All Services				
CE/Business L	_ead	2014-15	2015-16	2016-17
		Actual	Outturn	Budget
Corporate Serv	vices	£	£	£
N Bulbeck	Business Improvement & Development	453,463	485,690	510,580
N Bulbeck	Communications	125,004	143,960	182,970
N Bulbeck	Corporate Leadership Team	546,271	487,210	674,520
N Bulbeck	Democratic Services	611,915	671,960	701,390
N Bulbeck	Electoral Services	172,994	307,230	279,040
N Bulbeck	Finance	486,802	508,730	520,160
N Bulbeck	Human Resources	269,045	341,160	308,660
N Bulbeck	Information & Communication Technology	391,351	0	0
N Bulbeck	Internal Audit	125,884	132,400	137,040
N Bulbeck	Legal	196,931	271,580	257,930
N Bulbeck	Procurement	30,012	28,310	29,960
		3,409,673	3,378,230	3,602,250
Strategic Place	9			
P Shears	Building Control	185,323	225,760	168,730
P Shears	Customer Services	254,118	289,020	300,350
P Shears	Development Management	108,541	154,810	321,250
P Shears	Economy & Assets	957,308	602,770	142,370
P Shears	Housing	930,747	1,196,300	1,216,200
P Shears	Parking & Transport	(2,047,150)	(2,109,570)	(2,182,550)
P Shears	Revenues & Benefits	307,802	590,200	871,630
P Shears	Spatial Planning	545,449	649,830	574,110
		1,242,137	1,599,120	1,412,090
Environmental	Health & Wellbeing			
S Aggett	Community Safety	74,756	73,970	79,700
S Aggett	Environmental Health	977,203	982,740	1,040,760
S Aggett	Green Spaces & Active Leisure	1,056,601	1,178,610	1,284,100
S Aggett	Leisure	520,612	419,570	556,960
S Aggett	Licensing	(96,143)	(70,220)	(67,360)
S Aggett	Resorts	109,760	150,000	139,820
S Aggett	Waste, Recycling & Cleansing	3,799,744	4,706,220	4,617,200
		6,442,533	7,440,890	7,651,180
	Total all services	11,094,343	12,418,240	12,665,520
	Financing Items	1,749,615	2,668,970	1,842,410
	Totals per actual/budget papers	12,843,957	15,087,210	14,507,930
	Contribution to capital	2,229,897	2,148,790	2,160,000
	Totals per actual/budget papers	15,073,855	17,236,000	16,667,930

Notes:

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

PH: Manager:	Humphrey Clemens Andrew Carpenter		2014-15		2015-16		2016-17
Activity Area:	Building Control		Actual		Outturn		Budget
-	_	TE	£	FTE	£	FTE	£
	<u>EXPENDITURE</u>						
	Employees 13	3.5	509,621	13.5	545,240	13.5	505,520
	Property		16,816		25,720		34,850
	Services & Supplies		100,950		106,660		101,660
	Grant Payments		0		0		0
	Transport		27,968		32,400		33,010
	Leasing & capital charges		0		0		0
			655,355		710,020	_	675,040
	<u>INCOME</u>						
	Sales		0		0		0
	Fees & Charges		-367,209		-370,000		-370,000
	Property Income		0		0		0
	Grants - income		0		0		0
	Other income & recharges		-102,823		-114,260		-136,310
	Transfers from earmarked reserves		0		0		0
			(470,032)	_	(484,260)	_	(506,310)
Service Cost			185,323	_	225,760	_	168,730
Service cost - £'s	per head of population		1.46		1.77		1.32
PH:	Stuart Barker						
Manager:	Kay O'Flaherty		2014-15		2015-16		2016-17
Activity Area:	Business Improvement & Development Tear	n	Actual		Outturn		Budget
		TE	£	FTE	£	FTE	£
	<u>EXPENDITURE</u>						
	. ,	5.5	183,994	6.0	205,110	6.0	186,770
	Property		9,150		10,820		14,100
	Services & Supplies		43,704		59,090		99,220
	Grant Payments		392,163		252,230		219,470
	Transport		663		700		520
	Leasing & capital charges		0		0		0
	<u>INCOME</u>		629,675		527,950	_	520,080
	<u>ntoome</u>						
	Sales		0		0		0
	Fees & Charges		0		0		0
	Property Income		-2,750		-3,500		-3,500
	Grants - income		-162,690		-9,760		0
	Other income & recharges		-10,772		-6,000		-6,000
	Transfers from earmarked reserves		0		-23,000		0
			(176,212)	_	(42,260)	_	(9,500)
Service Cost			453,463	_	485,690	_	510,580
Service cost - f's	per head of population		3.56		3.81		4.01
2323 3001 20	Les many et hebenenen		0.00		0.01		

Manager:	Jeremy Christophers Emma Pearcy		2014-15		2015-16		2016-17
Activity Area:	Communications		Actual		Outturn		Budget
		FTE	£	FTE	£	FTE	£
	<u>EXPENDITURE</u>						
	Employees	2.5	98,130	2.5	96,390	4.0	134,930
	Property		6,290		2,230		3,020
	Services & Supplies		19,413		43,140		42,890
	Grant Payments		0		0		0
	Transport Leasing & capital charges		2,024 0		2,220 0		2,150 0
			125,857		143,980	_	182,990
	<u>INCOME</u>		123,037	_	143,900	_	102,330
	Sales		-853		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
			(853)	_	(20)	_	(20)
Service Cost			125,004		143,960		182,970
Service cost - f's	per head of population		0.98		1.13		1.44
0017100 0031 23	por nead or population		0.50		11.10		1.44
PH:	Sylvia Russell						
Manager:	Rebecca Hewitt		2014-15		2015-16		2016-17
Activity Area:	Community Safety		Actual		Outturn		Budget
		FTE	£	FTE	£	FTE	£
	<u>EXPENDITURE</u>						
	Employees	2.5	87,292	1.5	67,400	1.5	68,300
	Property		13,318		1,200		1,630
	Services & Supplies		96,186		73,110		7,650
	Grant Payments		22,946		37,420		0
	Transport		3,199		2,060		2,120
	Leasing & capital charges		0		0		0
	<u>INCOME</u>	_	222,941		181,190		79,700
	II TOOME						
	Sales		0		0		
	Fees & Charges		0		0		0
	Fees & Charges Property Income		0 0		0 0		0
	Fees & Charges Property Income Grants - income		0 0 -42,428		0 0 -12,000		0 0 0
	Fees & Charges Property Income Grants - income Other income & recharges		0 0 -42,428 -105,758		0 0 -12,000 -95,220		0 0 0
	Fees & Charges Property Income Grants - income		0 0 -42,428		0 0 -12,000		0 0 0
	Fees & Charges Property Income Grants - income Other income & recharges		0 0 -42,428 -105,758	_	0 0 -12,000 -95,220		0 0 0 0 0
Service Cost	Fees & Charges Property Income Grants - income Other income & recharges		0 0 -42,428 -105,758 0	_ _ _	0 0 -12,000 -95,220 0	 	0 0 0

