

**All Services**

		<b>2020-21</b>	<b>2021-22</b>	<b>2022-23</b>
Managing Director/Head Of Service		<b>Actual</b>	<b>Outturn</b>	<b>Budget</b>
		<b>£</b>	<b>£</b>	<b>£</b>
<b>Corporate Services</b>				
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
		<b>3,708,845</b>	<b>4,123,590</b>	<b>4,327,190</b>
<b>Strategic Place</b>				
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
		<b>1,307,542</b>	<b>832,490</b>	<b>1,150,770</b>
<b>Environment, Health &amp; Wellbeing</b>				
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
		<b>8,876,223</b>	<b>9,569,760</b>	<b>9,747,360</b>
	<b>Total all services</b>	<b>13,892,610</b>	<b>14,525,840</b>	<b>15,225,320</b>
	<b>Financing Items</b>	18,815	561,130	880,310
	<b>Totals per actual/budget papers</b>	<b>13,911,426</b>	<b>15,086,970</b>	<b>16,105,630</b>
	<b>Contributions to Capital</b>	130,121	387,340	-
	<b>Totals per actual/budget papers</b>	<b>14,041,547</b>	<b>15,474,310</b>	<b>16,105,630</b>

**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	£
<b><u>EXPENDITURE</u></b>							
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		-		-		-	
		<b>1,055,674</b>		<b>1,143,090</b>		<b>1,228,680</b>	
<b><u>INCOME</u></b>							
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		-	
		<b>(1,238,535)</b>		<b>(1,205,460)</b>		<b>(1,286,890)</b>	
<b>Service Cost</b>		<b>(182,861)</b>		<b>(62,370)</b>		<b>(58,210)</b>	
<b>Service cost - £'s per head of population</b>		<b>-1.36</b>		<b>-0.46</b>		<b>-0.43</b>	

Executive Member: Martin Wrigley		2020-21		2021-22		2022-23	
Manager: Lloyd Purchase		Actual		Outturn		Budget	
Activity Area: Business Transformation		FTE	£	FTE	£	FTE	£
<b><u>EXPENDITURE</u></b>							
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		-		-		-	
		<b>579,702</b>		<b>411,980</b>		<b>428,910</b>	
<b><u>INCOME</u></b>							
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		-	
		<b>(117,351)</b>		<b>(53,670)</b>		<b>(570)</b>	
<b>Service Cost</b>		<b>462,351</b>		<b>358,310</b>		<b>428,340</b>	
<b>Service cost - £'s per head of population</b>		<b>3.45</b>		<b>2.65</b>		<b>3.15</b>	

<b>Executive Member:</b>	<b>Alan Connett</b>					
<b>Manager:</b>	<b>Louise Raymond</b>					
<b>Activity Area:</b>	<b>Communications</b>					
		<b>2020-21</b>		<b>2021-22</b>		<b>2022-23</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	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	-		-		-
		<b>233,363</b>		<b>397,880</b>		<b>432,790</b>
	<b><u>INCOME</u></b>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	-		-		-
	Grants - income	-		-		-
	Other income & recharges	229	-	-		-
	Transfers from earmarked reserves	-		-		-
		<b>(229)</b>		<b>0</b>		<b>0</b>
<b>Service Cost</b>		<b>233,134</b>		<b>397,880</b>		<b>432,790</b>
<b>Service cost - £'s per head of population</b>		<b>1.74</b>		<b>2.95</b>		<b>3.18</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>2020-21</b>		<b>2021-22</b>		<b>2022-23</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	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	-		-		-
		<b>194,352</b>		<b>242,520</b>		<b>115,270</b>
	<b><u>INCOME</u></b>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	-		-		-
	Grants - income	14,727	-	85,270		-
	Other income & recharges	65,273	-	38,890		-
	Transfers from earmarked reserves	-		-		-
		<b>(80,001)</b>		<b>(124,160)</b>		<b>0</b>
<b>Service Cost</b>		<b>114,351</b>		<b>118,360</b>		<b>115,270</b>
<b>Service cost - £'s per head of population</b>		<b>0.85</b>		<b>0.88</b>		<b>0.85</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>2020-21</b>		<b>2021-22</b>		<b>2022-23</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	465,506	22.5	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	-		-		-
		<b>544,728</b>		<b>662,280</b>		<b>685,210</b>
	<b><u>INCOME</u></b>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	-		-		-
	Grants - income	-		-		-
	Other income & recharges	-		-		-
	Transfers from earmarked reserves	-		-		-
		<b>0</b>		<b>0</b>		<b>0</b>
<b>Service Cost</b>		<b>544,728</b>		<b>662,280</b>		<b>685,210</b>
<b>Service cost - £'s per head of population</b>		<b>4.06</b>		<b>4.90</b>		<b>5.03</b>

