

**All Services**

		<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
		<b>Actual</b>	<b>Outturn</b>	<b>Budget</b>
		<b>£</b>	<b>£</b>	<b>£</b>
Managing Director/Head Of Service				
<b>Corporate Services</b>				
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
		<b>3,937,230</b>	<b>3,627,090</b>	<b>4,039,760</b>
<b>Strategic Place</b>				
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
		<b>907,252</b>	<b>3,133,880</b>	<b>3,201,790</b>
<b>Environment, Health &amp; Wellbeing</b>				
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
		<b>8,105,315</b>	<b>9,799,610</b>	<b>10,487,340</b>
<b>Total all services</b>		<b>12,949,797</b>	<b>16,560,580</b>	<b>17,728,890</b>
<b>Financing Items</b>		<b>2,747,403</b>	<b>(671,140)</b>	<b>(2,433,910)</b>
<b>Totals per actual/budget papers</b>		<b>15,697,200</b>	<b>15,889,440</b>	<b>15,294,980</b>
<b>Contribution to capital</b>		<b>917,207</b>	<b>94,400</b>	<b>0</b>
<b>Totals per actual/budget papers</b>		<b>16,614,407</b>	<b>15,983,840</b>	<b>15,294,980</b>

**Notes:**

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

<b>Executive Member:</b>	<b>Gary Taylor</b>					
<b>Manager:</b>	<b>Andrew Carpenter</b>					
<b>Activity Area:</b>	<b>Building Control</b>					
		<b>2019-20</b>		<b>2020-21</b>		<b>2021-22</b>
		<b>Actual</b>		<b>Outturn</b>		<b>Budget</b>
		<b>£</b>	<b>FTE</b>	<b>£</b>	<b>FTE</b>	<b>£</b>
	<b><u>EXPENDITURE</u></b>					
	Employees	874,982	21.5	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	-		-		-
		<b>1,094,295</b>		<b>1,093,170</b>		<b>1,157,590</b>
	<b><u>INCOME</u></b>					
	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)		-
		<b>(1,189,241)</b>		<b>(1,193,670)</b>		<b>(1,125,540)</b>
	<b>Service Cost</b>	<b>(94,945)</b>		<b>(100,500)</b>		<b>32,050</b>
	<b>Service cost - £'s per head of population</b>	<b>-0.71</b>		<b>-0.75</b>		<b>0.24</b>

<b>Executive Member:</b>	<b>Martin Wrigley</b>					
<b>Manager:</b>	<b>Lloyd Purchase</b>					
<b>Activity Area:</b>	<b>Business Improvement &amp; Development Team</b>					
		<b>2019-20</b>		<b>2020-21</b>		<b>2021-22</b>
		<b>Actual</b>		<b>Outturn</b>		<b>Budget</b>
		<b>£</b>	<b>FTE</b>	<b>£</b>	<b>FTE</b>	<b>£</b>
	<b><u>EXPENDITURE</u></b>					
	Employees	272,146	8.5	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	-		-		-
		<b>593,944</b>		<b>440,410</b>		<b>471,980</b>
	<b><u>INCOME</u></b>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	(567)		(570)		(570)
	Grants - income	-		(30,860)		-
	Other income & recharges	(82)		(9,550)		-
	Transfers from earmarked reserves	-		(14,300)		-
		<b>(649)</b>		<b>(55,280)</b>		<b>(570)</b>
	<b>Service Cost</b>	<b>593,295</b>		<b>385,130</b>		<b>471,410</b>
	<b>Service cost - £'s per head of population</b>	<b>4.47</b>		<b>2.87</b>		<b>3.47</b>

<b>Executive Member:</b>	<b>Alan Connett</b>					
<b>Manager:</b>	<b>Amanda Pujol</b>					
<b>Activity Area:</b>	<b>Communications</b>					
		<b>2019-20</b>		<b>2020-21</b>		<b>2021-22</b>
		<b>Actual</b>		<b>Outturn</b>		<b>Budget</b>
		<b>£</b>	<b>FTE</b>	<b>£</b>	<b>FTE</b>	<b>£</b>
	<b><u>EXPENDITURE</u></b>					
	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	-		-		-
		<b>150,807</b>		<b>232,550</b>		<b>249,080</b>
	<b><u>INCOME</u></b>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	-		-		-
	Grants - income	-		-		-
	Other income & recharges	-		(20)		-
	Transfers from earmarked reserves	-		-		-
		<b>0</b>		<b>(20)</b>		<b>0</b>
<b>Service Cost</b>		<b>150,807</b>		<b>232,530</b>		<b>249,080</b>
<b>Service cost - £'s per head of population</b>		<b>1.14</b>		<b>1.73</b>		<b>1.83</b>