PH: Manager:	Jeremy Christophers Nicola Bulbeck		2014-15		2015-16		2016-17
Activity Area:	Corporate Leadership Team		Actual		Outturn		Budget
		FTE	£	FTE	£	FTE	£
	<u>EXPENDITURE</u>						
	Employees	8.0	478,671	8.0	423,230	9.0	627,820
	Property		8,946		15,320		20,620
	Services & Supplies		52,452		44,300		19,600
	Grant Payments		0		0		0
	Transport Leasing & capital charges		6,406 0		5,060 0		6,760 0
			E46 476		497.040		674 900
	<u>INCOME</u>		546,476		487,910		674,800
	Sales		0		0		0
	Fees & Charges		0		0		0
	Property Income		0		0		0
	Grants - income		0		0		0
	Other income & recharges		-205		-700		-280
	Transfers from earmarked reserves		0		0		0
		_	(205)	_	(700)	_	(280)
Service Cost		<u></u>	546,271		487,210		674,520
Service cost - f's	per head of population		4.29		3.83		5.30
	ра пови строранию.		0				0.00
PH:	John Goodey						
Manager:	Liz Guy		2014-15		2015-16		2016-17
Activity Area:	Customer Services		Actual		Outturn		Budget
	EVENDITUDE	FTE	£	FTE	£	FTE	£
	<u>EXPENDITURE</u>						
	Employees	12.0	228,632	12.5	253,570	12.5	261,550
	Property		8,499		11,500		15,590
	Services & Supplies		16,987		23,880		23,210
	Grant Payments		0		0		0
	Transport		0		70		0
	Leasing & capital charges		0		0		0
	<u>INCOME</u>		254,118		289,020		300,350
	Sales		0		0		0
	Fees & Charges		0		0		0
	Property Income Grants - income		0		0		0
	Other income & recharges		0		0		0
	Transfers from earmarked reserves		0		0		0
			(0)		0		0
Service Cost			254,118	_	289,020	_	300,350

PH: Manager: Activity Area:	Jeremy Christophers Neil Aggett Democratic Services EXPENDITURE	FTE	2014-15 Actual £	FTE	2015-16 Outturn £	FTE	2016-17 Budget £
	Employees	4.0	501,603	4.5	F26 000	4.0	E20 200
	Property	4.0	7,544	4.5	526,000 7,850	4.0	528,380
	Services & Supplies		61,794		93,060		10,550 91,660
	Grant Payments		145,266				69,000
	-				145,100		
	Transport Leasing & capital charges		2,038 312		1,910 310		1,530 310
		_	718,557		774,230	_	701,430
	<u>INCOME</u>						·
	Sales		0		0		0
	Fees & Charges		0		0		0
	Property Income		0		0		0
	Grants - income		-104,346		-102,230		0
	Other income & recharges		-2,296		-40		-40
	Transfers from earmarked reserves		0		0		0
			(106,642)	_	(102,270)	_	(40)
Service Cost		=	611,915	_	671,960	_	701,390
Service cost - £'s	per head of population		4.80		5.28		5.51
PH:	Humphrey Clemens						
Manager:	Nick Davies		2014-15		2015-16		2016-17
Activity Area:	Development Management		Actual		Outturn		Budget
	<u>EXPENDITURE</u>	FTE	£	FTE	£	FTE	£
	Employees	32.5	973,814	31.5	991,090	32.0	1,037,050
	Property		47,245		45,430		58,990
	Services & Supplies		315,277		378,450		269,450
	Grant Payments		0		0		0
	Transport		28,022		27,700		27,620
	Leasing & capital charges		0		0		0
	INCOME	_	1,364,358		1,442,670	_	1,393,110
	<u>INCOME</u>						
	Sales		0		0		0
	Fees & Charges		-1,210,451		-1,082,580		-1,061,630
	Property Income		0		0		0
	Grants - income		0		-101,770		0
	Other income & recharges		-45,366		-10,230		-10,230
	Transfers from earmarked reserves		0		-93,280		0
			(1,255,817)	_	(1,287,860)	_	(1,071,860)
Service Cost		_	108,541	_	154,810	_	321,250
Service cost - £'s	per head of population		0.85		1.22		2.52

