886		(222,220)		(189,660)
Service cost - £'s per head of population			0.69		-1.67		-1.41

PH: Manager: Activity Area:	Jeremy Christophers Cathy Ruelens Electoral Services	2017-18 Actual		2018-19 Outturn		2019-20 Budget
		FTE	£	FTE	£	£
	<u>EXPENDITURE</u>					
	Employees	2.0	91,110	2.0	104,910	116,160
	Property		40,007		6,530	6,730
	Services & Supplies		419,854		131,320	275,080
	Grant Payments		0		0	0
	Transport		528		750	290
	Leasing & capital charges		0		0	0
			551,499		243,510	398,260
	<u>INCOME</u>					
	Sales		0		0	0
	Fees & Charges		-2,651		-2,160	-2,160
	Property Income		0		0	0
	Grants - income		-20,913		-16,730	0
	Other income & recharges		-370,718		-5,170	-30,100
	Transfers from earmarked reserves		0		-18,210	-89,320
			(394,282)		(42,270)	(121,580)
Service Cost			157,217		201,240	276,680
Service cost - £'s per head of population			1.20		1.51	2.06

PH: Manager: Activity Area:	Sylvia Russell David Eaton & Paul Nicholls Environmental Health	2017-18 Actual		2018-19 Outturn		2019-20 Budget
		FTE	£	FTE	£	£
	<u>EXPENDITURE</u>					
	Employees	23.0	729,450	23.0	726,160	817,020
	Property		48,290		38,370	49,160
	Services & Supplies		205,667		233,340	201,340
	Grant Payments		0		0	0
	Transport		35,451		32,290	32,730
	Leasing & capital charges		9,889		6,330	6,330
			1,028,747		1,036,490	1,106,580
	<u>INCOME</u>					
	Sales		-10,197		-6,000	-6,000
	Fees & Charges		-41,830		-39,210	-42,170
	Property Income		0		0	0
	Grants - income		-1,610		-920	0
	Other income & recharges		-12,073		-9,790	-8,640
	Transfers from earmarked reserves		0		-17,890	0
			(65,710)		(73,810)	(56,810)
Service Cost			963,037		962,680	1,049,770
Service cost - £'s per head of population			7.33		7.25	7.82

PH: Manager: Activity Area:	Stuart Barker Martin Flitcroft Finance	2017-18		2018-19		2019-20	
		FTE	Actual £	FTE	Outturn £	FTE	Budget £
<u>EXPENDITURE</u>							
	Employees	14.0	517,240	14.0	492,410	14.0	586,750
	Property		25,848		17,760		21,230
	Services & Supplies		40,301		42,910		36,670
	Grant Payments		0		0		0
	Transport		630		870		870
	Leasing & capital charges		0		0		0
			584,019		553,950		645,520
<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		-10,145		-4,980		-4,980
	Transfers from earmarked reserves		0		0		0
			(10,145)		(4,980)		(4,980)
Service Cost			573,874		548,970		640,540
Service cost - £'s per head of population			4.37		4.13		4.77

PH: Manager: Activity Area:	Phil Bullivant Lorraine Montgomery Green Spaces & Active Leisure	2017-18		2018-19		2019-20	
		FTE	Actual £	FTE	Outturn £	FTE	Budget £
<u>EXPENDITURE</u>							
	Employees	14.5	461,774	14.0	455,540	13.5	444,500
	Property		1,012,433		952,070		968,470
	Services & Supplies		297,063		262,640		210,540
	Grant Payments		7,904		18,470		4,750
	Transport		11,992		11,960		11,870
	Leasing & capital charges		0		0		0
			1,791,166		1,700,680		1,640,130
<u>INCOME</u>							
	Sales		-4,320		-3,670		-5,020
	Fees & Charges		-223,924		-202,760		-250,900
	Property Income		-165,182		-164,730		-158,800
	Grants - income		-96,408		-43,500		0
	Other income & recharges		-130,153		-48,420		-21,820
	Transfers from earmarked reserves		0		-6,510		0
			(619,987)		(469,590)		(436,540)
Service Cost			1,171,179		1,231,090		1,203,590
Service cost - £'s per head of population			8.91		9.27		8.97