<b>Executive Member:</b>	<b>Alan Connett</b>					
<b>Manager:</b>	<b>Sarah Selway</b>					
<b>Activity Area:</b>	<b>Democratic Services</b>					
		<b>2020-21</b>		<b>2021-22</b>		<b>2022-23</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	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	-		-		-
		<b>717,452</b>		<b>740,280</b>		<b>745,890</b>
	<b><u>INCOME</u></b>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	-		-		-
	Grants - income	-		-		-
	Other income & recharges	3,899	-	-		-
	Transfers from earmarked reserves	-	-	6,600		-
		<b>(3,899)</b>		<b>(6,600)</b>		<b>0</b>
<b>Service Cost</b>		<b>713,553</b>		<b>733,680</b>		<b>745,890</b>
<b>Service cost - £'s per head of population</b>		<b>5.32</b>		<b>5.43</b>		<b>5.48</b>

<b>Executive Member:</b>	<b>Gary Taylor</b>					
<b>Manager:</b>	<b>Ros Eastman</b>					
<b>Activity Area:</b>	<b>Development Management</b>					
		<b>2020-21</b>		<b>2021-22</b>		<b>2022-23</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	33.0	1,251,045	32.0	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		-		-		-
		<b>1,596,705</b>		<b>1,793,020</b>		<b>1,636,580</b>
	<b><u>INCOME</u></b>					
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		-
		<b>(1,131,421)</b>		<b>(1,078,980)</b>		<b>(1,092,790)</b>
<b>Service Cost</b>		<b>465,284</b>		<b>714,040</b>		<b>543,790</b>
<b>Service cost - £'s per head of population</b>		<b>3.47</b>		<b>5.29</b>		<b>4.00</b>

<b>Executive Member:</b>	<b>Nina Jeffries/Richard Keeling</b>					
<b>Manager:</b>	<b>Fergus Pate and Stephen Forsey</b>					
<b>Activity Area:</b>	<b>Economy &amp; Assets</b>					
		<b>2020-21</b>		<b>2021-22</b>		<b>2022-23</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	41.5	1,105,047	38.0	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		-		-		-
		<b>8,180,140</b>		<b>4,978,360</b>		<b>2,641,180</b>
	<b><u>INCOME</u></b>					
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		-
		<b>(8,053,237)</b>		<b>(4,960,880)</b>		<b>(2,283,060)</b>
<b>Service Cost</b>		<b>126,903</b>		<b>17,480</b>		<b>358,120</b>
<b>Service cost - £'s per head of population</b>		<b>0.95</b>		<b>0.13</b>		<b>2.63</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>2020-21</b>		<b>2021-22</b>		<b>2022-23</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	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	-		-		-
		<b>234,473</b>		<b>381,030</b>		<b>201,060</b>
	<b><u>INCOME</u></b>					
	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	-		-		-
		<b>(47,245)</b>		<b>(157,300)</b>		<b>(2,160)</b>
	<b>Service Cost</b>	<b>187,228</b>		<b>223,730</b>		<b>198,900</b>
	<b>Service cost - £'s per head of population</b>	<b>1.40</b>		<b>1.66</b>		<b>1.46</b>

<b>Executive Member:</b>	<b>Alistair Dewhirst</b>					
<b>Manager:</b>	<b>David Eaton and Paul Nicholls</b>					
<b>Activity Area:</b>	<b>Environmental Health</b>					
		<b>2020-21</b>		<b>2021-22</b>		<b>2022-23</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	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
		<b>1,077,450</b>		<b>1,241,670</b>		<b>1,249,240</b>
	<b><u>INCOME</u></b>					
	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		-
		<b>(126,075)</b>		<b>(49,840)</b>		<b>(59,350)</b>
	<b>Service Cost</b>	<b>951,375</b>		<b>1,191,830</b>		<b>1,189,890</b>
	<b>Service cost - £'s per head of population</b>	<b>7.09</b>		<b>8.83</b>		<b>8.74</b>