Activity Area: Economy & Assets FTE FTE EXPENDITURE EXPENDITURE Employees 41.0 1,240,195 40.0 1,181,560 40.0 7,000	2016-17		2015-16		2014-15		Doug Hellier Laing Tony Watson	PH: Manager:
FIE								
Employees		FT		FTE		FTE		7.0
Property \$22,549 \$45,090 Services & Supplies 398,881 896,240 Grant Payments 35,813 66,210 Transport 20,193 20,890 Leasing & capital charges 2,217,631 2,709,990							<u>EXPENDITURE</u>	
Service & Supplies 398,881 896,240 Grant Payments 35,813 66,210 Transport 20,193 20,890 Leasing & capital charges 0 0 0	40.0 1,265,290	40.	1,181,560	40.0	1,240,195	41.0	Employees	
Grant Payments	487,960		545,090		522,549		Property	
Transport	,		•		398,881			
Leasing & capital charges 0			66,210		35,813		-	
NCOME Sales							•	
Sales	0		0		0		Leasing & capital charges	
Sales	2,697,450		2,709,990	_	2,217,631	_	MOOME	
Fees & Charges -287,559 -268,730 Property Income -714,313 -1,037,980 Grants - income -13,069 -55,340 Other income & recharges -141,020 -145,170 Transfers from earmarked reserves 0 -490,380							<u>INCOME</u>	
Property Income -714,313 -1,037,980 Grants - income -13,069 -55,340 Other income & recharges -141,020 -1415,170 Transfers from earmarked reserves 0 -490,380	-97,990		-109,620		-104,362		Sales	
Grants - income	-294,130		-268,730		-287,559		Fees & Charges	
Other income & recharges 141,020 145,170 145,170 149,0380	-1,931,320		-1,037,980		-714,313		Property Income	
Transfers from earmarked reserves 0 -490,380			-55,340					
Canon Cano					-141,020		_	
Service Cost 957,308 602,770	-108,000		-490,380		0		Transfers from earmarked reserves	
PH:	(2,555,080)		(2,107,220)	=	(1,260,323)	=		
PH: Jeremy Christophers	142,370		602,770	=	957,308	=		Service Cost
PH: Jeremy Christophers	1.12		4.73		7.52		per head of population	Service cost - £'s
Manager: Cathy Ruelens 2014-15 2015-16 Activity Area: Electoral Services Actual Outturn FTE £ FTE £ FTE Employees 3.0 87,934 2.5 101,350 2.5 Property 34,358 21,980 261,881 330,070 <t< th=""><th></th><th></th><th></th><th></th><th></th><th></th><th></th><th></th></t<>								
Activity Area: Electoral Services FTE FT							Jeremy Christophers	PH:
FTE FTTE FTE FTTE FT	2016-17		2015-16		2014-15		Cathy Ruelens	Manager:
EXPENDITURE Employees 3.0 87,934 2.5 101,350 2.5 Property 34,358 21,980 Services & Supplies 261,881 330,070 Grant Payments 0 0 Transport 4,098 3,140 Leasing & capital charges 0 0 INCOME Sales 0 0 Fees & Charges -1,937 -2,190 Property Income 0 0 Grants - income -48,788 -34,670 Other income & recharges -164,553 -112,450 Transfers from earmarked reserves 0 0	•				Actual		Electoral Services	Activity Area:
Employees 3.0 87,934 2.5 101,350 2.5 Property 34,358 21,980 Services & Supplies 261,881 330,070 Grant Payments 0 0 Transport 4,098 3,140 Leasing & capital charges 0 0 388,272 456,540 INCOME Sales 0 0 Fees & Charges -1,937 -2,190 Property Income 0 0 Grants - income -48,788 -34,670 Other income & recharges -164,553 -112,450 Transfers from earmarked reserves 0 0	FTE £	FT	£	FTE	£	FTE		
Property 34,358 21,980 Services & Supplies 261,881 330,070 Grant Payments 0 0 Transport 4,098 3,140 Leasing & capital charges 0 0 INCOME Sales 0 0 Fees & Charges -1,937 -2,190 Property Income 0 0 Grants - income -48,788 -34,670 Other income & recharges -164,553 -112,450 Transfers from earmarked reserves 0 0							<u>EXPENDITURE</u>	
Services & Supplies 261,881 330,070 Grant Payments 0 0 Transport 4,098 3,140 Leasing & capital charges 0 0 388,272 456,540 INCOME Sales 0 0 Fees & Charges -1,937 -2,190 Property Income 0 0 Grants - income -48,788 -34,670 Other income & recharges -164,553 -112,450 Transfers from earmarked reserves 0 0	,	2.5		2.5		3.0		
Grant Payments 0 0 Transport 4,098 3,140 Leasing & capital charges 0 0 388,272 456,540 INCOME Sales 0 0 Fees & Charges -1,937 -2,190 Property Income 0 0 Grants - income -48,788 -34,670 Other income & recharges -164,553 -112,450 Transfers from earmarked reserves 0 0								
Transport 4,098 3,140 Leasing & capital charges 0 0 388,272 456,540 INCOME Sales 0 0 Fees & Charges -1,937 -2,190 Property Income 0 0 Grants - income -48,788 -34,670 Other income & recharges -164,553 -112,450 Transfers from earmarked reserves 0 0								
Sales 0 0 0								
388,272 456,540 INCOME 0 0 Sales 0 0 Fees & Charges -1,937 -2,190 Property Income 0 0 Grants - income -48,788 -34,670 Other income & recharges -164,553 -112,450 Transfers from earmarked reserves 0 0								
INCOME Sales 0 0 Fees & Charges -1,937 -2,190 Property Income 0 0 Grants - income -48,788 -34,670 Other income & recharges -164,553 -112,450 Transfers from earmarked reserves 0 0	0		0		0		Leasing & capital charges	
Sales 0 0 Fees & Charges -1,937 -2,190 Property Income 0 0 Grants - income -48,788 -34,670 Other income & recharges -164,553 -112,450 Transfers from earmarked reserves 0 0	389,270		456,540	_	388,272	_	INCOME	
Fees & Charges -1,937 -2,190 Property Income 0 0 Grants - income -48,788 -34,670 Other income & recharges -164,553 -112,450 Transfers from earmarked reserves 0 0							<u>INCOINE</u>	
Property Income 0 0 Grants - income -48,788 -34,670 Other income & recharges -164,553 -112,450 Transfers from earmarked reserves 0 0	0		0					
Grants - income -48,788 -34,670 Other income & recharges -164,553 -112,450 Transfers from earmarked reserves 0 0					-1,937		_	
Other income & recharges -164,553 -112,450 Transfers from earmarked reserves 0 0								
Transfers from earmarked reserves 0 0	0							
<u> </u>	0		-34,670		-48,788		Grants - income	
(4.12.2.12)	0 0 -108,100		-34,670 -112,450		-48,788 -164,553		Grants - income Other income & recharges	
<u>(215,277)</u> (149,310)	0 0 -108,100		-34,670 -112,450		-48,788 -164,553		Grants - income Other income & recharges	
Service Cost <u>172,994</u> <u>307,230</u>	0 0 -108,100 0		-34,670 -112,450	_ =	-48,788 -164,553	_ =	Grants - income Other income & recharges	
Service cost - £'s per head of population 1.36 2.41	0 0 -108,100 0 (110,230)		-34,670 -112,450 0 (149,310)	- =	-48,788 -164,553 0 (215,277)	- =	Grants - income Other income & recharges	Service Cost