PH: Manager: Activity Area:	Humphrey Clemens Amanda Pujol Housing	2017-18 Actual		2018-19 Outturn		2019-20 Budget
		FTE	£	FTE	£	£
	<u>EXPENDITURE</u>					
	Employees	31.0	1,152,377	31.0	1,283,590	1,100,680
	Property		279,526		274,410	265,500
	Services & Supplies		492,625		784,650	608,200
	Grant Payments		390,672		933,900	382,000
	Transport		23,973		28,890	24,580
	Leasing & capital charges		0		0	0
			2,339,173		3,305,440	2,380,960
	<u>INCOME</u>					
	Sales		-1,200		-1,500	-1,200
	Fees & Charges		-1,975		-6,670	-3,220
	Property Income		-451,982		-485,980	-489,360
	Grants - income		-598,313		-523,770	-474,860
	Other income & recharges		-301,565		-387,700	-132,370
	Transfers from earmarked reserves		0		-667,270	0
			(1,355,035)		(2,072,890)	(1,101,010)
	Service Cost		984,138		1,232,550	1,279,950
Service cost - £'s per head of population			7.49		9.28	9.54

PH: Manager: Activity Area:	Stuart Barker Tim Slater Human Resources	2017-18 Actual		2018-19 Outturn		2019-20 Budget
		FTE	£	FTE	£	£
	<u>EXPENDITURE</u>					
	Employees	6.5	267,722	6.5	348,720	294,870
	Property		25,780		17,310	17,840
	Services & Supplies		112,797		109,960	93,300
	Grant Payments		0		0	0
	Transport		345		530	530
	Leasing & capital charges		0		0	0
			406,644		476,520	406,540
	<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		-15,208		-230	-10
	Transfers from earmarked reserves		0		0	0
			(15,208)		(230)	(10)
	Service Cost		391,436		476,290	406,530
Service cost - £'s per head of population			2.98		3.59	3.03

PH: Manager: Activity Area:	Stuart Barker Sue Heath Internal Audit & Governance	2017-18 Actual		2018-19 Outturn		2019-20 Budget
		FTE	£	FTE	£	£
	<u>EXPENDITURE</u>					
	Employees	2.5	132,262	2.5	169,450	180,740
	Property		8,095		5,450	8,390
	Services & Supplies		8,602		12,460	9,480
	Grant Payments		0		0	0
	Transport		279		180	180
	Leasing & capital charges		0		0	0
			149,238		187,540	198,790
	<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		-5		0	0
	Transfers from earmarked reserves		0		-12,000	0
			(5)		(12,000)	0
Service Cost			149,233		175,540	198,790
Service cost - £'s per head of population			1.14		1.32	1.48

PH: Manager: Activity Area:	Stuart Barker Karen Trickey Legal	2017-18 Actual		2018-19 Outturn		2019-20 Budget
		FTE	£	FTE	£	£
	<u>EXPENDITURE</u>					
	Employees	7.0	314,777	6.0	351,130	292,430
	Property		15,760		11,510	16,950
	Services & Supplies		31,064		32,910	31,790
	Grant Payments		0		0	0
	Transport		525		290	440
	Leasing & capital charges		0		0	0
			362,126		395,840	341,610
	<u>INCOME</u>					
	Sales		0		0	0
	Fees & Charges		-19,182		-16,130	-20,130
	Property Income		0		0	0
	Grants - income		0		0	0
	Other income & recharges		-5,696		-1,300	0
	Transfers from earmarked reserves		0		-51,390	0
			(24,878)		(68,820)	(20,130)
Service Cost			337,248		327,020	321,480
Service cost - £'s per head of population			2.57		2.46	2.39

PH:	Phil Bullivant	2017-18		2018-19		2019-20
Manager:	James Teed	Actual		Outturn		Budget
Activity Area:	Leisure	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	69.5	1,538,612	69.5	1,684,550	69.5	1,810,830
Property		943,276		897,770		876,860
Services & Supplies		310,497		324,710		345,330
Grant Payments		12,500		17,500		15,000
Transport		4,597		4,920		4,510
Leasing & capital charges		1,799		1,800		1,800
		2,811,281		2,931,250		3,054,330
<u>INCOME</u>						
Sales		-9,641		-4,900		-4,660
Fees & Charges		-2,240,784		-2,261,140		-2,379,060
Property Income		1,492		0		0
Grants - income		-1,132		0		0
Other income & recharges		-187,784		-182,160		-181,540
Transfers from earmarked reserves		0		0		0
		(2,437,849)		(2,448,200)		(2,565,260)
Service Cost		373,432		483,050		489,070
Service cost - £'s per head of population		2.84		3.64		3.64