Executive Member: Richard Keeling		2020-21		2021-22		2022-23	
Manager: Martin Flitcroft		Actual		Outturn		Budget	
Activity Area: Finance		FTE	£	FTE	£	FTE	£
<b><u>EXPENDITURE</u></b>							
Employees	14.5	597,557	15.5	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		-		-		-	
		<b>661,356</b>		<b>776,350</b>		<b>806,650</b>	
<b><u>INCOME</u></b>							
Sales		-		-		-	
Fees & Charges		-		-		-	
Property Income		-		-		-	
Grants - income		-		-		-	
Other income & recharges	-	30,003	-	21,440	-	20,730	
Transfers from earmarked reserves		-		-		-	
		<b>(30,003)</b>		<b>(21,440)</b>		<b>(20,730)</b>	
<b>Service Cost</b>		<b>631,352</b>		<b>754,910</b>		<b>785,920</b>	
<b>Service cost - £'s per head of population</b>		<b>4.71</b>		<b>5.59</b>		<b>5.77</b>	

Executive Member: John Nutley		2020-21		2021-22		2022-23	
Manager: Lorraine Montgomery		Actual		Outturn		Budget	
Activity Area: Green Spaces & Active Leisure		FTE	£	FTE	£	FTE	£
<b><u>EXPENDITURE</u></b>							
Employees	13.5	405,164	10.5	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		-		-		-	
		<b>1,539,358</b>		<b>1,637,090</b>		<b>1,627,230</b>	
<b><u>INCOME</u></b>							
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		-	
		<b>(566,177)</b>		<b>(514,770)</b>		<b>(456,620)</b>	
<b>Service Cost</b>		<b>973,181</b>		<b>1,122,320</b>		<b>1,170,610</b>	
<b>Service cost - £'s per head of population</b>		<b>7.25</b>		<b>8.31</b>		<b>8.60</b>	

Executive Member: Martin Wrigley		2020-21		2021-22		2022-23	
Manager: Amanda Pujol		Actual		Outturn		Budget	
Activity Area: Housing		FTE	£	FTE	£	FTE	£
<b><u>EXPENDITURE</u></b>							
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		-		-		-	
		<b>3,163,525</b>		<b>3,075,190</b>		<b>2,550,260</b>	
<b><u>INCOME</u></b>							
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		-	
		<b>(2,008,585)</b>		<b>(1,833,240)</b>		<b>(1,220,760)</b>	
<b>Service Cost</b>		<b>1,154,941</b>		<b>1,241,950</b>		<b>1,329,500</b>	
<b>Service cost - £'s per head of population</b>		<b>8.61</b>		<b>9.20</b>		<b>9.77</b>	

Executive Member: Alan Connett		2020-21		2021-22		2022-23	
Manager: Tim Slater		Actual		Outturn		Budget	
Activity Area: Human Resources		FTE	£	FTE	£	FTE	£
<b><u>EXPENDITURE</u></b>							
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		-		-		-	
		<b>479,256</b>		<b>527,630</b>		<b>521,010</b>	
<b><u>INCOME</u></b>							
Sales		-		-		-	
Fees & Charges		-		-		-	
Property Income		-		-		-	
Grants - income		-		-		-	
Other income & recharges		-		-		-	
Transfers from earmarked reserves		-		-		-	
		<b>0</b>		<b>0</b>		<b>0</b>	
<b>Service Cost</b>		<b>479,256</b>		<b>527,630</b>		<b>521,010</b>	
<b>Service cost - £'s per head of population</b>		<b>3.57</b>		<b>3.91</b>		<b>3.83</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>2020-21</b>		<b>2021-22</b>		<b>2022-23</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	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	-		-		-
		<b>170,533</b>		<b>203,570</b>		<b>268,760</b>
	<b><u>INCOME</u></b>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	-		-		-
	Grants - income	-		-		-
	Other income & recharges	7,960	-	560	-	560
	Transfers from earmarked reserves	-		-		-
		<b>(7,960)</b>		<b>(560)</b>		<b>(560)</b>
<b>Service Cost</b>		<b>162,573</b>		<b>203,010</b>		<b>268,200</b>
<b>Service cost - £'s per head of population</b>		<b>1.21</b>		<b>1.50</b>		<b>1.97</b>