<b>Executive Member:</b>	<b>Martin Wrigley</b>					
<b>Manager:</b>	<b>Rebecca Hewitt</b>					
<b>Activity Area:</b>	<b>Community Safety</b>					
		<b>2019-20</b>		<b>2020-21</b>		<b>2021-22</b>
		<b>Actual</b>		<b>Outturn</b>		<b>Budget</b>
		<b>£</b>	<b>FTE</b>	<b>£</b>	<b>FTE</b>	<b>£</b>
	<b><u>EXPENDITURE</u></b>					
	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	-		-		-
		<b>140,065</b>		<b>180,830</b>		<b>128,940</b>
	<b><u>INCOME</u></b>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	-		-		-
	Grants - income	-		-		-
	Other income & recharges	(41,326)		(60,860)		-
	Transfers from earmarked reserves	-		-		-
		<b>(41,326)</b>		<b>(60,860)</b>		<b>0</b>
<b>Service Cost</b>		<b>98,739</b>		<b>119,970</b>		<b>128,940</b>
<b>Service cost - £'s per head of population</b>		<b>0.74</b>		<b>0.89</b>		<b>0.95</b>

<b>Executive Member:</b>	<b>Martin Wrigley</b>					
<b>Manager:</b>	<b>Tracey Hooper</b>					
<b>Activity Area:</b>	<b>Customer Services</b>					
		<b>2019-20</b>		<b>2020-21</b>		<b>2021-22</b>
		<b>Actual</b>		<b>Outturn</b>		<b>Budget</b>
		<b>£</b>	<b>FTE</b>	<b>£</b>	<b>FTE</b>	<b>£</b>
	<b><u>EXPENDITURE</u></b>					
	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	-		-		-
		<b>597,063</b>		<b>674,150</b>		<b>714,750</b>
	<b><u>INCOME</u></b>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	-		-		-
	Grants - income	-		-		-
	Other income & recharges	(1,661)		-		-
	Transfers from earmarked reserves	-		-		-
		<b>(1,661)</b>		<b>0</b>		<b>0</b>
	<b>Service Cost</b>	<b>595,402</b>		<b>674,150</b>		<b>714,750</b>
	<b>Service cost - £'s per head of population</b>	<b>4.48</b>		<b>5.02</b>		<b>5.26</b>

<b>Executive Member:</b>	<b>Richard Keeling</b>					
<b>Manager:</b>	<b>Sarah Selway</b>					
<b>Activity Area:</b>	<b>Democratic Services</b>					
		<b>2019-20</b>		<b>2020-21</b>		<b>2021-22</b>
		<b>Actual</b>		<b>Outturn</b>		<b>Budget</b>
		<b>£</b>	<b>FTE</b>	<b>£</b>	<b>FTE</b>	<b>£</b>
	<b><u>EXPENDITURE</u></b>					
	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	-		-		-
		<b>712,485</b>		<b>724,600</b>		<b>747,260</b>
	<b><u>INCOME</u></b>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	-		-		-
	Grants - income	-		-		-
	Other income & recharges	(300)		(2,600)		-
	Transfers from earmarked reserves	-		(14,090)		-
		<b>(300)</b>		<b>(16,690)</b>		<b>0</b>
	<b>Service Cost</b>	<b>712,185</b>		<b>707,910</b>		<b>747,260</b>
	<b>Service cost - £'s per head of population</b>	<b>5.36</b>		<b>5.28</b>		<b>5.49</b>