PH:	Sylvia Russell	2017-18		2018-19		2019-20
Manager:	Andrea Furness	Actual		Outturn		Budget
Activity Area:	Licensing	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	3.0	100,935	3.0	111,390	3.0	91,990
Property		4,894		3,680		6,440
Services & Supplies		31,027		50,590		51,490
Grant Payments		0		0		0
Transport		136		220		270
Leasing & capital charges		0		0		0
		136,992		165,880		150,190
<u>INCOME</u>						
Sales		0		0		0
Fees & Charges		-208,161		-207,480		-211,070
Property Income		0		0		0
Grants - income		0		0		0
Other income & recharges		0		0		0
Transfers from earmarked reserves		0		0		0
		(208,161)		(207,480)		(211,070)
Service Cost		(71,169)		(41,600)		(60,880)
Service cost - £'s per head of population		-0.54		-0.31		-0.45

PH:	Timothy Golder	2017-18		2018-19		2019-20
Manager:	Tony Watson	Actual		Outturn		Budget
Activity Area:	Parking	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	9.0	230,446	9.0	217,760	9.0	240,210
Property		592,817		645,500		617,900
Services & Supplies		233,029		258,680		257,490
Grant Payments		3,038		1,530		0
Transport		2,232		2,770		3,590
Leasing & capital charges		9,164		9,160		9,160
		1,070,726		1,135,400		1,128,350
<u>INCOME</u>						
Sales		0		0		0
Fees & Charges		-3,416,898		-3,638,880		-3,695,900
Property Income		-21,825		-37,810		-19,370
Grants - income		0		0		0
Other income & recharges		-47,535		-46,290		-44,900
Transfers from earmarked reserves		0		-13,520		0
		(3,486,258)		(3,736,500)		(3,760,170)
Service Cost		(2,415,532)		(2,601,100)		(2,631,820)
Service cost - £'s per head of population		-18.38		-19.58		-19.61

PH:	Stuart Barker	2017-18		2018-19		2019-20
Manager:	Lucy Ford	Actual		Outturn		Budget
Activity Area:	Procurement & Commissioning	£	FTE	£	FTE	£
<u>EXPENDITURE</u>						
Employees	1.0	73,659	1.0	84,690	1.0	52,670
Property		0		0		1,440
Services & Supplies		3,673		3,870		3,950
Grant Payments		0		0		0
Transport		0		60		60
Leasing & capital charges		0		0		0
		77,332		88,620		58,120
<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		-32,534		-44,680		-24,250
Transfers from earmarked reserves		0		0		0
		(32,534)		(44,680)		(24,250)
Service Cost		44,798		43,940		33,870
Service cost - £'s per head of population		0.34		0.33		0.25

PH: Manager: Activity Area:	Phil Bullivant Sarah Holgate Resorts	2017-18		2018-19		2019-20	
		FTE	Actual £	FTE	Outturn £	FTE	Budget £
<u>EXPENDITURE</u>							
	Employees	8.0	182,459	8.0	190,480	8.5	202,070
	Property		88,028		106,400		48,890
	Services & Supplies		78,948		88,760		69,620
	Grant Payments		0		0		0
	Transport		3,857		3,280		4,130
	Leasing & capital charges		226		0		0
			353,518		388,920		324,710
<u>INCOME</u>							
	Sales		19		0		0
	Fees & Charges		-27,856		-20,300		-24,300
	Property Income		-218,485		-212,860		-208,650
	Grants - income		0		0		0
	Other income & recharges		-35,529		-4,450		-3,320
	Transfers from earmarked reserves		0		-16,720		0
			(281,851)		(254,330)		(236,270)
Service Cost			71,667		134,590		88,440
Service cost - £'s per head of population			0.55		1.01		0.66