<b>Executive Member:</b>	<b>Richard Keeling</b>					
<b>Manager:</b>	<b>Paul Woodhead</b>					
<b>Activity Area:</b>	<b>Legal</b>					
		<b>2020-21</b>		<b>2021-22</b>		<b>2022-23</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	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	-		-		-
		<b>394,474</b>		<b>453,760</b>		<b>459,010</b>
	<b><u>INCOME</u></b>					
	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	-		-		-
		<b>(51,680)</b>		<b>(41,890)</b>		<b>(42,190)</b>
<b>Service Cost</b>		<b>342,795</b>		<b>411,870</b>		<b>416,820</b>
<b>Service cost - £'s per head of population</b>		<b>2.56</b>		<b>3.05</b>		<b>3.06</b>

<b>Executive Member:</b>	<b>John Nutley</b>					
<b>Manager:</b>	<b>James Teed</b>					
<b>Activity Area:</b>	<b>Leisure</b>					
		<b>2020-21</b>		<b>2021-22</b>		<b>2022-23</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	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
		<b>2,259,090</b>		<b>2,456,610</b>		<b>2,990,400</b>
	<b><u>INCOME</u></b>					
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		-		-		-
		<b>(1,000,505)</b>		<b>(1,487,170)</b>		<b>(2,009,210)</b>
<b>Service Cost</b>		<b>1,258,586</b>		<b>969,440</b>		<b>981,190</b>
<b>Service cost - £'s per head of population</b>		<b>9.38</b>		<b>7.18</b>		<b>7.21</b>

<b>Executive Member:</b>	<b>Alistair Dewhirst</b>					
<b>Manager:</b>	<b>Andrea Furness</b>					
<b>Activity Area:</b>	<b>Licensing</b>					
		<b>2020-21</b>		<b>2021-22</b>		<b>2022-23</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	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		-		-		-
		<b>163,319</b>		<b>171,230</b>		<b>174,350</b>
	<b><u>INCOME</u></b>					
Sales		-		-		-
Fees & Charges	-	183,922	-	194,460	-	214,680
Property Income		-		-		-
Grants - income		-		-		-
Other income & recharges	-	597		-		-
Transfers from earmarked reserves		-		1,600		-
		<b>(184,519)</b>		<b>(196,060)</b>		<b>(214,680)</b>
<b>Service Cost</b>		<b>(21,200)</b>		<b>(24,830)</b>		<b>(40,330)</b>
<b>Service cost - £'s per head of population</b>		<b>-0.16</b>		<b>-0.18</b>		<b>-0.30</b>

<b>Executive Member:</b>	<b>Nina Jeffries</b>					
<b>Manager:</b>	<b>Stephen Forsey</b>					
<b>Activity Area:</b>	<b>Parking</b>					
		<b>2020-21</b>		<b>2021-22</b>		<b>2022-23</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	252,571	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
		<b>1,250,980</b>		<b>1,320,880</b>		<b>1,320,000</b>
	<b><u>INCOME</u></b>					
	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	-	-
		<b>(2,681,787)</b>		<b>(3,918,010)</b>		<b>(4,282,410)</b>
<b>Service Cost</b>		<b>(1,430,808)</b>		<b>(2,597,130)</b>		<b>(2,962,410)</b>
<b>Service cost - £'s per head of population</b>		<b>-10.66</b>		<b>-19.23</b>		<b>-21.77</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>2020-21</b>		<b>2021-22</b>		<b>2022-23</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	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	-		-		-
		<b>62,652</b>		<b>66,410</b>		<b>68,270</b>
	<b><u>INCOME</u></b>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	-		-		-
	Grants - income	-		-		-
	Other income & recharges	35,890	-	27,310	-	25,940
	Transfers from earmarked reserves	-	-	-	-	-
		<b>(35,890)</b>		<b>(27,310)</b>		<b>(25,940)</b>
<b>Service Cost</b>		<b>26,762</b>		<b>39,100</b>		<b>42,330</b>
<b>Service cost - £'s per head of population</b>		<b>0.20</b>		<b>0.29</b>		<b>0.31</b>