PH: Manager:	Sylvia Russell David Eaton & Paul Nicholls		2014-15		2015-16		2016-17
Activity Area:	Environmental Health		Actual		Outturn		Budget
•		FTE	£	FTE	£	FTE	£
	<u>EXPENDITURE</u>						
	Employees	24.0	773,426	24.5	741,610	24.0	792,870
	Property		54,901		36,140		42,250
	Services & Supplies		337,429		253,870		201,920
	Grant Payments		0		0		0
	Transport		36,289		41,340		39,870
	Leasing & capital charges		0		8,700		9,490
			1,202,045	_	1,081,660		1,086,400
	<u>INCOME</u>						
	Sales		-7,489		-3,000		-3,000
	Fees & Charges		-39,796		-31,930		-30,610
	Property Income		0		0		0
	Grants - income		-152,000		-30,000		0
	Other income & recharges		-25,556		-12,330		-12,030
	Transfers from earmarked reserves		0		-21,660		0
		_	(224,842)	<u> </u>	(98,920)	_	(45,640)
Service Cost		_	977,203		982,740	_	1,040,760
Service cost - £'s	per head of population		7.67		7.72		8.17
	, and a part of the same of th						
PH:	Stuart Barker						
Manager:	Martin Flitcroft		2014-15		2015-16		2016-17
Activity Area:	Finance		Actual		Outturn		Budget
-		FTE	£	FTE	£	FTE	£
	<u>EXPENDITURE</u>						
	Employees	13.0	461,521	14.0	461,670	14.0	468,310
	Property		8,932		13,830		18,740
	Services & Supplies		24,860		37,750		37,650
	Grant Payments		0		0		0
	Transport		965		890		870
	Leasing & capital charges		0		0		0
			496,278		514,140	_	525,570
	<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		-9,476		-5,410		-5,410
	Transfers from earmarked reserves		0		0		0
			(9,476)	_	(5,410)	_	(5,410)
Service Cost		_	486,802	_	508,730	_	520,160
Service cost - f's	per head of population		3.82		3.99		4.08
	DEL LICAU OL DODUIALION		.3.0/				

PH: Manager:	George Gribble Lorraine Montgomery		2014-15		2015-16		2016-17
Activity Area:	Green Spaces & Active Leisure		Actual		Outturn		Budget
,		FTE	£	FTE		FTE	£
	<u>EXPENDITURE</u>						
	Employees	17.5	523,058	17.5	488,940	15.5	459,380
	Property		881,081		923,160		938,750
	Services & Supplies		289,935		360,970		263,170
	Grant Payments		12,634		20,370		14,930
	Transport Leasing & capital charges		49,237 0		25,750 80		20,460 80
		_	4 755 045		4 040 070		4 000 770
	<u>INCOME</u>		1,755,945		1,819,270		1,696,770
	Sales		-5,582		-5,210		-5,200
	Fees & Charges		-243,277		-236,380		-237,180
	Property Income		-144,821		-131,090		-120,170
	Grants - income		-43,143		-62,270		0
	Other income & recharges		-262,522		-127,320		-50,120
	Transfers from earmarked reserves		0		-78,390		0
		<u> </u>	(699,345)	_	(640,660)	_	(412,670)
Service Cost		_	1,056,601	_	1,178,610	_	1,284,100
Service cost - £'s	per head of population		8.30		9.25		10.08
PH:	Humphrey Clemens						
Manager:	Amanda Pujol		2014-15		2015-16		2016-17
Activity Area:	Housing		Actual		Outturn		Budget
	EVERNOTURE	FTE	£	FTE	£	FTE	£
	<u>EXPENDITURE</u>						
	Employees	26.5	907,715	26.5	898,700	25.5	895,050
	Property		187,596		209,940		222,900
	Services & Supplies		712,148		895,290		562,690
	Grant Payments		283,430		462,200		447,000
	Transport		20,364		22,520		19,230
	Leasing & capital charges		0		0		0
	INCOME	_	2,111,253		2,488,650		2,146,870
	<u>INCOME</u>						
	Sales		-1,200		-1,200		-1,200
	Fees & Charges		-964		-1,380		-1,060
	Property Income		-328,513		-470,700		-449,370
	Grants - income		-444,225		-570,090		-391,000
	Other income & recharges		-405,603		-145,470		-88,040
	Transfers from earmarked reserves		0		-103,510		0
			(1,180,506)	_	(1,292,350)	_	(930,670)
Service Cost		_	930,747	_	1,196,300	_	1,216,200
	per head of population	<u>=</u>	930,747	-	1,196,300	_	1,216,200 9.55