Executive Member:	Gary Taylor	2019-20		2020-21		2021-22
Manager:	Ros Eastman	Actual		Outturn		Budget
Activity Area:	Development Management	£	FTE	£	FTE	£
<b><u>EXPENDITURE</u></b>						
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		-		-		-
		<b>1,759,491</b>		<b>1,664,910</b>		<b>1,807,120</b>
<b><u>INCOME</u></b>						
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)		-
		<b>(1,563,854)</b>		<b>(978,530)</b>		<b>(1,103,740)</b>
<b>Service Cost</b>		<b>195,637</b>		<b>686,380</b>		<b>703,380</b>
<b>Service cost - £'s per head of population</b>		<b>1.47</b>		<b>5.12</b>		<b>5.17</b>

Executive Member:	Nina Jeffries/Richard Keeling	2019-20		2020-21		2021-22
Manager:	Stephen Forsey	Actual		Outturn		Budget
Activity Area:	Economy & Assets	£	FTE	£	FTE	£
<b><u>EXPENDITURE</u></b>						
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		-		-		-
		<b>2,559,635</b>		<b>7,478,150</b>		<b>3,099,700</b>
<b><u>INCOME</u></b>						
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)		-
		<b>(2,551,586)</b>		<b>(6,794,980)</b>		<b>(2,622,690)</b>
<b>Service Cost</b>		<b>8,049</b>		<b>683,170</b>		<b>477,010</b>
<b>Service cost - £'s per head of population</b>		<b>0.06</b>		<b>5.09</b>		<b>3.51</b>

<b>Executive Member:</b>	<b>Alan Connett</b>					
<b>Manager:</b>	<b>Cathy Ruelens</b>					
<b>Activity Area:</b>	<b>Electoral Services</b>					
		<b>2019-20</b>		<b>2020-21</b>		<b>2021-22</b>
		<b>Actual</b>		<b>Outturn</b>		<b>Budget</b>
		<b>£</b>	<b>FTE</b>	<b>£</b>	<b>FTE</b>	<b>£</b>
	<b><u>EXPENDITURE</u></b>					
	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	-		-		-
		<b>730,781</b>		<b>258,070</b>		<b>226,100</b>
	<b><u>INCOME</u></b>					
	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	-		-		-
		<b>(369,470)</b>		<b>(63,180)</b>		<b>(2,160)</b>
	<b>Service Cost</b>	<b>361,310</b>		<b>194,890</b>		<b>223,940</b>
	<b>Service cost - £'s per head of population</b>	<b>2.72</b>		<b>1.45</b>		<b>1.65</b>

<b>Executive Member:</b>	<b>Alistair Dewhirst</b>					
<b>Manager:</b>	<b>David Eaton &amp; Paul Nicholls</b>					
<b>Activity Area:</b>	<b>Environmental Health</b>					
		<b>2019-20</b>		<b>2020-21</b>		<b>2021-22</b>
		<b>Actual</b>		<b>Outturn</b>		<b>Budget</b>
		<b>£</b>	<b>FTE</b>	<b>£</b>	<b>FTE</b>	<b>£</b>
	<b><u>EXPENDITURE</u></b>					
	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
		<b>1,026,656</b>		<b>1,129,710</b>		<b>1,254,340</b>
	<b><u>INCOME</u></b>					
	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)		-
		<b>(80,574)</b>		<b>(84,050)</b>		<b>(60,550)</b>
	<b>Service Cost</b>	<b>946,082</b>		<b>1,045,660</b>		<b>1,193,790</b>
	<b>Service cost - £'s per head of population</b>	<b>7.12</b>		<b>7.79</b>		<b>8.78</b>

Executive Member: Manager: Activity Area:	Richard Keeling Martin Flitcroft Finance	2019-20 Actual		2020-21 Outturn		2021-22 Budget
	FTE	£	FTE	£	FTE	£
<b><u>EXPENDITURE</u></b>						
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		-		-		-
		<b>622,155</b>		<b>671,730</b>		<b>743,410</b>
<b><u>INCOME</u></b>						
Sales		-		-		-
Fees & Charges		-		-		-
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges		(17,750)		(31,000)		(20,730)
Transfers from earmarked reserves		-		(12,090)		-
		<b>(17,750)</b>		<b>(43,090)</b>		<b>(20,730)</b>
<b>Service Cost</b>		<b>604,404</b>		<b>628,640</b>		<b>722,680</b>
<b>Service cost - £'s per head of population</b>		<b>4.55</b>		<b>4.69</b>		<b>5.31</b>