<b>Executive Member:</b>	<b>John Nutley</b>					
<b>Manager:</b>	<b>Sarah Holgate</b>					
<b>Activity Area:</b>	<b>Resorts</b>					
		<b>2020-21</b>		<b>2021-22</b>		<b>2022-23</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	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	-		-		-
		<b>313,018</b>		<b>329,350</b>		<b>391,190</b>
	<b><u>INCOME</u></b>					
	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	-		-		-
		<b>(253,497)</b>		<b>(243,070)</b>		<b>(227,460)</b>
<b>Service Cost</b>		<b>59,520</b>		<b>86,280</b>		<b>163,730</b>
<b>Service cost - £'s per head of population</b>		<b>0.44</b>		<b>0.64</b>		<b>1.20</b>

<b>Executive Member:</b>	<b>Richard Keeling</b>					
<b>Manager:</b>	<b>Tracey Hooper</b>					
<b>Activity Area:</b>	<b>Revenues &amp; Benefits</b>					
		<b>2020-21</b>		<b>2021-22</b>		<b>2022-23</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	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	-		-		-
		<b>27,154,627</b>		<b>24,755,910</b>		<b>22,552,110</b>
	<b><u>INCOME</u></b>					
	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		-
		<b>(26,751,160)</b>		<b>(24,426,550)</b>		<b>(21,823,800)</b>
<b>Service Cost</b>		<b>403,467</b>		<b>329,360</b>		<b>728,310</b>
<b>Service cost - £'s per head of population</b>		<b>3.01</b>		<b>2.44</b>		<b>5.35</b>

<b>Executive Member:</b>	<b>Gary Taylor</b>					
<b>Manager:</b>	<b>Michelle Luscombe/Fergus Pate</b>					
<b>Activity Area:</b>	<b>Spatial Planning</b>					
		<b>2020-21</b>		<b>2021-22</b>		<b>2022-23</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	440,265	9.5	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	-		-		-
		<b>541,212</b>		<b>684,840</b>		<b>546,510</b>
	<b><u>INCOME</u></b>					
	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		-
		<b>(315,325)</b>		<b>(157,960)</b>		<b>(20,050)</b>
	<b>Service Cost</b>	<b>225,888</b>		<b>526,880</b>		<b>526,460</b>
	<b>Service cost - £'s per head of population</b>	<b>1.68</b>		<b>3.90</b>		<b>3.87</b>

<b>Executive Member:</b>	<b>Alan Connett</b>					
<b>Manager:</b>	<b>Phil Shears</b>					
<b>Activity Area:</b>	<b>Strategic Leadership Team</b>					
		<b>2020-21</b>		<b>2021-22</b>		<b>2022-23</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	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	-		-		-
		<b>469,944</b>		<b>473,740</b>		<b>487,260</b>
	<b><u>INCOME</u></b>					
	Sales	-		-		-
	Fees & Charges	-		-		-
	Property Income	-		-		-
	Grants - income	-		-		-
	Other income & recharges	103		270		270
	Transfers from earmarked reserves	-		-		-
		<b>(103)</b>		<b>(270)</b>		<b>(270)</b>
	<b>Service Cost</b>	<b>469,841</b>		<b>473,470</b>		<b>486,990</b>
	<b>Service cost - £'s per head of population</b>	<b>3.50</b>		<b>3.51</b>		<b>3.58</b>

<b>Executive Member:</b>	<b>Alistair Dewhirst</b>					
<b>Manager:</b>	<b>Chris Braines</b>					
<b>Activity Area:</b>	<b>Waste, Recycling &amp; Cleansing</b>					
		<b>2020-21</b>		<b>2021-22</b>		<b>2022-23</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	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
		<b>8,806,578</b>		<b>9,386,980</b>		<b>9,452,970</b>
<b><u>INCOME</u></b>						
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		-		-		-
		<b>(3,266,168)</b>		<b>(3,280,620)</b>		<b>(3,285,970)</b>
<b>Service Cost</b>		<b>5,540,411</b>		<b>6,106,360</b>		<b>6,167,000</b>
<b>Service cost - £'s per head of population</b>		<b>41.30</b>		<b>45.22</b>		<b>45.31</b>

## 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