PH: Manager: Activity Area:	Stuart Barker Tracey Hooper Revenues & Benefits	2017-18		2018-19		2019-20	
		FTE	Actual £	FTE	Outturn £	FTE	Budget £
<u>EXPENDITURE</u>							
	Employees	53.0	1,169,495	52.0	1,187,060	49.0	1,364,060
	Property		105,211		71,600		69,890
	Services & Supplies		597,310		678,010		692,240
	Grant Payments		32,753,607		30,115,450		28,200,000
	Transport		3,305		2,470		2,020
	Leasing & capital charges		0		0		0
			34,628,928		32,054,590		30,328,210
<u>INCOME</u>							
	Sales		0		0		0
	Fees & Charges		-168,116		-190,430		-190,430
	Property Income		0		0		0
	Grants - income		-33,404,353		-30,573,750		-28,540,770
	Other income & recharges		-543,506		-731,330		-712,630
	Transfers from earmarked reserves		0		-6,000		0
			(34,115,975)		(31,501,510)		(29,443,830)
Service Cost			512,953		553,080		884,380
Service cost - £'s per head of population			3.90		4.16		6.59

PH: Manager: Activity Area:	Humphrey Clemens Simon Thornley Spatial Planning	2017-18		2018-19		2019-20	
		FTE	Actual £	FTE	Outturn £	FTE	Budget £
<u>EXPENDITURE</u>							
	Employees	11.0	497,120	10.0	512,170	9.5	417,780
	Property		29,738		19,760		9,270
	Services & Supplies		252,490		264,430		141,200
	Grant Payments		17,583		4,970		0
	Transport		7,586		7,140		4,780
	Leasing & capital charges		0		0		0
			804,517		808,470		573,030
<u>INCOME</u>							
	Sales		0		0		0
	Fees & Charges		-127		-100		-100
	Property Income		0		0		0
	Grants - income		-65,485		0		0
	Other income & recharges		-32,893		-34,640		0
	Transfers from earmarked reserves		0		-173,400		0
			(98,505)		(208,140)		(100)
Service Cost			706,012		600,330		572,930
Service cost - £'s per head of population			5.37		4.52		4.27

PH: Manager: Activity Area:	Jeremy Christophers Phil Shears Strategic Leadership Team	2017-18		2018-19		2019-20	
		FTE	Actual £	FTE	Outturn £	FTE	Budget £
<u>EXPENDITURE</u>							
	Employees	6.0	496,262	6.0	527,910	5.0	396,780
	Property		28,440		19,150		13,680
	Services & Supplies		48,492		24,040		17,010
	Grant Payments		0		0		0
	Transport		4,254		4,300		4,780
	Leasing & capital charges		0		0		0
			577,448		575,400		432,250
<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		-161		-280		-280
	Transfers from earmarked reserves		0		0		0
			(161)		(280)		(280)
Service Cost			577,287		575,120		431,970
Service cost - £'s per head of population			4.39		4.33		3.22

PH: Manager: Activity Area:	Kevin Lake Chris Braines Waste, Recycling & Cleansing	2017-18 Actual		2018-19 Outturn		2019-20 Budget
		FTE	£	FTE	£	FTE
	<u>EXPENDITURE</u>					
	Employees	170.0	4,236,932	170.0	4,732,370	177.0
	Property		553,236		559,970	
	Services & Supplies		1,055,461		1,123,070	
	Grant Payments		0		8,000	
	Transport		475,952		554,410	
	Leasing & capital charges		1,271,649		1,275,510	
			<u>7,593,230</u>		<u>8,253,330</u>	
	<u>INCOME</u>					
	Sales		-863,882		-805,460	
	Fees & Charges		-851,457		-873,070	
	Property Income		-5,783		-11,240	
	Grants - income		-8,000		-8,190	
	Other income & recharges		-1,182,366		-1,386,940	
	Transfers from earmarked reserves		0		-21,130	
			<u>(2,911,488)</u>		<u>(3,106,030)</u>	
			<u>4,681,742</u>		<u>5,147,300</u>	
Service Cost			<u>4,681,742</u>		<u>5,147,300</u>	<u>5,495,170</u>
Service cost - £'s per head of population			35.62		38.75	40.94

Glossary

Column Headings

2017-18 Actual – the actual cost of the service for last year

2018-19 Outturn – the likely cost of the service for this year

2019-20 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