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	£
<b><u>EXPENDITURE</u></b>						
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		-		-		-
		<b>1,779,007</b>		<b>1,662,160</b>		<b>1,580,350</b>
<b><u>INCOME</u></b>						
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)		-
		<b>(631,164)</b>		<b>(460,710)</b>		<b>(419,600)</b>
<b>Service Cost</b>		<b>1,147,843</b>		<b>1,201,450</b>		<b>1,160,750</b>
<b>Service cost - £'s per head of population</b>		<b>8.64</b>		<b>8.96</b>		<b>8.53</b>

<b>Executive Member:</b>	<b>Martin Wrigley</b>					
<b>Manager:</b>	<b>Amanda Pujol</b>					
<b>Activity Area:</b>	<b>Housing</b>					
		<b>2019-20</b>		<b>2020-21</b>		<b>2021-22</b>
		<b>Actual</b>		<b>Outturn</b>		<b>Budget</b>
		<b>£</b>	<b>FTE</b>	<b>£</b>	<b>FTE</b>	<b>£</b>
	<b><u>EXPENDITURE</u></b>					
	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	-		-		-
		<b>3,035,667</b>		<b>3,622,340</b>		<b>2,747,310</b>
	<b><u>INCOME</u></b>					
	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)		-
		<b>(1,952,844)</b>		<b>(2,377,450)</b>		<b>(1,233,620)</b>
	<b>Service Cost</b>	<b>1,082,822</b>		<b>1,244,890</b>		<b>1,513,690</b>
	<b>Service cost - £'s per head of population</b>	<b>8.15</b>		<b>9.28</b>		<b>11.13</b>

<b>Executive Member:</b>	<b>Alan Connett</b>					
<b>Manager:</b>	<b>Tim Slater</b>					
<b>Activity Area:</b>	<b>Human Resources</b>					
		<b>2019-20</b>		<b>2020-21</b>		<b>2021-22</b>
		<b>Actual</b>		<b>Outturn</b>		<b>Budget</b>
		<b>£</b>	<b>FTE</b>	<b>£</b>	<b>FTE</b>	<b>£</b>
	<b><u>EXPENDITURE</u></b>					
	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	-		-		-
		<b>492,041</b>		<b>467,570</b>		<b>501,700</b>
	<b><u>INCOME</u></b>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	-		-		-
	Grants - income	-		-		-
	Other income & recharges	(6,166)		(10)		-
	Transfers from earmarked reserves	-		-		-
		<b>(6,166)</b>		<b>(10)</b>		<b>0</b>
	<b>Service Cost</b>	<b>485,875</b>		<b>467,560</b>		<b>501,700</b>
	<b>Service cost - £'s per head of population</b>	<b>3.66</b>		<b>3.49</b>		<b>3.69</b>



<b>Executive Member:</b>	<b>Richard Keeling</b>					
<b>Manager:</b>	<b>Sue Heath</b>					
<b>Activity Area:</b>	<b>Internal Audit &amp; Information Governance</b>					
		<b>2019-20</b>		<b>2020-21</b>		<b>2021-22</b>
		<b>Actual</b>		<b>Outturn</b>		<b>Budget</b>
		<b>£</b>	<b>FTE</b>	<b>£</b>	<b>FTE</b>	<b>£</b>
	<b><u>EXPENDITURE</u></b>					
	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	-		-		-
		<b>181,403</b>		<b>179,830</b>		<b>184,800</b>
	<b><u>INCOME</u></b>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	-		-		-
	Grants - income	-		(80)		-
	Other income & recharges	(0)		(7,960)		(560)
	Transfers from earmarked reserves	-		-		-
		<b>(0)</b>		<b>(8,040)</b>		<b>(560)</b>
	<b>Service Cost</b>	<b>181,403</b>		<b>171,790</b>		<b>184,240</b>
	<b>Service cost - £'s per head of population</b>	<b>1.37</b>		<b>1.28</b>		<b>1.35</b>