PH: Manager:	Stuart Barker Kate Davies		2014-15		2015-16		2016-17
Activity Area:	Human Resources		Actual		Outturn		Budget
,		FTE		FTE		FTE	£
	<u>EXPENDITURE</u>						
	Employees	7.0	315,616	7.0	331,710	6.5	289,040
	Property		11,450		13,770		18,650
	Services & Supplies		53,637		86,460		56,030
	Grant Payments		0		0		0
	Transport		680		530		530
	Leasing & capital charges		0		0		0
		<u> </u>	381,383	_	432,470	_	364,250
	<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 Transfers from earmarked reserves		-112,338 0		-91,310 0		-55,590 0
		_	(112,338)		(91,310)		(55,590)
		=	(112,336)	=	(91,310)	_	(55,590)
Service Cost		_	269,045	_	341,160	_	308,660
Service cost - £'s	per head of population		2.11		2.68		2.42
PH:	Stuart Barker		204.4.45		2045.40		2046.47
Manager:	Nicola Bulbeck		2014-15		2015-16		2016-17
Activity Area:	ICT		Actual	-T-	Outturn	FTF	Budget
	<u>EXPENDITURE</u>	FTE	£	FTE	Ł	FTE	£
	Employage	11 5	250.050	0.0	0	0.0	0
	Employees	11.5	359,858	0.0	0	0.0	0
	Property Services & Supplies		24,428		0		0
	Grant Payments		5,955 0		0		0
	Transport		1,164		0		0
	Leasing & capital charges		0		0		0
		_	391,405		0		0
	<u>INCOME</u>	_	· ·				
	Sales		-29		0		0
	Fees & Charges		0		0		0
	Property Income		0		0		0
	Grants - income		0		0		0
	Other income & recharges		-24		0		0
	Transfers from earmarked reserves		0		0		0
		<u> </u>	(53)	_	0	_	0
Service Cost			391,351		0		0
	per head of population		3.07	- 	0.00		0.00
Sarvica cast - Pia					0.00		

Activity Area: Internal Audit FTE	PH: Manager:	Stuart Barker Sue Heath		2014-15		2015-16		2016-17
Employees 2.5	_							
Employees 2.5			FTE	£	FTE	£	FTE	£
Property 4,912 4,570 5,870 5		<u>EXPENDITURE</u>						
Service & Supplies 5,710 9,120 9,120 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0		Employees	2.5	114,989	2.5	118,490	2.5	121,830
Cant Payments 0				4,912		4,570		5,870
Transport		Services & Supplies		5,710		9,120		9,120
Leasing & capital charges 0 0 0 0 0 0 0 0 0				0		0		0
NCOME NCOM				280		220		220
NCOME Sales 0		Leasing & capital charges		0		0		0
Sales			_	125,892	_	132,400		137,040
Fees & Charges		<u>INCOME</u>						
Property Income 0 0 0 0 0 0 0 0 0		Sales		0		0		0
Crants - income 0				0		0		0
Other income & recharges R		Property Income		0		0		0
Transfers from earmarked reserves 0 0 0 0 0 0 0 0 0				0		0		0
Service Cost				-8		0		
Service Cost 125,884 132,400 137,040 Service cost - £'s per head of population 0.99 1.04 1.08 PH: Stuart Barker Stuart Barker Manager: Duncan Moors 2014-15 2015-16 2016-17 Activity Area: Legal Actual Outturn Budget EXPENDITURE Employees 5.5 188,556 6.0 242,030 7.0 226,840 Property 9,126 8,430 11,430 33,400 13,360 13,300 13,300 13,300 13,300 13,300 13,400 </td <td></td> <td>Transfers from earmarked reserves</td> <td></td> <td>0</td> <td></td> <td>0</td> <td></td> <td>0</td>		Transfers from earmarked reserves		0		0		0
Service cost - £'s per head of population 0.99 1.04 1.08			<u> </u>	(8)	_	0	_	0
PH: Stuart Barker	Service Cost			125,884		132,400		137,040
PH: Stuart Barker	Samiles seet. Cla	nor head of nonvilation		0.00		1.04		4.00
Manager: Activity Area: Duncan Moors Legal 2014-15 Actual 2015-16 Outturn 2016-17 Budget EXPENDITURE Employees 5.5 188,556 6.0 242,030 7.0 226,840 Property 9,126 8,430 11,430 Services & Supplies 36,725 33,420 31,360 Grant Payments 0 0 0 0 Transport 506 440 440 440 Leasing & capital charges 0 0 0 0 INCOME Sales 0 0 0 0 0 Fees & Charges -23,852 -11,700 -11,100 0 0 Property Income 0 0 0 0 0 Other income & recharges -14,130 -1,040 -1,040 Transfers from earmarked reserves (37,983) (12,740) (12,140)	OCIVICE COSt - 23	per fiedd of population		0.55		1.04		1.00
Activity Area: Legal FTE FTE	PH:	Stuart Barker						
FTE FTE	Manager:	Duncan Moors		2014-15		2015-16		2016-17
EXPENDITURE Employees 5.5 188,556 6.0 242,030 7.0 226,840 Property 9,126 8,430 11,430 Services & Supplies 36,725 33,420 31,360 Grant Payments 0 0 0 Transport 506 440 440 Leasing & capital charges 0 0 0 UNCOME Sales 0 0 0 0 Fees & Charges -23,852 -11,700 -11,100 Property Income 0 0 0 0 Grants - income 0 0 0 0 Other income & recharges -14,130 -1,040 -1,040 Transfers from earmarked reserves 0 0 0 0 Service Cost 196,931 271,580 257,930	Activity Area:	Legal		Actual		Outturn		Budget
Employees 5.5 188,556 6.0 242,030 7.0 226,840 Property 9,126 8,430 11,430 Services & Supplies 36,725 33,420 31,360 Grant Payments 0 0 0 0 0 0 Transport 506 440 440 Leasing & capital charges 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0			FTE	£	FTE	£	FTE	£
Property 9,126 8,430 11,430 Services & Supplies 36,725 33,420 31,360 Grant Payments 0 0 0 Transport 506 440 440 Leasing & capital charges 0 0 0 UNCOME Sales 0 0 0 Fees & Charges -23,852 -11,700 -11,100 Property Income 0 0 0 Grants - income 0 0 0 Other income & recharges -14,130 -1,040 -1,040 Transfers from earmarked reserves 0 0 0 Grants - income (37,983) (12,740) (12,140) Service Cost 196,931 271,580 257,930		<u>EXPENDITURE</u>						
Services & Supplies 36,725 33,420 31,360 Grant Payments 0 0 0 0 0 Transport 506 440 440 Leasing & capital charges 0 0 0 0 INCOME		Employees	5.5	188,556	6.0	242,030	7.0	226,840
Grant Payments 0 0 0 Transport 506 440 440 Leasing & capital charges 0 0 0 UNCOME Sales 0 0 0 0 Fees & Charges -23,852 -11,700 -11,100 Property Income 0 0 0 Grants - income 0 0 0 Other income & recharges -14,130 -1,040 -1,040 Transfers from earmarked reserves 0 0 0 Gary983 (12,740) (12,140) Service Cost 196,931 271,580 257,930				9,126		8,430		11,430
Transport Leasing & capital charges 506 440 440 Leasing & capital charges 0 0 0 INCOME Sales 0 0 0 0 Fees & Charges -23,852 -11,700 -11,100 0<		• •		36,725		33,420		31,360
Leasing & capital charges 0 0 0 0						0		0
NCOME 234,914 284,320 270,070				506		440		440
Sales 0 0 0 0 0 0 0 0 0		Leasing & capital charges		0		0		0
Sales 0 0 0 Fees & Charges -23,852 -11,700 -11,100 Property Income 0 0 0 Grants - income 0 0 0 Other income & recharges -14,130 -1,040 -1,040 Transfers from earmarked reserves 0 0 0 Service Cost 196,931 271,580 257,930				234,914	_	284,320		270,070
Fees & Charges -23,852 -11,700 -11,100 Property Income 0 0 0 Grants - income 0 0 0 Other income & recharges -14,130 -1,040 -1,040 Transfers from earmarked reserves 0 0 0 Service Cost 196,931 271,580 257,930		<u>INCOME</u>						
Property Income 0 0 0 Grants - income 0 0 0 Other income & recharges -14,130 -1,040 -1,040 Transfers from earmarked reserves 0 0 0 Service Cost 196,931 271,580 257,930								
Grants - income 0 0 0 Other income & recharges -14,130 -1,040 -1,040 Transfers from earmarked reserves 0 0 0 (37,983) (12,740) (12,140) Service Cost 196,931 271,580 257,930								
Other income & recharges -14,130 -1,040 -1,040 Transfers from earmarked reserves 0 0 0 (37,983) (12,740) (12,140) Service Cost 196,931 271,580 257,930								
Transfers from earmarked reserves 0 0 0 (37,983) (12,740) (12,140) Service Cost 196,931 271,580 257,930						_		
(37,983) (12,740) (12,140) Service Cost 196,931 271,580 257,930		_						
Service Cost 196,931 271,580 257,930		i ransiers from earmarked reserves		0		0		0
			<u> </u>	(37,983)	_	(12,740)		(12,140)
Service cost - £'s per head of population 1.55 2.13 2.03	Service Cost		_	196,931	_	271,580		257,930
	Service cost - £'s	per head of population		1.55		2.13		2.03