<b>Executive Member:</b>	<b>Richard Keeling</b>					
<b>Manager:</b>	<b>Karen Trickey</b>					
<b>Activity Area:</b>	<b>Legal</b>					
		<b>2019-20</b>		<b>2020-21</b>		<b>2021-22</b>
		<b>Actual</b>		<b>Outturn</b>		<b>Budget</b>
		<b>£</b>	<b>FTE</b>	<b>£</b>	<b>FTE</b>	<b>£</b>
	<b><u>EXPENDITURE</u></b>					
	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	-		-		-
		<b>394,736</b>		<b>375,460</b>		<b>458,850</b>
	<b><u>INCOME</u></b>					
	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	-		-		-
		<b>(26,087)</b>		<b>(28,260)</b>		<b>(31,990)</b>
	<b>Service Cost</b>	<b>368,649</b>		<b>347,200</b>		<b>426,860</b>
	<b>Service cost - £'s per head of population</b>	<b>2.78</b>		<b>2.59</b>		<b>3.14</b>

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

		2019-20		2020-21		2021-22
		Actual		Outturn		Budget
	FTE	£	FTE	£	FTE	£
<b><u>EXPENDITURE</u></b>						
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
		<b>2,920,496</b>		<b>2,463,800</b>		<b>4,165,740</b>
<b><u>INCOME</u></b>						
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		-		-		-
		<b>(2,496,265)</b>		<b>(1,063,220)</b>		<b>(2,696,520)</b>
<b>Service Cost</b>		<b>424,231</b>		<b>1,400,580</b>		<b>1,469,220</b>
<b>Service cost - £'s per head of population</b>		<b>3.19</b>		<b>10.44</b>		<b>10.80</b>

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

		2019-20		2020-21		2021-22
		Actual		Outturn		Budget
	FTE	£	FTE	£	FTE	£
<b><u>EXPENDITURE</u></b>						
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		-		-		-
		<b>170,907</b>		<b>161,000</b>		<b>203,560</b>
<b><u>INCOME</u></b>						
Sales		-		-		-
Fees & Charges		(221,178)		(179,430)		(214,680)
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges		(597)		-		-
Transfers from earmarked reserves		-		-		-
		<b>(221,775)</b>		<b>(179,430)</b>		<b>(214,680)</b>
<b>Service Cost</b>		<b>(50,868)</b>		<b>(18,430)</b>		<b>(11,120)</b>
<b>Service cost - £'s per head of population</b>		<b>-0.38</b>		<b>-0.14</b>		<b>-0.08</b>

<b>Executive Member:</b>	<b>Nina Jeffries</b>					
<b>Manager:</b>	<b>Stephen Forsey</b>					
<b>Activity Area:</b>	<b>Parking</b>					
		<b>2019-20</b>		<b>2020-21</b>		<b>2021-22</b>
		<b>Actual</b>		<b>Outturn</b>		<b>Budget</b>
		<b>£</b>	<b>FTE</b>	<b>£</b>	<b>FTE</b>	<b>£</b>
	<b><u>EXPENDITURE</u></b>					
	Employees	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
		<b>1,277,345</b>		<b>1,276,560</b>		<b>2,563,950</b>
	<b><u>INCOME</u></b>					
	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	-		-		-
		<b>(3,694,298)</b>		<b>(2,405,980)</b>		<b>(4,076,730)</b>
	<b>Service Cost</b>	<b>(2,416,952)</b>		<b>(1,129,420)</b>		<b>(1,512,780)</b>
	<b>Service cost - £'s per head of population</b>	<b>-18.19</b>		<b>-8.42</b>		<b>-11.12</b>

<b>Executive Member:</b>	<b>Richard Keeling</b>					
<b>Manager:</b>	<b>Rosanna Wilson</b>					
<b>Activity Area:</b>	<b>Procurement &amp; Commissioning</b>					
		<b>2019-20</b>		<b>2020-21</b>		<b>2021-22</b>
		<b>Actual</b>		<b>Outturn</b>		<b>Budget</b>
		<b>£</b>	<b>FTE</b>	<b>£</b>	<b>FTE</b>	<b>£</b>
	<b><u>EXPENDITURE</u></b>					
	Employees	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	-		-		-
		<b>65,113</b>		<b>61,960</b>		<b>64,910</b>
	<b><u>INCOME</u></b>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	-		-		-
	Grants - income	-		-		-
	Other income & recharges	(28,097)		(30,890)		(25,940)
	Transfers from earmarked reserves	-		-		-
		<b>(28,097)</b>		<b>(30,890)</b>		<b>(25,940)</b>
	<b>Service Cost</b>	<b>37,015</b>		<b>31,070</b>		<b>38,970</b>
	<b>Service cost - £'s per head of population</b>	<b>0.28</b>		<b>0.23</b>		<b>0.29</b>

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

	FTE	2019-20 Actual £	FTE	2020-21 Outturn £	FTE	2021-22 Budget £
<b><u>EXPENDITURE</u></b>						
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		-		-		-
		<b>468,570</b>		<b>320,590</b>		<b>312,750</b>
<b><u>INCOME</u></b>						
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		-		-		-
		<b>(259,555)</b>		<b>(208,060)</b>		<b>(228,860)</b>
<b>Service Cost</b>		<b>209,015</b>		<b>112,530</b>		<b>83,890</b>
<b>Service cost - £'s per head of population</b>		<b>1.57</b>		<b>0.84</b>		<b>0.62</b>

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

	FTE	2019-20 Actual £	FTE	2020-21 Outturn £	FTE	2021-22 Budget £
<b><u>EXPENDITURE</u></b>						
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		-		-		-
		<b>28,374,555</b>		<b>27,414,890</b>		<b>26,229,600</b>
<b><u>INCOME</u></b>						
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)		-
		<b>(27,492,395)</b>		<b>(26,760,060)</b>		<b>(25,509,420)</b>
<b>Service Cost</b>		<b>882,160</b>		<b>654,830</b>		<b>720,180</b>
<b>Service cost - £'s per head of population</b>		<b>6.64</b>		<b>4.88</b>		<b>5.30</b>

Executive Member:  
Manager:  
Activity Area:

Gary Taylor  
Michelle Luscombe/Fergus Pate  
Spatial Planning

	FTE	2019-20 Actual £	FTE	2020-21 Outturn £	FTE	2021-22 Budget £
<b><u>EXPENDITURE</u></b>						
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		-		-		-
		<b>844,474</b>		<b>543,500</b>		<b>563,560</b>
<b><u>INCOME</u></b>						
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)		-
		<b>(189,395)</b>		<b>(123,120)</b>		<b>(10,050)</b>
<b>Service Cost</b>		<b>655,079</b>		<b>420,380</b>		<b>553,510</b>
<b>Service cost - £'s per head of population</b>		<b>4.93</b>		<b>3.13</b>		<b>4.07</b>

Executive Member:  
Manager:  
Activity Area:

Alan Connett  
Phil Shears  
Strategic Leadership Team

	FTE	2019-20 Actual £	FTE	2020-21 Outturn £	FTE	2021-22 Budget £
<b><u>EXPENDITURE</u></b>						
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		-		-		-
		<b>442,415</b>		<b>460,650</b>		<b>473,890</b>
<b><u>INCOME</u></b>						
Sales		-		-		-
Fees & Charges		-		-		-
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges		(130)		(280)		(270)
Transfers from earmarked reserves		-		-		-
		<b>(130)</b>		<b>(280)</b>		<b>(270)</b>
<b>Service Cost</b>		<b>442,285</b>		<b>460,370</b>		<b>473,620</b>
<b>Service cost - £'s per head of population</b>		<b>3.33</b>		<b>3.43</b>		<b>3.48</b>

Executive Member:  
 Manager:  
 Activity Area:

Alistair Dewhirst  
 Chris Braines  
 Waste, Recycling & Cleansing

		2019-20		2020-21		2021-22
		Actual		Outturn		Budget
	FTE	£	FTE	£	FTE	£
<b><u>EXPENDITURE</u></b>						
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
		<b>8,609,954</b>		<b>9,044,820</b>		<b>9,364,510</b>
<b><u>INCOME</u></b>						
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		-		-		-
		<b>(3,279,681)</b>		<b>(3,106,970)</b>		<b>(2,902,640)</b>
<b>Service Cost</b>		<b>5,330,273</b>		<b>5,937,850</b>		<b>6,461,870</b>
<b>Service cost - £'s per head of population</b>		<b>40.12</b>		<b>44.26</b>		<b>47.51</b>

## **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