PH: Manager:	George Gribble James Teed		2014-15		2015-16		2016-17
Activity Area:	Leisure		Actual		Outturn		Budget
•		FTE	£	FTE	£	FTE	£
	<u>EXPENDITURE</u>						
	Employees	51.5	1,535,158	49.5	1,485,710	49.5	1,585,520
	Property		914,619		884,930		880,780
	Services & Supplies		294,424		359,690		370,950
	Grant Payments		10,000		10,000		10,000
	Transport		4,148		4,010		3,320
	Leasing & capital charges		3,595		1,800		1,580
		_	2,761,944	_	2,746,140	_	2,852,150
	<u>INCOME</u>						
	Sales		-25,522		-15,170		-12,920
	Fees & Charges		-2,027,444		-2,076,370		-2,099,060
	Property Income		-17,750		-20,000		-20,000
	Grants - income		0		-8,000		0
	Other income & recharges		-170,616		-207,030		-163,210
	Transfers from earmarked reserves		0		0		0
		 =	(2,241,332)	<u> </u>	(2,326,570)	=	(2,295,190)
Service Cost		=	520,612	_	419,570	=	556,960
Service cost - f's	per head of population		4.09		3.29		4.37
0011100 0001 20	, por modu or population				0.20		
PH:	Sylvia Russell						
Manager:	Andrea Furness		2014-15		2015-16		2016-17
Activity Area:	Licensing		Actual		Outturn		Budget
		FTE	£	FTE	£	FTE	£
	<u>EXPENDITURE</u>						
	Employees	3.0	75,140	3.0	102,460	3.5	102,660
	Property		14,480		10,600		11,550
	Services & Supplies		26,874		31,870		28,320
	Grant Payments		0		0		0
	Transport		586		240		50
	Leasing & capital charges		0		0		0
		_	117,081	_	145,170	=	142,580
	<u>INCOME</u>						
	Sales		0		0		0
	Fees & Charges		-213,221		-214,890		-209,440
	Property Income		0		0		0
	Grants - income		0		0		0
			-3		-500		-500
	Other income & recharges						
	Other income & recharges Transfers from earmarked reserves		0		0		0
	_	_ =		_ =	(215,390)	- -	(209,940)
Service Cost	_	_ =	0	 =		- =	
	_	- - -	(213,224)	_ = 	(215,390)	=	(209,940)

Activity Area: Parking FTE	PH: Manager:	Doug Hellier Laing Tony Watson		2014-15		2015-16		2016-17
Page	_	-						
Employees 10.0 233,281 9.0 188,730 9.0 204,910 204,910 204,910 204,911 255,570 250,670 250,670 260	,	ū	FTE	£	FTE	£	FTE	
Property		<u>EXPENDITURE</u>						
Service & Supplies 177,656 199,090 196,246 Grant Payments 2,475 1,500 5,150 5,150 6,710 5,150 6,150		Employees	10.0	233,281	9.0	188,730	9.0	204,910
Grant Payments		Property		540,611		558,570		550,670
Transport		Services & Supplies		177,656		199,090		196,240
Leasing & capital charges 2,703 7,800 9,160		· · · · · · · · · · · · · · · · · · ·		2,475		1,500		0
NCOME Sales						6,710		5,150
NCOME Sales		Leasing & capital charges		2,703		7,900		9,160
Sales				962,083	_	962,500	_	966,130
Fees & Charges -2,964,427 -3,020,620 -3,103,030 Property Income 9,062 -9,560 -5,940 Cintaris -Income 0 0 0 0 Other income & cecharges -35,697 -39,710 -39,710 Transfers from earmarked reserves (2,047,150) (2,109,570) (3,148,680) Service Cost (2,047,150) (2,109,570) (2,182,550) Service cost - £'s per head of population -16,07 -16,56 -17,14 PH: Stuart Barker		<u>INCOME</u>						
Property Income 9,062 9,560 -5,940 Crants - Income 0 0 0 0 0 0 0 0 0								
Grants - income 0								
Other income & recharges 75,697 739,710						•		
Service Cost								
Service Cost (3,009,233) (3,072,070) (3,148,680)								
Service Cost (2,047,150) (2,109,570) (2,182,550)		Transfers from earmarked reserves		0		-2,180		0
Service cost - £'s per head of population			=	(3,009,233)	_	(3,072,070)	_	(3,148,680)
PH: Stuart Barker	Service Cost		_	(2,047,150)	_	(2,109,570)	_	(2,182,550)
PH: Stuart Barker Manager: Carly Wedderburn 2014-15 2015-16 2016-17 Activity Area: Procurement & Commissioning Actual Outturn Budget FTE	Service cost - £'s	per head of population		-16.07		-16.56		-17.14
Manager: Carly Wedderburn Procurement & Commissioning 2014-15 Activity Area: 2015-16 Procurement & Commissioning 2016-17 Activity Activity Area: Procurement & Commissioning Actual Procurement & Commissioning Outturn Paude Budget FTE £ £ \$								
Activity Area: Procurement & Commissioning FTE	PH:	Stuart Barker						
FTE FTE	Manager:	Carly Wedderburn		2014-15		2015-16		2016-17
Employees 1.0 35,223 1.0 50,100 1.0 50,850 Property 3,331 0 0 0 Services & Supplies 2,632 3,020 3,020 Grant Payments 0 0 340 340 Leasing & capital charges 0 0 0 Income 41,186 53,460 54,210 Income 1 0 0 0 Fees & Charges 0 0 0 0 Fees & Charges 0 0 0 0 Grants - income 0 0 0 0 Other income & recharges -11,174 -25,150 -24,250 Transfers from earmarked reserves 0 0 0 Service Cost 30,012 28,310 29,960	Activity Area:	Procurement & Commissioning		Actual				Budget
Employees 1.0 35,223 1.0 50,100 1.0 50,850 Property 3,331 0 0 0 Services & Supplies 2,632 3,020 3,020 Grant Payments 0 340 340 Transport 0 340 340 Leasing & capital charges 0 0 0 Transport 0 53,460 54,210 INCOME		FYPENDITURE	FTE	£	FTE	£	FTE	£
Property 3,331 0 0 0 0 Services & Supplies 2,632 3,020 3,020 3,020 Grant Payments 0 0 0 0 0 0 0 0 0		<u>EXI ENDITONE</u>						
Services & Supplies 2,632 3,020 3,020 Grant Payments 0 0 0 0 Transport 0 340 340 Leasing & capital charges 0 0 0 INCOME		Employees	1.0	35,223	1.0	50,100	1.0	50,850
Grant Payments 0 0 0 Transport 0 340 340 Leasing & capital charges 0 0 0 41,186 53,460 54,210 INCOME Sales 0 0 0 Fees & Charges 0 0 0 Property Income 0 0 0 Grants - income 0 0 0 Other income & recharges -11,174 -25,150 -24,250 Transfers from earmarked reserves 0 0 0 (11,174) (25,150) (24,250) Service Cost 30,012 28,310 29,960								
Transport Leasing & capital charges 0 340 340 41,186 53,460 54,210 INCOME Sales 0 0 0 Fees & Charges 0 0 0 Property Income 0 0 0 Grants - income 0 0 0 Other income & recharges -11,174 -25,150 -24,250 Transfers from earmarked reserves 0 0 0 Service Cost 30,012 28,310 29,960				2,632		3,020		3,020
Leasing & capital charges 0 0 0 0								_
NCOME Sales 0								
Sales 0 0 0 0 0 0 0 0 0		Leasing & capital charges		0		0		0
Sales 0 0 0 Fees & Charges 0 0 0 Property Income 0 0 0 Grants - income 0 0 0 Other income & recharges -11,174 -25,150 -24,250 Transfers from earmarked reserves 0 0 0 (11,174) (25,150) (24,250) Service Cost 30,012 28,310 29,960			_	41,186	_	53,460	_	54,210
Fees & Charges 0 0 0 0 Property Income 0 0 0 0 Grants - income 0 0 0 0 Other income & recharges -11,174 -25,150 -24,250 Transfers from earmarked reserves 0 0 0 Other income & recharges -11,174 (25,150) (24,250) Service Cost 30,012 28,310 29,960		<u>INCOME</u>						
Property Income 0 0 0 Grants - income 0 0 0 Other income & recharges -11,174 -25,150 -24,250 Transfers from earmarked reserves 0 0 0 Service Cost 30,012 28,310 29,960								0
Grants - income 0 0 0 Other income & recharges -11,174 -25,150 -24,250 Transfers from earmarked reserves 0 0 0 (11,174) (25,150) (24,250) Service Cost 30,012 28,310 29,960								
Other income & recharges -11,174 -25,150 -24,250 Transfers from earmarked reserves 0 0 0 (11,174) (25,150) (24,250) Service Cost 30,012 28,310 29,960								
Transfers from earmarked reserves 0 0 0 (11,174) (25,150) (24,250) Service Cost 30,012 28,310 29,960				_		_		
(11,174) (25,150) (24,250) Service Cost 30,012 28,310 29,960								
Service Cost 30,012 28,310 29,960		Transfers from earmarked reserves		0		0		0
			=	(11,174)	_	(25,150)	_	(24,250)
Service cost - £'s per head of population 0.24 0.22 0.24	Service Cost		=	30,012	_	28,310	_	29,960

PH: Manager:	George Gribble Sarah Leech		2014-15		2015-16		2016-17
Activity Area:	Resorts		Actual		Outturn		Budget
riouvity rubui	noone	FTE		FTE		FTE	£
	<u>EXPENDITURE</u>						
	Employees	3.5	169,855	4.0	194,620	9.0	185,100
	Property		57,326		64,330		65,290
	Services & Supplies		98,509		99,440		88,960
	Grant Payments		1,300		1,150		1,250
	Transport		4,560		6,550		6,570
	Leasing & capital charges		402		400		400
		_	331,951	_	366,490	-	347,570
	<u>INCOME</u>						
	Sales		-139		0		0
	Fees & Charges		-33,725		-33,290		-36,420
	Property Income		-168,345		-164,690		-159,780
	Grants - income		-9,930		-5,000		0
	Other income & recharges		-10,052		-10,500		-11,550
	Transfers from earmarked reserves		0		-3,010		0
		=	(222,191)	=	(216,490)	=	(207,750)
Service Cost		_	109,760	_	150,000	=	139,820
Service cost - f's	s per head of population		0.86		1.18		1.10
2011100 0001 20	, рог. поши от роринито.		0.00				
PH:	Stuart Barker						
Manager:	Tracey Hooper		2014-15		2015-16		2016-17
Activity Area:	Revenues & Benefits		Actual		Outturn		Budget
		FTE	£	FTE	£	FTE	£
	<u>EXPENDITURE</u>						
	Employees	57.0	1,296,718	51.0	1,212,560	51.0	1,350,710
	Property		48,261		56,590		76,370
	Services & Supplies		706,502		635,980		594,810
	Grant Payments		36,674,810		35,516,700		35,546,700
	Transport		3,862		2,690		2,420
	Leasing & capital charges		0		0		0
			38,730,153	_	37,424,520	-	37,571,010
	<u>INCOME</u>						
	Sales		0		0		0
	Fees & Charges		-181,384		-180,000		-180,000
	Property Income		0		0		0
	Grants - income		-36,917,599		-35,716,500		-35,944,810
	Other income & recharges		-1,323,368		-925,320		-574,570
							0
	Transfers from earmarked reserves		0		-12,500		O
		_ =	(38,422,351)	 _	(36,834,320)	-	
Service Cost		- - -		=		=	(36,699,380)
		- - -	(38,422,351)	=	(36,834,320)	=	(36,699,380) 871,630 6.84

PH: Manager: Activity Area:	Humphrey Clemens Simon Thornley Spatial Planning	FTE	2014-15 Actual £	FTE	2015-16 Outturn £	FTE	2016-17 Budget £
	<u>EXPENDITURE</u>						
	Employees	10.0	409,952	10.0	467,730	11.0	444,540
	Property		7,518		16,430		21,280
	Services & Supplies		279,253		748,170		105,210
	Grant Payments		9,427		0		0
	Transport		2,893		3,280		3,380
	Leasing & capital charges		0		0		0
			709,043		1,235,610	_	574,410
	<u>INCOME</u>	_					
	Sales		0		0		0
	Fees & Charges		-289		-300		-300
	Property Income		0		0		0
	Grants - income		-151,402		-363,370		0
	Other income & recharges		-11,903		-3,510		0
	Transfers from earmarked reserves		0		-218,600		0
		_	(163,594)	_	(585,780)	_	(300)
Service Cost		<u> </u>	545,449	_	649,830	_	574,110
Service cost - £'s	per head of population		4.28		5.10		4.51
PH:	Kevin Lake						
Manager:	Chris Braines		2014-15		2015-16		2016-17
Activity Area:	Waste, Recycling & Cleansing		Actual		Outturn		Budget
		FTE	£	FTE	£	FTE	£
	<u>EXPENDITURE</u>						
	Employees	116.0	2,586,972	145.0	3,153,610	174.5	3,394,950
	Property		695,748		619,340		629,910
	Services & Supplies		670,459		927,300		635,780
	Grant Payments		0		0		0
	Transport		830,413		730,840		743,020
	Leasing & capital charges		578,392		1,049,160		1,286,210
	INCOME	_	5,361,984	_	6,480,250	_	6,689,870
	<u>INCOME</u>						
	Sales		-3,162		-1,000		-1,000
	Fees & Charges		-119,124		-503,900		-770,920
	Property Income		-1,670		-1,970		-1,170
	Grants - income		0		-41,540		0
	Other income & recharges		-1,438,285		-1,171,600		-1,299,580
	Transfers from earmarked reserves		0		-54,020		0
		<u> </u>	(1,562,240)	_	(1,774,030)	_	(2,072,670)
Service Cost		=	3,799,744	_	4,706,220	_	4,617,200
Service cost - £'s	per head of population		29.83		36.95		36.25
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Glossary

Column Headings

2014-15 Actual - the actual cost of the service for last year

2015-16 Outturn – the likely cost of the service for this year

2016-17 Budget - the budget proposed for the service for next year

FTE – full time equivalent average staff numbers for the year. Last year, likely for this year and proposed for next year are shown. 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

<u>Income</u>

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